



Report To:	Cabinet
Date:	13 th November 2025
Subject:	Pride in Place Programme (Boston)
Purpose:	To approve the submission of a new ten-year Regeneration Plan and four-year investment profile for Boston under the UK Government's Pride in Place Programme (formerly Plan for Neighbourhoods).
Key Decision:	Yes
Portfolio Holder:	Councillor Mike Gilbert, Deputy Leader of the Council
Report Of:	Pranali Parikh, Director of Economic Development
Report Author:	Jon Burgess, Programme Manager (Economic Growth)
Ward(s) Affected:	Fenside, Witham, Town Centre, Trinity, Skirbeck, Staniland and St Thomas
Exempt Report:	No

Summary

This report seeks Cabinet Member approval to proceed the submission of a new ten year Regeneration Plan for Boston under the UK Government's Pride in Place Programme (PiPP). The programme requirements to date have been designed and developed under the previous Government guidance within the Long Term Plan for Towns and Plan for Neighbourhoods prospectuses, prior to a new overarching Pride in Place Strategy being launched on the 25th September 2025.

The Boston Town Board is responsible for delivery of the programme and the allocation of funding to be awarded under to individual projects and organisations. The local authority is required to work in partnership with the Town Board as the lead accountable body to support the programme development and delivery and to ensure compliant use, procurement and expenditure of public funds. The key investment principles underpinning the submission documents have already been approved by the Boston Town Board on the 30th October 2025.

The Pride in Place programme will deliver new grant supported activities from April 2026, providing up to £20million of new investment over the next ten financial years. The allocation in the first financial year is the lowest across the ten year programme at

c£600K (rising to c£2m per annum from April 2028). 75% of the funding received under the programme must be spent on eligible capital works. In addition to the submission documents the Council's delivery support team is also working with the Town Board to establish a robust assessment framework that will be used to consider any future funding allocations towards individual projects. This will ensure that the funding awarded is aligned to the programme objectives and community aspirations. It will also consider the level of additional match funding that can be secured and released alongside the Pride in Place funding and the extent to which the impact and activity supported will be sustainable beyond any initial grant funded period.

Recommendations

That Cabinet:

1. Approves the submission of the ten-year Regeneration Plan and Vision for Boston attached at Appendix 2;
2. Approves the proposed four year investment plan profile for Boston as set out at section 3 in the report;
3. Delegates authority to the Director of Economic Development to agree any amendments to the final draft Regeneration Plan and Investment Profile during the submission and assessment phase with UK Government, in consultation with the Chair of the Boston Town Board, Section 151 Officer and Deputy Leader of the Council; and
4. Delegates authority to the Council's Section 151 Officer to approve the submission of the Pride in Place Programme information for Boston to UK Government by the 28th November.

Reasons for Recommendations

- To enable the Council to proceed with the Pride in Place Programme submission requirements of the UK Government's by the deadline of midday on the 28th November 2025
- To provide an efficient mechanism for the Council to respond to any additional queries or required amendments arising during the UK Government's assessment process of the submitted information for Boston.
- The additional resources available under the Pride in Place Programme provide an opportunity to support delivery of a number of established corporate priorities and objectives, including those identified within the current Town Centre Strategy for Boston and the Boston Borough Plan for 2040, Growth and Prosperity Plan and the SELCP Cultural Framework.

Other Options Considered

To not participate in the Pride in Place Programme for Boston

To seek an alternative accountable body structure to deliver the funding programme

1. Background

- 1.1 The award of up to £20million of new grant funding over a ten year period has been allocated to Boston as one of 75 towns included under Phase One of the Pride in Place Programme (formerly Plan for Neighbourhoods). The programme now forms part of the UK Government's wider Pride in Place Strategy published on the 25th September 2025 which is intended to represent a new way for government to work in partnership with communities and neighbourhoods, empowering them with the tools and levers to drive meaningful change that reflects their priorities.
- 1.2 The Pride in Place Programme has three key objectives:
 - **Creating Thriving Places:** Town centres and neighbourhoods must evolve and regenerate to better reflect the needs and habits of their community, with busy high streets, a good range of local amenities, high-quality physical infrastructure and public services that are accessible, responsive, and tailored to local need.
 - **Building Stronger communities** - empowering Towns Boards to tackle the root causes of disengagement and division, rebuilding relationships, and restoring a collective sense of belonging to their community, bringing people together so they can feel proud of their area and safe in their neighbourhood.
 - **Helping communities to take back control of their own lives and areas** - putting more power, tools and resources in the hands of communities, giving them a greater stake in their area and economy and a stronger voice in the decisions that matter to them.
- 1.3 Decision-making on how and where this new funding is spent sits with Boston Town Board, working in partnership with Boston Borough Council. The Town Board must develop a plan for their local area and distribute funding to the projects to deliver on this vision. This may include the regeneration of a town square, local community centre or social club, the development of a new community garden, the rollout of a new programme to tackle homelessness or services to tackle child poverty and provide essential support to families and young people. Similarly, the Board may choose to use the funding to develop an action plan to address local cohesion issues, or local arts, cultural, heritage and sport initiatives. All activities supported by the programme must be shaped and informed by undertaking meaningful, iterative engagement with the local community, ensuring that any future investment reflects local need and evidencing that that people's priorities have been acted upon.
- 1.4 The Cabinet has previously approved a report on the 8th July 2025 to agree the allocation of the capacity fund element of Programme. That report provided a further summary of the programme objectives and work being undertaken to support the submission requirements.

2. Report

- 2.1 In order to meet the requirements to the Pride in Place programme and release the allocated funding for Boston, the Council must submit the following information by the 28th November 2025:
- i) A **10-year vision**: setting out the strategic vision for the place and where, why and how funds will be targeted and managed, taking account of the local area's challenges and opportunities. The proposed ten year Vision Document for Boston is attached at Appendix 2.
 - ii) A **4-year investment plan**: a more detailed plan outlining how the funding will be used in the first investment period of the programme, including:
 - 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 Neighbourhood Board wish to prioritise
 - when funding is intended to be spent
 - the proposed route to market and management arrangements for the funding
- 2.2 Whilst the ten-year vision for Boston is expected to remain static over the programme period, there are sufficient flexibilities within the future funding profile to adapt and respond to changes in local need, opportunities and challenges. As such, the initial submission is required to set out indicative allocations against funding priorities and proposed intervention themes, in line with community feedback. It is not required at this stage to identify specific projects that will be funded.
- 2.3 In line with the published guidance, the development of the ten-year vision document and four year investment profile for Boston is based on a coordinated programme of local consultation. This work has been undertaken within the local community over the last two summers to help identify local resident's priorities for new investment that will deliver a visible and tangible improvement to local assets and service delivery that they would like to see within their town. The detailed findings of the community engagement process are attached at Appendix 4.
- 2.4 Extensive consultation undertaken from June–August 2025 (building on previous 2024 efforts under the Long Term Plan for Towns process) has gathered over 1,100 local community responses via surveys, workshops, and stakeholder events. This process has identified nine key priorities aligned to the Pride in Place objectives:
1. Enhancing safety and security (Stronger Communities)
 2. Revitalising the town centre (Thriving Place)
 3. Celebrating heritage, arts, and culture (Thriving Place)
 4. Improving education and skills (Stronger Communities)
 5. Supporting enterprise and business growth (Thriving Place)
 6. Supporting health and wellbeing (Stronger Communities)
 7. Enhancing green spaces and connectivity (Thriving Place)
 8. Addressing housing affordability (Stronger Communities)
 9. Building community capacity and empowerment (Taking Back Control)

- 2.5 These priorities, cross-referenced with neighbourhood-level data for Fenside, Witham, Town Centre, Trinity, Skirbeck, Staniland and St Thomas wards will ensure targeted interventions are developed that address spatial variations in deprivation and opportunity.
- 2.6 The networks created will support ongoing communication, encourage new leaders, and strengthen community ties throughout the delivery period. This platform will not only support the Pride in Place programme but also foster broader, long-term community engagement. 169 of the people who have responded to the consultation to date would like to be kept informed. We intend to develop this group as a consultation panel to ensure we engage very deeply on an ongoing basis with local people.
- 2.7 The Council will be the accountable body and will have responsibility for overall delivery, engagement with the 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.
- 2.8 The Council in consultation with the Town Board is required to ensure that:
- the appropriate capacity and capability are in place throughout the programme period to ensure that funds are distributed effectively in the local area
 - residents, businesses, and grassroots organisations are actively involved in programme design and decision-making to ensure delivery reflects the priorities of local people and helps build capacity within the community
 - monitoring and evaluation are undertaken according to the Monitoring and Evaluation Strategy (yet to be published).

3. Investment Plan

- 3.1 The first four years (2026–2030) of the Pride in Place programme will focus on delivering tangible outcomes in the lead-up to Boston 2030, prioritising interventions that address immediate community needs, build social trust, and lay foundations for long-term regeneration.
- 3.2 The Investment Plan is structured around the three Pride in Place objectives, with priority interventions targeting the seven neighbourhoods to address specific challenges (e.g. high deprivation in Fenside, retail decline in Town Centre). Interventions are designed to be agile, community-led, and aligned with existing investments (e.g., Towns Fund, Levelling Up, UKSPF). The plan includes a mix of early quick wins to build confidence, such as town centre enhancements and community safety hubs, while investing in longer-term goals like skills development and heritage activation. The table in Appendix 3 identifies the priorities, expected outcomes and delivery options to achieve them.
- 3.3 Funding will be allocated to projects using a transparent scoring and assessment framework, agreed by the Town Board allowing the Board to assess deliverability, value for money, strategic fit and benefits and impact of the proposed projects.

- 3.4 The Investment Plan is a live document that will be kept under review by the Town Board and is likely to be updated on annual basis in light of changing priorities, challenges and emerging opportunities. Annual updates on progress will be reported to the Cabinet on regular basis.
- 3.4 The table below outlines the phased expenditure for the listed projects from 2026/27 to 2029/30. Each project's annual allocation is split into revenue and capital, with an additional aspiration of leveraging 50% more from other public and private sector funding. This is a key aspirational principle to inform the future identification of projects and not a formal commitment from any party at this stage. Each project heading reflects the sum of revenue, capital, and leveraged funding for that year (there is some very modest rounding in the table). Housing interventions have been combined with wider town centre revitalisation. Similarly, education and skills and health and well-being have been combined with community capacity building and youth engagement to ensure that there is enough budget scale to address key issues which span these themes. Year One costs include £150,000 of further revenue capacity funding.

Table 1 – Four year investment plan profile

Project	2026/27	2027/28	2028/29	2029/30	Total Cost
Town Centre Revitalisation	£180,125	£723,550	£702,000	£702,000	£2,307,675
Revenue	£55,380	£72,816	£130,830	£130,830	£389,856
Capital	£124,745	£650,734	£571,170	£571,170	£1,917,819
Anticipated Leverage (50%)	£90,063	£361,775	£351,000	£351,000	£1,153,838
Heritage and Culture Activation	£64,625	£262,300	£271,000	£271,000	£868,925
Revenue	£34,125	£43,050	£73,500	£73,500	£224,175
Capital	£30,500	£219,250	£197,500	£197,500	£644,750
Anticipated Leverage (50%)	£32,313	£131,150	£135,500	£135,500	£434,463
Green Spaces and Connectivity	£0	£219,250	£158,000	£158,000	£535,250
Revenue	£0	£0	£0	£0	£0
Capital	£0	£219,250	£158,000	£158,000	£535,250
Anticipated Leverage (50%)	£0	£109,625	£79,000	£79,000	£267,625
Safety and Security	£243,000	£518,450	£614,000	£614,000	£1,989,450
Revenue	£82,875	£79,950	£128,940	£128,940	£420,705
Capital	£160,125	£438,500	£485,060	£485,060	£1,568,745
Anticipated Leverage (50%)	£121,500	£259,225	£307,000	£307,000	£994,725
Community Capacity Building	£52,125	£162,300	£181,500	£181,500	£577,425
Revenue	£29,250	£30,750	£63,000	£63,000	£186,000
Capital	£22,875	£131,550	£118,500	£118,500	£391,425
Anticipated Leverage (50%)	£26,063	£81,150	£90,750	£90,750	£288,713

Youth Engagement	£52,125	£106,150	£110,500	£110,500	£379,275
Revenue	£29,250	£18,450	£31,500	£31,500	£110,700
Capital	£22,875	£87,700	£79,000	£79,000	£268,575
Anticipated Leverage (50%)	£26,063	£53,075	£55,250	£55,250	£189,638
Project	2026/27	2027/28	2028/29	2029/30	Total Cost
Total Core Programme Funding	£592,000	£1,992,000	£2,037,000	£2,037,000	£6,658,000
Total Revenue Delivery Grant	£230,880	£245,016	£427,770	£427,770	£1,664,500
Total Capital Delivery Grant	£361,120	£1,746,984	£1,609,230	£1,609,230	£4,993,500
Total Anticipated Leveraged Funding (not secured)	£296,000	£996,000	£1,018,500	£1,018,500	£3,329,000
Total Programme Fund (targeted)	£888,000	£2,988,000	£3,055,500	£3,055,500	£9,987,000

4. Financial Implications

- 4.1 The profile of the funding to be awarded across the 10 year Programme is attached at Appendix 3. The grant funding will be paid to the Council on an annual basis to deliver the agreed Regeneration Plan for Boston. The Town Board will be able to agree changes to the initial investment plan profile during the delivery phase, as new project opportunities emerge 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 grant funding in advance of the allocated financial year.
- 4.2 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 Boston through the programme by supporting viable and sustainable projects which are also able to unlock and leverage in additional match funding where possible.
- 4.3 HM Treasury define capital spending as expenditure on creating or enhancing assets that provide a long-term benefit, such as infrastructure, buildings, and IT systems, distinguishing it from day-to-day revenue spending like salaries. Capital spending results in the acquisition of a tangible or intangible capital asset. Examples include building new roads or hospitals and acquiring new equipment or software licenses. Incidental costs directly related to acquiring or disposing of an asset, such as legal fees, are also considered capital expenditure.
- 4.4 The delivery of the regeneration plan projects will be overseen by the Town Board and provision will be made within the investment profile to allocate dedicated programme management funding to support the delivery of the Regeneration Plan and provide continued support to the Town Board. For day to day management and co-ordination of the programme including reporting to MHCLG and the Town Board,

the Council will need to draw on a number of different service areas to provide appropriate support including finance, communications, legal and economic development. The Council is not asked to allocate additional funding to support the programme management or delivery functions.

- 4.5 Some of the projects identified in the regeneration plan may need to be delivered by the Council but the funding cannot be used to replace or substitute existing expenditure on core or statutory functions of the Council. MHCLG encourage consideration of appropriate local voluntary and charity organisations to lead on delivery, facilitated through the Town Board.
- 4.6 Any additional impact on Council's finances and officer capacity as a result of the decisions taken by the Town Board for implementation of the regeneration plan will be brought back to the Cabinet for consideration at relevant stages.

5 Conclusion

- 5.1 The Pride in Place programme has at its core a partnership between the Boston Town Board and Boston Borough Council, supported by the UK Government. This partnership will drive growth by improving the physical and social infrastructure of their community and deliver tangible improvements to the everyday lives of Boston.
- 5.2 The submission of a locally agreed and approved Regeneration Plan and four year investment profile for Boston is a requirement of the Pride in Place Programme, in order to release the allocated funding to the local authority to enable the future years delivery. The information must be submitted via an online ('Delta') portal by midday on Friday 28th November 2025.
- 5.3 This represents the next step in the process towards agreeing a formal Memorandum of Understanding. Once the funding offer is confirmed, officers will bring a future report back to Cabinet to consider the terms of the MoU, accept the funding into the updated Council's budget and request any delegated authority arrangements to deliver the funding profile in accordance with the approved submission.
- 5.4 If any further queries are generated during the Government's assessment process before March 2026, it is proposed that the Director of Economic Development is authorised to approve any responses in consultation with the Chair of the Town Board, Leader of the Council and the Council's appointed Section 151 Officer.
- 5.5 Where there are opportunities to align priorities and resources under the Pride in Place Programme with existing Council service and strategy delivery, the Council will work with relevant service leads and Portfolio Holders to develop proposals which are able to provide additional benefit to local communities.

Implications

South and East Lincolnshire Councils Partnership

Cumulatively, SELCP is due to receive up to £80m of new investment for the local area over the next ten financial years under the Pride in Place Programme. This represents a significant opportunity to provide enhanced places and better outcomes for the residents,

businesses and visitors of South and East Lincolnshire and to achieve economies of scale in the delivery of coordinated approach to linked interventions across four towns in the Partnership area. Boston, Skegness and Spalding are included in Phase One of the current Programme. Mablethorpe is allocated under Phase Two of the programme, due to commence delivery from April 2027.

Corporate Priorities

The Plan for Neighbourhoods programme provides the opportunity for existing Council and public 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 and delivery 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 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

As set out within Section 4 of the main report

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 – Boston 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 Deputy Leader of the Council, Cllr Mike Gilbert, sits on the Town Board for Boston. 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. Boston Scrutiny Committee also received a presentation on the process in October 2025.

Reputation

The Pride in Place Programme presents a positive and good news story for increasing Pride in Place in Boston. It places the Council in a positive position at the heart of a partnership with the Town Board and MHCLG to drive and deliver meaningful change for the community. The investment builds on a successful track record with Government in delivering major regeneration programmes in Boston via the Towns Fund and Levelling Up funds.

Contracts

The local authority in each place 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. They will also be responsible for compliance with legal responsibilities in relation to subsidy control and procurement.

Crime and Disorder

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

Equality and Diversity / Human Rights / Safeguarding

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

Health and Wellbeing

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

Climate Change and Environment Impact Assessment

None arising from this report

Acronyms

None

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1	Boston Intervention Area
Appendix 2	Boston Regeneration Plan and Ten Year Vision Document
Appendix 3	Indicative Ten Year Spend Profile
Appendix 4	Summary of Engagement Report

Background Papers

Links to the guidance published to date on the new prospectus are provided below:

- [Plan for Neighbourhoods: prospectus - GOV.UK](#)
- [Plan for Neighbourhoods: pre-approved interventions - GOV.UK](#)
- [Plan for Neighbourhoods: list of powers - GOV.UK](#)
- [Plan for Neighbourhoods: governance and boundary guidance - GOV.UK](#)
- [Plan for Neighbourhoods: Regeneration Plan guidance - GOV.UK](#)

Chronological History of this Report

8th July 2025 - Cabinet – Plan for Neighbourhoods Capacity Fund

Report Approval

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