



**Bradford UKSPF programme
Business justification template
Version 2 21 September 2022**

Business Justification

Project Overview

Project Title	UK Shared Prosperity Fund
PMA Identification Number	
Date of Business Justification Submission	21 st September 2022
Scheme Location/ Address	Bradford District
Combined Authority Programme/Project Manager and contact details	Heather Waddington
Combined Authority Business Partner and Contact Details	

Applicant Organisation	City of Bradford Metropolitan District Council
Type of Organisation	Local Authority
Lead Contact	Joanne Hainsworth
Lead Contact Position	Strategic Programmes Manager, Place
Lead Contact Phone Number	07816 351479
Lead Contact Email Address	Joanne.Hainsworth@bradford.gov.uk
Lead Contact Postal Address	Britannia House, Hall Ings, Bradford, BD1 1HX
Senior Responsible Owner (SRO) - Position and Contact Detail	Angela Blake – Assistant Director, Economy and Development Email - Angela.Blake@bradford.gov.uk
Other Delivery Partners and Roles	

If your organisation is within the private sector or a not for profit organisation, please complete following questions.

Main activities of organisation (max 50 words)	Not Applicable
Registration Number of the organisation	Not Applicable

Size of the organisation	Does your business employ	
	Fewer than 50 employees	Not Applicable
	50 - 249 employees	Not Applicable
	250 employees or more	Not Applicable
Private sector only	Do you have trading history for at least 12 months? Please provide evidence as an appendix.	Not Applicable
	What is your company's turnover/balance sheet for the last 12 months? Please provide evidence as an appendix.	Not Applicable
	Is there any personal and/or working relationship with anyone within the applicant organisation and anyone within the Combined Authority that can raise a perception of conflict of interest? Please provide details.	Not Applicable

Main Funding Programme	UK Shared Prosperity Fund
Sub Funding Programme (if applicable)	
Project cost stated at Activity 1	
Development cost allocated at Activity 1	
Project cost now	£7,578,145
Funding Applied from the Combined Authority now	£7,578,145
Other public sector funding amounts and sources	<p>Whilst match funding is available for a number of the projects this has been designed to strengthen the offer and delivery is not dependent on the match funding.</p> <p>This includes:</p> <ul style="list-style-type: none"> Base budget allocations of time and staffing Linking Projects to contracts already in place Funding from other sources/partners <p>However, at this stage it is not possible to quantify what this will equate to over the 3 year delivery period.</p>
Private sector funding amounts and sources	Not Applicable

Percentage split of cost for all funding sources

Not Applicable

Is any information in this form is considered exempt from release under Section 41 of the Freedom of Information Act 2000? Please provide details.

Not Applicable

Project Timescales (MM/YYYY)

Key Milestones	Current Estimated Date
Strategic Assessment	Not Applicable
Business Justification	14/09/2022
Approval to Proceed	
Start of Delivery	31/10/2022
Completion of Delivery	31/03/2025
Project Evaluation	Not Applicable

Key activities of the project. Please identify which of these will be funded by the Combined Authority. (max 250 words)

UKSPF is the government's programme to replace ESIF and is aimed at supporting the levelling up objectives. In West Yorkshire local delivery will result in Bradford receiving £7,578,145.

CBMDC's has designed delivery to support three strategic priorities and the proposals for implementation include:

1. Culture is our plan

Strengthening our visitor economy to prepare for City of Culture 2025 (COC) by supporting events and creating a food culture offer.

Supporting growth in the culture and business sectors to maximise the opportunity and to create economic legacy.

Involving communities through local events and a volunteering programme to support COC.

Directing capital to cultural organisations to progress towards having investible propositions before 2025 or to improve areas that will have increased footfall due to COC.

2. Circular Economy

Mentoring support for businesses to adopt green practice.

Entrepreneurial support that requires local focus including to new market traders.

Redevelopment funding on a district level to create plans for derelict or empty commercial properties
Creating repair shops to support reuse at community level and support volunteers to develop skills.

3. Building Community Infrastructure

Strengthening our emerging community anchor network through mentoring support and grant funding to build community pride and resilience.

Targeting support to vulnerable young adults to bridge the transition from statutory support as children.

Empowering communities influence to change decision making at a local and system level.

Architecture support and a capital investment programme for communities to prioritise their innovative conservation interventions.

:

Approximately 80% of delivery will be through our VCS partners.

Condition	Discharged? (Yes/No)	Comment	Reference for Evidence
Not Applicable			
Not Applicable			
Not Applicable			
Not Applicable			
Not Applicable			
Not Applicable			

Summary of development work undertaken since Activity 1

Not Applicable

1 EXECUTIVE SUMMARY

1.1 The UK government released the UKSPF in April 2022 as part of its central mission to level up the whole of the United Kingdom. Focus for the levelling up aspects of the fund confirmed: 'It is about levelling up opportunity and prosperity and overcoming deep-seated geographical inequalities that have held us back for too long. It is also, fundamentally, about levelling up people's pride in the places they love and seeing that reflected back in empowered local leaders and communities, a stronger social fabric and better life chances.' Key outcomes were identified as:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency

1.2 At the Combined Authority June 2021 the West Yorkshire Investment Strategy (WYIS) was endorsed. The WYIS sets out the Investment Priorities for an investment period, currently April 2021 to 31 March 2024, framed across six areas. These investment priorities are multi-dimensional and complementary. Programmes that are developed will in many cases contribute to the outcomes of more than one Investment Priority. They are underpinned by three cross cutting themes: tackling inequalities; inclusive growth; and tackling the Climate Emergency. These are embedded in the detail of the priorities. Schemes are expected to take these into account as they are developed and business cases are prepared as they form part of the assessment criteria. UKSPF must therefore be aligned to these priorities locally.

1.3 In West Yorkshire local delivery will result in Bradford receiving £7,578,145. **CBMDC's has designed delivery to support three strategic priorities and the proposals for implementation include:**

1. Culture is our plan

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2 STRATEGIC CASE

Context

- 2.1 CBMDC strategic aims that are relevant to this funding stem from our district plan. The district plan sets a vision for the district that is owned and shaped by the Wellbeing Board. It is focused on our five shared priority outcomes that will drive our collective efforts. We focus on the key elements of wellbeing: from giving children the best start in life to ensuring that there is good work for everyone as well as we tackling future and current challenges around the climate emergency. The plan is also underpinned by the principles of tackling inequalities and giving everyone fair opportunities to achieve their potential.

<https://bdp.bradford.gov.uk/district-plan/overview/>

- 2.2 There is a clear link between the strategic positioning of UKSPF nationally and the ambitions that underpin the outcomes in Bradford’s district plan. In particular in relation to spreading economic opportunity and creating opportunity for change through raising pride within our communities. Corporately our Council Plan has a golden thread of strategic priorities that links to the partnerships approach set out in our district plan. Therefore, by creating a focus on the district plan the corporate priorities of Bradford Council are advanced.
- 2.3 As a partner within WYCA Bradford Council has also agreed and committed to the regional approach including the West Yorkshire Investment Strategy (WYIS) and Single Investment Fund (SIF). The WYIS sets out the arrangements by which the Combined Authority will direct and make decisions about funding contained within the Single Investment Fund over a defined investment period. It explains the Combined Authority’s key investment priorities and the criteria against which any schemes will be evaluated to ensure strategic fit informed by the Strategic Economic Framework. The WYIS sets out for the Combined Authority six transformational Investment Priorities which it will commit resources to, subject to the detailed consideration, appraisal and approval of business cases:
- Investment Priority 1: Good Jobs and Resilient Businesses (including entrepreneurialism)
 - Investment Priority 2: Skills and training for people
 - Investment Priority 3: Creating Great Places and Accelerated Infrastructure
 - Investment Priority 4: Tackling the Climate Emergency and Environmental Sustainability
 - Investment Priority 5: Future Transport
 - Investment Priority 6: Culture and Creative Industries.
- 2.4 The Investment Priorities will support the delivery of the West Yorkshire Mayor’s pledges and drive growth in line with the vision outlined in the Strategic Economic Framework. Whilst the WYIS is underpinned by a focus on West Yorkshire’s key economic strengths, assets and opportunities, it is also based on the reality that not all parts of our region have benefitted evenly from economic growth in the past.

Intelligence Base for Bradford’s approach

- 2.5 Like most of West Yorkshire Bradford has seen the impact of economic decline on our district and communities. This has resulted in a growth in disparities with national average indicators on life expectancy, wages and investment. This has impacted to create health inequality across our district and impacts on pride in place and community resilience to overcome the challenges created during covid, through the cost of living crisis and the difficult economic climate ahead.
- The 2019 Indices of Deprivations ranked Bradford District as the 5th most income deprived and 6th most employment deprived local authority in England. The levels of depravity in the District are further at risk due to the rising cost of living.
 - In Bradford District 13% of the working age population have no qualifications. There is also a high level of economic inactivity, higher than national proportion those aged 16-17 who are NEET and particular challenges relating to women's participation in the labour market. The proportion of working age BAME females across the district in employment was 38% compared with a rate of 67% for white females in 2019.
 - Engagement and meaningful social mixing is a challenge across Bradford with The West Yorkshire Police and Crime Commissioner's survey indicating that 62.6% of people agreed that their local area is a place where people live harmoniously, however this varies across different places with only 38.9% agreeing in Keighley West.
 - While Bradford is recognised for its entrepreneurialism and enterprising population, borne out by Barclays Bank index in 2020. These businesses are not in high value sectors or growth areas and do not contribute to "good" jobs. The district faces a productivity gap due to low value and comparatively low levels of jobs per head of population. Bradford's job density is low at around 65-68 jobs per working age of population compared with 78 nationally and 102 in Leeds. Workplace earnings are low in comparison with national figures.
 - Bradford District also has high-levels of anti-social behaviour. There were 15,335 recorded reports of anti-social behaviour in 2017-2018 with hotspots in City, Bowling and Barkerend and Eccleshill wards.
 - Bradford has a remarkable range of diverse cultural assets but punches below its weight when compared to other local authorities of its size (Bradford is the 5th largest authority in England but ranks 87th for Arts Council investment per capita). Creative industries have been an international powerhouse and, prior to the coronavirus pandemic were the fastest growing sector of our economy. Securing investment is required to support the local creative sector build

capacity, new and growing creative businesses to deliver a successful City of Culture and an enduring legacy for the sector and district.

- In 2019 there was an estimated 1,500 voluntary groups and 100,000 volunteers committed to making Bradford District a better place to live. Due to community infrastructure being non-existent in some places in the District, there are areas of disparity in terms of the place based capacity to harness community volunteering and activism resulting in reduced pride and resilience.
- Covid-19 has had a profound, adverse impact on the City Centre. We have seen a decline in city centre footfall, in line with national and regional trends. At the height of the lockdown footfall in Bradford City dropped to 20% of normal levels with a similar picture in our town centres. The most recent data shows footfall at around 80% of pre-Covid levels. Prior to the Covid pandemic, the city centre evening economy was a challenge with footfall dropping significantly after office hours.
- We have made progress since the peak of the pandemic (in unemployment claimant numbers the peak was March 2021 for Bradford). The overall claimant rate, and the claimant rates for young people (18-24) and people over 50 are all that their lowest point for two years, however each of these remains above the pre-pandemic rate (based on March 2020).
- This geography really matters for Bradford households in the current cost of living crisis.
 - 70% of our housing stock is energy inefficient and 60,000 houses lack the most basic insulation.
 - Research by the New Economics Foundation (August 2022) shows that Bradford has the second highest number of neighbourhoods (162) identified as energy crisis hotspots - *areas at greatest risk of serious financial hardship as a result of rising energy costs*.
 - Bradford has very high levels of poverty; two in five of our children grow up in relative poverty.

Strategic Fit

- 2.6 Table 2.1 overleaf highlights the strategic fit between each strand of the proposed Bradford programme and
- the Levelling Up missions set out in 'Levelling Up the United Kingdom', the Levelling Up White Paper with which the UKSPF is aligned
 - the Investment Priorities of the West Yorkshire Investment Strategy

Table 2.1: Strategic fit

Bradford UKSPF programme activity	Alignment with Levelling Up missions	Alignment with WYIS investment priorities
<p>Building community infrastructure through volunteering, including Emerging Community anchor programme with mentoring focus.</p> <p>Cost of living support delivered through our localities model.</p> <p>Volunteering Programme delivered through community anchors.</p> <p>Community influence supporting decision making. Support for those furthest from the employment market.</p> <p>Community conservation projects delivered to meet local priorities.</p>	<p>Mission 7: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p> <p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.</p> <p>Mission 11 – By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas</p>	<ul style="list-style-type: none"> Investment Priority 2: Skills and training for people Investment Priority 3: Creating Great Places and Accelerated Infrastructure Investment Priority 4: Tackling the Climate Emergency and Environmental Sustainability
<p>Culture is our plan;</p> <p>Creating visitor economy through City of Culture build Up Events</p> <p>Creating a Food Culture Offer</p>	<p>Mission1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each area containing a globally competitive city, and the gap between the top performing and other areas closing.</p>	<ul style="list-style-type: none"> Investment Priority 1: Good Jobs and Resilient Businesses (including entrepreneurialism) Investment Priority 2: Skills and training for people

Bradford UKSPF programme activity	Alignment with Levelling Up missions	Alignment with WYIS investment priorities
<p>Involving communities in City of Culture aspirations through local events and volunteering</p> <p>Public realm improvements around City of Culture hotspots</p> <p>Funding to support cultural organisations/businesses to improve their City of culture offer.</p>	<p>Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high quality-skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas</p> <p>Mission 7: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p> <p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.</p>	<ul style="list-style-type: none"> Investment Priority 3: Creating Great Places and Accelerated Infrastructure Investment Priority 6: Culture and Creative Industries.
<p>Circular Economy Entrepreneurial Support including markets and young adults</p> <p>Creating the skills within communities to meet the</p>	<p>Mission 1: By 2030, pay, employment and productivity will have risen in every area of the UK, with each area containing a globally competitive city, and the</p>	<ul style="list-style-type: none"> Investment Priority 1: Good Jobs and Resilient Businesses (including entrepreneurialism)

Bradford UKSPF programme activity	Alignment with Levelling Up missions	Alignment with WYIS investment priorities
<p>need of small business's green ambitions.</p> <p>Programme to look at feasibility studies for some of the districts derelict sites especially Mills</p> <p>Business support through mentoring programme to create de-carbonisation plans</p> <p>Community based programme of reusing focused on skill generation and culture change.</p>	<p>gap between the top performing and other areas closing.</p> <p>Mission 6: By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high quality-skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas</p> <p>Mission 7: By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by five years</p> <p>Mission 8: By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.</p> <p>Mission 9: By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.</p>	<ul style="list-style-type: none"> • Investment Priority 2: Skills and training for people • Investment Priority 3: Creating Great Places and Accelerated Infrastructure • Investment Priority 4: Tackling the Climate Emergency and Environmental Sustainability

Case for Change

2.7 Existing Arrangements

2.7.1 Not Applicable

2.8 Business Needs

2.8.1 **Culture is Our Plan**

Bradford has a unique opportunity to use the City of Culture 2025 as an opportunity to generate economic growth and aspiration within our population. This is underpinned by the Culture is Our Plan Strategy within the Bradford District. [Cultural Strategy – Culture is Our Plan 2021 – 2031 | Bradford Council](#)

Our commitment around creativity being in every corner of the district will be achieved through our communities designing and running their own events and community improvements creating civic pride and participation. The approach will be supported by volunteers and will as such create an explosion of opportunity. Bradford must ensure that our outcomes meet our aspirations and our attached appendix we set out our targets around the number of volunteers we will support, improvements we will make to our cultural establishments and how we will support businesses to maximise the opportunity to grow and benefit from this once in a generation accolade.

2.8.2 The next three year provide the period of time when the preparations for the City of Culture period can be supported by this programme. The approach will allow Bradford to unlock the financial and personal opportunity that this brings to the district and a such this funding has been identified as providing some of the key tools that will allow this to happen:

- A) Support for our cultural sector. Bradford has already run a round of feasibility study grants for this sector. The aim would be to run a second round that would allow some new organisations to undertake the initial feasibility work whilst supporting a second stage for those organisations in the first round to develop from the initial feasibility reports the documentation that would allow the organisation to have an investable proposition.
- B) Developing the infrastructure. Building on the knowledge of previous cities that have secured this award we have been given irrefutable evidence that the power of volunteering became a legacy from their time as City of Culture. It supports a number of outcomes around increasing the ownership of the year, creating new skills and increasing pride in place.

- C) Reaching all communities. Bradford is a very diverse district and this is one of the many reasons Bradford was chosen as the successful city. Allowing communities to design their own events will allow us to ensure that the impact is not felt by the few but by the many. City of culture will bring economic opportunities to our communities and businesses and this investment will allow Bradford to ensure that smaller communities will benefit supporting our equality and diversity outcomes for City of Culture.
- D) Ensuring economic legacy. It is important that we recognise the opportunities for the hospitality, retail and cultural sectors from recognising that Culture is one of our key tenants of economic activity. This opportunity is not limited to 2025. As a consequence, working with businesses through this period will allow us to ensure they have the right support to reap financial and growth opportunity but also that longer term thought is given to legacy planning by businesses so that growth and opportunity flows beyond 2025.
- E) Visitor economy. Over the next few years Bradford will have the opportunity of generating long term recognition as a tourist destination for culture. To unlock this potential visitors, need to have good experiences within Bradford and feel safe and ensuring that pathways to cultural hotspots have been improved to provide this is key. In addition, this funding will be used to support events. For example, there is an art exhibition in Little Germany in Autumn/Winter 2022. We will provide an events programme around this so that people leave with an experience rather than attending something that is only temporarily in Bradford. Finally, we would like to create a visitor offer based on our food culture this would be something unique to Bradford that would provide long term visitors to Bradford.

In and of itself this period of time will allow us to build community pride and activism and resulting long term financial benefit. Our approach to Culture using UKSPF supports these outcomes.

2.8.3 Community Infrastructure including Volunteering

We have ascertained that we have a specific community identifiable not by geography but due to need that we will support through this funding. Supporting Vulnerable Young Adults linking to the Mayor Project on bridging the gap it has long been acknowledged in Bradford through our safeguarding partnerships that we need to strengthen our offer around children who receive statutory support who lose their support when they turn 18. Often this group have learning needs and/or are at risk of exploitation. Outcomes for this group are usually poorer than the population average leaving them without basic life skills and/or the opportunity to benefit from economic prosperity through work. We intend to create this as a community that we will support through interventions available in

the third year of funding. Creating a casework approach will ensure that people are effectively engaged and will address the inequality created without tailored support.

2.8.4 In Bradford we have some areas with strong infrastructure to support communities to meet local needs. They are sustainable and robust organisations that deliver interventions, support and advice to serve their communities. We also have huge areas of our communities that are not served by this type of infrastructure. These areas often have less of an identity and opportunities to bring projects and funding are missed. Bradford was one of the Governments pilot integration areas and it is acknowledged that as a system we still have much to do to achieve our EDI objectives. Bradford has a strong Communities strategy and currently has a draft anti-poverty strategy. We will focus on delivery of cost of living interventions, volunteering opportunities and skills/employment interventions to create a number of emerging infrastructure organisations. They will have a central support to mentor them through this process. Through these organisations and some of the existing infrastructure organisations we will bring the community voice to our partnerships and bring active change to our future decision and policy making process. [Home - Bradford For Everyone](#). Outcomes will centre on increased engagement, volunteering, people securing work and household being supported to tackle the cost of living impact. To underpin this work, we will create a number of opportunities to take to market:

- The approach will build on our current VCSE contract that provides infrastructure support for all VCSE organisations across the district. Additional support will be procured that will work with identified organisations in the district who are emerging as potential infrastructure organisations in areas that currently lack this provision. Through a mentoring approach these organisations will be provided with mentoring support to enable them to deliver programs of support to their local area but also to create sustainability plans to build and maintain their status as infrastructure partners.
- By providing grant funding to emerging and existing infrastructure organisations we will provide support within our communities to help address some of the key challenges that have been identified including:
 - Costs of living crisis support
 - Developing employability
 - Skills development
 - Creating community activism
 - Supporting influence of strategic decision making

- Equality approach to working with our communities as a system
- We are confident that building community pride can be achieved if we allow communities to have control of where community capital spend occurs if we link that to specialist support to deliver. We therefore will have a program of community improvement that will be undertaken by volunteers and our specialist architecture and delivery team. The key will be to undertaking socially important conservation projects. Communities will feel empowered, see the change they want to make and also have the benefit of long term environment improvements.

2.8.5 **Circular Economy.** We have two strands of work planned that are underpinned by our district's economic strategy that was reset to provide for the steps necessary to recover from covid.

[Bradford Economic Partnership | Bradford Council](#)

Our approach will be to build on the regeneration that is currently visible in Bradford to create both a localised entrepreneurial programme building on the West Yorkshire approach eg working with new market traders in our new market offer and targeting support to younger adults starting businesses for the first time to target the age groups that were impacted greatly by the impacts of covid on the employment market. We will also bring some innovation and exploration around our circular economy building connectivity between our economic history, our population needs and the need to support small to medium businesses to improve their contribution to the climate emergency. Outcomes are detailed in appendix one but will include feasibility studies and creating micro companies/organisations to meet the needs of hyper local communities to be active and improve their local areas. This part of our programme will require a diverse delivery approach:

- Specialist business support to include both decarbonisation support, business grant schemes around vacant properties and generating growth at a local level through an extension of our accelerator program.
- Entrepreneurial support will be tailored to our local need to support market traders at our new Bradford market venue and to target young adults given our district data evidences that they have been most impacted by covid in terms of entry to careers and advancement within them.
- Feasibility studies around derelict sites in Bradford with the aim of attracting investment to implement business opportunities in them. As with all our programme we are looking to invest short term programme funding to create long term opportunity for economic improvement and its consequential impact on our population.

- Creating a community business model around reusing and repairing. This will aim to generate skills and opportunity within a potential workforce that would not engage with our normal approach to becoming economically active.
- Meeting the needs of business. Our district is developing a clean growth plan. This will be underpinned by work we are doing with our colleges and university at the higher level. We want to generate a pathway approach from our communities where people are engaged and enthused to develop higher level skills by undertaking a foundation level course near to then to provide a qualification from which they can build.

2.9 Spending objectives

- 2.9.1 The UKSPF prospectus sets out the key interventions permissible to ensure that the funding objectives are set in line with the strategic purpose of the fund to support levelling up objectives. The outcomes and outputs are linked to each objective. The attached appendix sets out the primary objectives that Bradford has identified and established the outcomes and outputs under each intervention that would confirm that the funding has achieved its targets.

2.10 Main Benefits

The programme will deliver benefits to Bradford residents, voluntary/community sector organisations and local businesses including social enterprises. It will deliver UKSPF outcomes and outputs over the period to March 2025 as detailed within the attached appendix.

2.11 Main Risks

- 2.11.1 **Risk** - Year One spend is a tangible risk given potential delays in the Government approval process/ WYCA contract process and subsequent tendering opportunities. **Mitigation** - Bradford has agreed to spend at risk once the WYCA has received the grant agreement from government. The council will also work flexibly across project delivery to ensure that in year spending targets are met.
- 2.11.2 **Risk** - Recruitment of staff is a risk within this programme. Local Authorities often find it difficult to recruit staff with the right skills especially when funding is time limited to provide fixed term contracts and due to competition from the higher wages available in the private sector. **Mitigation** – The Council will look to use secondments and other opportunities to meet the need especially in year one.

- 2.11.3 **Risk** - Nationally Covid has had a significant effect on our economies and populations. Successful delivery of this programme requires the ability to engage our populations and businesses to be supported and captivated by the programmes focus. The residual impact of covid which has left people more isolated and disenfranchised than before covid and business resilience to take on new initiatives will be risks to overcome. **Mitigation** – Focus within the programme on providing support to communities and businesses on issues that would help address or reduce the impact
- 2.11.4 **Risk** – The Council do not meet the outcomes and outputs required through delivery. **Mitigation** – The Council will use its tested contract management approach to mitigate this risk. Experienced staff have been identified to ensure these processes operate in a robust way and that any issues are taken through the correct assurance and risk approach.
- 2.11.5 **Risk** – The rising cost of inflation impacts delivery of the projects within budget. **Mitigation** – Costing have included a contingency sum to support delivery and tender/grant specification production will allow an opportunity to assess in line with inflation forecasts.
- 2.12 Constraints
- 2.12.1 Not Applicable.
- 2.13 Dependencies

The programme has a number of dependencies outside the scope of the investment proposal, including:

- decision/approval timeframes for both Government and WYCA which may impact on commencement of delivery during 2022/23
- wider labour market conditions which may impact on the ability of the Council or delivery partners to recruit to key programme/project delivery and management roles
- wider economic and geo-political factors with the potential to impact negatively on construction cost inflation for those capital projects forming part of the programme.

3 ECONOMIC CASE

3.1 Critical Success Factors

- *Strategic fit*
- *Business needs*
- *Optimisation of cost and benefits*
- *Achievability*
- *Affordability*
- *Environmental Impact*
- *Inclusive growth*
- *Equality and diversity*

3.2 Main Options

The options considered are as follows;

- Do nothing - Business as Usual assuming that there is no developed funding to Local Authorities.
- Do Minimum – Provide the Local Authorities with part of the funding requested within this business justification template.
- Provide the funding requested in Appendix 1 to Bradford assuming that £30million is to be devolved across the West Yorkshire Local Authorities.

Outline your sources of data and any assumptions made.

N/A – discussions taken place over a long time line within partner councils and within the Combined Authority and also with the local Bradford partners around agreeing strategic priorities for the funding..Table 1: Summary of Options Appraisals

OPTION 1	BUSINESS AS USUAL (BAU)
Description	<p>Business as Usual would be to not provide resource to the West Yorkshire Local Authority’s which would result in work not progressing. Funding would be used to create a regional programme across the three UKSPF Pillars</p> <p>Whilst some elements would be developed at district level if alternative funding could be sourced some projects would not be funded and some would take longer to progress.</p>
Net Cost	N/A
Benefits	<p>This approach is already planned across pillars 2 & 3 of the UKSPF pillars and this option would support delivery of the work planned across these pillars. The broadening of this approach would create economies of scale across the management and delivery of the work as a whole.</p>

Risks	<ul style="list-style-type: none"> Does not support the hyper local vision of the community and place pillar of UKSPF. The interventions that need to be designed at that level would be difficult to design, resource and implement across West Yorkshire whilst keeping local communities at the centre of the approach. Would preclude some local delivery partners from bidding for funding as wider themed work tends to support delivery by larger voluntary sector partners.
Conclusion	This option would not allow the region to meet the ambition set out in the West Yorkshire Investment Strategy in terms of the Community and Place Pillar of UKSPF.
OPTION 2	Provide the Local Authority with part funding
Description	Provide part of the funding to Bradford to deliver some interventions and retain the balance of the funding for delivery at the West Yorkshire level
Net Costs	Variable up to £7,548,415
Benefits	<p>Depending on the funding provided the appendix would need to be varied to reduce the outcomes and outputs delivered at the district level but some benefits could be achieved.</p> <p>Regional delivery of pillars 2&£ would continue.</p> <p>Economies of scale are produced when delivering regionally.</p> <p>Some partners would prefer larger funding opportunities to deliver over wider geographical areas and so the market could be wider.</p>
Risks	<p>The district is best positioned to meet the needs of its population across certain needs and opportunities delivering regionally would mean certain populations would continue to face inequality ie through the targeting of support at higher need areas whilst missing the opportunity to capture and match local capacity driven targeting of interventions.</p> <p>There is a threshold below which it would not be economically viable for the local authority to deliver.</p> <p>Again wider delivery projects would favour larger organisations and would preclude the capacity element of supporting smaller organisations to develop and deliver.</p>
Conclusion	This option allows some additional progress towards meeting the investment strategy for UKSPF agreed regionally but leaves gaps particularly around targeting the differentiated need of communities within districts.
OPTION 3	Deliver the Devolved Funding (Bradford) under UKSPF
Description	To provide the funding necessary for Bradford to implement and deliver the interventions found at Appendix One and detailed within this BJC. This would equate to £7,548,145 over the three years to 31.3.25.
Net Costs	£7,548,145

Benefits	<p>The outputs and outcomes that will be delivered through this funding are detailed in the appendix.</p> <p>These deliverables ensure that the nuances of delivering the community and place strand of UKSPF are sat with the partner well placed to</p> <ul style="list-style-type: none"> -Ensure they complement the regional delivery of pillars 2&3 of UKSPF -Benefit from the localities approach in Bradford to ensure that communities and VCSE organisations are key to designing and implementing local solutions -Be shaped by the intelligence led approach to the design that has established this programme to best meet the needs within the district.
Risks	<p>It will be important to ensure the resource is managed effectively by each partner to ensure it is not diverted from the intended purpose and monitored in a timely and robust manner to demonstrate progress is being made.</p> <p>In addition, the risks of programme delivery are detailed at section 2.9.</p>
Conclusion	<p>This option would provide the resource needed for the Local authority to realise some of the ambitions and priorities set out in the WYIS in line with local priorities and the National objectives of the funding.</p>

3.3 Recommended Option

3.3.1 Option three is the recommended option. Chief executives and Leaders of the five local authorities and WYCA have undertaken a significant discussion to ensure that the right balance is achieved to maximise outcomes and outputs by having the split of funding between district and regional delivery supported through this option. Option 3 implements an approach that balances the economies of scale and requirement of influence with West Yorkshire delivery and the nuance of local delivery on a district level and/or hyper local level. Significant discussion has taken place at Bradford underpinned by data and intelligence to ensure that option 3 and the delivery it will secure as detailed in the attached appendix provides value for money and an assured position on achievable delivery.

4 COMMERCIAL CASE

4.1 Approximately 80% of Bradford's funding will be tendered or given through grant process to VCS/community organisations. The Local Authorities and will carry out all procurement, where applicable, in a manner which is compliant within public procurement rules (Public Contract Regulations 2015 and the Council's Contract Standard Orders) to ensure the agreed interventions demonstrate the best value for the money to the public purse. Where appropriate, existing Council frameworks/ systems will be utilised with support for new local VCS providers to engage with opportunities as they emerge. Where larger procurements are to take place

individual lot sizes and other qualification requirements will be considered carefully to ensure smaller VCS organisations/SMEs are able to apply.

- 4.2 Any internal delivery will have to be justified through the value for money assessment, this will include a review of whether match funding would be available to support the work. Finally, consideration would be given as to whether another organisation could deliver that same element of the project with the same level of expertise.
- 4.3 Some delivery will take place at a locality level and we will therefore undertake our procurement through our area committees to ensure that the voice of local populations help co-design the opportunity and support the decision making on who secures the tender/grant.
- 4.4 The Council will utilise its experienced procurement and programme management teams to support the UKSPF programme. There are no anticipated legal or personnel implications.

5 FINANCIAL CASE

- 5.1 The capital and revenue breakdown can be found at appendix one. The nature of UKSPF as a revenue funding means that opportunity to secure funding against delivery can be subject to inflation/ wage challenges however that will be sense checked with external partners before procurement. We have mitigated this through designing smaller projects with a spectrum of delivery approaches that means that outcomes and outputs would remain achievable.
- 5.2 Table 5.2 overleaf summarises the UKSPF capital and revenue funding ask for the Bradford programme of £7,578m. It should be noted that this has create a 7 programme approach to delivery/routes to market of the three strategic foci to the funding. This is in accordance with the Council's pro-rated share of the £30m UKSPF allocation for West Yorkshire that the West Yorkshire Leaders/WYCA have agreed will be devolved to the five local authorities.

The overall split between revenue funding(£6332,145) and capital funding (£1,256,000 mirrors the overall West Yorkshire UKSPF funding profile (net of management and administration fees) although there are some differences in the annual funding profile.

Table 5.2: Summary of capital and revenue funding ask 2022/23-2024/25

Project	Budget
Culture is Our Plan	£1,866,895.00
Community Infrastructure and Volunteering	£2,321,250.00
Equality Creating Opportunity	£680,000.00
Vulnerable Young Adults	£750,000.00
Circular Economy	£620,000.00
Entrepreneurial Support	£673,000.00
Landscape and Conservation with Communities	£667,000.00
Total	£7,578,145.00

- 5.3 The scheme benefits/outcomes are set out above. There are no savings associated with the programme.
- 5.4 Project costs have been determined based on stakeholder consultation and the Council's experience of delivering previous similar activities
- 5.5 The Council's business needs for the programme can be met in the event that the full amount of UKSPF funding sought is approved by WYCA and devolved to the Council. Programme level match funding is not an explicit requirement for UKSPF but the Council will provide additional match of £750,000 for the programme. On this basis there is no affordability gap. Some projects will aim to bring in match funding however all projects will be assessed for viability before grants/tenders are put into place.

6 MANAGEMENT CASE (DELIVERY ARRANGEMENTS)

- 6.1 Overall programme management and oversight at West Yorkshire level will be through the UKSPF West Yorkshire Local Partnership 'Advisory' Group – the WY LPG – that will report to WYCA's Finance, Resources and Corporate Committee (FRCC) of the Authority and ultimately to the Combined Authority. Membership of the LPG has been sought from representatives already appointed, due their expertise and experience, from across the Combined Authority committees – i.e., from the Business, Economy and Innovation Committee, Employment and Skills Committee, Climate, Energy and Environment Committee, Place, Regeneration and Housing Committee and Culture, Arts and Creative Committee. In addition, each Council has nominated an elected member for the group, and nominees have also been sought to represent Public Health, and Policing and Crime.
- 6.2 The funding programme will be overseen by the Wellbeing Executive in Bradford which is an executive group that sits under the Wellbeing Board. It is chaired by the Chief Executive of the Council. Each theme also would have sponsorship by a strategic board in the district.
- 6.3 Project management will sit with the economic development team although each element of the programme will have a linked lead manager eg the vulnerable young adults element will be overseen by the strategic director of Health & Wellbeing. This approach has previously been successfully used in Bradford to ensure that there is a collective corporate approach to governance. The project management team will consider of:
- Programme Delivery Manager – to lead on UKSPF co-ordination. Ensuring funds are disseminated internally and externally, speaking to partners and ensuring that partners are clear on expectations.
 - Strategic Programmes Manager – to have financial and contract oversight of the UKSPF programme to ensure delivery of financial spend. Responsibility to raise any risks to Bradford Council CMT, WYCA and Wellbeing Executive.
 - Contract Manager – ensures understanding of UKSPF to internal and external – ensure that processes are in place to achieve outcomes and output, facilitate market workshop events
- 6.3 A dedicated programme lead will be given responsibility for the implementation of this program of funding. They will be supervised by the SRO.

- 6.4 A programme delivery plan has been produced and is regularly reviewed by the project development team. A cross council group in place until go live on implementation commences:

7	Milestone	Due date
	Submission of Business Justification template	September 2022
	Commence procurement 'at risk'	October 2022
	Executive approval of Bradford USKPF programme	October 2022
	Government approval of WY LIP	October 2022
	WYCA approval of devolved UKSPF programme	October 2022
	Commence year 1 delivery	October 2022
	First meeting Discussion at the Wellbeing Executive.	November 2022
	Publish first tender specifications/grant opportunities	November 2022
	Complete year 1 procurement/grant rounds	December 2022
	Year 2 delivery commences	April 2023
	Year 3 delivery commences	April 2024

- 6.5 Engagement of partners and relevant stakeholders has taken place at the early point of development. Two further tranches of engagement are planned:

- a) An event on 6th October to follow from WYCA's event on 29th September
- b) stakeholder engagement before each opportunity goes live for procurement to shape the granular detail.

- 6.6 A risk register has been produced and is outlined above and is currently overseen by Bradford's CMT chaired by the CEO of the Council. Monthly updates are provided during development stage of this programme. As an experienced project delivery organisation, Bradford Council has robust processes and systems in place to ensure successful project management, including risk identification, monitoring and mitigation. The UKSPF Programme Delivery Manager responsible for reviewing project risk levels including identification of potential new risks, through:

- Horizon scanning of strategy, policy, new developments and economic changes, supported by the Programme Board and delivery teams.
- Weekly reviewing of project /contract performance data to identify any issues and concerns which may impact on delivery.

- Weekly project delivery team meetings, where issues are identified and discussed.
- New risks identified along with mitigation actions are added to the risk register for future monitoring.
- Where risk levels change, these are updated on the register. In the case of an increase in risk, then mitigating measures with action plans will be put into place, including timelines for improvements. Action plans will be monitored until all actions are met, and risks reduced.
- Risk escalation processes are used where an action plan has not effectively mitigated the risk, moving responsibility from Programme Delivery Manager to Strategic Programmes Manager and the SRO.
- Once we move into implementation stage of the UKSPF programme risks will be reported by exception to both CMT and the Wellbeing Executive and in addition will form part of the governance reporting to both bodies during the course of the funded programme.

6,7 Subject to final approval of the Governments Subsidy Control regime it is unlikely that the Council will receive state resources in order to finance staffing running costs for the sole purpose of providing the service on an 'at-cost basis to support individuals to benefit from the programme and the aid "flows through" to Delivery Partners and is supporting staffing for the purpose of programme delivery, no selective advantage is likely to be conferred and Subsidy Control is unlikely to apply. Funding for delivery partners would be for the sole purpose of providing the service on an 'at-cost basis to enable individuals to benefit from the programme. Since the aid "flows through" to Delivery Partners and to support staffing for the programme delivery no selective advantage is likely to be conferred and Subsidy Control is unlikely to apply. For sub-contractors, contracts will be subject to open procurement in-line with the Public Contracts Regulations 2015 this will ensure that supplies/services will be acquired at market rates and so no advantage is likely to be conferred and Subsidy Control is unlikely to apply.

6.8 Bradford council are committed to producing an evaluation programme for the UKSPF programme. Through our Act early collaboration, we are currently designing the evaluation that will underpin the intervention.

The research will focus on three key research questions:

- A) Has the programme supported the district’s priorities as outlined in the district plan?
- B) Has the management delivery of the programme ensured efficient, appropriate and value for money interventions?
- C) What interventions should be supported should future funding become available?

These three research questions are currently being developed and will be crystallised in year 2 of the funding.

Evaluation will include both qualitative data from the programme and from wider shared data set in the district specifically considering the impact on health inequalities and quantitative data around the creation of pride in place and people experiences of benefitting from the programme and delivering the programme interventions.

Some of our match funding for this programme will support the evaluation process.

8 APPROVALS

8.1 Not Applicable.

Declaration and Submission

Declaration 1: SRO named in Project Overview to complete the declaration below to confirm that the information provided in this Business Justification document has been reviewed and is to the best of knowledge, correct at the time of writing.

Name	Angela Blake
Organisation	CBMDC
Department	Place
Position in the organisation	Assistant Director
Signature	Angela Blake
Date	15.9.22

Declaration 2: Combined Authority’s named Programme/Project Manager in Project Overview to complete the declaration below to confirm that the information provided in

this Business Justification document has been reviewed and is to the best of knowledge, correct at the time of writing.

Name	
Organisation	West Yorkshire Combined Authority
Department	
Position in the organisation	
Signature	
Date	