

					Outcomes							
Project Name	Project Description	Lead Authority	CRF Project Areas & Delivery Ratio	CRF contribution	People in education/training following support	People gaining a qualification following support	People engaged in job searching following support	Introducing new products to the market as a result of support	Businesses introducing new products to the firm as a result of support	Employment increase in supported businesses as a result of support	Jobs safeguarded as a result of support	Investment attracted as a result of support
Start & Grow	Start and Grow will engage 249 individuals and 314 early-stage / micro businesses in an intensive enterprise programme. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards. A minimum of 264 grants will be awarded as this programme responds to the investment priorities of the CRF by increasing start-up success through investment in local business; it equips new and existing enterprises with the business skills they need for sustainable growth and through this will safeguard jobs and increase employment opportunities.	Cambridgeshire & Peterborough Combined Authority	Fenland - 25% Peterborough - 50% Huntingdonshire - 25%	£ 2,480,000				103	103	32	103	£586k
Turning Point	The activities to be delivered as part of this project specifically target transitional points within the labour market to catalyse and smooth these for individuals and employers. The project will consist of four activities, delivered as a rapid intensive response in a time critical period for the region but also testing the potential for wider delivery in the future. Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition back into work following a period of furlough; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role. Raising awareness of, signposting to, and providing vouchers up to £600 to enable access to free short course training not currently funded via other means to enable re-skilling, up-skilling and re-training and promote development of digital, net-zero, and management/leadership skills, as well as 'work re-entry' workshops to support transition back to work from furlough. Short courses will be demand led and we will commission new courses if applicable. Delivering real-world experiences of work through funded internships. Funding of £5k per internship will be provided to employers to provide new work opportunities. To support these internships activities will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation. Training Needs Analysis to identify re-skilling, up-skilling and re-training opportunities within a business. This will include working with (1) businesses to identify skills development opportunities for businesses that have furloughed staff and consider jobs to be at risk upon return to secure employment and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.	Cambridgeshire & Peterborough Combined Authority	Fenland - 34% Peterborough - 66%	£ 847,305	365	19	436		64	20		



UK Government

UK Community Renewal Fund Application Form

This form is for project applicants, applying for funding from the UK Community Renewal Fund across the UK. **Annex D in this document includes General Guidance for Completing the Application Form.**

The UK Community Renewal Fund Prospectus, Assessment Criteria, a Technical Note for Project Applicants and Deliverers and Technical Note for Lead Authorities are available [here](#).

The level of information provided should be proportionate to the size and complexity of the project proposed.

Applicant Information

Applicant name: Cambridgeshire and Peterborough Combined Authority

Bid Manager Name and position:

Steve Clarke, Senior Responsible Officer Strategic Funds, Market Insight and Evaluation

Contact telephone number: 07715 653901 **Email address:**

steve.clarke@cambridgeshirepeterborough-ca.gov.uk

Postal address: The Mayor's Office, 72 Market Street, Ely, CB7 4LS

Website: <https://cambridgeshirepeterborough-ca.gov.uk/>

Company Registration Number (where relevant): N/A

Charity Registration Number (where relevant): N/A

Senior Responsible Officer contact details: As above

Please confirm the type of organisation: Local Government

Local authority ☒
Private sector
Voluntary sector

University
FE College
Other (please specify)

Value being Requested (£): £2,480,000

The Bid – investment priority

Please select which investment priority or priorities of the UK Community Renewal Fund are you applying under:

Investment in skills ☒

Investment for local communities

Investment in communities and place ☒

Supporting people into employment ☒

Private and Voluntary Sector Applicants in Northern Ireland. Please confirm you have attached a copy of the applicant's latest accounts.

~~YES~~/NO

Part 1 - Project Summary	
1a Project Name	Start and Grow
For questions 1b-1f, please describe in 500 words or less per question. Please be as concise as possible.	
1b What activities will take place?	
<p>Start and Grow will bring 224 individuals and 293 early-stage / micro businesses through an intensive enterprise programme. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards.</p> <p>Start and Grow is designed to deliver on CPCA's strategic mission to prioritise investment in enterprise programmes that support economic recovery over 2021-22. Cambridgeshire and Peterborough's economy has been hit hard by COVID, with nearly 102,000 furloughs to March 2021 and a doubling in JSA and UC claims over the period.</p> <p>This programme responds to the investment priorities of the CRF by increasing start-up success through investment in local business; it equips new and existing enterprises with the business skills they need for sustainable growth and through this will safeguard jobs and increase employment opportunities across Peterborough, Fenland and Huntingdonshire.</p> <p>The 'Start' component will focus on disadvantaged individuals and under-represented groups. The 'Grow' component will support existing businesses up to 3 years old or with fewer than 3 employees. It will target SMEs with the desire to grow, expand into new and priority markets, create more jobs, increase profitability and productivity, but without the skills and experience to do so.</p> <p><u>Pre-start support for individuals</u></p> <p>This scheme will work by first connecting with individuals in harder-to-reach and 'socially disadvantaged' groups with an offer to support them through their business start-up journey. It will do this through a mix of direct marketing, partner referrals (e.g. housing associations, community groups) and outreach initiatives. The programme will combine information sessions, workshops, online learning and materials, mentoring, networking and peer support. Those who complete the course will undertake an intensive programme of structured support to develop a viable plan to start their business and pre-qualify for investment through grant funding. This will be tailored to need, opportunity and risk appetite and range from small grants of less than £1k to larger packages (less than £30k) with a 10% match funding requirement for grant applications of more than £1k. In exceptional circumstances the scale of assistance may go above this, based on the potential for job creation.</p> <p>Those engaged by this programme who decide starting a business is not the route for them will be connected to alternative programmes of support and other routes to realising their economic potential, such as employment schemes, training and education. It will add value to a range of local initiatives and services through cross-referral and the transferable skills that come with engaging in business planning and learning from experienced enterprise coaches.</p> <p><u>Growth support for early-stage / micro businesses</u></p> <p>This scheme would work in a similar way for early-stage businesses whose scale and age doesn't meet the thresholds for mainstream growth services. Participating businesses would undertake an</p>	

equivalent support programme to address gaps in business planning, understand their opportunities for growth and put the support in place to maximise the potential of realising that growth. They would also complete an intensive programme of structured support tailored to their specific needs to pre-qualify for investment, which could include access to the pre-start support sessions as required.

1c Who will deliver the activities?

CPCA would deliver the activities through its *Growth Works* consortium contractor where there is an existing team with the capacity to mobilise quickly. Growth Works is Cambridgeshire and Peterborough's business growth service, funded by CPCA, HM Government and ESIF. It comprises 5 workstreams:

- Growth Coaching Service
- Inward Investment Service
- Skills Brokerage Service
- Capital Growth Investment Fund
- The Cambridgeshire & Peterborough Growth Hub

This programme will make use of an OJEU-compliant procurement, journal number 2020/S 032-076457, concluded in February 2021 for adding to the Growth Works contract. This has ceiling headroom of contract provision to £80m, with only £29m currently contracted.

YTKO are currently the lead partner delivering business support throughout Cambridgeshire and Peterborough as part of the Growth Works consortium and has a dedicated local team of 10 FTE staff. It is because of this real-time market intelligence that they are best positioned to understand local need and identify gaps in provision. When successful, Start and Grow will be added to its established provision. This will maximise market penetration, minimise mobilisation time for the programme and enable YTKO to deliver support direct to eligible clients from day 1 of contract delivery. This support will be maintained at full capacity until the 31st March 2022, optimising client engagement and maximising impact.

YTKO has delivered award-winning start-up, sustainability, growth, scale-up, access to finance, and other support to SMEs through public sector programmes for over 15 years, and directly to clients in the private sector for over 40 years.

Since 2006 it has delivered 36 government-funded programmes totalling in excess of £52m (including specific projects in Peterborough, Cambridgeshire and Huntingdonshire). It has met or exceeded profiled targets on every programme. Founded and headquartered in Cambridge from 1979, its local knowledge and experience will be essential to delivering to the CRF's schedule. Start and Grow dovetails with YTKO's existing offer around pre-start and early-stage growth support delivered through its Outset services. It also fits with its business growth support offer, delivered through its GetSet for Growth provision. The CRF will target those that are not otherwise be eligible for this current support.

Outset was launched in 2009 to address the huge gap in support for disadvantaged clients and those living in our deprived communities to transform their lives through starting a new enterprise. Since then, more than **30,000 individuals** have engaged in the programme, and it has won many national and international awards. Despite targeting what others would class as 'hard-to-reach' communities its business survival rates outstrip the national average, and 63% of its start-ups are women-owned businesses.

Through GetSet for Growth, it has supported over **22,400 growth-oriented established SMEs**. Its evidence base includes raising over £70m from a range of sources including bursaries, grants, crowd-funding, asset, debt and equity, and it has a 98.4% success rate, even with disadvantaged and under-represented clients, demonstrating the value of focussing on helping clients become market and investment ready is correct.

1d How will the activities be delivered?

CPCA will procure delivery of Start and Grow through its existing Growth Works consortium contract, using the headroom available there for additional requirements. This would provide the platform from which the programme can mobilise immediately with the partners in that consortium and especially YTKO who are leading the enterprise element of the Growth Works programme.

Pre-qualification support

YTKO will deliver the 'Start' component through its award-winning Outset support service focused on disadvantaged individuals and under-represented client groups who are looking to start a business. The 'Grow' component for existing micro businesses will be delivered through its GetSet service for businesses up to 3 years old.

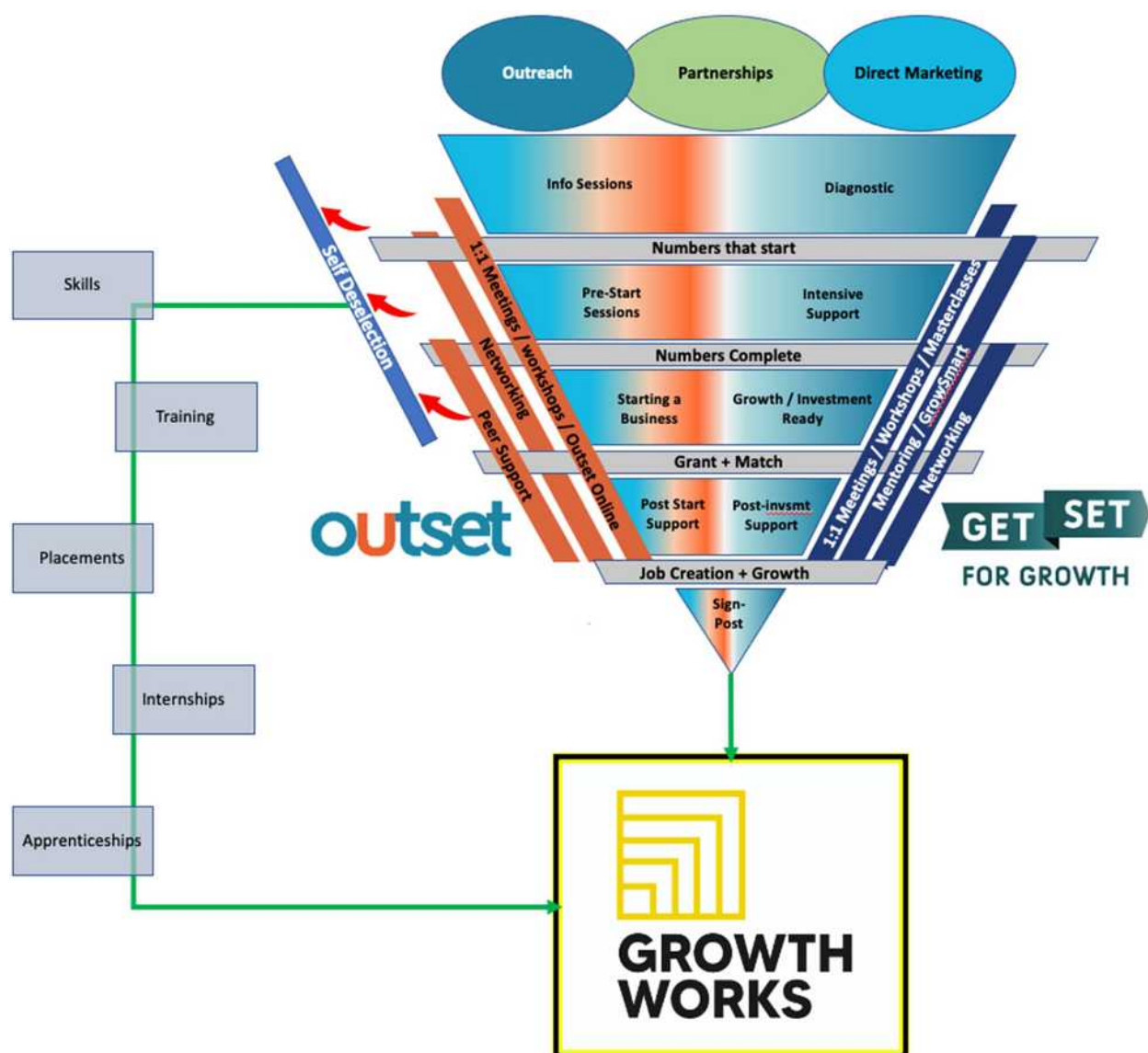
Together, these components will provide an intensive, integrated and rolling support programme on all the critical learning and knowledge required to plan, start up and develop a successful business in a variety of locations and hubs across the Peterborough City Council (PCC), Huntingdonshire District Council (HDC) and Fenland District Council (FDC) local authority regions. This support will be delivered through a mixture of in-person 1:1, workshops, masterclasses, peer-to-peer, mentoring and networking support, all of which can be delivered online based on the pandemic and the needs of individual service users.

Having been assessed for their potential, each participant will have a tailored pathway through the service. Those individuals with the highest potential will fast track and have more intensive 1:1 coaching to enhance their capacity and capability, plus any specialist support that is required to increase their chances of achieving success.

There will be slow-track and fast-track options, 3 separate programmes with content tailored for the key stages - preparation, start, and sustainability through the first critical years of commercial reality, evening and weekend options.

Start up and early-stage growth grants

Under-capitalisation is a critical contributing factor to business failure. This programme therefore underpins the intensive business support provision with access to grants for those that become pre-qualified through the programme (90% grant for start-ups and 80% grant for eligible existing businesses). Access to significant grants, combined with pre and post investment support will de risk investment and maximise return. The requirement of a private sector match contribution (10% for start ups and 20% for existing business) encourages the client to have 'skin in the game', increasing ownership and with a higher return on investment.



1e Who will be the beneficiaries of the project?

Start and Grow will focus on 2 core beneficiary groups:

1. Pre-start: **people** who wish to start and develop an enterprise.

The programme will target deprived or disadvantaged areas, especially those individuals seeking to use enterprise as a way out of unemployment or economic inactivity, addressing the current market need and complimenting other provisions such as the New Enterprise Allowance. It will engage with pre-start individuals looking for support and guidance in developing their opportunities and enterprises, regardless of the sector, and concentrate 1:1 intensive support on those individuals with potential.

2. Undertakings: **micro businesses** that have been trading for less than 3 years / with less than 3 employees

It will target SMEs with a desire to grow, expand into new markets, create more jobs, increase profitability and productivity, but simply do not know how to do so. The biggest barrier to this is leadership and management skills and knowledge deficit. This programme will also target SMEs that may have started trading without having a business plan or the business acumen needed to optimise their sustainability and growth potential.

The experience from YTKO's existing Outset and GetSet services (covering pre-starts and undertakings respectively) is that they become more confident, more knowledgeable, and their capability and capacity increases so that they are more motivated to go forwards. This is particularly true of female business owners, who represent half of YTKO's clients, and of other under-served segments like BaME businesses.

The spread of outputs will be predominantly focused on the Priority 1 area of Peterborough City Council, but will also deliver substantial support through Fenland and Huntingdonshire Districts.

The programme will stimulate demand and reach its intended beneficiaries through:

Marketing communications that will be an integrated, pervasive and sustained mix of tactics, comprising a mix of social media, digital, print, (flyers, leaflets), e-marketing, PR, events and drop-in sessions, ambient media, and radio as appropriate to particular segments, and whether individuals or early stage businesses.

Outreach - getting out and having a presence where the target audience is. For early-stage businesses - managed work space, co-working spaces, and innovation centres, business and networking events, industrial estates and science parks, conferences, seminars and trade shows. For pre-starts – existing work hubs, fliers, posters and informal outreach and drop in sessions in community centres, street markets, pubs and clubs, supermarkets/shopping centres, libraries, special interest groups, health centres, churches, sports clubs, school groups - everywhere that people go.

Partnership working – this can take many forms, including hot desk space, joint promotional material and activities, joint events such as drop in surgeries, speaking opportunities, literature at each others premises/events, hot desks at the JCP and work clubs, partner workshops and joint steering committees. For reaching certain segments of the disadvantaged audience, such as some ethnic and religious communities, working through community champions and elders may be necessary to first gain trust and invitations to work with their members. CVS organisations and social housing organisations are also key routes.

1f Where will the activities take place?

The spread of outputs across the geographies covered by Start and Grow are:

- 49% Peterborough City Council

- 25.5% Fenland District Council
- 25.5% Huntingdonshire District Council

With in-situ support based at:

- Key community facilities in Peterborough and market towns in Huntingdonshire and Fenland
- Existing business support venues across the three local authority areas for example Allia Future Business Centre (Peterborough), Wisbech Boathouse, South Fens Business Centre in Chatteris, Creative Exchange St Neots, The Incubator Alconbury Weald.

The geographical balance of this scheme reflects the concentration of need and potential to make an impact across the CPCA area. For instance, Peterborough and Fenland both have greater shares of people who go from 16-18 education to not in employment, education and training (NEET) than the England average (15.3% and 13.9% respectively vs 13%). There are fewer self-employed people as a share of the population in Peterborough (5.5%) than the UK average (6.8%). And in 2020 the business formation rate in Fenland (8.6%) was well below the UK average (12.7%)

1g When will the project start?	September 1 st 2021 with potential for an August start if CRF allocation confirmed in July	When will the project end?	31 st March 2022
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1h Which places (district or unitary areas) will benefit from the activity?

Local Authority Area	Approximate percentage of activity / expenditure
Peterborough City Council	49% activity / expenditure
Fenland District Council	25.5% activity / expenditure
Huntingdonshire District Council	25.5% activity / expenditure

1i What are the key milestones for the development and implementation of the project?

Milestone	Target Month
Contract award	July 2021
Demand stimulation activities / stakeholder engagement (mobilised through existing network, CPCA and LA partners, no cost to CRF)	July 2021
Website	September 2021

Client engagement (information sessions, 1:1's, workshops, peer to peer support, masterclasses, mentoring support, online platform access, grants)	1 st September 2021 – 31 st March 2022
Independent Evaluation	March 2022

Part 2 – Project Impact

For questions 2a-2d, please describe in 500 words or less per question. Please be as concise as possible.

2a What will be the short and long term benefits of the project on its beneficiaries and the wider community?

People

Short-term, and over the duration of the scheme, the individuals who engage with Start and Grow will benefit from intensive support in working through their business plans and, if more appropriate, in connecting to other services. Longer-term, those who pre-qualify for a start-up grant will create businesses that are more likely to survive and create sustainable jobs for the community than the national average.

Businesses

The intensive support that participating micro businesses receive over the duration of the programme will equip them with the leadership and business planning skills to expand into new markets, create more jobs, increase profitability and productivity. Longer-term, those who pre-qualify for a grant will receive financial support for business growth – safeguarding and creating new jobs in the wider community.

Start and Grow will deliver these benefits by filling a market void in new enterprise support that inhibits the participation of underrepresented and disadvantaged groups. People from this demographic are often alienated from mainstream, academic or overly “business speak” style programmes, not seeing it as intended for them. Financial expectations of the new businesses are set much too high for many aspiring sole traders/new businesses when at the exploration stage, particularly those who are financially and socially excluded, or who have low skills, or a background of unemployment and disadvantage. Recent Nomis data reflects this local trend with Peterborough City Council residents falling 20% behind the East of England average for self employment, with females in particular being over 25% less likely to become self-employed than the regional average.

For new businesses with little track record or collateral, there remains a market weakness and information asymmetry in accessing finance across the UK following the pandemic, the subsequent economic downturn and the significant uncertainty around Brexit. Improving awareness of, and understanding about, the different types of finance available, and how to create robust and viable business plans, will help address imperfect information market failures on the part of both lenders and businesses. This is also applicable to social enterprises and the voluntary and community sector, who have traditionally relied on grant

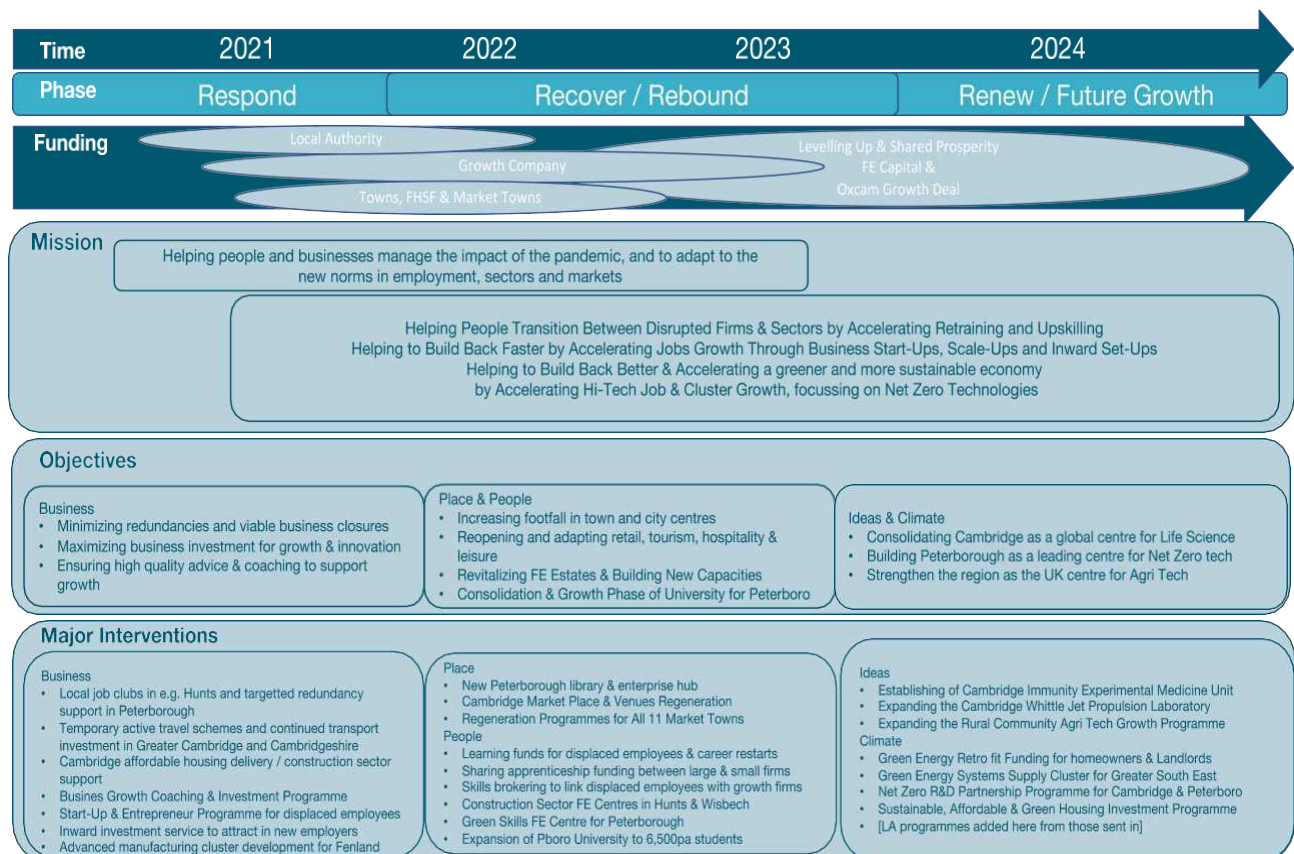
funding and philanthropy, now much harder to access. This programme will support the participants to be better equipped to apply for funds should this be the right route for them.

2b How does the proposal align with local needs and long-term strategic plans for local growth?

The Local Economic Recovery Strategy (LERS) of CPCA and its partners is a rolling programme of live priorities – most recently updated in March 2021. It is the primary reference document for local growth initiatives across Cambridgeshire and Peterborough and prioritises investment in enterprise programmes that support economic recovery over 2021-22.

This scheme would complete by 31 March 2022, following six months of delivery and 1.5 months of pre-delivery planning and publicity work. But it would contribute to each of Cambridgeshire and Peterborough's missions for the three phases of its Local Economic Recovery Strategy:

- Response (2021): Help people and businesses at risk of unemployment by accelerating retraining and upskilling
- Recover and Rebound (2021-2022/3): Build back faster by accelerating start-ups, scale-ups and set-ups
- Renewal and Future Growth (2023-): Build back better and greener by accelerating hi-tech jobs and cluster growth, focussing on green, digital and net zero technologies



The options analysis undertaken for this programme considered alternative LERS interventions for creating start-ups among disadvantaged groups and displaced employees.

This included standalone ‘when-it’s-gone-it’s-gone’ grant programmes with eligibility criteria and no pre-qualification process. The proposed configuration was selected as having both the greatest potential impact, value for money and least risk because:

- Pre-qualification allows for business plans to evolve with feedback and reflect acquired knowledge from info sessions, mentoring and peer support, increasing the ROI on CRF investment;
- Without pre-qualification support, those who self de-select from a grant application process would be unknown to the programme and an opportunity to signpost harder-to-reach individuals to other, more appropriate interventions would be lost.

The options analysis concluded the same for early-stage businesses with growth potential: a passive approach to identifying and developing investment prospects is at odds with what evaluation evidence tells us about the efficacy of more intensive support approaches, more commonly applied to larger, more established businesses.

2c How does the project support the Government’s Net Zero ambitions or wider environmental considerations? (This is not a requirement for employment support proposals)

Although Start and Grow will not restrict eligibility to particular sectors, the Cambridgeshire and Peterborough economy is set for nationally-significant industrial development focused on existing strengths in agri-tech, renewable energy, advanced manufacturing and materials. This will open up opportunities for new start-up ventures and early-stage businesses.

We expect Start and Grow will help to make these connections. Within YTKO’s Outset programme (which Start and Grow will link into) there is a dedicated module on creating and exploring new business ideas called ‘Starting Up Green’. In this workshop participants are encouraged to start to think about how their idea, and the management of a business around that idea, might be able to contribute to a lower-carbon economy, and consider the wider environmental impacts of running that business. We understand and promote the need to ensure that environmental awareness, protection and enhancement is incorporated at the earliest stages of new enterprise, and that awareness and understanding of these challenges starts at business inception.

While promoting environmental sustainability as part of the core programme delivery, Outset leads by example. It sets and monitors stretch targets on recycling, electricity usage and fuel consumption, and actively encourages and rewards staff who come up with innovative ideas to reduce the operation’s carbon footprint, and as individuals in their personal and domestic lives.

2d How does the project demonstrate innovation in service delivery?

The integration of consistently good quality, intensive pre-start, start-up and early-stage sustainability support (targeting SMEs with 3 or less workers) has never been delivered in the PCC, FDC and HDC regions before. The provision of an 80-90% grant, with support to access the match needed, as part of the core provision is also unique.

But it is not just the innovation in the targeted and blended approach that makes this application special, it is the contract architecture that integrates the national and local

agendas to deliver a place-based approach tailored to the unique needs of the 3 sub economies of the targeted areas. The urban / rural characteristics and specific demographics of the 3 areas require a tailored approach in each. Although underpinned by award-winning best practice and replicable success, the provision will not be a one-size-fits-all approach, it will be tailored to the needs of the individuals and SMEs within these 3 individual sub economies.

The blend of support proposed addresses a significant market need that falls between the current ERDF, ESF, LGF, BEIS, DWP and local authority funded provisions, but is structured in such a way that it adds significant value and to the existing infrastructure of support. It transcends what would historically have been siloed client groups and activities, putting the participant at the heart of the approach.

As can be seen from the client journey graphic, the innovation comes in the harmonisation with, and integration of, a previously fragmented business start-up and early-stage growth landscape:

- 1) CPCA have already invested substantial resources into Growth Works, focusing on the top 1,000 high-growth potential SMEs
- 2) NEA delivers light touch start-up mentoring support
- 3) The Restart Programme will focus on the welfare to work agenda (which includes a start-up strand)
- 4) Start Up Loans Company provides debt finance to start-up businesses
- 5) DIT provides generic inward investment and internationalisation support
- 6) Universities and colleges provide internship / apprenticeship and business start-up support
- 7) Serco deliver Skills Support for the Workforce and Skills Support for Apprenticeships

The proposed programme integrates all of this current / planned provision and **adds value, delivering support not currently being provided, in a way currently not being delivered, to clients currently not being engaged.**

The innovation is in the CRF becoming the much needed glue to bring together what is currently a disparate and fragmented support landscape, confusing to the service user and restricted in its ability to support the market in a coordinated and synergistic way.

This proposal is a solid, standalone proposition that will add substantial value to the region, but it is also designed in partnership with partners within the Growth Works programme Skills stream. Pre-start participants that positively disengage from the enterprise journey will take the transferable skills and knowledge they have gained and, where appropriate, be proactively integrated into the skills pathway in order to continue their employment journey. Likewise, SMEs engaged in support will have access to interns and apprentices from the Skills team, providing placement opportunities to local residents, receiving support and prequalified recruits in the process.

2e Which groups will your UK Community Renewal Fund project target? (also complete Annex A - Project Impact Indicators)

Also see numbers in Annex A.

Start and Grow will target:

- 224 people (85% employed | 15% unemployed)
- 293 businesses (all micro businesses trading for less than 3 years / less than employees).

2f Please describe how you have considered the equalities impacts of your proposal, the relevant affected groups based on protected characteristics, and any measures you propose in response to these impacts.

Our delivery partner YKTO's existing Outset and GetSet services (into which Start and Grow will connect) deliver 3-year business survival rates outstripping the national average, while achieving exceptional benchmarks for equality (63% of start-ups and 50% of small business clients are women) and diversity (BaME clients supported are typically at twice their representation in the local population).

This is achieved by designing programme content as accessible to all, inclusive, flexible and tailored to suit the needs of individuals, and removing barriers. These programmes understand their target audience and are designed specifically to promote equality of opportunity in business creation. All workshops are held in venues that are safe, well lit, physically accessible and are easily accessible by public transport. Their timing takes into account carer requirements, particularly for parents looking after young children, therefore avoiding the "school run" and half-term holiday times. For some cultural or religious groups, the choice of a female adviser is very important, and the positive role modelling which female business advisers present, is essential to meet the needs of our diverse client group.

A high percentage of YKTO's client audience is from disadvantaged backgrounds in some way, and/or from deprived areas. CPCA's CRF services will be accessible to all who can benefit, irrespective of race, colour, nationalities, ethnicity, physical disability, marital status, sexual orientation, dependents, age, health, and political and religious beliefs. They will access and support networks of BME and disabled people where possible, proactively addressing any imbalances that emerge from the client profile.

Further to this, CPCA has long-standing Equality and Diversity Policy (March 2017) and Start and Grow will be subject to it.

All our delivery partners, including for this programme will be required to demonstrate that they have suitable policies in place and are able to support compliance with the CPCA policy, which sets out CPCA's stance on;

- Ensuring that equality between men and women as well as gender perspective are taken into account;
- Accessibility for persons with disabilities;
- The need to eliminate unlawful discrimination, harassment, victimisation and other conduct prohibited;
- The need to advance equality of opportunity between people who share a protected characteristic and people who don't;
- The need to foster good relations between people who share a protected characteristic and people who don't.

2g What UK Community Renewal Fund Outcomes will the project deliver?

Please describe below and complete Annex A – Project Impact Indicators

Start and Grow will deliver:

- Employment increases in supported enterprises: 103
- Jobs Safeguarded: 32
- Number of New Businesses created: 103
- Businesses introducing new to the firm products: 103
- Investment attracted as a result of support: £586,000

2h How have the outcomes been estimated?

Employment increases in supported based on:

- All new start / sole traders counted as an employment increase (based on their FTE) i.e. undertaking has no employees and founder works within the undertaking full time = 1 employee;
- Further to the above, we would expect that jobs are created in the 161 SMEs that draw down a grant but these are most likely to be activated after the 31 March 2022 cut off for delivery of CRF interventions with time taken to recruit and / or draw down match-funding. We will capture these outputs in the evaluation.

Jobs safeguarded based on:

- 20% of the 161 SMEs that will draw down grants. The grants can be a lifeline to struggling businesses in the post-COVID climate

Number of new businesses created based on:

- Number of engaged individuals and the share that self-deselect. The standard attrition rate for the existing Outset programme is 77%, but this does not include a grant incentive to engage with or complete the support activities. Here we double the 23% baseline to 46%, giving 103 new businesses from 224 pre-start individuals receiving support.

Businesses introducing new to the firm products based on:

- All 103 start-ups are classified as new to the firm

Investment attracted based on:

- The £586k contribution from clients to leverage grant

2i Would you expect to achieve any of these outcomes without UK Community Renewal Fund support?

The CRF funding would deliver a brand new service that targets those not otherwise eligible for current support. Core to this is proactive outreach to harder-to-reach groups and communities and the financial incentive of pre-qualified access to grants for those who complete the support programme.

Without these CRF-funded activities we expect only a small percentage of individuals and businesses engaged by Start and Grow (~10%) would connect with existing support provision.

Part 3 - Funding Package

3a How much UK Community Renewal Fund investment is sought?

Please also complete Annex B – Funding Package and Profile

£2,480,000

3b Does the funding package include any match funding? If so, how much?

When will any funding that is not in place be secured?

Total Match Funding = £1,386,000

Funding from Local Authorities:

Peterborough City Council = £400,000

Fenland District Council = £200,000

Huntingdonshire District Council = £200,000

Private sector contribution (from clients to leverage grants) = £586,000

Local Authority Funding will be subject to local political approval post local elections

Private sector contribution will be secured throughout the lifetime of the delivery window.

3c What will the funding package be spent on?

- Staff costs - salaries + on-costs (NI + pension) = £179,963
- Overheads, at 15% of staff costs = £26,995
- Business travel = £9,990
- Fees of contractors and consultants = £100,000
- Costs of materials or venue hire = £13,088

- Marketing and publicity costs = £45,000
- Grants provided to end beneficiaries = £2,859,000
- Private sector match on eligible spend to leverage grant = £586,000
- Office costs (IT / Phone / printer / stationary etc) = £17,964
- Recruitment = £1,000
- Evaluation = £27,000

Total Contract Value = £3,866,000

Part 4 – Project Applicant Experience and Capacity

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

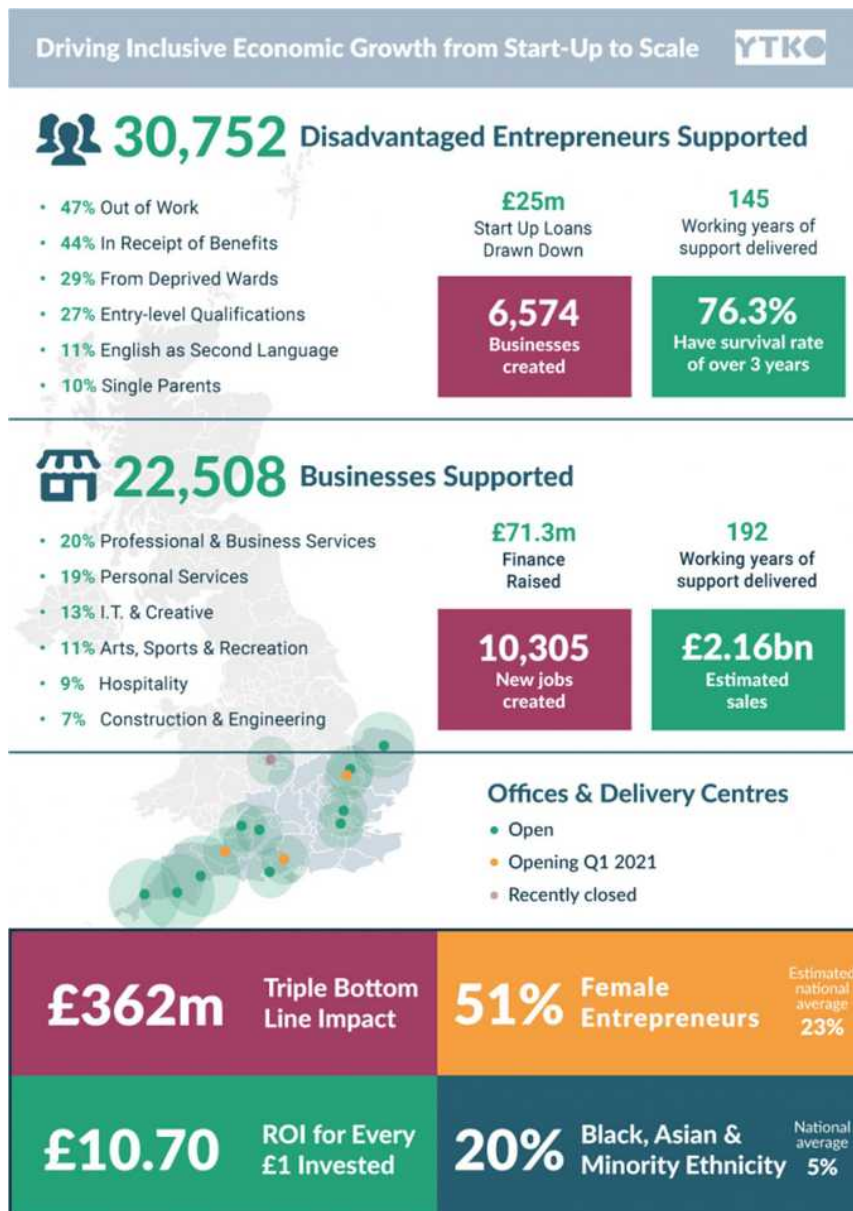
4a What experience does the organisation have of delivering this type of activity?

CPCA has developed the key flagship Growth Works programme over the last 18 months, and mobilised into delivery this spring.

CPCA (and the predecessor LEP) has funded many projects which have supported business start-up provision, incubation programmes, accelerators and business growth initiatives. Also managing and delivering the BEIS funded Growth hub for the region.

Start and Grow will be delivered by Growth Works Contractor YKTO. With offices in London, Cambridgeshire, and seven regional locations in the UK, it has over 40 years private and public sector expertise in supporting entrepreneurs, growth businesses and corporates. This expertise centres on pre-start and business start-up support, business strategy and growth models, value propositions, strategic marketing, and on execution and implementation of market expansion activities, particularly for B2B businesses.

In the past decade YTKO has reached, engaged and helped more than 30,000 individuals and 20,000 SMEs. This knowledge and experience will be brought to bear on this programme, from the proactive 'feet on the streets' outreach and engagement activities, to the selection of venues, workshop design and delivery. YTKO was awarded the EEPA Grand Jury Prize, beating all entrants in all categories from all countries.



4b Describe the resources (e.g. staff) the organisation has available now to deliver the project?

CPCA would contract Growth Works – through YTKO - to deliver this new service but CPCA would continue to project manage the CRF as part of the Growth Works performance management processes. CPCA has a dedicated Senior Responsible Officer for Growth Works, a Performance Manager and two coordinators who are monitoring the existing £29m contract.

Growth Works has 42 staff already focussed on delivering support and partner YTKO provides the growth coaching to businesses and individuals considering start-up.

YTKO currently employ 72 members of staff, 10 of which are based in our CPCA office. These team members are already delivering support throughout the Peterborough, Huntingdonshire and Fenland regions. When successful, the CRF project will bolt into this existing infrastructure of support, enabling immediate engagement of the market, demand stimulation (pre contract) and client engagement from day 1 of delivery. This existing team also means we can maintain optimum client engagement right up to the 31st March 2022, maximising accessibility and the impact of the CRF across the region.

The in-person support offered by the local team is complemented by the digital support available from the YTKO national team, offering access to a rich and comprehensive network of skilled and experienced staff to our CRF clients immediately. In order to maximise capacity we would recruit 5.5 FTE dedicated CRF team members, with the sole responsibility for delivering CRF start up and growth support in the region. This would be further complimented by our diverse network of independent consultants and YTKO affiliates who we are able to draw upon to add even greater capacity and niche expertise as required.

Marketing and brand collateral for Outset and GetSet is proven in effectively engaging the target client groups, and can be easily / quickly adapted and localised to meet the specific needs of the Peterborough, Huntingdonshire and Fenland clients we are looking to engage.

4c If the organisation will have to recruit staff or appoint contractors what plans are in place to manage the risk of delay?

- CPCA would appoint through an existing contractor where there is an existing team with capacity to engage at full capacity from day 1 of delivery (10 local FTE YTKO employees already in situ). As the project gets underway it will be handed on seamlessly to a dedicated and onboarded CRF team.
- Use of existing OJEU-compliant procurement for adding to the Growth Works contract – this procurement has ceiling headroom of contract provision to £80m with only £29m currently contracted.
- Recruitment of coaches and mentors would be done through existing network established by Growth Works contractor.

4d Describe the systems and processes that will be used to ensure only costs directly related to the project will be included in grant claims.

CPCA already has systems established to manage the Growth Works programme, including a shared CRM, agreed reporting regime and this would continue to project manage the CRF as part of the Growth Works performance management processes.

The financial controller (FC) at Growth Works partner YTKO is a permanent member of the Senior Management Team, which has formal arrangements for financial and project reporting and internal control principles with line managers and project leads, including weekly and monthly reporting and monthly and bimonthly meetings. It is supported by Audit, Remuneration and CSR committees. The FC reports directly to the CEO.

YTKO has a permanent claims team based in its Littleport office, who are highly experienced in public sector data collection, reporting and auditing. It maintains full records from offer letter and budget, correspondence, variations, original invoices, bank statements, contracts, payroll

information, progress reports, recruitment and legal requirement records. This enables a clear audit trail for all income and expenditure related to the project.

Each individual project has a separate Basecamp (secure project management platform) solely on financial control and management. Through this platform YTKO's CFO and finance team have regular, often daily, contact with each of the projects. Here they can comfortably ask questions, manage profile spend, send information securely and be effectively managed to ensure timely and accurate submission of relevant information.

Invoices are checked and approved at several stages. The local administrator date-stamps the invoice and compares it with the purchase order, then checks that the product or service was received in good order, and if appropriate, was procured appropriately. The administrator will code the invoice to the dedicated CRF project coding structure, verifying these actions by means of signature on the invoice. The invoice passes to the Programme Manager for signature, verifying it is eligible and approved for payment. The administrator then copies the invoice before sending the original to Finance, and retains a copy locally.

Separate nominal ledger accounts are held for each accounting line per project, which will conform to agreed CRF expenditure headings. Sage Line 50, our accounting software, is backed up offsite, and runs on a central server.

Monthly reports compare actual spend against Budget, by budget lines, of spend to date, monthly spend and variances for each project. These give an early warning of potential under/overspend: results are typically within 0.1% of contract budget.

All documents are filed under project name and number corresponding with the structure of the accounts system. They are subdivided alphabetically or by month, whichever is most appropriate. Two years of project files are kept in locked cupboards in Littleport. After which, all documents are packed and stored in our secure offsite storage facility.

The YTKO finance team has successfully managed over £52m of public sector contracts since 2006.

Part 5 – Project Risk Management

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

5a Summarise the key risks to the project in Annex C – Project Risks

Please refer to Annex C

5b Describe the process and that will be used to monitor risk.

YTKO's approach involves undertaking risk assessments throughout the life of the project and at particular milestones, and maintaining a risk register. Milestones relate to the running of the project and complement the risk assessment that forms part of the overall project management processes and procedures.

A sequential approach is used with a scoring system applied to show high/medium/low actions needed to address and reduce potential risk points.

- 1) Identify potential risk points. Where are the strategic, programme and operational risks likely to occur? For customer risk points, a check list is developed relevant to the project implementation and project management procedures, and used to ensure that all customer interface activity risks and any dependencies are considered and assessed.
- 2) Produce documentation for the risk management activities and communicate to project team and key stakeholders as appropriate. This is updated during the life of the project and informs the evaluation.
- 3) Define roles and responsibilities for managing risk and ensure that there is a senior member of staff with ultimate responsibility. These form part of the performance evaluations for key staff members.
- 4) Create reporting and review mechanisms when potential risk points are identified during project duration. Any new or evolving risks are added during the project, and to the reporting.
- 5) Identify risk interdependencies. This includes any partner risks that arise.

YTKO adopt a weekly 'RAID log' approach (Risk, Assumptions, Issues and Dependencies) which are contributed to and updated by the whole team and are submitted to the senior management team for review and action as required. This approach ensures that all potential risks are constantly monitored and mitigating actions can be implemented prior to impact being amplified.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U
Community Renewal Fund: RAID LOG DASHBOARD - HEADLINE VIEW																				
Risks				ASSUMPTIONS				ISSUES				DEPENDENCIES								
Total Risks		13		Total Assumptions		2		Total Issues		9		Total Dependencies		1						
Closed Risks		6		Closed Assumptions		1		Closed Issues		5		Closed Dependencies		0						
Open Risks		7		Open Assumptions		1		Open Issues		4		Open Dependencies		1						
Open Risks (% Total)		54%		Open Assumptions (% Total)		50%		Open Issues (% Total)		44%		Open Dependencies (% Total)		100%						
Level 1 (low)		0		Level 1 (low)		0		Priority Level-1 (low)		0		Level 1 (low)		0						
Level 2 (medium)		4		Level 2 (medium)		1		Priority Level-2 (medium)		2		Level 2 (medium)		1						
Level 3 (high)		3		Level 3 (high)		0		Priority Level-3 (high)		2		Level 3 (high)		0						
Total: Risks - Scores by Level				Total: Assumptions - Scores by Level				Total: Issues - Scores by Level				Total: Dependencies - Scores by Level								
L1	0			L1	0			L1	0			L1	0							
L2	27			L2	6			L2	14			L2	8							
L3	48			L3	0			L3	32			L3	0							
DATE LAST UPDATED				30/04/2021																

Part 6 – Evaluation

6a A key objective of the UK Community Renewal Fund is to try new ways of delivering activity to businesses and people. It is important that projects are robustly evaluated and that learning is shared with others.

Please limit your responses to around 500 words and describe

- how the project will be evaluated, in terms of how it was delivered and its impact on clients
- how the findings of the evaluation will be disseminated

The range of engagement types, routes to support and funding outcomes with Start and Grow offer multiple opportunities for data capture and learning that will inform future evaluation and show how this pilot could be replicated elsewhere. A larger, future programme under the Shared Prosperity Fund could be more nuanced, with greater tailoring to specific barriers and

target groups (e.g. offenders, new graduates) and with a greater range of pre-qualified investment offers. The insights captured during delivery will shape the design of a second phase, inform future policy development and budgets.

To this end Start and Grow will be evaluated in line with CPCA's Monitoring and Evaluation (M&E) Framework, which sets out our commitment and approach to M&E. Monitoring supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved. Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money.

CPCA is committed to implementing effective M&E so that it is able to:

- a. Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- b. Comply with external scrutiny requirements. Specifically, M&E will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- c. Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternative policy.
- d. Develop an evidence base for input into future business cases and for developing future funding submissions.

Our M&E Framework commits to undertaking independent evaluation where a project is identified as one where significant learning could be available that would help to inform future policy making either locally or nationally - including projects that are innovative or considered 'pilots'. As such, we will appoint an independent evaluator at the outset of the project, to work with our team on the design and implementation of a project M&E framework (linked to the project's theory of change). This will enable us to:

- Monitor impacts and progress towards project goals, and to understand whether the project is on track to deliver projected outputs and outcomes.
- Assess the additionality of activities (and impacts) and whether the project has achieved VfM.
- Identify the sustainability of impacts, and the equality implications of activities.
- Maintain scrutiny and accountability.
- Inform future investment prioritisation and resource allocation.
- Identify what works (and what does not), and in what circumstances, to inform future activities and delivery and the sharing of best practice.

Alongside monthly grant funding reports, we will provide monthly project progress reports to the independent evaluator. The evaluator will present an interim report, allowing time for an initial feedback to be incorporated into the remaining delivery window, and a provide an end of project evaluation report, reflecting on the process, impact and benefits of the project. These will be submitted to CPCA's Business Board and Skills Committee and will be made publicly available via the CPCA website.

Part 7 – Subsidy Control

All bids must also consider how they will deliver in line with subsidy control (or State Aid for aid in scope of the in Northern Ireland Protocol) as per UK Government guidance:
<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

7a Does any aspect of the project involve the provision of subsidies (or State Aid)?

Yes/No

7b If yes, briefly explain how the subsidies or state aid are compliant with the UK's subsidy control regime as set out in the guidance.

Businesses will receive variable subsidies ranging from less than £1k up to £30k.

We understand these subsidies to be compliant, as the total value of financial support distributed through the project to businesses in the area will not exceed £3.111m combined for all businesses, with an estimated average of £11.8k per business, in a six-month period. Whilst this is a subsidy to each business, this is lower than 325,000 SDR over a three year period, which is understood via legal advice to be the permissible level.

However, before any support is offered to employers, YTKO will conduct eligibility checks to ensure compliance with state aid. Eligibility checks include:

- Confirmation of employer existence
- Confirmation of existing employees
- Confirmation of company ownership
- Confirmation of turnover
- De Minimis - Confirmation of any other funding received in the last 3 years

Businesses will be required to:

- Self-declare that are aware of, understand and will stay within the UK Subsidy SDR limit; and
- self-declare previous state aid provided with supporting evidence.

All Declaration forms will be checked by YTKO before the business is accepted as being eligible for support provided through the project. The Combined Authority will also perform spot checks to ensure that SMEs are eligible and De Minimis aid ceilings are respected.

The Combined Authority will retain all records of de minimis aid awarded in accordance with state aid requirements. This will include individual records of aid awarded to employers and a cumulative total of aid awarded under the scheme.

Part 8 - Branding and Publicity

Guidance on the branding and publicity requirements for the UK Community Renewal Fund is set out in the Fund Technical Note for Project Deliverers.

8a Please confirm that you have read and will comply with all aspects of the Fund branding and publicity requirements.

Yes/No

Data Protection

Please note that the Ministry for Housing Communities and Local Government (the Department) will be a Data Controller for all UK Community Renewal Fund-related Personal Data collected with this form and submitted to the Department, and the control and processing of Personal Data.

Mayoral Combined Authorities, the Greater London Authority, County Councils or Unitary Authorities, have been designated as a 'Lead Authority' in Great Britain for the UK Community Renewal Fund. Each Lead Authority has been invited to run a local bidding process and will be a Data Controller for all UK Community Renewal Fund related Personal Data collected with the relevant forms as part of this process, and the control and processing of Personal Data, where such applications are not submitted to the Department for consideration.

The Lead Authority (in Great Britain) and the Department will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together "the Data Protection Legislation (as amended from time to time)").

As a Processor of UK Community Renewal Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the Lead Authority (in Great Britain) and its contractors where relevant, and the Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information provided as part of the application to the Department for funding from the UK Community Renewal Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments (such as the Department for Work and Pensions) and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time).

You can find more information about how the Department deals with your data here:

<https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus>

Part 9 - Project Applicant Statement

I declare that I have the authority to represent the project applicant in making this application. I understand that acceptance of this application form by the Lead Authority (in Great Britain) or the Ministry for Housing Communities and Local Government (the Department) does not in any way signify that the project is eligible for funding under the UK Community Renewal Fund or that any such funding has been approved towards it.

On behalf of the project applicant and having carried out full and proper inquiry, I confirm to the Lead Authority (in Great Britain) and the Department that:

- the project applicant has the legal authority to carry out the project; and
- the information provided in this application is accurate.

I also confirm to the Lead Authority (in Great Britain) and the Department that:

I have informed all persons whose personal information I have provided of the details of the personal information I have provided to you and of the purposes for which this information will be used, and that I have the consent of the individuals concerned to pass this information to you for these purposes;

I consent to the Personal Data submitted with this form being shared as set out in this form and in accordance with the Lead Authority's Privacy Policies (in Great Britain) and the Department's Privacy Policies;

I shall inform the Lead Authority (for Great Britain projects) if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Lead Authority or the Department in deciding whether to fund the proposal;

For Northern Ireland projects, I shall inform the Department if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Department in deciding whether to fund the proposal;

Any match funding that has been set out in part 3 will be in place prior to any award of UK Community Renewal Funding; and

I am aware that if the information given in this application turns out to be false or misleading, the Lead Authority (where relevant) or Department may demand the repayment of funding and/or terminate a funding agreement pertaining to this proposal.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant funding or for the purpose of assisting any person to obtain grant funding may be prosecuted. A false or misleading statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest.

I confirm that I understand that if the project applicant commences project activity, or enters in to any legally binding contracts or agreements, including the ordering or purchasing of any equipment or services before the formal approval of the project, any expenditure is incurred at the organisation's own risk and may render the project ineligible for support.

For and on behalf of the project applicant

Name:

Position

Date

Annex A – Project Impact Indicators

1a Which groups will your UK Community Renewal Fund project target?

Main Indicator	Indicator Subset	Target Group	Number
People	Economically Inactive	Yes	0%
	Unemployed	Yes	15%
	Employed	Yes	85%
	Total		224
Businesses	Small ¹	Yes	293
	Medium ²	No	
	Large ³	No	
	Total		293
Organisations	Public	No	
	Private	No	
	Voluntary Sector	No	
	Total		0

1b What types of support will you provide via your UK Community Renewal Fund project?

Main Indicator	Indicator Subset	Proposed Support Type	Number
Direct support	1 to 1	Yes	1572
	1 to many	Yes	293
Financial Support (£s)	Grant	Yes	264
	Voucher	No	

¹ <https://www.legislation.gov.uk/ukpga/2006/46/section/382>

² <https://www.legislation.gov.uk/ukpga/2006/46/section/465>

³ Any business that does not qualify as a small or medium business

1c What UK Community Renewal Fund Outcomes will the project deliver (see Technical Note for Project Applicants and Deliverers for details)?

Outcome	Total
Employment increases in supported enterprises	103
Jobs Safeguarded	32
Number of New Businesses created	103
Businesses introducing new to the firm products	103
Investment attracted as a result of support	£586,000

Annex B – Funding Package and Profile

	Amount		
(a) UK Community Renewal Fund Requested	£2,480,000		
(b) Other Public Funding	£800,000	In place	Subject to local political approval post elections
(c) Private Funding	£586,000	In place	No
(d)Total Project Costs (a+b+c)	£3,866,000		
Expenditure Profile. How much will be spent in:			
Jul – Sept 2021	£995,895		
Oct – Dec 2021	£1,707,771		
Jan – Mar 2022	£1,162,334		
Total	£3,866,000	Must equal (d)	
How much of the budget will be spent on capital costs?	£0	0%	

If the project will deliver under more than one of the UK Community Renewal Fund's investment priorities, please estimate how much will be spent under each theme

Investment in skills	15.2%	Investment for local businesses	56.4%
Investment in communities and place	0%	Supporting people into employment	28.4%

Annex C – Project Risks

Project Risk Management

Please be as concise as possible.

Summarise:

- the key risks to the delivery and success of the project
- who is responsible for managing the risk, the Owner
- the probability of the risk occurring, is it high, medium or low?
- what would be the impact of the risk, high, medium or low?
- The mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur

Risks Description	Owner	Probability (H,M,L)	Impact (H,M,L)	Mitigation
Unable to recruit to the CRF specific roles due to short term nature of the contract	subcontractor	M	M	Secure subcontractor with existing local and national team that can be drawn upon in the event recruitment proves difficult. Review opportunity to vire resource between budget lines in the event salary spend has to be reallocated to consultancy to enables optimum delivery capacity.
Unable to stimulate sufficient demand in timeframe to achieve ambitious output profile	subcontractor	L	M	Modelled on local demand based on Growth Hub experience, known impact from start-up services elsewhere and significantly enhanced through the adoption of an innovative approach and a significant grant facility. Procure local subcontractor who is familiar with local needs, already has good

				stakeholder partnerships in place / is well networked, has experience of delivering this type of support and therefore has the credibility and experience to mobilise quickly and engage the market effectively
Future lockdown effecting community-based engagement	Subcontractor / CPCA	L / M	H	Procure subcontractor with proven ability to pivot delivery and continue to engage / offer support through online facilities. This will have an inevitable impact on the more marginalised groups who engage better with in person support but will still optimise return under the circumstances.
Cost Overruns The risk that delivery incurs greater cost than anticipated or budgeted.	Subcontractor / CPCA	L	L	External factors such as market-rates and local economic performance might affect the impact of this risk. Close monitoring and management of subcontractor, and ensuring procured subcontractor has high standards of financial and contract management. Procure subcontractor with clear organisational experience of running similar projects to project costs and management plan
Failure to obtain Private sector match funding	YTKO	L	M	Grant intervention rate kept deliberately low on the match side but deliberate decision to ensure grant applicants co-invested in their own start up and growth aspirations. The pre-grant intensive support will be delivered in such a way that all that need the grant are supported in developing their business plans to a point where they can have confidence to invest from their own reserves and / or position themselves to access mainstream finance options such as the Start Up Loan provision.

				<p>Procuring subcontractor who is therefore familiar with the access to finance landscape and has a proven track record in supporting clients to leverage finance is critical.</p>
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Annex D – General Guidance for Completing the Application Form

The application must be completed and submitted in Word.

Provide describe the project as simply as possible. Do not use technical terms, explain any acronyms. If an assessor cannot understand the project it cannot be assessed against the selection criteria and the bid will be rejected.

Some sections of the form contain guidance on the number of words to be used. Additional information and text in excess of any limits will not be considered. If possible use fewer words. The assessment of bids will be based on the information provided in the Application Form only. **Do not attach appendices or include links to websites.**

The UK Government will not contact bidders to clarify any aspect of submitted bids.

Part 1 - Project Summary

Full details of the investment priorities are set out in the Prospectus. Bids must demonstrate how they align with at least one of the priorities.

If the proposed project intends to deliver under more than one priority, provide an estimate of the percentage of funding that will be spent under each priority in Annex B – Funding Package and Profile.

1 b – 1 f Clearly explain what the project intends to do and how it will be done. Be as straightforward as possible. If it helps to use diagrams these can be inserted into the application. When reviewing your bid consider the following questions from the point of view of someone who knows nothing about the organisation or the project:

- is it clear what the project would do?
- is it clear who will deliver the activities, who is involved and their roles?
- is it clear how, when and where the project will be delivered (ie. will the project deliver one to one support, one to many events/activities, will it be delivered in a specific location, on business or personal premises)?
- is it clear which individuals and businesses will benefit from the project, is there a focus on certain groups of people or types of businesses?
- is it clear how the project activities reflect the investment priorities?

If the project will work with people or businesses, you can summarise the customer journey using a flow chart showing specific project activities. A logic model or theory of change may also help explain your proposal.

1 h. List the local authority areas that may benefit from the project. For projects working with people or businesses this should be based on the location of the intended beneficiaries. In Great Britain, the relevant local authority area is as set out in the [list of places](#).

A project may be delivered in a single area or cover several areas. A project may operate in all parts of a local authority area or focus on particular locations.

1 i. These key milestones must link to the proposed activities and demonstrate that the project is deliverable by 31 March. Do not include milestones relating to the approval of the bid. Consider:

- securing internal approvals for the project or any other funding
- establishing the project team
- procurement for external services/suppliers
- project launch and recruiting beneficiaries
- key points on the beneficiary journey

Projects will be monitored against these milestones.

Part 2 - Project Impact

2 a. Consider the impact on the beneficiaries and what the organisations involved in delivering the project hope to learn from it. Summarise the objectives of the project. These should be specific, measurable, achievable and time constrained. Set out how the project responds to any market failure or delivery inefficiency.

In part 5 explain how performance against these objectives will be evaluated.

2 b. Describe how the project activities and expected impacts contributes to local priorities set out in local plans. When lead authorities invite bids, they will identify the key local growth priorities they have chosen to focus on.

2 c. This section is not a requirement for bids submitted entirely under the 'supporting employment' investment priority. Projects under the employment investment priority will not be disadvantaged during the assessment and prioritisation of bids because this criterion does not apply.

Explain how the project would contribute to the UK Government's Net Zero or wider environmental considerations. Projects should be based on low or zero carbon best practice, adopt and support innovative clean tech where possible and support the growing skills and supply chains in support of Net Zero where possible.

As a minimum projects should meet the clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

2 d. Describe how the project demonstrates innovation in service delivery for example:

- introducing new delivery approaches
- new integrated approaches across policy themes or
- collaboration across areas
- testing existing approaches with different types of beneficiaries
- new ways of using digital technology to support beneficiaries

Trying new ways of working is riskier and in some cases can be more expensive than established ways of working. This will be taken in account during the assessment and prioritisation of bids and during the monitoring of successful projects.

2 e. Complete Annex A of the application – Project Impact Indicators.

Provide any further information on the groups or sub-groups of people or businesses the project would work with. Describe how the number in each group has been estimated.

2 f. The UK Government is required to consider equalities impacts in line with the Equality Act 2010. This questions helps us understand how equality considerations have shaped the design of the project and the extent to which [groups with protected characteristics](#) have been considered and any mitigations proposed. It does not form part of the assessment process.

2 g/h. Complete Annex A of the application. Provide any further information on project outcomes and explain how the figures have been estimated. For example, explain the relationships between the number of intended final beneficiaries and the outcomes you intend to achieve?

Projects will be required to report on the number and type of beneficiaries supported and the outcomes achieved.

2 i. Describe what would happen if the bid to the UK Community Renewal Fund is unsuccessful. Would the project proceed on a smaller scale, would the activities be undertaken in a different way or at a later date, or would none of the activities occur?

Part 3 - Funding Package

3 b. Match funding is any funding other than funding from the UK Community Renewal Fund that will be used to meet project costs. This includes from the project applicant or other organisations

including income from beneficiaries. Please set out who match funding will come from, where relevant.

If the project relies on match funding and it is not secured, explain when it is expected to be secured and what the impact would be if it is not secured.

3 c. Summarise the amount that will be spent under the main areas of expenditure. The breakdown must be detailed enough to demonstrate that the funding package and budget is appropriate to the proposed activities and sufficient to deliver the project.

Examples of the types of headings to use are:

- staff costs - salaries and contractual benefits, National Insurance and superannuation contributions
- overheads, at 15% of staff costs
- business travel, subsistence and accommodation
- fees of contractors and consultants
- costs of materials or venue hire
- marketing and publicity costs
- grants provided to end beneficiaries
- training participant costs e.g. allowances, travel expenses
- dependent care costs of training participants
- small items of equipment
- evaluation
- external audit cost (Northern Ireland)

VAT that cannot be recovered from HMRC as part of the VAT system is eligible for support. Estimate the amount of irrecoverable VAT the project would incur in section 3 c.

3 d. Describe how the figures provided in section 3 c were estimated. For example

- staff costs of X posts at salaries of £Y pro-rata for Z months of activity
- grants of between £X and £Y at an average of £Z per grant multiplied by the number of expected beneficiaries
- materials at a cost of £X per beneficiary multiplied by the number of expected beneficiaries

Explain what has been done to test the budget is accurate and how any unexpected costs or cost increases would be managed.

Part 4 – Project Applicant Experience and Capacity

4 a - c. The deliverability of projects is significant element of the criteria that will be used to assess bids to the UK Community Renewal Fund. It is important that we can have confidence that organisations that are offered funding are able to implement their projects quickly and effectively.

As the UK Community Renewal Fund is seeking innovation and new ways of working it is not essential that applicant organisations have a track record in delivering similar projects. It is however essential that organisations can draw on relevant experience and are able to demonstrate they have or will have access to the resources and expertise they need to deliver the project.

If the project will recruit staff or appoint contractors, this should be included in the project milestones. Describe the contingency plans that are in place to manage the risk if there are delays.

4 d. Project costs must be based on the actual expenditure incurred in delivering the project, evidenced through invoices or other transactions. Describe the process and controls the organisation would use to ensure only costs related to the project are included in grant claims.

Describe how the project will manage the risk of the project being defrauded by beneficiaries, contractors or members of staff. If the project involves grants, describe how fraud risk will be managed at key stages of the grant process. UK Community Renewal Fund projects may be selected for audit visits by the lead authority (GB) or the UK Government (GB & NI).

Part 5 – Project Risk Management

Complete Annex C. This should provide a clear summary of the key risks to delivering the project activity and achieving the project's objectives.

5 b Describe how the risk identified in Annex C will be monitored, what systems will be used, who is responsible.

Be realistic, projects rarely run exactly as planned. The project must demonstrate that risks have been considered and appropriate plans are in place to keep the project on track.

Part 6– Evaluation

The project's evaluation budget must be set out in part 3 c. of the application. This should be 1-2% of the amount of UK Community Renewal Fund requested, with a minimum threshold of £10,000.

6 a. Describe how the project will be evaluated. Evaluation should consider both the impact of the project and lessons from the process of how the project was delivered.

Evaluators should generally be independent of the project and have appropriate evaluation expertise. However, in the case of smaller projects this may not be necessary or cost effective and

an evaluation could be undertaken in-house, in which case it should still be undertaken by someone with the necessary skills and be subject to independent review.

The approach will vary depending on the scale and nature of each project. However, all evaluations are expected to consider the following themes:

- appropriateness of initial design
- progress against targets
- delivery and management
- outcomes and impact
- value for money
- lessons learnt

Describe how the evaluation will be used to inform future activity and how it will be shared with others.

Part 7 – Subsidies and/or State Aid where relevant

7 a/b If the project will provide support to businesses or public / voluntary sector organisations that are operating in a commercial way there is potential for this support to represent a subsidy.

If the project would involve the award of subsidies explain how this will be managed in line with the UK's obligations. For example small scale awards can be managed under the threshold for Special Drawing Rights (or De Minimis where State Aid applies).

If the project provides support to businesses but you feel this does not constitute a subsidy explain why.

Part 8 - Branding and Publicity

Please confirm that the project will comply with branding and publicity requirements set out in the Fund Technical Requirements and Guidance document. Failure to do so will mean your bid is rejected.



UK Government

UK Community Renewal Fund Application Form

This form is for project applicants, applying for funding from the UK Community Renewal Fund across the UK. **Annex D in this document includes General Guidance for Completing the Application Form.**

The UK Community Renewal Fund Prospectus, Assessment Criteria, a Technical Note for Project Applicants and Deliverers and Technical Note for Lead Authorities are available [here](#).

The level of information provided should be proportionate to the size and complexity of the project proposed.

Applicant Information

Applicant name: Cambridgeshire and Peterborough Combined Authority

Bid Manager Name and position: Fliss Miller, Senior Responsible Officer Workforce Skills

Contact telephone number: 07715 644417 **Email address:**
Fliss.Miller@cambridgeshirepeterborough-ca.gov.uk

Postal address: The Mayor's Office, 72 Market Street, Ely, CB7 4LS

Website: <https://cambridgeshirepeterborough-ca.gov.uk/>

Company Registration Number (where relevant): N/A

Charity Registration Number (where relevant): N/A

Senior Responsible Officer contact details: As above

Please confirm the type of organisation: Local Government

☒ **Local authority**

☐ Private sector

☐ Voluntary sector

☐ University

☐ FE College

☐ Other (please specify)

Click or tap here to enter text.

Value being Requested (£): £847,305
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The Bid – investment priority

Please select which investment priority or priorities of the UK Community Renewal Fund are you applying under:
--

<input checked="" type="checkbox"/> <u>Investment in skills</u>
--

<input checked="" type="checkbox"/> Investment for local businesses

<input type="checkbox"/> Investment in communities and place
--

<input type="checkbox"/> Supporting people into employment
--

Private and Voluntary Sector Applicants in Northern Ireland. Please confirm you have attached a copy of the applicant's latest accounts.

Choose an item.

Part 1 - Project Summary

1a Project Name	Turning Point
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For questions 1b-1f, please describe in 500 words or less per question. Please be as concise as possible.

1b What activities will take place?

The activities to be delivered as part of this project specifically target transitional points within the labour market to catalyse and smooth these for individuals and employers. The project will consist of **four** activities, delivered as a rapid intensive response in a time critical period for the region but also testing the potential for wider delivery in the future.

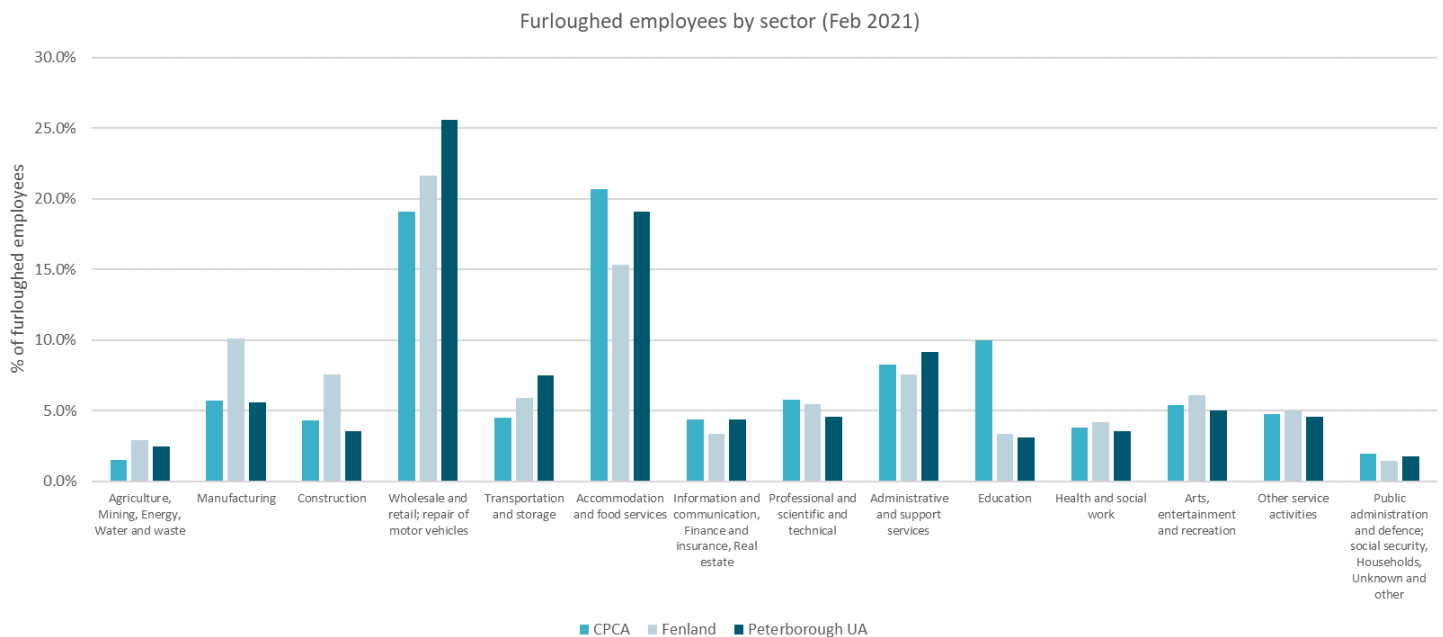
- **Personal Skills Analysis** to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition back into work following a period of furlough; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role.
- Raising awareness of, signposting to, and providing vouchers up to £600 to enable access to free **short course training not currently funded via other means** to enable re-skilling, up-skilling and re-training and promote development of digital, net-zero, and management/leadership skills, as well as 'work re-entry' workshops to support transition back to work from furlough. Short courses will be demand led and we will commission new courses if applicable.
- Delivering real-world experiences of work through funded **internships. Funding of £5k per internship will be provided to employers to provide new work opportunities. To support these internships activities** will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation.
- **Training Needs Analysis** to identify re-skilling, up-skilling and re-training opportunities within a business. This will include working with (1) businesses to identify skills development opportunities for businesses that have furloughed staff and consider jobs to be at risk upon return to secure employment, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.

All activities will be supported by social media activity to promote the opportunity of participating to individuals and local businesses.

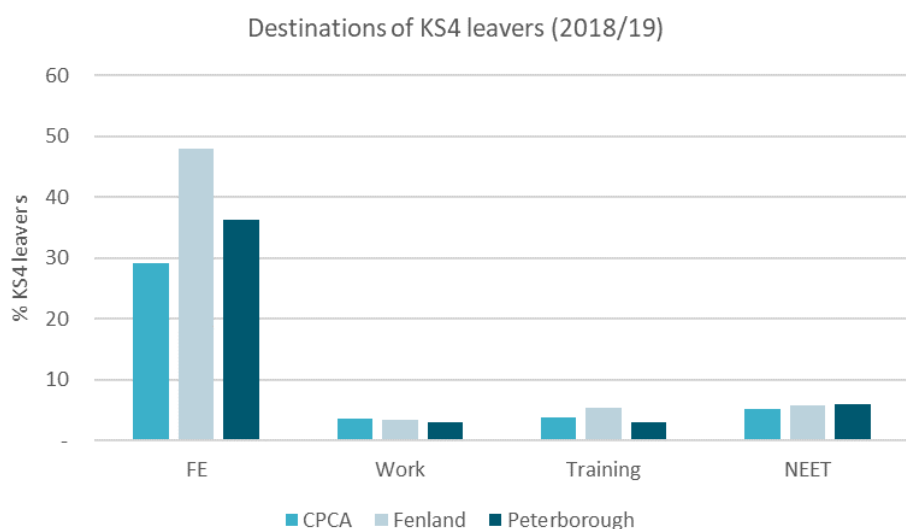
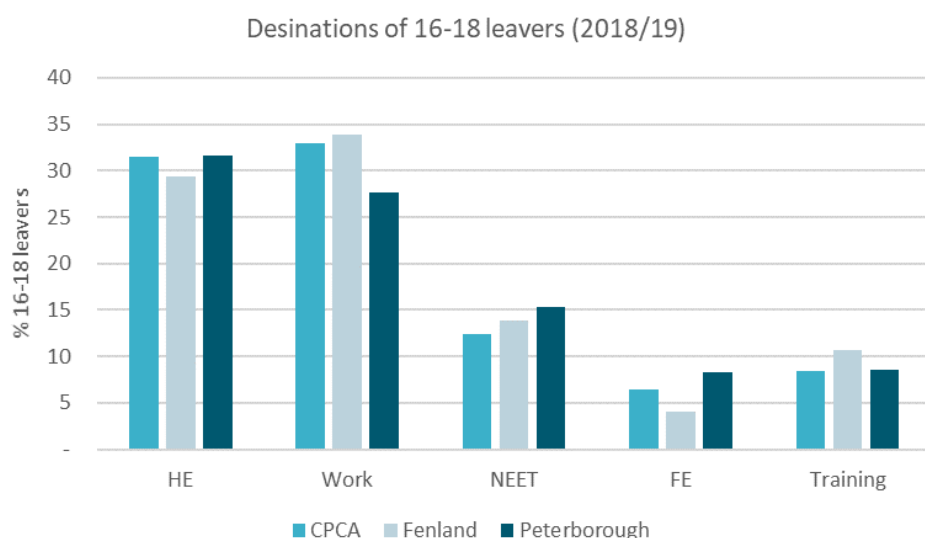
The transition points in people’s educational and working lives provide both opportunity and challenge. Switching from education into employment, returning to work from unemployment or furlough, for example, are known to present individuals and organisations with a set of expectations from one another, and frequently a mismatch between the two.

The economic downturn as a result of the Coronavirus pandemic has resulted in greater numbers of people on the verge of a transition. Research from McKinsey shows that more people need to transition to new jobs in the post-covid scenario.

Similar trends are playing out within CPCA where there are significant numbers of people who are unemployed and need to upskill in order to move back into the post-covid workforce, or people who need to re-skill in order to return from furloughed employment. Both Peterborough and Fenland experience above average rates of unemployment, 6.0% and 4.5% respectively. Additionally, 17,000 people are still on furlough across the two authorities with sectors such as Wholesale and retail, Accommodation and food, and Manufacturing particularly hard hit:



People who are currently economically inactive, such as students, also face important transition points. The charts below demonstrate the above-average proportions of those leaving education and becoming NEET. These cohorts require quality careers advice and guidance to smooth their switch into economic activity and employment.



Some companies enable the transitions well, as do some educational institutions, they all have an outcome-focus and create a mentoring culture that supports individuals. However, there is very little consistency, and the opportunity exists to build on good practice and enable individuals and organisations to create a supportive environment for transitions.

1c Who will deliver the activities?

CPCA will deliver the activities through its Growth Works consortium contractor where there is an existing team with the capacity to mobilise quickly. Growth Works is Cambridgeshire and Peterborough's Business Growth Service, funded by CPCA, HM Government and ESIF. This project will make use of an OJEU-compliant procurement concluded in February 2021 for adding to the Growth Works contract. This has ceiling headroom of contract provision to £80m, with only £29m currently contracted.

The project will be delivered by GPC Skills Ltd, lead on the Skills Brokerage Service in the Growth Works Consortium. GPC is an innovative consulting and service delivery firm, dedicated to taking a principle-led, evidence-based approach to solving problems that result in progression, development and growth.

GPC Skills challenges the traditional transactional approach to re-skilling, up-skilling and re-training, which focuses on selling products to fix symptoms, by working with employers to address the underlying causes of skills issues - rather than simply responding to the symptoms. By understanding the source of issues faced by employers, we can create opportunities for them to access the skills they need, and provide employment and training opportunities for residents that lead to work that is rewarding for all.

GPC Skills will build a small team dedicated to this project. The team will be led by existing staff, enabling immediate deployment to create a responsive, locally based unit that will deliver the activities over the project.

The team will be led by Jim Curran, Head of Skills Implementation & Strategy at GPC Skills. Jim who is leading the implementation of the CPCA Skills Brokerage, has over two decades of experience in a brokerage role and brings a strategic approach to ensure the team is equipped with the right knowledge, focussed on the right outcomes and can deliver to achieve the outcomes within this project.

Jim, supported by a Skills & Business Engagement Lead to oversee operational delivery and an Internship Co-ordinator. This core team will have dedicated administrative support from within GPC Skills and will report to Fliss Miller, SRO Workforce Skills at CPCA.

In the first month of the project, the team will recruit/appoint additional capacity in the following roles:

- Skills Advisors: These will work with employers to carry out Training Needs Analyses with businesses to help identify skills development opportunities and gaps in their internal capability; and with individuals to carry out Personal Skills Analyses with individuals, to help identify opportunities for skills development to support with transitioning to a new job or gaining new skills.
- Internship Advisors: These will support in the development of high-quality internship placements, and support both prospective interns and employers in developing a valuable experience that is outcome-focussed. Advisors will run webinars and workshops on the benefits of, and practical steps to develop, high quality internships.

Learning mentor provision will also be sourced from Form the Future, a local high quality provider, with an excellent track record of delivery across careers, employer engagement and work experience activities.

GPC Skills will actively engage with regional training providers to signpost employers and learners to courses in the region, and where new provision is required will seek to bring in new providers to meet unmet demand for new requirements.

GPC Skills will work collaboratively with other government agencies, including but not limited to DWP, NCS and JCP, to ensure this offer provides additionality; avoiding duplicity at all costs.

1d How will the activities be delivered?

The project activities will be delivered to ensure that they are widely accessible. Some activities will be delivered face to face, others will be delivered online. Those that are delivered online will be a mixture of self-directed and live interactive events.

Our Digital Talent Platform will be a virtual 'shop window', through which people gain access to the project. All those that engage with this project will be encouraged to sign up on the platform which is a pre-existing technology solution deployed for the skill brokerage service in the CPCA area. Enhancements specifically for this project will enable employers to list internship vacancies and candidates will be able to create a profile and apply for internships. The platform will host resources and links to content, support information and provide access to the team.

Market engagement and lead generation activity will bring people to the platform where they will be able to access information about the services and products on offer. Individuals who engage with the platform will be encouraged to complete a Personal Skills Analysis (PSA); employers will be encouraged to complete a Training Needs Analysis (TNA). The outcomes from these will direct people to resources and the opportunity to engage with our team. During the process of completing the PSA and TNA individuals will be able to connect with a member of our team, who can provide support online, via the phone or face to face.

Skills Advisors will be based locally in Peterborough and Fenland and will actively meet with both companies and individuals either via referral through the Digital Talent Platform or via live events that we hold in the regions. Skills Advisors will encourage and support the completion of the TNA for employers and PSA for individuals.

Online support, via platforms such as Teams & Zoom, will enable access to support for those who prefer this way of working, to provide continued support in the event of additional restrictions being imposed as a result of coronavirus, and to enable greater reach into the populations of Peterborough & Fenland by supporting companies and individuals without the need to travel. This will also enable us to offer support on a one-to-many basis; providing greater value for money. Face to face support will be provided alongside online support, enabling us to engage on a 1-to-many basis and to provide in person meetings for those people for whom digital is a barrier.

Learning modules for the learning mentor and work re-entry courses will be available online, with self-directed study. These courses will be tailor made to meet the needs of local businesses in Peterborough and The Fens. Recognising the unique challenges that both areas face.

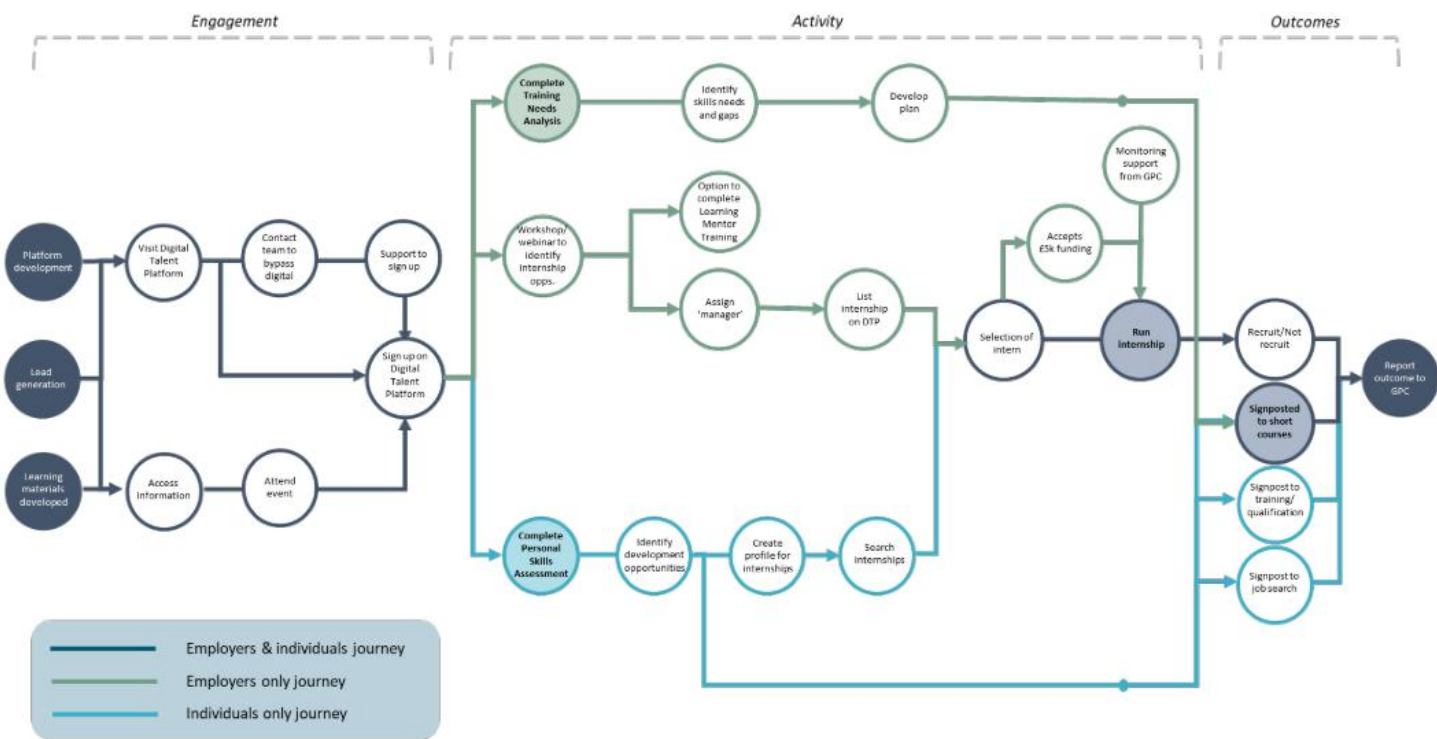
Webinars and online workshops will provide support for employers and individuals, introducing them to the benefits of internships, whilst also giving practical advice on setting up and running internships. This will include guidance on how to list internships on the Digital Talent Platform, and how to search and select candidates. Candidates can also sign up on the platform to showcase their skills and experience and apply for internship opportunities.

Short courses will be searchable and available via the core Digital Talent Platform. Individuals will be able to access short courses via local providers and those ineligible for funded learning will be receive a voucher to cover the cost of the training. The team will work with providers to ensure the courses required are sourced locally.

Skills Advisors will work with businesses identifying where there is a need to bring new talent into the organisation. Through personal needs analysis with individuals we will direct and match those who would benefit from a funded internship with employers offering the placements.

Additional support from dedicated team of skills advisors will be provided by phone and email.

Activities are outlined in the following activity flow diagram:

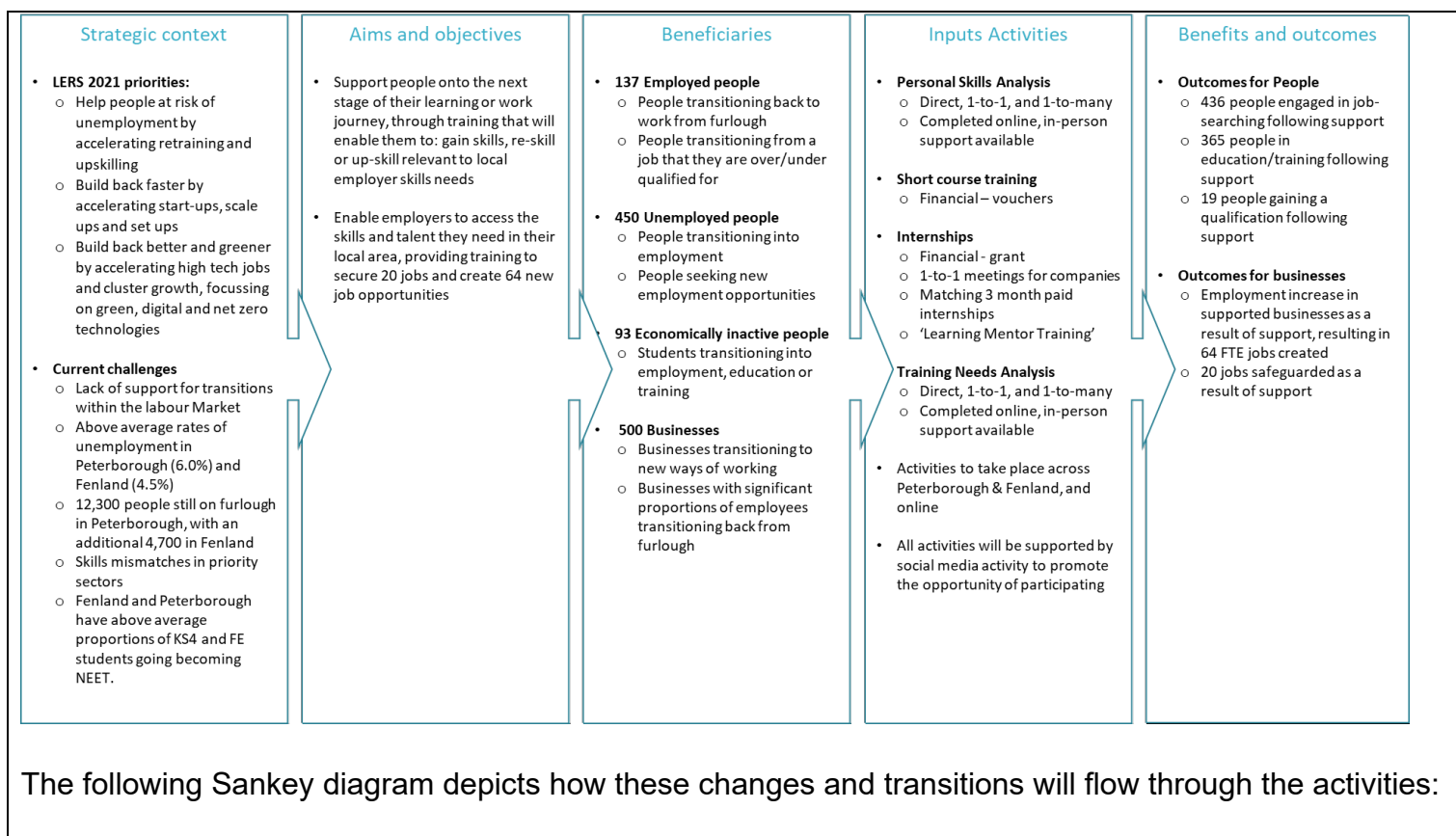


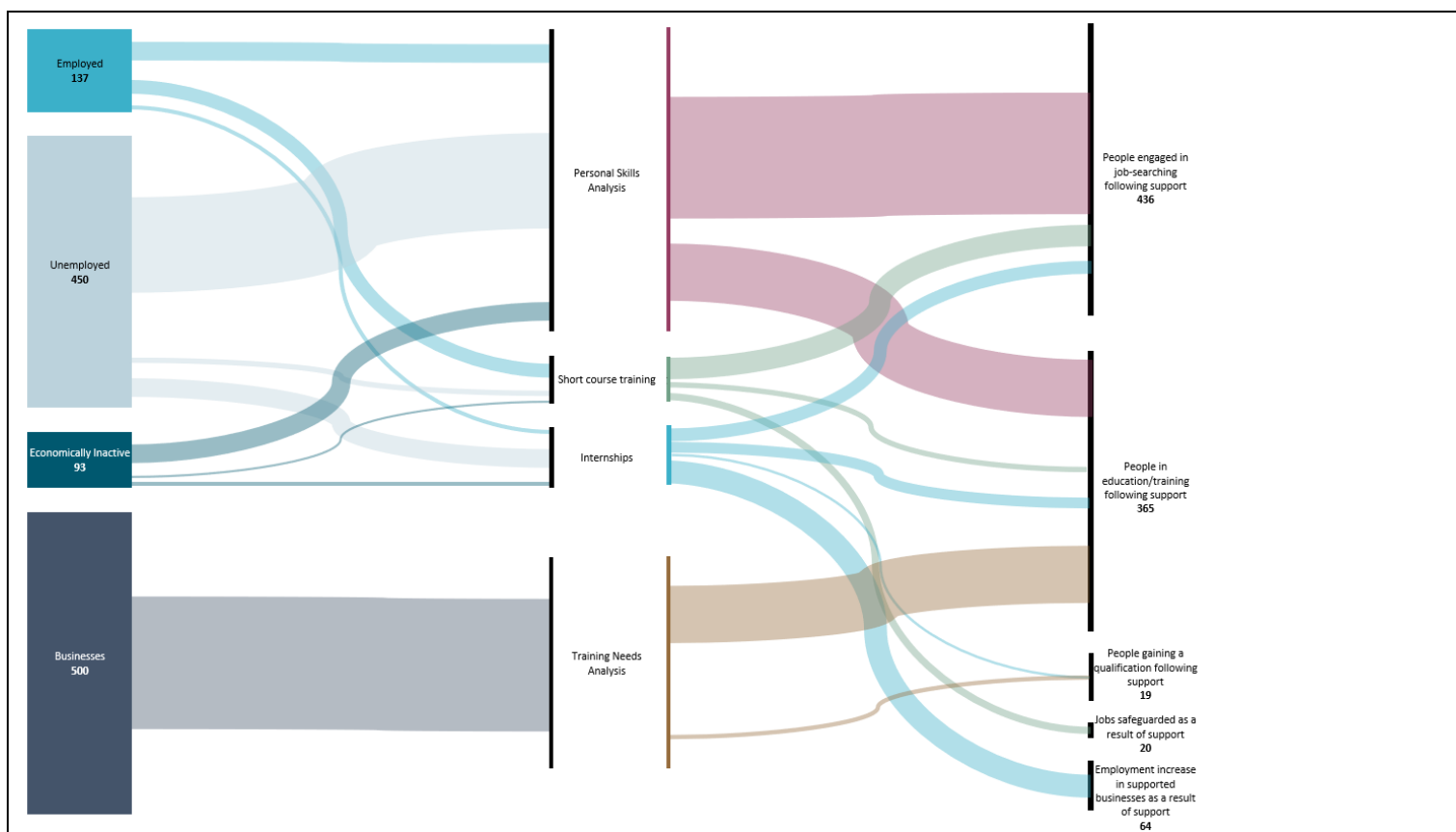
1e Who will be the beneficiaries of the project?

This project will focus on 4 core beneficiary groups:

- 137 individuals who are employed. This may include:
 - People who are employed but need to transition from a job that they are either over or under qualified for. According to a 2018 CIPD Survey, almost half (49%) of UK workers are in jobs they are either under- or over-skilled for.
 - People who are employed but on furlough and need to understand how their skills translate into a post-covid context where the world is digital by default.
 - People who are employed in sectors or jobs that are expected to change due to trends in these development areas, and therefore need to upskill.
- 450 people who are unemployed including:
 - Individuals who are unemployed and want to work or are seeking new opportunities or practical experience of work
 - People affected by structural unemployment caused by covid-19 and need to upskill or reskill in order to transition back into employment
- 93 people who are economically inactive:
 - Students who are currently economically inactive (NEET) and require guidance or experience to transition into employment, education, or training.
- 500 businesses. Specifically, this will include:
 - Local businesses who are in CPCAs priority sectors who may need to transition to new ways of working and adopt future development opportunities in digital and net-zero.
 - Businesses in sectors which still have significant proportions of their employees who need to transition back from furlough and upskill to meet occupation changes associated with digital development

The following logic model describes the theory of change in the project, from strategic context through the benefits and outcomes that will be realised for beneficiaries.



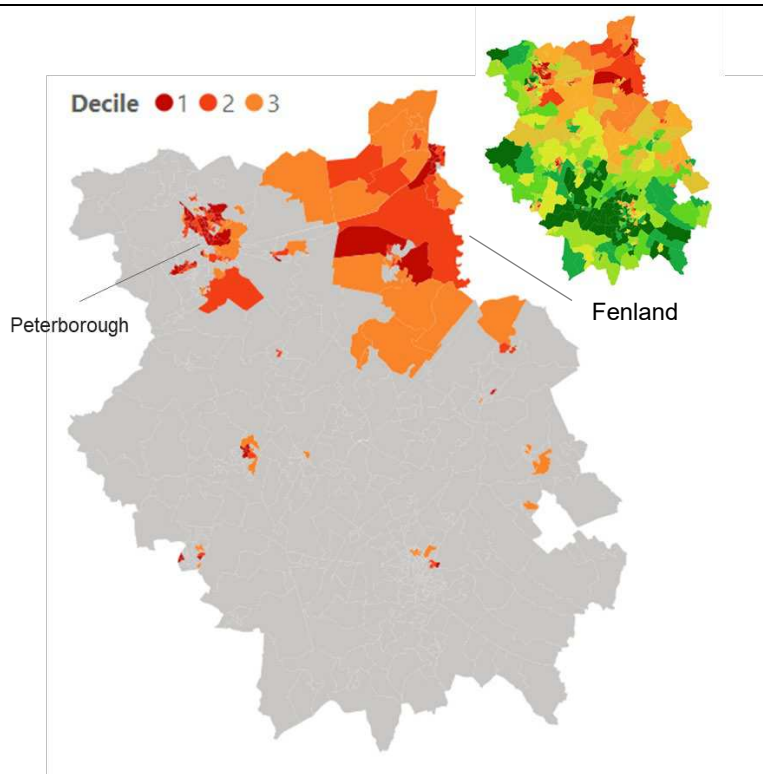


1f Where will the activities take place?

Activities will take place across Peterborough & Fenland as well as online.

Peterborough and the Fens have long been left behind places; the highest levels of social deprivation in the CPCA region are concentrated in these areas. Child poverty levels average at 25% compared to 17% nationally; social mobility levels are low, especially in Fenland, which is ranked 319th out of 324 local authority districts; and healthy life expectancy levels are also low and even below retirement age in some areas.

The map below shows Education, Skills and Training Deprivation across the CPCA; with the bottom 3 deciles highlighted, showing the concentration of need in this area.



Training Needs Analyses can be completed online, but where employers need additional support, this can be provided remotely, online or via phone, or at employer premises across the two geographies.

Personal Skills Analyses can be completed online, but where individuals need additional support, this can be provided remotely, online or via phone, or will take place at employer premises, in community venues, or in another safe space to accommodate the individual.

Group events to complete PSAs will be provided in rented workshops and consulting space to support individuals in their transition into new careers or back into work.

We will use our existing networks and the newly launched Business Growth Service and Skills Brokerage Services to reach into our communities. In addition to this we can also use the work with our Market Towns (mainly through district and town councils) and can target businesses in town centres/on the high street. Through the Enterprise Zones we have a direct link into this network.

We will link with our ESF programmes such as Skills Support for the Workforce and Skills Support for the Unemployed to access employers and individuals that this service is relevant.

We will also use our relationships with the Chamber of Commerce, Institute of Directors and Federation of Small Business to use their established networks.

The service will be promoted via our Growth Hub which has links to over 4000 SME's in the region.

We will work with our partners and stakeholders to expand the reach and maximise the impact of the scheme within Cambridgeshire and Peterborough through strategic joint communications and marketing activity. Our partners and stakeholders include but are not limited to:

- The Business Board (the Local Enterprise Partnership for the region)
- The County and District Councils
- Our Adult Education Providers
- Third sector organisations
- ESF provider network
- Business Growth Service, Skills Brokerage Team
- Growth Hub

1g When will the project start?	01 September 2021 This date is assumed based on when funds will become available. Date could be brought forward if awarded sooner	When will the project end?	31 March 2022
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1h Which places (district or unitary areas) will benefit from the activity?

Local Authority Area	Approximate percentage of activity / expenditure
Peterborough	66%
Fenland	34%

1i What are the key milestones for the development and implementation of the project?

Milestone	Target Month
-----------	--------------

Contract award, review and sign-off	July/August
Contract mobilisation: recruitment of staff, appoint evaluation team	August/September
Learning materials and technology platform development	August/September
Lead generation/marketing	August/September
Launch and ongoing delivery of needs analysis, short courses and internships	October-March
Interim evaluation	December
Project closedown and final evaluation	March

Part 2 – Project Impact

For questions 2a-2d, please describe in 500 words or less per question. Please be as concise as possible.

2a What will be the short and long term benefits of the project on its beneficiaries and the wider community?

The overarching objectives of the project are aligned to the ‘investment in skills’ and ‘investment for local business’ investment priorities. They can be summarised as:

- Support 680 people onto the next stage of their learning or work journey, through training that will enabling them to: gain skills, re-skill or up-skill relevant to local employer skills needs.
- Enable employers to access the skills and talent they need in their local area, providing training to secure 20 jobs and create 64 new job opportunities

The benefits that each activity will provide are:

- By undertaking the **Personal Skills Analysis**, the individual will be able to identify appropriate vacancies outside of their current search parameters and identify appropriate training provision to

support them in upskilling or reskilling to transition their career. Long-term, this will result in increased employability and wider employment opportunities.

- The benefit of the **short course training** to the individual will be for them to re-skill or up-skill to enable a change of role or career. Additionally, the business will be able to create new job opportunities and gain the skills required to address development needs. Overall, the benefits result from a more skilled and productive workforce.
- **Internships** would allow the individuals to acquire real-world, practical experience and gain skills that can be applied to future jobs, thus enabling a smoother transition into permanent employment. Additionally, the business will benefit by acquiring new staff via a supported 'trial period' and would improve their capability to training and develop new talent in the long term.
- The **Training Needs Analysis** will improve businesses understanding of skills requirements and what training and be used to both reskill staff where jobs are at risk, or grown and develop business skill sets. This would enable existing staff to undertake training to re-skill, meaning that where a job may have been at risk it is secured.

The skills challenges in CPCA that this project will ameliorate are:

- A lack of support around transitions
- The high risk of unemployment and inactivity (exacerbated by covid-19)
 - Claimant count, NEETS, unemployment, people wanting work
 - Re-skilling where covid-19 has caused structural changes to employment
- Skills mismatches in priority sectors
 - Low employability of people entering the workforce due to a lack of sector specific skills.
 - Employers need support in workforce planning and upskilling to maximise future opportunities
 - Graduates underemployed and taking jobs with lower skill requirements that could otherwise be filled by someone else.

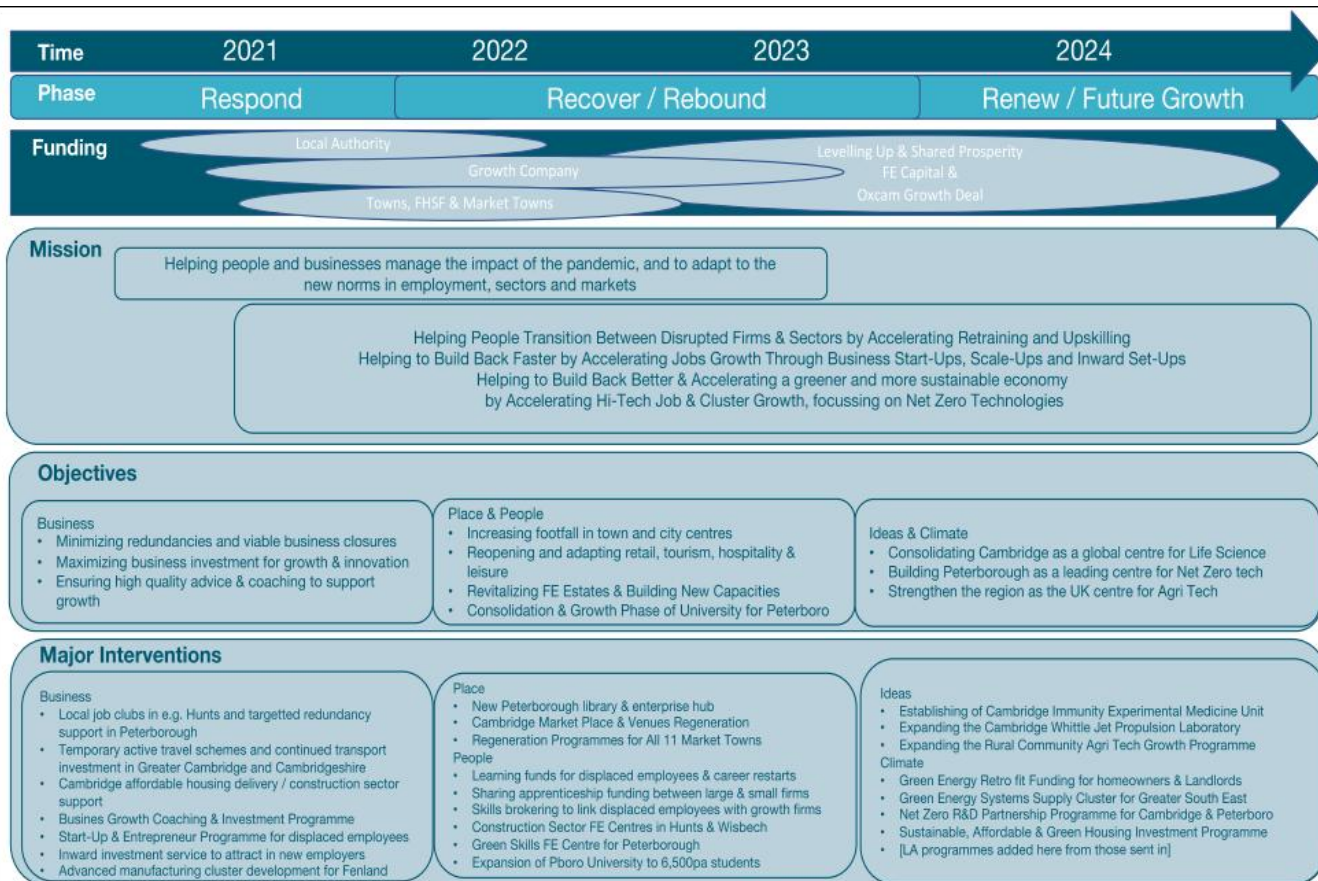
2b How does the proposal align with local needs and long-term strategic plans for local growth?

The Cambridge and Peterborough Independent Economic Review (CPIER) identified a set of priority sectors as fundamental drivers of the region's economy, and these have been highlighted in recovery plans as the platforms which will enable the economy to return to pre-pandemic growth trajectories. However, impacts of Covid-19 across CPCA's geography are not consistent, with a north-south divide evident. Most employment in the priority sectors is clustered in the south around Cambridge and South Cambridgeshire, which means that southern areas may be poised for a more rapid recovery once the virus is contained.

In the north, however, there is a risk of worklessness becoming an embedded feature of the region. Apprenticeship starts have declined by 10% since 2018, online job postings have not recovered, and Universal Credit claims are rising to the point where there is now one UC claimant for every five people in the workforce. Without interventions delivered through CPCA's skills strategy there is a risk of temporary dislocation from the labour market in these areas becoming more permanent, and therefore substantially more difficult to address.

As we continue to unlock the economy, for labour markets it remains too soon to tell whether the worst has passed – or indeed what the worst will be. Government policies (particularly the furlough scheme) have delayed the full extent of the impact on labour markets, but a rise in unemployment when the scheme does eventually come to an end appears inevitable. Structurally higher unemployment is likely to endure for some time and the burden will fall disproportionately on more deprived people and places. The crisis has sped up the process of digital technology adoption in businesses. In addition to the current disruption to labour markets and workplaces, technological adoption by companies will transform tasks, jobs and skills over the next few years.

The CPCA's Local Economic Recovery Strategy (LERS is a rolling programme of live priorities – most recently updated in March 2021. It is the primary reference document for local growth initiatives across Cambridgeshire and Peterborough and prioritises learning funds for displaced employees and career starts over 2021-22.



The objectives set out in section 2a align with those prioritised within the CPCA's **LEERS** for the 'Recover and Rebound' and 'Renewal and Future Growth' phases:

- Help people at risk of unemployment by accelerating retraining and upskilling
- Build back better and greener by accelerating high tech jobs and cluster growth, focussing on green, digital and net zero technologies.

These align with and reflect the 'People' aim of the **Local Industrial Strategy (LIS)** 2019:

- Through local collaboration and strong leadership, deliver a fair and inclusive economy by empowering local people to access the education and skills needed to meet the needs of the local economy and business, both now and in the future.

The CPCA Skills Strategy was created in 2019 and is currently being refreshed. As described in the Local Skills Report (2021), the current **Skills Strategy** supports delivery following three themes:

- Achieve a high-quality offer tailored to the needs of the three CPCA sub-economies
- Empower local people to access education and skills to participate fully in society, to raise aspirations and enhance progress into further learning or work.
- Develop a dynamic skills market that responds to the changing needs of local business

2c How does the project support the Government's Net Zero ambitions or wider environmental considerations? (This is not a requirement for employment support proposals)

The Green Jobs Taskforce, will shortly publish a Green Jobs Action Plan that will set out steps to achieve the government's ambition (to deliver 2 million new green jobs and achieve net zero emissions by 2050) and advise what support is needed for people in transitioning industries.

In anticipation of the Action Plan, this proposal has been developed aligned to the Taskforce's current stated aim: to focus on the immediate and longer-term challenges of delivering skilled workers for the UK's transition to net zero. This includes:

1. Ensuring we have the immediate skills needed for building back greener, such as in offshore wind and home retrofitting.
2. Developing a long-term plan that charts out the skills needed to help deliver a net zero economy.
3. Ensuring good quality green jobs and a diverse workforce.
4. Supporting workers in high carbon transitioning sectors, like oil and gas, to retrain in new green technologies.

Responding specifically to immediate skills needed for building back greener – our short-course provision will include a focus on green and net-zero courses, enabling individuals to re-skill and up-skill in areas such as domestic retrofit, retrofit coordination, whole-dwelling assessment and energy efficiency retrofit, installing sedum roof units. We will also look to embed simulator qualifications, which reduce the environment cost of plant training, and enhancing digital skills, particularly around software integration and data analytics, which play a significant role in optimising machine performance and reducing energy usage in process.

2d How does the project demonstrate innovation in service delivery?

This project will bring together new policy initiatives proposed in the Skills for Jobs White Paper; flexible and short courses to upskill and reskill workers – using similar methods to the skills boot camps. In addition, bringing employers to the heart of the system and directly linking them with providers to commission new courses most in need to enable change.

The project is innovative in its design and delivery. This funding will provide the scaffolding in between traditional step off points in education and employment through funding different bridges/interventions to link individuals to the next step in their career, through the identified funded support. This will in turn reduce the number of residents who do not meet their intended destination and displace others in lower skilled employment. Traditionally an individual is not able to access support when in the middle of a

transition between education and employment or when moving employers. Support for this part of the process ‘falls between stools’ – as people pass from provider, to employer, or from employer to employer. There isn’t a source of support to help make a change.

The project will minimise these barriers to switching careers and re-skilling, enabling access to skills support by removing eligibility criteria around the type, duration and size of learning, along with the age of the learner and size of the business. Each person that can be helped to the next stage of their career will be.

The project will ensure success in learning, by providing business with sector leading learning mentor training – ensuring that both the employer and individual will gain most benefit from the funded internships.

This project is focussing support on people and businesses, irrespective of their individual circumstances. The coronavirus pandemic has had such a significant impact on once robust businesses and highly skilled and knowledgeable people, it is vital that we are able to provide the support to enable people to transition into high quality careers from wherever they currently are, and to support all businesses in accessing the skills they need.

The type, duration and size of learning, along with the age of the learner and size of the business all contribute to a restriction in who can access support for skills. Mid-career professionals will be able to access funded internships – which are normally ringfenced for new talent – this is a step change in supporting mid-career changes for those underemployed or at risk of redundancy due to an outdated skill set.

The short and intense interventions will allow for individuals to transition without having to take a career break to change their career.

In addition, we will use new technology solutions to underpin all of the project delivery; most notable the utilisation of the class-leading TalentView platform to list internship vacancies. Employers can use Talentview to upload internships vacancies. They can search for future talent and directly contact individuals who register. TalentView can also route highly-rated candidates who just miss out on opportunities in one organisation through to other interested employers.

2e Which groups will your UK Community Renewal Fund project target?

Please describe below and complete Annex A – Project Impact Indicators

The project will target:

680 people (137 employed, 450 unemployed, 93 economically inactive)

500 businesses (420 micro and small businesses, 72 medium, 8 large)

The project will be targeted at businesses based in and people living/working in Peterborough and Fenland.

The project will not specifically exclude individuals or businesses based on personal characteristics – a point of innovation in this project is that support is open to all. However, in the event of over subscription, we will seek to prioritise resources such that support is available first for individuals/businesses in sectors that have been most adversely affected by the pandemic, for those who are seeking skills support related to green/net-zero, digital or management & leadership skills, young people struggling to enter the labour market for the first time and those who have an immediately viable switching opportunity as a result of re-training.

2f Please describe how you have considered the equalities impacts of your proposal, the relevant affected groups based on protected characteristics, and any measures you propose in response to these impacts.

The CPCA's equality and diversity policy is a commitment delivered through the Cambridgeshire & Peterborough Combined Authority's Equality Duty. The policy is designed to ensure that there is a consistent approach across the authority to all areas of equalities work.

The policy sets out that the CPCA believes that:

- everybody should have an equal opportunity to contribute to and benefit from society and
- a diverse integrated and cohesive community is a positive asset to the region, which allows greater opportunities for a wider society to influence and contribute

CPCA recognises that people still experience inequality in society because of their background. The CPCA will not tolerate discrimination directly or indirectly in recruitment or employment or against customers on the grounds of age, disability, sex, gender reassignment, pregnancy, maternity, race (which includes colour, nationality and ethnic or national origins), sexual orientation, religion or belief, or because someone is married or in a civil partnership - the "protected characteristics."

CPCA leads by example in promoting equality of opportunity in the service delivery. The project activities outlined in this bid have been designed in alignment with the following operating principles, which take active steps to challenge prejudice, discrimination and harassment and promote equality of opportunity as well as equality of outcomes;

- Providing accessible information about the services available.
- Undertaking assessments to determine if there is any adverse impact for equalities on policies and activities
- Delivering services in ways which are appropriate, relevant and sensitive to service user needs and, whenever possible, removing barriers which may deny access
- Using our powers to ensure that organisations providing services on our behalf operate in accordance with the aims of this Policy and have a good track record in handling equality issues, covering both employment as well as service issues.

- Ensuring, wherever possible, out sourced services are provided by local organisations or those with close connections with region.
- Promoting widely the availability of the CPCA's Complaints system to ensure people know how to raise issues about services.
- Ensuring staff do not discriminate against or harass a member of the public in the provision of services or goods.
- Ensuring that reasonable adjustments are made to remove barriers and enable those with a disability to access services.
- Discussing the importance of equality policies with all partners and encouraging service providers to use the same or similar formats for evaluation purposes such as equality monitoring categories, equality impact assessments templates, etc.

In addition, upon initiation we will prepare a specific Equality and Equal Opportunities Action Plan for this project, further ensuring embedded equalities good practice in staff training, performance review, delivery model and working methods.

2g What UK Community Renewal Fund Outcomes will the project deliver?

Please describe below and complete Annex A – Project Impact Indicators

The **Personal Skills Analysis** will deliver these outcomes:

- People engaged in job-searching following support
- People in education/training following support

The **short course training** will deliver these outcomes:

- People gaining a qualification following support
- People engaged in job-searching following support
- Jobs safeguarded as a result of support

The **internships** will deliver these outcomes:

- Employment increase in supported businesses as a result of support
- People engaged in job-searching following support
- People in education/training following support
- People gaining a qualification following support

The **Training Needs Analysis** will deliver these outcomes:

- People in education/training following support
- People gaining a qualification following support

2h How have the outcomes been estimated?

Outcomes have been estimated drawing on the professional expertise of the project delivery team and standard sector benchmarks on conversion rates from activities. We have also taken into account the delivery window for the project and realistic deliverability of activities and onward outcomes within a six month period.

The project aims to engage 500 businesses in training needs analysis, which constitutes 3.7% of the business base across the 2 areas – this translates a need to ensure engagement from 1 in 27 business contacts.

Similarly, we anticipate that 500 individuals will participate in personal skills analysis, which constitutes 0.4% of the population across the 2 areas – this translate to a need to ensure engagement from 1 in 272 individual contacts. Post support, the majority of these individuals will be engaged in job searching to complete their transition, aligned to their existing skillset. A further set will be undertaking training, which will enable them to re-skill and change direction in the future.

We have estimated a modest referral rate of 160 staff for short-course training, 80 of whom will be referred to existing AEB provision and 80 will be allocated to a voucher for bespoke support through the project. We anticipate 100 opportunities for internships, which are likely to be particularly attractive due to the any age, any skill nature of the potential interns. A traditional conversion rate of internship to hire is 80%, again – given that these interns may include those who are more expensive to hire than an early career worker, we have assumed a lower two thirds conversion from internship to a job created. We assume that a proportion of interns will go on to look for similar alternative employment, a number will go on to further related study and some (though a small number) to understand a further related qualification to aid their transition.

There may be a small amount of double counting in the outcomes – where a single person constitutes two outcomes. For example, a person may complete an internship, not be offered a job with the host company and therefore decide to undertake further education and training at the same time as job-searching. Or, where a person undertakes training which safeguards their job with their current employer, but they still decide to actively look for work elsewhere. These are natural labour market dynamics, but we do not anticipate that the number of outcomes will exceed the number of individuals participating by more 1/3rd.

2i Would you expect to achieve any of these outcomes without UK Community Renewal Fund support?

Whilst providing learning funds for displaced employees and career starts is a core priority in the CPCA's LERS, the funding streams available focus on a narrow band of provision through the CPCA's Adult Education Budget, or smaller projects funded by individual institutions/agencies that may target specific types of training.

The opportunity of the CRF funding in this project is to bring together what is otherwise likely to be a piecemeal approach to re-skilling and career start support under one project, with core strategic oversight that is direct toward achieving outcomes for wider economic benefit, rather than for individual organisations.

This means that whilst some re-skilling training is likely to be undertaken anyway, it is likely to be a small proportion. Training Needs Analysis is also currently accessible through the wider business growth service offer. However, we anticipate that the lead generation work in this project will drive significantly higher take-up of TNA, leading to a greater number of outcomes. Per the HCA Additionality Guide ready reckoner for training interventions, it is estimated that 15% of project outcomes could be considered to be deadweight (have occurred anyway).

The localised personal skills analysis and internships delivered as part of this project are not currently funded as part of any programme across CPCA. Therefore, all outcomes associated with these will be additional.

Part 3 - Funding Package

3a How much UK Community Renewal Fund investment is sought?

Please also complete Annex B – Funding Package and Profile

£847,305

3b Does the funding package include any match funding? If so, how much?

When will any funding that is not in place be secured?

Match will be provided by staff time equating to £47, 500 over the project.

3c What will the funding package be spent on?

CRF Budget		Out	Balance
Total Budget			£ 847,305
Business Grants			
100x£5k - Internship		£ 500,000	£ 347,305
90x£600 - Shortcourse		£ 56,000	£ 291,305
CPCA			
Costs		£ 28,000	£ 263,305
Development Costs			
Course Development		£ 24,000	£ 239,305
Marketing		£ 10,000	£ 229,305
IT/Software		£ 45,000	£ 184,305
Recruitment		£ 6,000	£ 178,305
Staffing			
Management Fee		£ 56,000	£ 122,305
Proejct Coordinator		£ 4,150	£ 118,155
Finance		£ 4,455	£ 113,700
Fens - Skills & Business Enagamenet Managers x2		£ 29,500	£ 84,200
Peterborough Skills & Business Enagamenet Managers x2		£ 29,500	£ 54,700
Project Administrator		£ 16,200	£ 38,500
Operating Costs			
Travel		£ 12,000	£ 26,500
Subsistence		£ 6,000	£ 20,500
Misc/Room Hire/Expenses		£ 8,500	£ 12,000
External Evaluation		£ 12,000	£ -
Totals		£ 847,305	£ -

Part 4 – Project Applicant Experience and Capacity

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

4a What experience does the organisation have of delivering this type of activity?

The Combined Authority has significant experience in delivering extensive grant funded programmes through commissioning work to reputable and proven delivery partners. As a managing authority we have the strategic oversight of the areas most in need in the region's economy. This is based on extensive labour market intelligence and analysis.

GPC Skills has recently been awarded the Growth Work with Skills contract as part of the Business Growth service and as such will work closely with the Combined Authority to position the project against all existing and emerging priorities. This programme of work will enable a rapid response of intensive support to extend the skills brokerage's current offer.

The Senior Leadership Team of GPC Skills has a track record of successful management and delivery of grant funded programmes such as ESF, NEET, Opportunity Area (DfE), Coastal Regeneration Budget, Community Learning amongst others. Our approach is further supported by an experienced 'market engagement' professional via Weight Lifted. This experience in lead generation and market penetration across the two distinct geographies will help us to reach beneficiaries through targeted campaigns, driving demand through the Platform - allow us to allocate staff and resources to deliver a needs driven, demand led service.

Our project manager has just successfully managed the delivery of an ERDF contract for her previous employer; our Skills & Business Engagement manager has a history of successful employer engagement and internship support; and our Skills, Business & Education Lead who had extensive history of successfully managing & leading target driven teams.

4b Describe the resources (e.g. staff) the organisation has available now to deliver the project?

The Combined Authority will utilise the existing procurement framework to award this contract. The Senior Responsible Officer for Workforce Skills will have the responsibility of delivering the project. Her team are experienced in the delivery and therefore compliance of grant funded projects. The system and processes are established to mobilise and implement new contracts at speed.

Through the existing procurement the delivery partner is GPC Skills who has an existing management team ready to recruit and deploy the operational team to engage with businesses and residents across Peterborough and Fenland. With an established Digital Talent Platform, enhanced functionality will be scheduled for mobilisation to ensure a rapid roll out of the service.

Our existing network of approved sub contractors provide us with the ability to respond swiftly to demand and deploy resources where and when needed immediately upon contract award.

In addition, our Skills & Business Engagement Lead will oversee operational delivery. Nigel Noble is new to the team, he brings with him extensive experience of employer engagement and problem solving activity and will manage the delivery team on a day to day basis.

Eliza Ellis-Hyman joins us from a higher education environment, with extensive experience of internships and placements. Eliza will co-ordinate the internship programme and be responsible for the advice and guidance for employers and candidates, to ensure effective and impactful placements.

4c If the organisation will have to recruit staff or appoint contractors what plans are in place to manage the risk of delay?

The Combined Authority will utilise the existing contract it has to deliver the Business Growth Service and therefore proven experienced contractors are already in place to take forward this additional work.

GPC Skills Ltd. is has been focussed on workforce planning and strategic HR since its launch in 2017. Its recruitment and selection processes are robust and effective, with higher than average applications for key roles. We are confident that we will be able to attract and deploy the right team in a timely manner.

We are, however, also pragmatic, and understand that in today's economy, there are many factors outside of our control and so we also ensure that we have mitigating factors in place to manage the risk of delay.

GPC Skills Ltd. is part of the Gateley consortium, delivering the Business Growth Service for the Cambridgeshire and Peterborough Combined Authority. Within the structure of the Business Growth Service contract, we have a substantial list of approved subcontractors that we are able to draw on rapidly.

The majority of these already have Framework Agreements in place, and are able to respond to requests for work through the issuing of a Statement of Work. This will enable us to deploy resource to implement and deliver the project, even in the event of delay in recruiting staff or contractors.

4d Describe the systems and processes that will be used to ensure only costs directly related to the project will be included in grant claims.

The Combined Authority will be the Accountable Body for the project. As the Accountable Body, The Combined Authority will be responsible for discharging all obligations with the Managing Authority. CPCA will be responsible for overseeing the financial management and accountability monitoring of the project. Through the delivery of being awarded many grant funded programmes the Combined Authority has robust accounting processes and systems in place to ensure that only eligible costs are included in claims.

Led by the Senior Responsible Officer for Workforce Skills we have a team who currently process all claims for ESF and ERDF funded programmes, they will be responsible for the oversight of this project. Monthly submissions will be audited with sample checks of all claimed expenditure. All payments will be

made in accordance with the contract. All evidence of defrayal will be ratified by the Combined Authority Finance Manager before inclusion into CRF Claims.

Project Governance arrangements are as follows:

- Delivery is underpinned by profiled KPI reporting, underperformance policy and audit and compliance checks.
- Monthly operational reporting, quarterly claim. Monthly operations review meeting, quarterly formal performance review.

Part 5 – Project Risk Management

Please limit your responses to each question to 250 words or less. Please be as concise as possible.

5a Summarise the key risks to the project in Annex C – Project Risks

See Annex C

5b Describe the process and that will be used to monitor risk.

Risk is reviewed and monitored via an established and robust reporting mechanism at the Combined Authority. The central Project Management Office (PMO) have published a Ten-point guide to CPCA project management. All projects are required to be managed in line with these guidelines.

Projects incorporate a Monitoring and Evaluation Framework which includes a structured monitoring plan. This includes:

- A monthly highlight report cycle is embedded across the organisation. Projects are required to have monthly reports completed, updating on budget spend and performance against key milestones and outputs/outcomes
- Highlight reports also contain risk registers for each project, where project managers track and monitor key risks
- Using information from these monthly highlight reports, a monthly dashboard report is created, which is reviewed by the senior management team
- All funding contracts with external sub-contractors include reporting guidelines as specified in the Monitoring and Evaluation Framework

Project managers are required to allocate a RAG status to their projects. This is incorporated into all monthly project highlight reports and the corporate risk register. Any changes to a project RAG status must be signed off by the Senior Responsible Officer or Project Board and must be clearly explained in the project highlight reports.

Fliss Miller, SRO, will be responsible for maintaining the risk register and ensuring that risks are managed and mitigated effectively. A bi-weekly project board meeting will be established to identify potential risks to quickly mitigate against any newly identified risks.

Part 6 – Evaluation

6a A key objective of the UK Community Renewal Fund is to try new ways of delivering activity to businesses and people. It is important that projects are robustly evaluated and that learning is shared with others.

Please limit your responses to around 500 words and describe

- how the project will be evaluated, in terms of how it was delivered and its impact on clients
- how the findings of the evaluation will be disseminated

The range of activities within the project offer multiple opportunities for data capture and learning that will inform future evaluation and show how this pilot could be replicated elsewhere. A larger, future programme under the Shared Prosperity Fund could be more nuanced, with greater tailoring to specific barriers and target groups. The insights captured during delivery will shape the design of a second phase, inform future policy development and budgets.

The project will be evaluated in line with CPCA's Monitoring and Evaluation (M&E) Framework, which sets out our commitment and approach to M&E.

Monitoring and evaluation is a critical component of an effective performance management regime and forms a significant part of the policy feedback loop to inform future policy development, priorities and budgets.

- Monitoring supports the effective tracking of a scheme or series of policy interventions ensuring that intended outputs are being achieved.
- Evaluation quantifies and assesses outcomes, including how schemes were delivered and whether the investment generated had the intended impact and ultimately delivered value for money.

CPCA is committed to implementing effective M&E so that it is able to:

- a. Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- b. Comply with external scrutiny requirements. Specifically, M&E will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- c. Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternative policy.

- d. Develop an evidence base for input into future business cases and for developing future funding submissions.

Our M&E Framework commits to undertaking independent evaluation where a project is identified as one where significant learning could be available that would help to inform future policy making either locally or nationally - including projects that are innovative or considered 'pilots'. As such, we will appoint an independent evaluator at the outset of the project, to work with our team on the design and implementation of a project M&E framework (linked the project's theory of change). This will enable us to:

- Monitor impacts and progress towards project goals, and to understand whether the project is on track to deliver projected outputs and outcomes.
- Assess the additionality of activities (and impacts) and whether the project has achieved VfM.
- Identify the sustainability of impacts, and the equality implications of activities.
- Maintain scrutiny and accountability.
- Inform future investment prioritisation and resource allocation.
- Identify what works (and what does not), and in what circumstances, to inform future activities and delivery and the sharing of best practice.

Alongside monthly grant funding reports, we will provide monthly project progress reports to the independent evaluator. The evaluator will present an interim report, allowing time for an initial feedback to be incorporated into the remaining delivery window, and a provide an end of project evaluation report, reflecting on the process, impact and benefits of the project. These will be submitted to the CPCA's Business Board and Skills Committee and published on the CPCA website.

Part 7 – Subsidy Control

All bids must also consider how they will deliver in line with subsidy control (or State Aid for aid in scope of the in Northern Ireland Protocol) as per UK Government guidance:

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligationson-subsidy-control-guidance-for-public-authorities>

7a Does any aspect of the project involve the provision of subsidies (or State Aid)?

Yes

7b If yes, briefly explain how the subsidies or state aid are compliant with the UK's subsidy control regime as set out in the guidance.

Business will receive a £5,000 subsidy for the wage costs of an intern for 3 months.

We understand these subsidies to be compliant, as the total value of financial grant distributed through project to businesses in the area will not exceed £347,305 combined for all businesses, with an estimated average of £5k per business, in a six- month period. Whilst this is a subsidy to each business,

this is lower than 325,000 SDR over a three year period, which is understood via legal advice to be the permissible level.

However, before any support is offered to employers, GPC Skills will conduct eligibility checks to ensure compliance with state aid. Eligibility checks include:

- Confirmation of employer existence
- Confirmation of company size
- Confirmation of company ownership
- Confirmation of turnover
- De Minimis - Confirmation of any other funding received in the last 3 years

Businesses will be required to self-declare previous state aid provided with supporting evidence.

All Declaration forms will be checked by the GPC Skills before the business is accepted as being eligible for support provided through the project.

The Combined Authority will also perform spot checks to ensure that SMEs are eligible and De Minimis aid ceilings are respected.

The Combined Authority will retain all records of de minimis aid awarded in accordance with state aid requirements. This will include individual records of aid awarded to employers and a cumulative total of aid awarded under the scheme.

Part 8 - Branding and Publicity

Guidance on the branding and publicity requirements for the UK Community Renewal Fund is set out in the Fund Technical Note for Project Deliverers.

8a Please confirm that you have read and will comply with all aspects of the Fund branding and publicity requirements.

Confirmed and agreed

Data Protection

Please note that the Ministry for Housing Communities and Local Government (the Department) will be a Data Controller for all UK Community Renewal Fund-related Personal Data collected with this form and submitted to the Department, and the control and processing of Personal Data.

Mayoral Combined Authorities, the Greater London Authority, County Councils or Unitary Authorities, have been designated as a 'Lead Authority' in Great Britain for the UK Community Renewal Fund. Each Lead Authority has been invited to run a local bidding process and will be a Data Controller for all UK Community Renewal Fund related Personal Data collected with

the relevant forms as part of this process, and the control and processing of Personal Data, where such applications are not submitted to the Department for consideration.

The Lead Authority (in Great Britain) and the Department will process all data according to the provisions of the Data Protection Act 2018 and the UK General Data Protection Regulation 2018 (UK GDPR) all applicable laws and regulations relating to processing of Personal Data and privacy, including, where necessary, the guidance and codes of practice issued by the Information Commissioner and any other relevant data protection regulations (together “the Data Protection Legislation (as amended from time to time)”).

As a Processor of UK Community Renewal Fund-related Personal Data your organisation and the Lead Authority (when acting in Great Britain) must ensure that such Personal Data is processed in a way which complies with the Data Protection Legislation (as amended from time to time).

By proceeding to complete and submit this form, you consent that the Lead Authority (in Great Britain) and its contractors where relevant, and the Department, and its contractors where relevant, may process the Personal Data that it collects from you, and use the information

provided as part of the application to the Department for funding from the UK Community Renewal Fund, as well as in accordance with its privacy policies. For the purposes of assessing your bid the Department may need to share your Personal Data with other Government departments (such as the Department for Work and Pensions) and departments in the Devolved Administrations and by submitting this form you are agreeing to your Personal Data being used in this way.

Data Controller, Personal Data, Personal Data and Processor all have the meaning given to them in the Data Protection Legislation (as amended from time to time).

You can find more information about how the Department deals with your data here:
<https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus>

Part 9 - Project Applicant Statement

I declare that I have the authority to represent the project applicant in making this application. I understand that acceptance of this application form by the Lead Authority (in Great Britain) or the Ministry for Housing Communities and Local Government (the Department) does not in any way signify that the project is eligible for funding under the UK Community Renewal Fund or that any such funding has been approved towards it.

On behalf of the project applicant and having carried out full and proper inquiry, I confirm to the Lead Authority (in Great Britain) and the Department that:

- the project applicant has the legal authority to carry out the project; and
- the information provided in this application is accurate.

I also confirm to the Lead Authority (in Great Britain) and the Department that:

I have informed all persons whose personal information I have provided of the details of the personal information I have provided to you and of the purposes for which this information will be used, and that I have the consent of the individuals concerned to pass this information to you for these purposes;

I consent to the Personal Data submitted with this form being shared as set out in this form and in accordance with the Lead Authority's Privacy Policies (in Great Britain) and the Department's Privacy Policies;

I shall inform the Lead Authority (for Great Britain projects) if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Lead Authority or the Department in deciding whether to fund the proposal;

For Northern Ireland projects, I shall inform the Department if, prior to any UK Community Renewal Funding being legally committed to the project applicant, I become aware of any further information which might reasonably be considered as material to the Department in deciding whether to fund the proposal;

Any match funding that has been set out in part 3 will be in place prior to any award of UK Community Renewal Funding; and

enter
text.
enter a
date.

I am aware that if the information given in this application turns out to be false or misleading, the Lead Authority (where relevant) or Department may demand the repayment of funding and/or terminate a funding agreement pertaining to this proposal.

I confirm that I am aware that checks can be made to the relevant authorities to verify this declaration and any person who knowingly or recklessly makes any false statement for the purpose of obtaining grant funding or for the purpose of assisting any person to obtain grant funding may be prosecuted. A false or misleading statement will also mean that approval may be revoked and any grant may be withheld or recovered with interest.

I confirm that I understand that if the project applicant commences project activity, or enters in to any legally binding contracts or agreements, including the ordering or purchasing of any equipment or services before the formal approval of the project, any expenditure is incurred at the organisation’s own risk and may render the project ineligible for support.

For and on behalf of the project applicant Name:	Fliss Miller			
Position	SRO – Workforce Skills	Date	7 th May 2021	

Annex A – Project Impact Indicators

1a Which groups will your UK Community Renewal Fund project target?

Main Indicator	Indicator Subset	Target Group	Number
People	Economically Inactive	Yes	93
	Unemployed	Yes	450
	Employed	Yes	137
	Total		680
Businesses	Small ¹	Yes	420
	Medium ²	Yes	27
	Large ³	Yes	8
	Total		500
Organisations	Public	No	N/A
	Private	No	N/A
	Voluntary Sector	No	N/A
	Total		N/A

¹ <https://www.legislation.gov.uk/ukpga/2006/46/section/382>

² <https://www.legislation.gov.uk/ukpga/2006/46/section/465>

³ Any business that does not qualify as a small or medium business

1b What types of support will you provide via your UK Community Renewal Fund project?			
Main Indicator	Indicator Subset	Proposed Support Type	Number
Direct support	1 to 1	Yes	20%
	1 to many	Yes	80%
Financial Support (£s)	Grant	Yes	100
	Voucher	Yes	80
1c What UK Community Renewal Fund Outcomes will the project deliver (see Technical Note for Project Applicants and Deliverers for details)?			
Outcome		Total	
People engaged in job-searching following support		436	
People in education/training following support		365	
People gaining a qualification following support		19	
Employment increase in supported businesses as a result of support		64	
Jobs safeguarded as a result of support		20	

Annex B – Funding Package and Profile			
	Amount	£847,305	
(a) UK Community Renewal Fund Requested	£		
(b) Other Public Funding	£	In place	N/a

(c) Private Funding	£	In place	n/a
(d)Total Project Costs (a+b+c)	£	£847,305	

Expenditure Profile. How much will be spent in:			
Jul – Sept 2021		£	£206,757
Oct – Dec 2021		£	£320,274
Jan – Mar 2022		£	£320,274
Total		£	£847,305
How much of the budget will be spent on capital costs?		£	4%
If the project will deliver under more than one of the UK Community Renewal Fund’s investment priorities, please estimate how much will be spent under each theme			
Investment in skills	24%	Investment for local businesses	76%

Investment in communities and place	n/a	Supporting people into employment	n/a
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Annex C – Project Risks

Project Risk Management

Please be as concise as possible.

Summarise:

- the key risks to the delivery and success of the project
- who is responsible for managing the risk, the Owner
- the probability of the risk occurring, is it high, medium or low?
- what would be the impact of the risk, high, medium or low?
- The mitigation plans in place to manage the risk occurring or to deal with the risk if it does occur

Risks Description	Owner	Probability (H,M,L)	Impact (H,M,L)	Mitigation
A delay in the awarding of the contract which will delay the start of the project	SRO	M	M	The delivery team will prepare two delivery/project plans, so they are ready to deliver over a shortened timescale if required. The team will also operate at risk once the contract award has been announced to recruit staff as required.
A further lockdown due to Covid19	SRO	M	M	All resources and activities are designed to be delivered virtually as well as in person.
Delay in the recruitment of personnel to deliver the activities in the project	SRO	M	H	The delivery team, have an agile staffing base. They have access to a flexible workforce, who they can employ on a PT/flexible basis through ST contracts.
Unable to stimulate sufficient demand in timeframe to achieve outcome profile	GCP Skills	L	M	GPC Skills are familiar with local needs, already has good stakeholder partnerships in place / is well networked, has experience of delivering this type of

				support and therefore has the credibility and experience to mobilise quickly and engage the market effectively
Cost Overruns The risk that delivery incurs greater cost than anticipated or budgeted.	GCP Skills/SRO	L	L	Procure subcontractor with clear organisational experience of running similar projects to project costs and management plan

Annex D – General Guidance for Completing the Application Form

The application must be completed and submitted in Word.

Provide describe the project as simply as possible. Do not use technical terms, explain any acronyms. If an assessor cannot understand the project it cannot be assessed against the selection criteria and the bid will be rejected.

Some sections of the form contain guidance on the number of words to be used. Additional information and text in excess of any limits will not be considered. If possible use fewer words. The assessment of bids will be based on the information provided in the Application Form only. **Do not attach appendices or include links to websites.**

The UK Government will not contact bidders to clarify any aspect of submitted bids.

Part 1 - Project Summary

Full details of the investment priorities are set out in the Prospectus. Bids must demonstrate how they align with at least one of the priorities.

If the proposed project intends to deliver under more than one priority, provide an estimate of the percentage of funding that will be spent under each priority in Annex B – Funding Package and Profile.

1 b – 1 f Clearly explain what the project intends to do and how it will be done. Be as straightforward as possible. If it helps to use diagrams these can be inserted into the application. When reviewing your bid consider the following questions from the point of view of someone who knows nothing about the organisation or the project:

- is it clear what the project would do?
- is it clear who will deliver the activities, who is involved and their roles?
- is it clear how, when and where the project will be delivered (ie. will the project deliver one to one support, one to many events/activities, will it be delivered in a specific location, on business or personal premises)?
- is it clear which individuals and businesses will benefit from the project, is there a focus on certain groups of people or types of businesses?
- is it clear how the project activities reflect the investment priorities?

If the project will work with people or businesses, you can summarise the customer journey using a flow chart showing specific project activities. A logic model or theory of change may also help explain your proposal.

1 h. List the local authority areas that may benefit from the project. For projects working with people or businesses this should be based on the location of the intended beneficiaries. In Great Britain, the relevant local authority area is as set out in the [list of places](#).

A project may be delivered in a single area or cover several areas. A project may operate in all parts of a local authority area or focus on particular locations.

1 i. These key milestones must link to the proposed activities and demonstrate that the project is deliverable by 31 March. Do not include milestones relating to the approval of the bid. Consider:

- securing internal approvals for the project or any other funding
- establishing the project team
- procurement for external services/suppliers
- project launch and recruiting beneficiaries
- key points on the beneficiary journey

Projects will be monitored against these milestones.

Part 2 - Project Impact

2 a. Consider the impact on the beneficiaries and what the organisations involved in delivering the project hope to learn from it. Summarise the objectives of the project. These should be specific, measurable, achievable and time constrained. Set out how the project responds to any market failure or delivery inefficiency.

In part 5 explain how performance against these objectives will be evaluated.

2 b. Describe how the project activities and expected impacts contributes to local priorities set out in local plans. When lead authorities invite bids, they will identify the key local growth priorities they have chosen to focus on.

2 c. This section is not a requirement for bids submitted entirely under the ‘supporting employment’ investment priority. Projects under the employment investment priority will not be disadvantaged during the assessment and prioritisation of bids because this criterion does not apply.

Explain how the project would contribute to the UK Government’s Net Zero or wider environmental considerations. Projects should be based on low or zero carbon best practice, adopt and support innovative clean tech where possible and support the growing skills and supply chains in support of Net Zero where possible.

As a minimum projects should meet the clean growth principle and must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

2 d. Describe how the project demonstrates innovation in service delivery for example:

- introducing new delivery approaches
- new integrated approaches across policy themes or
- collaboration across areas
- testing existing approaches with different types of beneficiaries
- new ways of using digital technology to support beneficiaries

Trying new ways of working is riskier and in some cases can be more expensive than established ways of working. This will be taken in account during the assessment and prioritisation of bids and during the monitoring of successful projects.

2 e. Complete Annex A of the application – Project Impact Indicators.

Provide any further information on the groups or sub-groups of people or businesses the project would work with. Describe how the number in each group has been estimated.

2 f. The UK Government is required to consider equalities impacts in line with the Equality Act 2010. This questions helps us understand how equality considerations have shaped the design of the project and the extent to which [groups with protected characteristics](#) have been considered and any mitigations proposed. It does not form part of the assessment process.

2 g/h. Complete Annex A of the application. Provide any further information on project outcomes and explain how the figures have been estimated. For example, explain the relationships between the number of intended final beneficiaries and the outcomes you intend to achieve?

Projects will be required to report on the number and type of beneficiaries supported and the outcomes achieved.

2 i. Describe what would happen if the bid to the UK Community Renewal Fund is unsuccessful. Would the project proceed on a smaller scale, would the activities be undertaken in a different way or at a later date, or would none of the activities occur?

Part 3 - Funding Package

3 b. Match funding is any funding other than funding from the UK Community Renewal Fund that will be used to meet project costs. This includes from the project applicant or other organisations including income from beneficiaries. Please set out who match funding will come from, where relevant.

If the project relies on match funding and it is not secured, explain when it is expected to be secured and what the impact would be if it is not secured.

3 c. Summarise the amount that will be spent under the main areas of expenditure. The breakdown must be detailed enough to demonstrate that the funding package and budget is appropriate to the proposed activities and sufficient to deliver the project.

Examples of the types of headings to use are:

- staff costs - salaries and contractual benefits, National Insurance and superannuation contributions
- overheads, at 15% of staff costs
- business travel, subsistence and accommodation
- fees of contractors and consultants
- costs of materials or venue hire
- marketing and publicity costs
- grants provided to end beneficiaries
- training participant costs e.g. allowances, travel expenses
- dependent care costs of training participants
- small items of equipment
- evaluation
- external audit cost (Northern Ireland)

VAT that cannot be recovered from HMRC as part of the VAT system is eligible for support. Estimate the amount of irrecoverable VAT the project would incur in section 3 c.

3 d. Describe how the figures provided in section 3 c were estimated. For example

- staff costs of X posts at salaries of £Y pro-rata for Z months of activity
- grants of between £X and £Y at an average of £Z per grant multiplied by the number of expected beneficiaries
- materials at a cost of £X per beneficiary multiplied by the number of expected beneficiaries

Explain what has been done to test the budget is accurate and how any unexpected costs or cost increases would be managed.

Part 4 – Project Applicant Experience and Capacity

4 a - c. The deliverability of projects is significant element of the criteria that will be used to assess bids to the UK Community Renewal Fund. It is important that we can have confidence that organisations that are offered funding are able to implement their projects quickly and effectively.

As the UK Community Renewal Fund is seeking innovation and new ways of working it is not essential that applicant organisations have a track record in delivering similar projects. It is however essential that organisations can draw on relevant experience and are able to demonstrate they have or will have access to the resources and expertise they need to deliver the project.

If the project will recruit staff or appoint contractors, this should be included in the project milestones. Describe the contingency plans that are in place to manage the risk if there are delays.

4 d. Project costs must be based on the actual expenditure incurred in delivering the project, evidenced through invoices or other transactions. Describe the process and controls the organisation would use to ensure only costs related to the project are included in grant claims.

Describe how the project will manage the risk of the project being defrauded by beneficiaries, contractors or members of staff. If the project involves grants, describe how fraud risk will be managed at key stages of the grant process. UK Community Renewal Fund projects may be selected for audit visits by the lead authority (GB) or the UK Government (GB & NI).

Part 5 – Project Risk Management

Complete Annex C. This should provide a clear summary of the key risks to delivering the project activity and achieving the project's objectives.

5 b Describe how the risk identified in Annex C will be monitored, what systems will be used, who is responsible.

Be realistic, projects rarely run exactly as planned. The project must demonstrate that risks have been considered and appropriate plans are in place to keep the project on track.

Part 6– Evaluation

The project's evaluation budget must be set out in part 3 c. of the application. This should be 1-2% of the amount of UK Community Renewal Fund requested, with a minimum threshold of £10,000.

6 a. Describe how the project will be evaluated. Evaluation should consider both the impact of the project and lessons from the process of how the project was delivered.

Evaluators should generally be independent of the project and have appropriate evaluation expertise. However, in the case of smaller projects this may not be necessary or cost effective and an evaluation could be undertaken in-house, in which case it should still be undertaken by someone with the necessary skills and be subject to independent review.

The approach will vary depending on the scale and nature of each project. However, all evaluations are expected to consider the following themes:

- appropriateness of initial design
- progress against targets
- delivery and management
- outcomes and impact
- value for money
- lessons learnt

Describe how the evaluation will be used to inform future activity and how it will be shared with others.

Part 7 – Subsidies and/or State Aid where relevant

7 a/b If the project will provide support to businesses or public / voluntary sector organisations that are operating in a commercial way there is potential for this support to represent a subsidy.

If the project would involve the award of subsidies explain how this will be managed in line with the UK's obligations. For example small scale awards can be managed under the threshold for Special Drawing Rights (or De Minimis where State Aid applies).

If the project provides support to businesses but you feel this does not constitute a subsidy explain why.

Part 8 - Branding and Publicity

Please confirm that the project will comply with branding and publicity requirements set out in the Fund Technical Requirements and Guidance document. Failure to do so will mean your bid is rejected.