



<b>Report To:</b>	Special Joint PMP/PDP
<b>Date:</b>	21/10/2025
<b>Subject:</b>	Plan for Neighbourhood Programme (Pride in Place)
<b>Purpose:</b>	To provide an update on work being undertaken with the Spalding Town Board to develop a new Regeneration Plan and submission for Spalding, in line with the published Government guidance and requirements.
<b>Key Decision:</b>	Yes
<b>Portfolio Holder:</b>	Cllr Nick Worth, Leader of the Council
<b>Report Of:</b>	Director of Economic Development
<b>Report Author:</b>	Jon Burgess, Programme Manager (Economic Development)
<b>Ward(s) Affected:</b>	All town centre wards
<b>Exempt Report:</b>	No

### Summary

This report provides an update for Members on the Plan for Neighbourhood Programme for Spalding. Under new policy guidance issued on the 25<sup>th</sup> September 2025 the Plan for Neighbourhoods programme now forms part of the UK Government's Pride in Place Strategy.

### Recommendations

That the Committee notes:

- The progress made so far for preparing the submission to the Government for Plan for Neighbourhood by the 28<sup>th</sup> November
- The extent of consultation and engagement being undertaken with local communities and businesses in identifying key priorities for the submission
- The outcome of the consultation and engagement to date and next steps for submission and delivery of the approved Plan.

## Reasons for Recommendations

The preparation and submission of the Plan for Neighbourhood is an excellent opportunity to shape and influence the future of Spalding town centre by working with local communities and businesses. The Spalding Town Board is tasked with preparing the Plan in accordance with Government guidance. South Holland District Council is the accountable body for the funding and has a significant role to play in ensuring successful delivery of the Plan. The Council will also play an important role in enabling and facilitating the function of the Town Board as well as delivering and monitoring the benefits of the agreed investments and interventions.

## Other Options Considered

- It is not considered appropriate for the members of this Committee to not have input in this key strategic document shaping the future of Spalding Town Centre therefore a 'do nothing' option has not been considered.

## 1. Background

- 1.1 In late 2023, Spalding was announced by the Government as one of 75 places to receive new investment under the Long-Term Plan for Towns programme. The original submission date of August 2024 was paused due to the General Election and subsequent election of a new Government. In March 2025, the new Government published a Plan for Neighbourhoods prospectus, which delivered on the announcement within the Autumn Budget Statement that the Long-Term Plan for Towns funding would be retained and reformed into a new regeneration programme. From September 2025, this now forms part of the Government's Pride in Place Strategy. The Spalding intervention area as approved by MHCLG is identified in Appendix 1.
- 1.2 The new prospectus has amended the focus of the programme to prioritise three key themes of:
  - Thriving Places: Revitalizing areas with better amenities & high-quality infrastructure
  - Stronger Communities: Rebuilding relationships and fostering a sense of belonging
  - Taking Back Control: Empowering local people to shape their community's future
- 1.3 The total funding allocation will provide up to £20million of new investment over a ten year delivery period. The split of the delivery grant funding is to be allocated on a 75% capital and 25% revenue basis. A separate capacity funding revenue pot has also been made available as a non-ringfenced grant to enable local areas to embed the necessary governance structures and build local capability to be ready to hit the ground running from April 2026.
- 1.4 The submission of the final Plan for Spalding will be brought to a future meeting of the Cabinet before the 28<sup>th</sup> November to approve the submission into MHCLG that will release the delivery funding from April 2026.

## 2. Report

- 2.1 The Plan for Neighbourhoods programme for Spalding is based on a core partnership between the Spalding Town Board and South Holland District Council, which is supported by the UK Government. The emphasis is on fostering stronger, more well-connected communities, where people trust each other and feel a common identity improves resilience, cohesion and safety, tackling economic and social marginalisation. The delivery arrangements are intended to shift the role of central government from one of delivery management to delivery support by providing communities with the resources and capacity to deliver on this, and to offer support where it is needed. The updated guidance reiterates the importance of local regeneration plans being based on local decision-making and being informed by meaningful, inclusive engagement with all community members which builds on existing community structures and ensures that diverse voices are heard.
- 2.2 Decision-making on how and where this funding is spent sits with a Town (Neighbourhood) Board. The Board must be led by an independent Chair and include local businesses and community organisations, working in partnership with their respective local authority. The membership of the established Spalding Town Board was reviewed at a workshop in March 2025 to ensure that the Board is fit for purpose to prepare the Spalding Plan.
- 2.3 The District Council is required to be the accountable body and will have responsibility for engagement with the Town Board, ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing Public Money principles. The Council will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement. In addition, it is also recognised within the policy guidance that local authorities will continue to have an essential delivery role in addressing community needs, preserving and promoting local heritage and cultural amenities and creating environments where residents feel proud of their communities and can take control of their local affairs.
- 2.4 By 28<sup>th</sup> November 2025, the Council is required to have submitted a Regeneration Plan for Spalding setting out how this will deliver in the interests of local people to improve the physical and social infrastructure of their community. Delivery funding will then commence from April 2026.
- 2.5 The Regeneration Plan must include two components:
- i) **10-year vision:** a PDF document setting out the strategic vision for the place and where, why and how funds will be targeted and managed over the 10-year period, taking account of the local area's challenges and opportunities
  - ii) **4-year investment plan:** a more detailed plan outlining how you will use your funding in the first investment period of the programme, including detail about:
    - how the local community has been engaged and involved them in design of the investment plan
    - the outcomes that are intended to be targeted based on local context
    - the interventions the Board wish to prioritise
    - when funding is intended to be spent
    - the proposed route to market and management arrangements for the funding

### 3. Community engagement and co-production

- 3.1. The Plan for Neighbourhoods Plan and programme must evidence significant, meaningful and sustained stakeholder and resident engagement. To date, this has been facilitated by a bespoke programme of public consultation in the summer of 2025 which builds on previous community consultation undertaken in 2024 as part of the Long-Term Plan for Towns process. Public consultation materials which can be found at appendix 2.
- 3.2. The consultation undertaken in Spalding in summer 2024 has captured the following feedback:
- 507 valid responses: 442 online, 65 paper.
  - Nine language translations to ensure inclusion of migrant communities.
  - Targeted engagement with young people, older residents, businesses, and community groups.
  - 19 “walkabout” participants examined public realm issues on-site.
  - Use of partner channels: local press, Love Spalding, town centre businesses, and faith/community organisations (188 contacts).
- 3.3. A summary of the main priorities emerging from the feedback to date is provided below. This demonstrates that residents value Spalding’s heritage and riverside setting but perceive visible decline in cleanliness, safety, and retail offer. There is strong local pride tempered by frustration at the town’s trajectory and perceived lack of enforcement on anti-social behaviour (ASB).

Theme	Summary of Findings
Town Image and Identity	40 % of respondents identified the river and waterfront as Spalding’s best feature. The town is described as historic but neglected. Respondents seek a cleaner, greener, more vibrant centre showcasing heritage assets such as Ayscoughfee Hall and the Chain Bridge Forge.
Retail and Market Offer	The range and quality of shops was the most frequent complaint. Calls were made for independent retailers, an improved market experience, and short-stay free parking. A better selection of shops and a far better market€• was typical feedback.
Safety and Security	ASB and street drinking were cited as the single greatest concern (over 70 %). Priorities include visible policing, CCTV coverage, and public realm design that deters nuisance behaviour. Several comments requested diversionary youth activities alongside enforcement.
Heritage, Culture and Events	71 % support investment in historic buildings and 69 % in live cultural activity. The Flower Parade, Gentlemen’s Society Museum, and South Holland Centre are viewed as core assets. Residents link cultural revival to civic pride and evening-economy footfall.
Community Facilities	72 % wish to see improved or expanded community spaces; 64 % support volunteering initiatives. Respondents emphasised the need for youth provision, inter-generational activity, and accessible meeting venues.
Transport and Connectivity	Poor road conditions and limited public transport are recurring issues. 79 % identified road maintenance as a priority; respondents requested cycle paths, safer crossings, and Sunday train services. Parking policy was repeatedly cited as a determinant of town-centre viability.

- 3.4 When asked where the £20 million allocation should focus, the top responses were:
- Tackling ASB and improving safety (25 %)

- Creating more things to do and attract visitors (23 %)
- Town-centre renewal, particularly the market area and waterfront
- Youth and community infrastructure
- Cleanliness and maintenance

### 3.4. Illustrative Community Comments

- “The riverfront could be beautiful – cafés, lighting and flowers would make people proud again.”
- “We need music, markets and events that bring families into town.”
- “Cleaner streets, better lighting, more police – simple things that change how people feel.”
- “Spalding has so much potential... it just feels forgotten.”
- “Make it somewhere people want to come again.”

### 3.5. Demographic Profile

- 59 % female, 34 % male; remainder undisclosed.
- Good spread across age groups though under-25s under-represented (4 %).
- 67 % resident within Spalding; remainder from surrounding villages.
- 56 % requested further updates on the plan, indicating sustained interest.

### 3.6. Cross-Cutting Insights

- Pride is conditional: residents care deeply about place but need to see tangible improvement.
- Safety, cleanliness and civic pride are inseparable in the public mind.
- The waterfront and marketplace represent focal points for regeneration.
- Partnership enforcement (police, community safety, voluntary sector) will be critical to confidence-building.
- Youth engagement and community-led activity are essential to sustainability.

### 3.7. Implications for the Long-Term Plan

- The consultation provides a robust evidence base for the strategic framework and Year 1–4 investment programme.
- Emergent priorities align closely with Government guidance for the Plan for Neighbourhoods particularly in:
  - Safety and Security – ASB reduction, CCTV, environmental design.
  - Pride in Place – town-centre enhancement, heritage restoration, cultural activation.
  - Community and Skills – supporting local capacity and inclusive participation.
- The findings will inform the spatial focus on the Market Place–Riverside corridor, and the thematic focus on safety, vitality, and identity.

## 4. Current and recent consultation and engagement activities:

- 4.1 In response to the consultation responses and in accordance with the guidance issued by the Government, the Council has worked in partnership with the Board to consider issues and opportunities presented to Spalding. A further consultation document (appendix 2) identifying opportunities for future investment and intervention under the Plan for Neighbourhoods Programme is released now. The current round of consultation commenced on the 30th September and will conclude on the 30<sup>th</sup> October 2025.

4.2 The current round of public consultation will also see the following activities undertaken in addition to the surveying work.

- A stakeholder mapping exercise undertaken in June to expand the reach of consultation.
- An on-site consultation event using the market stalls has been scheduled for 18<sup>th</sup> & 21<sup>st</sup> October which will be attended by professional social researcher interviewers and members of the programme team. This will be open for all to attend and engage with the team to provide views on issues and opportunities presented by this funding.
- Community exhibitions will be hosted by the South Holland Centre 14<sup>th</sup> & 21<sup>st</sup> October & will serve as 'meet the team' opportunities delivered by the programme team.
- A webpage is created to hold all information on line providing opportunity for residents and businesses to access relevant information. [Love Spalding? Have Your Say and Help to Shape its Future – Love Spalding](#)
- A call for projects has been issued to all stakeholder groups inviting them to submit potential projects and suggestions for the use of funding over the next 10 years. [Spalding Town Board Makes Open Call for Projects – Love Spalding](#)
- Further to this there has been a series of thematic workshops with relevant stakeholder groups which have supplemented public feedback with a focus on stakeholders with significant interest in the following areas Health and Wellbeing, Arts & Culture and Town Centre Improvement. It is anticipated that further workshops will be held over the course of the Autumn and Winter to further support the development of project and programme development ensuring any Plan for Neighbourhood funded activity is embedded in the ecosystem of individuals, organisation and other partners delivering activity within Spalding and the wider South Holland District area.

## 5. Next steps:

- 5.1 Council officers will continue to work on the collation of consultation comments and preparation of the Regeneration Plan requirements.
- 5.2 An all Member Briefing session is schedule for 3<sup>rd</sup> November to provide SHDC Councillors with the opportunity to review and inform the final draft submission.
- 5.3 Cabinet will consider the final draft documents for submission on the 24<sup>th</sup> November.
- 5.4 Submission of the Plan to MHCLG via online portal – 28<sup>th</sup> November
- 5.5 Continue to develop project details and programme of delivery for the first year – 2026-27.

## **Implications**

### **South and East Lincolnshire Councils Partnership**

Following the Government announcement of September 2025 that Plan for Neighbourhoods would become part of a phased Pride in Place Programme Mablethorpe has been announced as a Phase 2 recipient. Cumulatively, SELCP will receive £80m over 10-years representing a significant opportunity to provide enhanced places and better outcomes for the residents, businesses and visitors of South and East Lincolnshire.

### **Corporate Priorities**

The Plan for Neighbourhoods programme provides the opportunity for services to deliver additional benefit in the approved towns under the agreed themes and proposed interventions. Service Managers will be consulted as part of the development phase.

### **Staffing**

Additional project management resource is secured to support the team in delivering this significantly increased level of work.

### **Workforce Capacity Implications**

The delivery of the Plan may require additional capacity within the teams. Capacity implications of any actions included in the regeneration plan will need to be considered and monitored on ongoing basis.

### **Constitutional and Legal Implications**

The Council will act as the accountable body for the funds with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing Public Money principles. The Council will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.

As an accountable body, the Council must comply with the Subsidy Control Act 2022 when administering public money under the programme. Accountable bodies should familiarise themselves with the Subsidy Control Act, and the statutory guidance which is updated periodically.

The Council may need to recover funding from project deliverers where subsidy control or state aid law has not been complied with.

The Council will be responsible for ensuring that all funding is managed in accordance with relevant public contract regulations.

### **Data Protection**

Any exchange of data and information with Town Board and other partners will be subject to data protection regulations.

## Financial

Taking on accountable body status for the Plan for Neighbourhoods (PfN) programme would mean South Holland District Council will become responsible for receiving, holding, and distributing the grant funding, ensuring that it is spent in line with government requirements. This role brings oversight and governance responsibilities similar to those the Council already exercises for other major external funds such as the Levelling Up and Towns Fund. It is anticipated that staffing and administrative costs may be met through the programme's management allowance, although if this proves insufficient, the Council may need to draw on existing resources.

The main financial risk relates to potential clawback of funding if ineligible expenditure is identified. Strong due diligence, audit, and monitoring arrangements will therefore be essential to mitigate exposure. On balance, provided adequate safeguards are maintained, the accountable body role should not create a net cost to the Council and will enable the District Council and Town Board to ensure PfN resources are effectively directed towards local priorities.

To date, the Council has received £450,000 in capacity funding to support the development of the Regeneration Plan for Spalding. This includes £250,000 under the previous Government administration for the Long Term Plan for Towns programme. Including spend to date, the Town Board has approved commitments of £393K against the current capacity fund allocations, leaving an unallocated balance of £57K which can be rolled forward into future years if it is not spent by March 2026. Approval for the use of capacity funds was set out and agreed in a report to South Holland Cabinet Members on 8<sup>th</sup> July 2025.

The profile of Plan for Neighbourhoods funding for the first four years of delivery from April 2026 is provided below. In addition to the delivery funding, the Council will also receive a final capacity fund payment for Spalding of £150,000 in FY 26/27 to continue to assist in the early years development of the projects and programme for delivery.

Grant type	2026/27	2027/28	2028/29	2029/30
Revenue funding (capacity)	150	0	0	0
Revenue funding (grants)	232	256	432	432
Capital funding (grants)	360	1,736	1,605	1,605
Total	742	1,992	2,037	2,037

This is the core Plan for Neighbourhoods funding that will be provided to the Council on an annual basis by UK Government to deliver the agreed Regeneration Plan for Spalding. There will be freedoms and flexibilities for the Town Board to agree changes to the initial investment plan submission during the delivery phase, as new project opportunities emerge over the lifetime of the programme and more detailed project design work and continued community engagement is undertaken. Any unspent funding in one financial year can be rolled forward into future years for delivery, but the Council cannot draw down future years funding from Government in advance of the allocated financial year. Both the financial year allocations and percentage split of capital and revenue funding are fixed. No adjustments will be made to future years funding allocations to account for inflation over the delivery period. The Town Board and Council will seek to maximise the overall level of investment into Spalding through the programme by supporting viable and sustainable projects which are also able to unlock and leverage in additional match funding where possible.

## **Risk Management**

The key risks to be managed in the process of the submission of the Regeneration Plan are:

1. Capacity - to prepare the Regeneration Plan in compliance with the guidance and in timescales prescribed by the Government.
2. Inclusive engagement - Spalding communities from all quarters have an opportunity to influence the Regeneration Plan.
3. Partnership - relationship between the Council, the Town Board and partners is constructive and collaborative to maximise the benefits of the community.
4. Deliverability - the Regeneration Plan is aspirational and deliverable to ensure the desired outcomes are achieved.
5. Accountability – the Council as accountable body is responsible for compliance to a range of issues as identified in the legal implications above.

## **Stakeholder / Consultation / Timescales**

The Town Board membership was reviewed in March 2025 in alignment with the priority themes of the Plan for neighbourhood. The Leader of the Council, Cllr Nick Worth, sits on the Town Board for Spalding. Engagement with stakeholders and communities is part of the programme of activities that the Town Board is leading in preparation of the Plan. The main body of the report provides detailed discussion of stakeholder engagement undertaken to date and of further scheduled activities. The guidance for PfN makes clear that Board are expected to undertake stakeholder engagement and consultation across the full 10-year funding period to ensure Plans are aligned to emerging priorities. There will be Member Briefings during October and November 2025 to provide members with assurance as well as an opportunity to shape and steer the submission.

## **Reputation**

None arising from this report.

## **Contracts**

All contracts for the use of capacity fund will be in accordance with the Council's financial procedural rules and the contract procedure rules.

## **Crime and Disorder**

Safety and security is one of the key themes as part of the Plan.

## **Equality and Diversity / Human Rights / Safeguarding**

Equality, inclusivity and accessibility are key principles for the preparation of the Plan.

## **Health and Wellbeing**

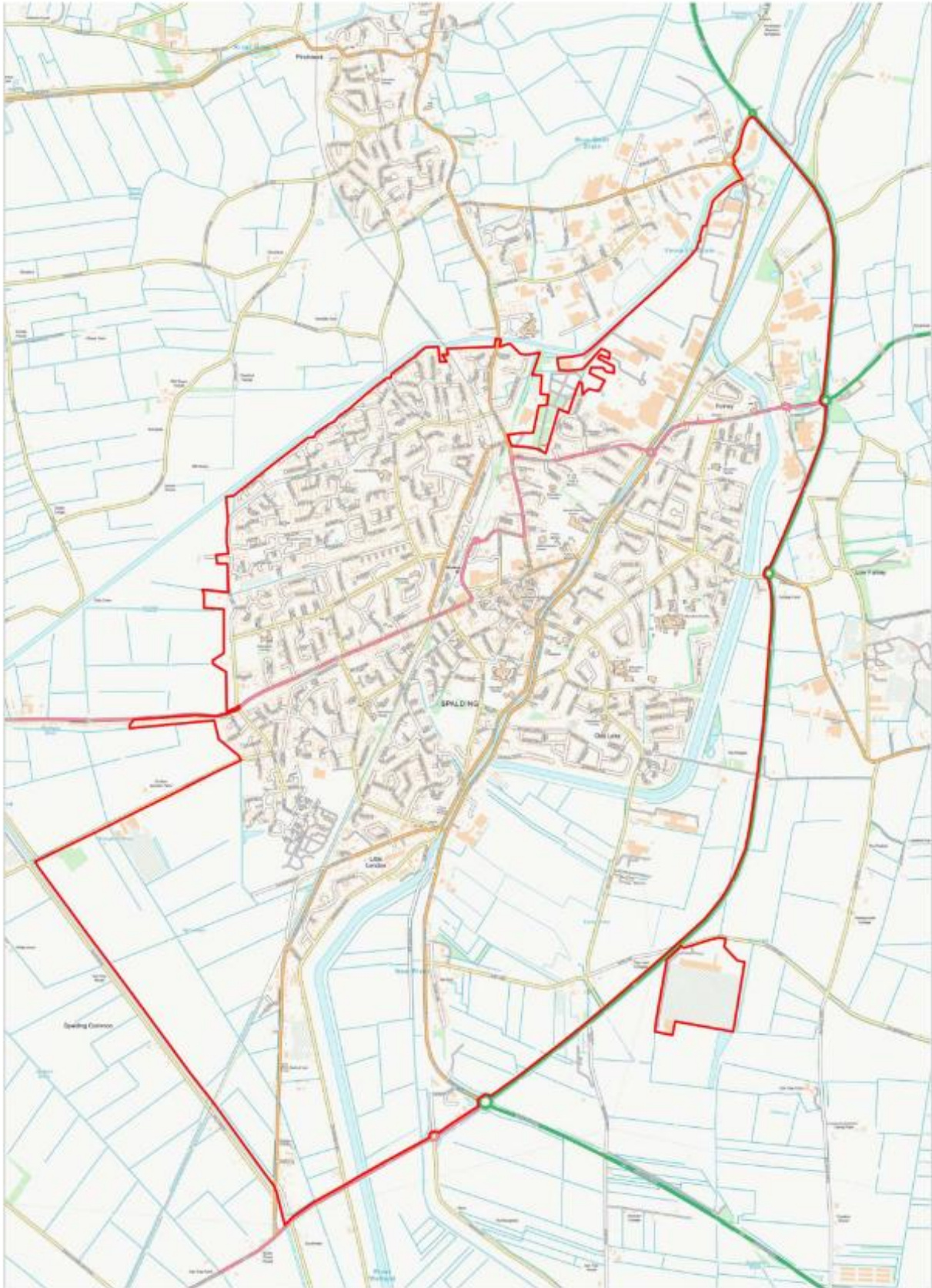
Health and Wellbeing is one of the key priority themes for the Plan.

## **Climate Change and Environment Impact Assessment**

None arising from this report



## Appendix 1: Spalding Intervention Area



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