

# GREATER GRIMSBY BOARD

Friday 9<sup>th</sup> May 2025

Abbeys Upstairs Conference Room

Abbeygate Grimsby

10.30am – 2pm

## AGENDA

	Agenda Item	Supporting Papers	Allocated Time
1.	<b>Welcome, Introductions</b>	verbal	10.30am
2.	<b>Declarations of interest</b>	verbal	10.35am
3.	<b>Plan for Neighbourhoods Q &amp; A</b> MHCLG colleagues in attendance to present Plan for Neighbourhoods programme followed by Question & Answer session.	copy attached	10.40am
4.	<b>Governance &amp; Board membership/configuration</b>	copy attached	11.00am
5.	<b>Plan for Neighbourhoods Sub Group Feedback – Julie Walmsley</b> (including <i>Our Future</i> Commissioning proposal for decision)	copy attached	11.15am
6.	<b>Update on Major Projects – Damien Jaines-White</b> Board members to receive brief update on major town centre projects ahead of walkabout	PowerPoint on day	11.35am
7.	<b>Next Steps</b>	verbal	11.50am
8.	<b>Buffet Lunch</b> Board members and major project leads to have networking buffet lunch ahead of Town centre walkabout.		12.00pm
9.	<b>Town Centre Walkabout</b> Board Members and major project leads to visit key projects in the Town Centre.		12.30pm
10.	<b>Finish</b> Return to Abbeys restaurant		2.00pm



## **PLAN FOR NEIGHBOURHOODS - PRESPECTUS**

### **Foreword from the Deputy Prime Minister**

Across the country this government is delivering our Plan for Change with a relentless focus on economic growth to raise living standards. The impact of 14 years of decline has not been felt equally across the country with too many neighbourhoods starved of the investment and reform they deserve. The result has been worsening deprivation, making the path to good growth all the more difficult in those places. Through the new Plan for Neighbourhoods, we are laying the foundations to make sure that nowhere is left behind in this decade of national renewal, and that everywhere has a role to play in our national prosperity.

Our country has all the raw ingredients to ignite growth. There's untapped talent and potential in every town, city, village and estate. But we also have people without enough to get by, and places and public services which have been hollowed out. Opportunities are not shared out evenly and it's tough to make the most of the ones that are there. Barriers to better living standards have been put up, not taken down. People feel divided and disempowered, perceptions which are made worse by deprivation that for too long has been tackled with sticking plaster politics.

Communities have come up with their own grass-roots solutions. Opening foodbanks and warm-banks, shopping local to back high street jobs, and raising support through trade unions, charities and civil society bodies. Building strong connections so people have each other to rely on when times get tough. Heartening and impressive though these efforts are, the government has been missing in action for 14 years, leaving communities left behind and forgotten, left to fend for themselves. That's why this new government's driving purpose is delivering growth and raising living standards everywhere. This is why we are now investing up to £1.5 billion through this programme.

Our new Plan for Neighbourhoods is part of this government's plan to ensure that nowhere is left behind. It will help revitalise local areas and fight deprivation at root cause by zeroing in on 3 goals: thriving places, stronger communities, and taking back control.

No more sticking plasters; no more short-term fixes – rather, a 10-year plan that unlocks the potential of the places people call home. John Prescott's New Deal for Communities delivered transformational change, providing the stability of long-term funding, backed by the support of central government, to empower local people to take ownership for driving the renewal of their neighbourhood. Our Plan for

Neighbourhoods takes this as inspiration, learning the lessons to tackle the opportunities and challenges presented to us today. It goes hand in hand with everything this government is delivering to rebuild our country: building new, safer social housing for the future, making work pay and ending the 'Whitehall knows best' approach by empowering local leaders to strengthen communities.

We know what works. Local change is best driven by those with the biggest stake. The Burnley Together project has seen a community grocer, cookery school and book exchange open in the former Lancashire mill town. In Hendon, the 'Back on the Map' residents' group has spent 10 years buying and refurbishing 120 of Sunderland's run-down homes and shops, alongside a package of community services to tackle poverty. In Yorkshire, the Live Well Wakefield group has helped 93% of clients improve health outcomes through early interventions and social prescribing.

Together, this government will work in partnership with people on the ground and local authorities to deliver in every corner of the country.

**Angela Rayner MP, Deputy Prime Minister**

## Introduction

The government is committed to rebuilding the UK and driving growth everywhere. The renewal required is more than just physical infrastructure, but also about repairing fractured communities, bringing people back together and ensuring people see a visible improvement in their communities. This is essential for restoring trust in government and sense of pride in place, ensuring people can meet their full potential. The evidence is clear that those [places with stronger social capital have higher educational attainment](#), lower crime and faster economic growth.

To fix the foundations of those places most left behind, we need a long-term strategy to regenerate, underpinned by plans that address demographic shifts and cultural change.

No one knows the priorities of the community better than those who live and work there, which is why our Plan for Neighbourhoods will empower local people to take back control of their future with a long-term, flexible funding pot of up to £20 million of funding and support over the next 10 years.

## Eligible local authorities

75 places across England, Wales, Scotland and Northern Ireland have been selected to receive funding through this programme via 2 published methodologies: [methodology for first tranche](#) and [methodology for second tranche](#). The metrics used for selection included:

- indices of multiple deprivation
- population size
- healthy life expectancy
- Gross Value Added per hour worked
- skill level (NVQ level 3+ in England and Wales and above SCQF level 4+ in Scotland) – this metric was not used in Northern Ireland

The following list includes eligible local authorities for the Plan for Neighbourhoods, ordered alphabetically. The region or county is determined by [International Territorial Levels \(ITLs\) 1 and 2](#).

Place	Local authority	Region or county
Accrington	Hyndburn Borough Council	North West
Arbroath	Angus Council	Eastern Scotland
Ashton-under-Lyne	Tameside Metropolitan Borough Council	North West
Barnsley	Barnsley Council	Yorkshire and The Humber

Place	Local authority	Region or county
Barry (Vale of Glamorgan)	Vale of Glamorgan Council	East Wales
Bedworth	Nuneaton and Bedworth Borough Council	West Midlands
Bexhill-on-Sea	Rother District Council	South East
Bilston (Wolverhampton)	City Of Wolverhampton Council	West Midlands
Blyth (Northumberland)	Northumberland County Council	North East
Boston	Boston Borough Council	East Midlands
Burnley	Burnley Council	North West
Canvey Island	Castle Point Borough Council	East

Place	Local authority	Region or county
Carlton	Gedling Borough Council	East Midlands
Castleford	Wakefield Council	Yorkshire and The Humber
Chadderton	Oldham Council	North West
Chesterfield	Chesterfield Borough Council	East Midlands
Clacton-on-Sea	Tendring District Council	East
Clifton (Nottingham)	Nottingham City Council	East Midlands
Clydebank	West Dunbartonshire Council	West Central Scotland
Coatbridge	North Lanarkshire Council	West Central Scotland

Place	Local authority	Region or county
Coleraine	Causeway Coast and Glens Borough Council	Northern Ireland
Cwmbrân	Torfaen County Borough Council	West Wales and The Valleys
Darlaston	Walsall Council	West Midlands
Darlington	Darlington Borough Council	North East
Darwen	Blackburn with Darwen Borough Council	North West
Derry~Londonderry	Derry City and Strabane District Council	Northern Ireland
Dewsbury	Kirklees Council	Yorkshire and The Humber



Place	Local authority	Region or county
Doncaster	City of Doncaster Council	Yorkshire and The Humber
Dudley (Dudley)	Dudley Council	West Midlands
Dumfries	Dumfries and Galloway Council	Southern Scotland
Eastbourne	Eastbourne Council	South East
Elgin	Moray Council	Highlands and Islands
Eston	Redcar and Cleveland Borough Council	North East
Farnworth	Bolton Council	North West
Great Yarmouth	Great Yarmouth Borough Council	East

Place	Local authority	Region or county
Greenock	Inverclyde Council	West Central Scotland
Grimsby	North East Lincolnshire Council	Yorkshire and The Humber
Harlow	Harlow Council	East
Hartlepool	Hartlepool Borough Council	North East
Hastings	Hastings Borough Council	South East
Heywood	Rochdale Borough Council	North West
Irvine	North Ayrshire Council	Southern Scotland
Jarrow	South Tyneside Council	North East

Place	Local authority	Region or county
Keighley	Bradford Council	Yorkshire and The Humber
Kilmarnock	East Ayrshire Council	Southern Scotland
King’s Lynn	Borough Council of King’s Lynn and West Norfolk	East
Kirkby	Knowsley Council	North West
Kirkby-in-Ashfield	Ashfield District Council	East Midlands
Leigh (Wigan)	Wigan Council	North West
Mansfield	Mansfield District Council	East Midlands

Place	Local authority	Region or county
Merthyr Tydfil	Merthyr Tydfil County Borough Council	West Wales and The Valleys
Nelson (Pendle)	Pendle Borough Council	North West
Newark-on-Trent	Newark and Sherwood District Council	East Midlands
Newton-le-Willows	St Helens Borough Council	North West
Orkney Islands (Kirkwall)	Orkney Islands Council	Highlands and Islands
Peterhead	Aberdeenshire Council	North Eastern Scotland
Ramsgate	Thanet District Council	South East
Rawtenstall	Rossendale Borough Council	North West

Place	Local authority	Region or county
Rhyl	Denbighshire County Council	West Wales and The Valleys
Rotherham	Rotherham Metropolitan Borough Council	Yorkshire and The Humber
Royal Sutton Coldfield	Royal Sutton Coldfield Town Council	West Midlands
Runcorn	Halton Borough Council	North West
Ryde	Isle of Wight Council	South East
Scarborough	North Yorkshire Council	Yorkshire and The Humber
Scunthorpe	North Lincolnshire Council	Yorkshire and The Humber

Place	Local authority	Region or county
Skegness	East Lindsey District Council	East Midlands
Smethwick	Sandwell Council	West Midlands
Spalding	South Holland District Council	East Midlands
Spennymoor	Durham County Council	North East
Thetford	Breckland Council	East
Torquay	Torbay Council	South West
Washington	Sunderland City Council	North East
Wisbech	Fenland District Council	East

Place	Local authority	Region or county
Workshop	Bassetlaw District Council	East Midlands
Wrexham	Wrexham County Borough Council	East Wales

## Our approach

The Plan for Neighbourhoods will drive growth over the long-term, a clean break from the competitive pots and sticking plaster cash of the past. The programme provides a new blueprint to bring communities together, allocating funding to improve living standards and give people in the 75 recipient locations more of a stake in their future.

To deliver this, the government will support the establishment of new Neighbourhood Boards, putting power in the hands of local people to address deprivation and regenerate their local area. Each board will, in partnership with their local authority, develop a ‘Regeneration Plan’, setting out its vision for the next decade alongside a more detailed ‘Investment Plan’ for the first 4 years of the programme.

This is about more than places simply having a plan, it is backed up by serious investment to turn that plan into action: prioritising funding into some of our most left-behind communities to make everyday changes to build a fairer future for everyone. Many of those anchor institutions that tie communities together, like community centres, youth clubs, sports grounds and cultural venues, are gone. This programme gives communities the opportunity to bring those back to drive social capital and kickstart growth. We have an economy and society that works for some and not others. 49 of the 58 English towns are in the top 20% most deprived built up areas in the country. This programme focusses on those places that have been left behind for too long, which deserve to feel the benefits of investment in their future.

Across the UK, 53% of people feel it is important they can influence decisions affecting their local area, but just 27% feel able to do so. The number of adults involved in civic participation has fallen from 41% in 2020 to 34% in 2022, with those from poorest backgrounds and places the least likely to participate. This programme

seeks to change that, giving people control over their local area, and confidence that their needs are being met.

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. This is true at an individual level and for a community as a whole, [research](#) has shown that improved social connections will improve economic outcomes for individual children and reduce crime across a community. [Research](#) is clear that trust in communities and institutions are both the cause and result of high productivity and higher wellbeing. By establishing good governance and greater social trust, this programme could trigger a virtuous feedback loop of higher productivity. A 10% increase in social trust can lead to up to 1.5% increase in productivity.

We need thriving places that support strong, inclusive, local growth, putting money into working people's pocket. This programme will aim to raise living standards, reduce social exclusion, spread opportunities for young people, improve health and wellbeing, build stronger and more cohesive communities and reduce crime and anti-social behaviour in some of the most left-behind areas in the country.

We will provide communities with the resources and capacity to deliver on this, to offer support where it is needed and shift central government's role from one of delivery management to delivery support. Experience suggests more can be achieved when government takes a more proactive, supporting role and further information on this will be provided shortly. This will also reduce the need for towns to procure support individually and from third parties, supporting the government's commitment to curb public sector use of consultants.

## **Learning from previous programmes**

For the last 60 years, successive governments have tried to tackle community tensions and inequalities and improve outcomes in areas facing the biggest challenges.

The programmes have often been overly centralised, not recognising the unique approach needed by each place, and have not addressed how to bring people together, counter deprivation and support people to regenerate their local area. Too often decisions taken have driven a wedge between people and places. This has resulted in growing discontent with top-down decision-making that is out of touch with local priorities.

Whilst recent programmes such as Towns Deals and the Towns Fund sought to support communities and put local people at the centre of decision-making, [polling](#) shows that only 11% of people believe their area has got better to live in over the last 2 years, and 29% say that it has got worse. People feel like there are more tensions between immigrants and ethnic groups in society now, than in



recent years. It is therefore essential that this programme draws lessons from what worked best in these previous programmes.

The New Deal for Communities, launched in 1998 across 39 locations around England and which later became part of the National Strategy for Neighbourhood Renewal, was designed to close the gaps between acutely deprived areas and the rest of the country, focusing on 3 'place' related outcomes and 3 'people' related outcomes.

The 'place' related outcomes included:

- crime
- community
- housing and the physical environment

Whilst the 'people' related outcomes focussed on:

- education
- health
- worklessness

The independent evaluation of the New Deal for Communities found that 'in many respects, these neighbourhoods [were] transformed' over the 10 years the programme ran and its successes are still being felt today. Between 2002 and 2008, communities in receipt of funding saw improvement in 32 out of 36 core indicators, including crime reduction, education and health, and a closing of the gap with the rest of the country. In some areas, the value for money for the programme was rated at [5 times higher than the government's investment](#).

There are 3 core pillars of the New Deal for Communities that contributed to its success.

### **1. Community empowerment and collaboration:**

By encouraging local residents to take an active role in the decision-making in their communities, the scheme fostered improved social capital in each place. Bringing together local people with the government agencies, businesses and organisations that deliver change fostered relationships that lasted beyond the scheme's lifetime.

### **2. Long-termism:**

By delivering funding over a 10-year period, the programme ensured that communities could focus on long-term solutions that built a pipeline of jobs and sustained change to local areas, rather than quick fixes. The length of the programme supported entrenched improvement in communities' capacity and capability to advocate for themselves and drive change. Beyond certainty over funding, this also enabled a long-term shared vision for place, helping to maximise



<b>Grant type</b>	<b>2025 to 2026</b>	<b>2026 to 2027</b>	<b>2027 to 2028</b>	<b>2028 to 2029</b>	<b>2029 to 2030</b>	<b>2030 to 2031</b>	<b>2031 to 2032</b>	<b>2032 to 2033</b>	<b>2033 to 2034</b>	<b>2034 to 2035</b>	<b>2035 to 2036</b>
Revenue funding (grants)	-	232	256	432	432	432	432	437	450	450	450
Capital funding (grants)	-	360	1,736	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605
<b>Total</b>		<b>19,537</b>									

Note: For revenue capacity, £250,000 was provided over the 2023 to 2024 and 2024 to 2025 financial years.

Delivery funding will be released from the beginning of the 2026 to 2027 financial year, affording communities the time and space to embed the necessary governance structures, grow their presence within the local area and build local capacity and capability to be ready to hit the ground running. To facilitate this, an additional £200,000 of capacity funding will be released at the start of the 2025 to 2026 financial year to all recipient local authorities. This builds on the previous £250,000 grants provided to local authorities to establish Neighbourhood Boards and begin community engagement as part of the previous administration's Long-Term Plan for Towns programme.

Local authorities should consult Neighbourhood Boards on their preference for using this money, which could include:

- establishing and running the Neighbourhood Board, including any process to establish the board as a charity, community interest company, or other bottom-up organisational model, to sustain long-term investment

- performing community engagement, which could include passporting money directly to voluntary and community sector groups to assist with engagement
- developing Regeneration Plans
- securing advice and expertise for Neighbourhood Boards for the technical elements of plan development and delivery, noting that support is available from the department and the guidance to curb public sector use of consultants
- ensuring capital and infrastructure interventions can hit the ground running, for example, by kickstarting the planning application process, securing architectural plans and obtaining legal advice, or any other activity that councils and boards consider will progress their plans

The accompanying technical guidance sets out more detail on the funding and spending rules – and additional information will follow in supplementary guidance to be published shortly. Communities are granted flexibilities with the spend, including the ability to borrow against what is a guaranteed revenue stream and roll underspends into later years of the programme.

Neighbourhood Boards should consider how best to use their funding to crowd in other investment and match funding, from other private and public sources.

We will confirm in due course detail of the additional support provided by MHCLG in the development and delivery of plans.

## Timeline

### **February to April 2025:**

- Neighbourhood Boards and local authorities receive a tailored data pack detailing metrics across the 3 strategic objectives, and polling on local sentiment around investment priorities for their area
- Neighbourhood Boards to confirm finalised membership and any proposals to alter the 'default' area boundary for spending in their community to MHCLG by Tuesday 22 April 2025

### **Spring 2025:**

- MHCLG to review membership and boundary proposals and confirm to places whether acceptable

- Further guidance on fund delivery, tailored policy toolkits for Scotland, Wales and Northern Ireland, Regeneration Plan submission, assessment and approval to be published
- MHCLG issues 2025 to 2026 capacity funding payment to all places

### **Spring 2025 to winter 2025:**

- Neighbourhood Boards submit their Regeneration Plan to MHCLG for assessment and approval

### **From April 2026:**

- First programme delivery funding payment to be made to lead local authorities, commencement of delivery phase
- MHCLG issues 2026 to 2027 capacity funding payment to all places

## **Fund objectives**

The Plan for Neighbourhoods has at its core a partnership between the Neighbourhood Board and local government, 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 these communities. To deliver the greatest impact, we encourage boards to focus the funding and interventions into those neighbourhoods and communities within their boundaries that have the greatest need.

The board, working with the local authority, is responsible for producing a 10-year Regeneration Plan for their area, setting out the activity that will be pursued to achieve the 3 strategic objectives of this programme:

- thriving places
- stronger communities
- taking back control

By making progress on each of these objectives, local areas will drive forward the government's long-term missions.

## Thriving places

People take immense pride in their local areas but too many of our high streets and estates have become neglected and left behind. Town centres and neighbourhoods must evolve and regenerate to better reflect the needs and habits of their community, and residents should have a greater say in how they're designed.

Every part of the UK deserves to have vibrant neighbourhoods and communities with busy high streets, a good range of local amenities, and high-quality physical infrastructure.

We also want the UK to be a country with world-class public services that work for everyone from the NHS and social care to schools, children's and youth services.

Take healthcare for example. The most disadvantaged places are most likely to experience the worst health outcomes – according to the Office for National Statistics in 2018 to 2020, [women in the most deprived areas of England can expect to live 20 years fewer in good health compared to women in the least deprived areas.](#)

Places should be able to design public services that are accessible, responsive, and tailored to local need. Investing in our young people's futures and in preventative measures now will ease pressure on services over the longer-term.

### Case study: integration and co-location of health services

The Community Diagnostic Centre at The Glass Works in Barnsley, supported by Barnsley Metropolitan Borough Council in partnership with Barnsley, the NHS and the Integrated Care Board, has significantly enhanced healthcare accessibility while contributing to the towns economic and social regeneration.

Opened in 2022, the centre has delivered over 100,000 diagnostic appointments, reducing waiting times for tests and screenings and cutting the backlog of appointments.

Strategically located in the town centre, it exemplifies a 'health on the high street approach', integrating healthcare into community spaces to improve access and reduce inequalities. Its proximity to public transport has minimised missed appointments, leading to a 22% increase in attendance for mammograms and a 24% reduction in 'did not attend' rates. By using retail units, the initiative aligns with national recommendations to use high street spaces for health-promoting services, attracting an additional 55,000 visits to the town centre, supporting local businesses.

This is an example for public sector innovation and partnership driving improved health outcomes and economic growth, improving patient care and fostering a greater sense of community.

## Stronger communities

Resilience in some of the most disadvantaged communities has been eroded over time, and at its most extreme has opened up the space for the type of disengagement and division that fuelled the violent disorder seen during summer 2024. Recently [polling](#) has found that 76% of Britons believe ‘the UK feels divided’ and fewer than half of Britons think of themselves as a member of a community, or part of a local group. We want to empower boards to tackle the root causes, rebuild relationships, and restore a collective sense of belonging to their community, bringing people together so they can feel proud of their area and safe in their neighbourhood.

Tackling this division will have a direct, positive impact on growth. Improving social capital is a virtuous circle across many areas of public life. For example, where parents know each other, children skipping school is noticed and addressed more often, improving education outcomes and future earning potential. If the UK improved social trust to Nordic levels (an increase of around 30%), [research](#) shows this could generate growth of £100 billion a year.

### Case study: a community centre in Sheffield

Zest is a community centre located in Upperthorpe, Sheffield, where people can access leisure and swimming facilities, a volunteer-led library with computers, work and training advice, health and wellbeing services, early years services and youth clubs. The non-leisure facilities are largely free at the point of use, with the option to make ‘pay-what-you-can’ donations for some services, for example, meals at the Foodworks café, which served 6,000 hot meals last year.

Beyond facilities, Zest also delivers community outreach, support and guidance services, running a support line where residents can receive personalised information and guidance, either in person or over the phone, alongside employment advice, support for vulnerable adults and those with mental health problems and access to foodbank vouchers.

The holiday activities and food (HAF) project, one of Zest’s programmes, supported holiday activities but in the Malin Bridge and Loxley area only 30% of eligible children were attending. By partnering with the local school and building on existing trust networks, they increased attendance by 400%, including families that were previously disengaged from school. This highlights the power of trust and collaboration in strengthening community ties.

Between 2023 and 2024, Zest’s health and well-being services supported over 1,300 people, and their youth programmes engaged 213 young people, helping them build confidence and life skills. With a 50% increase in volunteering last year, Zest is helping to bridge the gap between the community and wider services, fostering a sense of belonging and relieving pressures on external resources to create a more cohesive and resilient community.

## Taking back control

Talent is spread equally but opportunity is not. People want to be empowered and in control of their lives, to have a say over the future of their community. But this can feel a distant prospect when you are living payslip to payslip or stuck on a waiting list. The life chances of a child born in the North East today should not be so drastically different as to someone born in London.

We want to make sure children have the best start in life and that adults can live the life they want to. Whether that's accessing the skills required for emerging job markets as we transition to net zero or supporting the thousands of would-be entrepreneurs through their first steps into self-employment.

We will empower people to enter the workplace, workers to progress, and businesses to grow. This will in turn help kickstart local economic growth.

Empowered people will also have more of a say in how their local area is shaped, a central component of this programme and this government's vision for communities.

### **Case study: tackling employment challenges in Grimsby**

In Grimsby, a community hub called Centre4 established the Ethical Recruitment Agency to address employment challenges in North East Lincolnshire.

They invest in training, temporary and permanent job placements, and supporting community initiatives aimed at local residents who struggle to find work through traditional means. This not only strengthens the local economy but also promotes social cohesion. Any profits are reinvested into enhancing local skills and personal development, alongside funding various community projects. As a not-for-profit organisation, the Ethical Recruitment Agency ensures that businesses benefit from dedicated and engaged staff through a tailored recruitment approach.

Its "Proud to Care" programme specifically helps people access opportunities in the care sector throughout North East Lincolnshire, providing practical support throughout the recruitment process. To ease the financial and logistical burden on employers, the agency covers the costs associated with recruitment and training and temporarily subsidises wages for the first 12 weeks of employment. This support system alleviates some of the challenges faced by local businesses, while simultaneously fostering workforce development within the community.

### **Case study: Coleraine Neighbourhood Renewal Partnership, Northern Ireland**

In Coleraine, the Neighbourhood Renewal Partnership (NRP) Board are working to address the inequalities that result from deprivation. It does so by making a long-term commitment to communities, working together to jointly identify the best means to resolve the underlying causes of poverty. The Partnership draws members from local communities, voluntary groups, elected representatives, businesses, and public sector organisations. One project delivered by the NRP was the West Bann Regeneration project. This brings together and coordinate services that meet health, education and training needs in the local community. An early years programme,



including creches, provides families with the support they need to engage with other services or employment. The project also provided low-cost business units and facilities for the use of the community. By bringing different services, the project better allows West Bann residents to pursue different opportunities.

Our Plan for Neighbourhoods is pursuing a broader set of strategic objectives than seen in the previous administration's Long-Term Plan for Towns. We want to empower boards to think about the challenges and opportunities their communities face in a more holistic way, learning lessons from the New Deal for Communities, with the scope to invest across a wider range of policy areas without needing to tie their activity back to just one rigid investment 'theme.'

## Neighbourhood Boards

Neighbourhood Boards put local people at the centre of defining their town's future, with responsibility for developing their Regeneration Plan – in partnership with the local authority - to deliver the strategic objectives of the programme. They should bring together residents, local businesses, grassroots campaigners, workplace representatives, faith, and community leaders and those with a deep connection to their area. In consultation with their community, the board should generate a vision for the future of their area and set out a pathway to deliver that over the course of the 10-year programme (and beyond), considering opportunities to attract and combine new and existing private, public, and philanthropic funding streams.

We know that many communities will have existing board and governance structures already in place, most obviously 'Town Boards' established to deliver the previous administration's Long-Term Plan for Towns programme. Significant work went into setting these up, appointing independent chairs and curating an appropriate membership of engaged and involved local stakeholders. We are clear that we do not want to undo work already undertaken.

All 75 boards must confirm their proposed chair, membership and boundary by 22 April 2025. Instructions and further guidance will be released shortly and we will update this page in due course.

The accompanying governance and boundary guidance (which will be published in due course) focuses on:

- accountable bodies and Neighbourhood Board roles and responsibilities
- governance structure requirements for Neighbourhood Boards
- the process and timelines to confirm their Neighbourhood Board arrangements and boundary to MHCLG
- geographical boundaries for places in receipt of funding
- the associated MHCLG review and approval process

## Neighbourhood boards in Scotland, Wales and Northern Ireland

The government has also committed to resetting relations with the devolved governments and close collaboration within communities and with wider government will make boards stronger and more effective.

In Scotland, Neighbourhood Boards should consider the policy objectives of the Scottish Government's [Regeneration Strategy](#), which sets out Scotland's commitment to support the regeneration of the most disadvantaged urban and fragile rural communities and how the interventions delivered can complement Scotland's Town Centre First Principle and Town Centre Action Plan. We recommend that Neighbourhood Boards have early conversations with their respective MHCLG contact and the Scottish Government Regeneration Unit to consider opportunities to align objectives and maximise funding opportunities.

In Wales, boards should consider how their Regeneration Plan interplays with the objectives of the Welsh Government's Programme for Government, The Well-being of Future Generations, the Transforming Towns programme, the Future Wales planning framework, and other relevant programmes and strategies.

In Northern Ireland, boards should consider how their Regeneration Plan interplays with the objectives of the Northern Ireland Executive's [Programme for Government](#), alongside other existing strategies and local development plans such as Council Community Plans and Local Development Plans.

## Regeneration Plans

Further detail as to the content, form and submission timetable for Regeneration Plans will be set out in forthcoming guidance.

Neighbourhood Boards must work with local people and the local authority to draft a Regeneration Plan. We know the challenges in places vary, and that it is the people living and working in these areas who are best placed to identify these challenges and inform the solutions. Boards should work in partnership with their respective local authority and, if relevant, ensure their Mayoral Combined Authority have been consulted on the plan.

The plan should outline the community's overarching vision for change over the next decade to deliver the strategic objectives of the programme, developed through grassroots engagement to reflect local people's priorities.

As part of the Regeneration Plan, boards will need to provide a more detailed investment plan for the first 4-year investment period cycle, which will include the interventions the board would like to pursue over the period and how that activity delivers across the 3 strategic objectives of the programme.

We know places have worked hard to engage their communities and develop their 'Long-Term Plan' for the previous administration's Long-Term Plan for Towns. That progress is not for nothing and should not be undone, nor should places undo their governance arrangements. Communities should feel empowered to build and adapt their existing plans - our reforms seek to build on and improve the previous programme with a new set of strategic objectives that are aligned to this government's plan to kickstart growth, to be delivered by a broader range of policy interventions. We believe this will give communities greater flexibility as to how and what they can deliver, without ripping up what has already been done.

Neighbourhood Boards will want the opportunity to iterate their proposals in response to community feedback, and establishing good governance and trust within the community takes time to build. Rebuilding capability and confidence within communities that decades of inequality, austerity and deprivation have eroded will not happen overnight. A core [learning](#) from the New Deal for Communities programme was importance of including a 'year-zero' in all regeneration schemes, to ensure better outcomes at the end of a decade of investment. This means setting aside time to ensure that the foundations of the programme are secure, including employing the right people, selecting effective management systems, and establishing processes for community involvement.

That is why we have confirmed a further capacity payment of £200,000 in the 2025 to 2026 financial year. Recognising the differing levels of local capacity and development work required across the 75 communities, MHCLG will provide a wide window for Neighbourhood Boards to submit their Regeneration Plan to us.

## **Pre-approved interventions and list of powers**

The Plan for Neighbourhoods represents a break from the competitive bidding process and micromanaging of previous regeneration funds. Instead, this is a model whereby Neighbourhood Boards are provided with a list of [pre-approved interventions](#) and given the autonomy such that, if that activity can be evidenced as a clear priority of the community, it can be pursued without the need to provide a lengthy business case. MHCLG analysts have assessed all interventions listed and consider them to have a strong case for investment, value for money and benefit-to-cost ratio.

The activities listed range from eye-catching new developments to the bread-and-butter issues raised by people on the doorstep. To give boards as much flexibility as to how and what they can deliver we have more than doubled the number of interventions, providing examples where possible to indicate ideas for spend while empowering the community to come up with their own grassroots solutions. Unlike the previous administration's Long-Term Plan for Towns programme, the interventions listed are not explicitly tied to one theme – instead, we are giving boards the flexibility to consider how the interventions they wish to pursue can apply to any or all of the strategic objectives of the programme: thriving places, stronger

communities and taking back control. Neighbourhood Boards do not need to explicitly link each intervention back to just one specific objective.

Similarly, this list is not exhaustive. We encourage Neighbourhood Boards to think innovatively and creatively about how to deliver the strategic objectives of the programme. Where activities fall outside the scope of the pre-approved interventions but the board, based on their community engagement, believes they are better placed to meet local needs, the board should seek to pursue these. This would require a business case to be agreed with MHCLG.

We are also providing an updated [list of powers](#) (or ‘policy toolkit’), which outlines existing powers available to communities and local authorities in England (and, in some instances, Wales). We intend to build on this further as part of our forthcoming Plan for Communities White Paper, to be published later in the year.

We will separately publish similar toolkits for Scotland, Wales and Northern Ireland, following consultation with the devolved governments.

We want to give boards and communities the tools and information they need to make informed decisions, empowering local people to have ownership over the future of their neighbourhood and local area. This is not about micromanaging, this is real devolution – the transfer of power and investment to where it belongs.

## Community engagement

Undertaking meaningful engagement with the local community is a central pillar of the Plan for Neighbourhoods. Building trust and empowering the local community requires consistency, dedication and time, and evidence that people’s priorities have been acted upon.

When it comes to communities having more influence over their area, it is important to ensure this is not dominated by those with the sharpest elbows. We are providing the time, space and funding to avoid under-resourced and generic consultation, to ensure Neighbourhood Boards hear from everybody, and include those from marginalised or deprived communities who typically may struggle to make their voices heard. These underserved groups include those whose socioeconomic circumstances, language or culture mean that they struggle to access ‘usual’ methods of engagement. Examples of this might be those experiencing homelessness, without access to the internet, who do not speak English or the elderly.

Community engagement should be iterative, so that people understand how their priorities are reflected in the plan. It should happen at regular intervals throughout the course of the programme, as the needs and priorities of communities evolve, and reverting to previously engaged groups to set out progress made, how their concerns and priorities were accounted for and enable the board to be held accountable for

their delivery. Neighbourhood Boards should build on existing community engagement structures by mapping social infrastructure already present in their community and drawing on that expertise.

### **Case study: community-led regeneration**

Co-operatives UK led the £1.455 million Community Economic Development (CED) programme, which empowered 71 communities in England to create locally driven economic plans. Through partnerships with groups like Locality and the New Economics Foundation, Co-operatives UK provided grants and technical support, helping communities develop sustainable, cooperative-led strategies. Unlike traditional top-down approaches focused on economic growth, CED empowered residents to shape their economies by generating wealth and jobs that stay within their communities.

Safe Regeneration in Bootle, Sefton joined the CED programme with ambitions to extend beyond their existing business incubation hub, aiming to significantly increase their impact and activities to benefit the broader economy. Their projects include:

- acquiring a derelict pub - purchasing from the brewery to create guest accommodation, a music venue and a gastro pub
- partnering with the Canal and River Trust to revitalise the nearby canal towpath, both to boost foot traffic and strengthen the local economy

This model of community-led, asset-based development allowed Safe Regeneration to drive sustainable economic growth tailored to local needs.

### **Case study: improving community outcomes across Wales**

Building Communities Trust (BCT) is a third sector advocacy and umbrella organisation operating across Wales. Its core programme, Invest Local, aims to strengthen vulnerable Welsh communities by empowering its residents through community-led regeneration. Invest Local provides up to £1 million for a 10- year period, and the funding allocation is entirely community-driven as residents are given the opportunity to identify goals and develop activities that will bring positive change to their communities. An officer from BCT is assigned to each place to provide support, help build capacity, and act as an enabler.

Since 2016, Invest Local has helped improve community outcomes in 13 places across Wales. For example, in Trowbridge and St Mellons, residents used some of the funding to create a pantry. During the COVID-19 pandemic, the pantry proved an invaluable asset that made the community more resilient by providing an array of support services.

More than 60 volunteers worked around the clock to:

- purchase and deliver goods to households
- take calls on the helpline
- provide moral support

- help vulnerable individuals in-person when necessary (almost 300 residents were supported in these ways)
- create and deliver more than 350 'activity packs' to support the wellbeing of children and young people occupied during lockdown
- provide tailored assistance to vulnerable households facing various challenges such as bereavement or a risk of homelessness

## **Best practice for community engagement**

As Local Trust notes, 'a one-size fits all strategy' will not work; however, we have set out some best practice that Neighbourhood Boards may wish to consider when planning community engagement.

### **Focus on those less likely to be heard:**

The Plan for Neighbourhoods will be most effective if boards engage those who are not usually engaged in decision-making. At its heart, this programme aims to address deprivation, so consider how you can best engage those who may not usually feel listened to.

### **Identify local assets:**

Use local assets to build on existing strengths, and work with community groups who have existing relationships and expertise in community development to design engagement and ensure sufficient reach. Consider using allocated capacity funding to invest in these organisations to support engagement.

### **Make time for meaningful engagement:**

When planning community engagement, ensure that enough time is allocated to allow for meaningful engagement with all sections of the community.

### **Actively listen to the local community:**

Be comfortable in straying from a list of pre-determined questions. Let conversations flow organically and recognise when people aren't agreeing with diagnoses or preferred solutions - let different groups direct the course of the conversation.

### **Use your community to identify priorities:**

This helps to ensure the plans are co-created with the community from the start.

## **Case study: Stranraer place plan**



Stranraer was chosen as one of the places to be included in the Borderlands Growth Deal Place programme. As part of this, the town required a place plan to identify projects and investments. Many partners and members of the public felt that they had previously been 'consulted to death' with limited outputs, so the Stranraer Development Trust worked with a group of six community partners to broaden reach and build ownership.

They created a 'town team' that drew broadly from stakeholders and sectors in the community to develop the plan. When engaging the public, they also looked widely, building connections with through local activists and organisations. They undertook an inclusive 6-month consultation, meeting people 'where they're at' in schools, existing group activities and clubs and on the street, rather than insisting local people come to scheduled events. This resulted in a 5-strand approach with collaborative decision-making and public voting to identify priority projects. 6 strategic projects are now moving into design for implementation starting in 2025 to 2026.

### **Target areas where engagement has been weakest:**

Use your knowledge of where engagement has typically been weakest, and which groups might have been underrepresented in the past. Leverage relationships with community groups to establish how engagement could be improved to overcome barriers such as income, ethnicity, age, disability and language.

### **Be creative and present:**

Go into the community. Hold engagement events in the spaces where people and communities meet, for example, the local high-street, youth clubs, pubs, schools and community centres. Maximise the opportunity to get the view from a broad set of residents that may not attend consultation events.

### **Use a participatory approach:**

Encourage the community to participate in decision-making processes, such as participatory budgeting. This can act as a hook to engage residents, helping to identify local solutions and bring forward innovative ideas. Local authorities may be able to help advise on other tools they have used in the past.

### **Delegate roles to community groups:**

Identify where ownership of the planning and delivery of Regeneration Plans can be given to community groups, facilitating improved local capability by bringing these groups into the planning and delivery process. Consider how partners of the Neighbourhood Boards, such as community organisations, can have a clear role in the process to drive interest in the programme. This could also include devolving budgets and delivery to community groups for neighbourhood priorities.

### **Case study: co-operation at the grassroots**

Members of the Co-operative Councils Innovation Network (CCIN) are encouraged to suggest projects where they can work with other members to find cooperative

policy solutions to the challenges facing local government. The CCIN work programme is divided into larger projects called Policy Labs, and smaller projects called Policy Prototypes.

Between 2019 and 2021, 4 councils worked together on a Policy Lab project to explore co-operative models for improving community engagement and delivering better local outcomes. The councils involved were:

- Burntwood Town Council
- North Herts District Council
- Stevenage Borough Council
- Sunderland City Council

Each council, despite differences in size and resources, adopted neighbourhood-level strategies to enhance services.

Burntwood focuses on empowering community groups to deliver services, while North Herts created a food network during the pandemic to ensure equitable food access. Stevenage implemented a Co-operative Neighbourhood Programme for collaborative decision-making, and Sunderland transformed an abandoned golf course into a community park through local engagement.

These models highlight how councils can collaborate with communities for more effective and efficient service delivery.

### **Case study: resident-led transformation in Lawrence Weston**

The Ambition Lawrence Weston (ALW) initiative, based on a post-war housing estate in north-west Bristol, is a community-driven project supported by funding from Big Local and local partnerships.

Through a community development plan and a neighbourhood development plan, residents influenced policies such as ensuring that 50% of new housing is allocated to local families. ALW facilitates a community network of over 45 organisations, fostering collaboration on impactful projects such as a solar farm powering 1,000 homes and a planned wind turbine. These efforts have attracted over £5.5 million in investment, significantly boosting the local economy, and transformed the area through new infrastructure, improved transport links, enhanced facilities for young people and support for local businesses. By circulating wealth locally and empowering residents, ALW has created a stronger, more self-reliant community with lasting benefits.

### **Ensure continued accountability through ongoing engagement opportunities:**

Make sure your community stays informed of developments during key milestones through email, press release, exhibition or in-person events.



## Next steps

Placing communities at the heart of the regeneration process has defined previous successful government initiatives, including John Prescott's New Deal for Communities. By consistently investing time in good conversations with residents, leaders built trust and social capital within communities to ensure funding was spent on things that mattered to locals.

The Plan for Neighbourhoods provides the funding and support to build trust, drive growth and release the potential of 75 areas. Through the introduction of Community Right to Buy and further initiatives to support high streets and communities, we will see local leaders take back control, neighbourhoods revitalised, and communities strengthened up and down the country.



## **Plan for Neighbourhoods – Pre-approved Interventions**

This page contains a list of pre-approved interventions that local authorities and Neighbourhood Boards can use for the Plan for Neighbourhoods programme.

The interventions have been drafted broadly to give flexibility to boards as to how and what they can deliver, providing examples where possible to indicate ideas for spend, but it is not exhaustive.

We encourage Neighbourhood Boards to think innovatively and creatively about how to deliver the strategic objectives of the programme. Where activities fall outside the scope of the pre-approved interventions but the board, based on their community engagement, believes they are better placed to meet local needs, the board should seek to pursue these. This would require a business case to be agreed with the Ministry of Housing, Communities and Local Government (MHCLG).

## **Regeneration, high streets and heritage**

### **Funding for improvements to town centres, neighbourhoods, and high streets, including capital spend and running costs**

Example interventions include:

- public realm improvements, for example pavement repairs, repainting of public spaces, street cleaning street furniture, production and enforcement of a shop-front style guide or other improvements
- regenerating a town square or high street
- the delivery of outreach, engagement, or participatory programmes for community spaces, including youth centres and public libraries
- improvements could include better accessibility for disabled people

### **Creating and improving green spaces, community gardens, watercourses and embankments in the local area, along with incorporating natural features into wider public spaces**

Example interventions include:

- regeneration of existing parks or community gardens, particularly in areas with poor quality parks and gardens
- improvements to a canal towpath, particularly in more deprived neighbourhoods
- urban and riparian tree planting
- changes to management of green spaces and verges
- improving access to existing parks
- development of a new park, particularly in areas with the least access to greenspace
- development of a new community garden

### **Support for non-domestic energy efficiency measures and decarbonisation in local businesses, high streets, and community infrastructure**

Example interventions include:

- support grants for local businesses to upgrade current infrastructure to make energy savings, with eligibility assessed on a case-by-case basis
- taking a whole systems approach to investing in infrastructure to deliver effective decarbonisation and energy efficiency for buildings and transport and beyond (for example, improvements to heating or ventilation efficiency, or support for renewable technologies)

### **Funding for new community and neighbourhood infrastructure projects, or for improvements to existing ones, including facilities that house public services or enhance community resilience to natural hazards, such as flooding. This could cover both capital spend and operational costs**

An example intervention includes:

- constructing new or updating existing defences to enhance community resilience against natural hazards like flooding or coastal erosion

## **Enhanced support for arts, cultural, heritage and creative activities, projects and facilities and historic institutions that make up the local cultural heritage offer**

Example interventions include:

- organising event programmes for local assets and sites, such as youth centres and public libraries, and their communities
- developing, restoring or refurbishing local natural, cultural and heritage assets and sites, including for new uses by the community

## **Funding for local arts, cultural, heritage and creative initiatives**

Example interventions include:

- funding to support maker spaces
- support for local art galleries, museums, and libraries to host exhibitions
- support for artists to display and showcase work
- funding for cultural, heritage and creative events, for example, locally led music and theatre performances, tours, author events and film screenings
- support for outreach, engagement, participatory programmes as part of wider local arts, cultural, heritage and creative activities
- support for the establishment and development of cultural, heritage collaborative networks to share knowledge locally

## **Investment and support for digital infrastructure for local community facilities**

## **Housing**

### **Provide safe and supportive environments for people with experience of homelessness and rough sleeping**

Example interventions include:

- supporting community-based faith and voluntary sector homelessness services to improve accommodation infrastructure and support services
- enabling community-based services to work with those in the community (including those in temporary accommodation) to prevent a return to rough sleeping (for example, by establishing befriending and mentoring schemes)
- supporting larger commissioned homelessness and rough sleeping charities that alleviate wider statutory duties

## **Modernisation of social housing**

An example intervention includes:

- capital funding can be used to insulate walls, install underfloor insulation, install loft insulation, install double glazing units, and replace gas boilers with low carbon heating systems such as heat pumps

## **Support wider neighbourhood renewal by improving the attractiveness and liveability of homes and their surroundings**

Example interventions include:

- running community engagement and consultation processes for estate regeneration or other neighbourhood renewal projects
- supporting with neighbourhood public realm improvements, such as improving and securing domestic private and communal gardens, upgrading play areas, and hiring design or project consultancy

## **Provide healthy and climate-resilient homes support locally**

Example interventions include:

- establishing a 'healthy housing' advice hub space, in the same vein as the Good Homes Agency Model and Derby City Healthy Housing Hub
- mitigating the effects of extreme heat on homes – for example, by purchasing external window shutters, ceiling fans, and UV light film for glass for local homes

- using funding capacity for domestic water-saving measures – for example, installing a water-saving device in a toilet cistern, or installing a water-butt for plants
- developing and supplying emergency flood preparedness kits to local homes – see examples of this from the [National Flood Forum](#), [Scottish Flood Forum](#) and the [Environment Agency](#)
- fitting property flood resilience measures in homes at risk of flooding

## **Establish land trusts for the purpose of creating community-led housing to meet local needs**

Example interventions include:

- incorporating a community land trust (CLT), for example to help with filing with the Financial Conduct Authority (FCA) and to attend, run and seek out workshops to clarify aims, seek legal advice, and all other key priorities
- using funding to help with building CLT membership, leadership, skills, and technical advice throughout a project
- hiring a manager for the CLT
- project-specific costs at the pre-development stage such as the costs of project management and community consultations, and costs associated with bringing forward planning applications, including the use of surveyors and architects
- hiring bid writers for grants to build properties, acquire land, and buy-up properties for renovation

## **Support local community initiatives that support people in bringing down their home energy bills and improve the energy efficiency of their homes**

Example interventions include:

- running community energy groups to help local residents, for example, people could bring their gas and electricity bills and discuss ways to save and keep warm with volunteers, receive energy debt advice, and be given referrals to a heat doctor
- running in-person retrofitting advice sessions in community spaces to improve engagement with retrofitting - funding can be allocated to hire a Publicly Available Specification (PAS) or Royal Institution of Chartered Surveyors (RICS)-accredited consultant to train volunteers in retrofitting advice

## **Work, productivity and skills**

### **Support to improve awareness of, and access to, local provision that moves people closer to and into sustained employment, in line with an area's Get Britain Working Plan (England and Wales only)**

England and Wales: Boards should check proposals with Connect to Work teams and Get Britain Working Plans in their wider areas.

Example interventions include:

- additional support to help economically inactive people into work
- Not in Education, Employment, or Training (NEET) prevention and reduction activity in advance of full implementation of the Youth Guarantee in England and the Young Person's Guarantee in Scotland, Work Experience programme in Northern Ireland and Wales Young Person's Guarantee
- local interventions to improve the retention of disabled people and people with health conditions within the workplace

## **Enabling community wealth building**

Example interventions include:

- creating a regional mutual or community bank – for example, banking services aimed at supporting community development, small businesses, the local social economy, or helping low earners acquire mortgages
- supporting local employment schemes
- offering business rate relief for those businesses that become Living Wage Accredited, using local authority discretionary rate relief powers to fund a fixed pot to deliver a local scheme (see [example scheme by Hounslow](#))

## **Developing and expanding existing local business support and networks for smaller businesses and social enterprises**

Example interventions include:



- working with the local Growth Hub in England, Business Wales, Scottish Enterprise or Enterprise NI, and partners such as Chambers of Commerce and Business and Intellectual Property Centres on developing or leveraging existing relevant local business advice, support and networks
- strengthening provision for the local growth hub to support businesses at all stages of their development to start, sustain, grow and innovate
- supporting the existing regional delivery of Made Smarter Adoption in England bidding for and host international business events and conferences, with agreement of the Department of Business and Trade, that support wider regional growth sectors – this could include conferences for leading sectors locally
- supporting the establishment and ongoing running of an open air market
- improvements to town centre retail and service sector infrastructure, with wrap around support for small businesses, utilising existing support channels where possible
- business support activity for local entrepreneurs

Towns should consult their regional Department for Business and Trade export support team when planning export-related activities, including bidding to host any international business events or conferences. This will ensure cohesive, complementary, and aligned export support for local businesses, optimising value for money outcomes from the use of public funds.

### **Skills provision tailored to local opportunities and skills gaps, such as those identified in an area's Local Skills Improvement Plan (England only)**

Example interventions include:

- equipment and facilities for a specific programme or training course run by a skills provider or college linked to a local employer in need of skilled workers
- green skills courses, including retraining for those in high carbon sectors

### **Funding to support the development, improvement, and promotion of the visitor economy, such as local attractions, historical trails, cultural tours, campaigns and other related tourism products**

Example interventions, working with the relevant Local Visitor Economy Partnership or equivalent where possible, include:

- grants for the development, promotion, and upkeep of local tourist attractions
- developing other visitor experiences centred around the local offering (for example, cultural or historical offerings)
- campaigns highlighting the local area and its culture, heritage, leisure, and visitor attractions, aimed at both residents and visitors
- initiatives to encourage visitors from further afield to visit and stay for longer periods in the region (such as overnight), collaborating with other places where appropriate

## **Cohesion**

### **Measures to improve community cohesion**

Example interventions include:

- co-creating cohesion action plans by local authorities, agencies and partners, including the voluntary and community sector, businesses and communities, which diagnose local cohesion challenges and ensure tangible, measurable actions are put in place to address them
- projects that bring people together from different groups, including different faiths, for various objectives, including social mixing, intercommunity conversations, volunteering, and conflict resolution
- projects which celebrate and explore different cultures and lives, such as neighbourhood festivals and cultural exchange opportunities
- projects which build relationships within and between communities, such as mentoring and buddying schemes, town-hall discussions on local issues, and other means of creating productive dialogue
- projects which build capacity, capability and awareness in communities, such as English for speakers of other languages (ESOL) provision, hate crime awareness, tackling local misinformation and disinformation which impacts local cohesion, public education and communication campaigns, community ambassadors, and preparing communities to accept and support new arrivals and resettled cohorts

**Funding for impactful volunteering and social action projects to develop social and human capital in local place**

Example interventions include:

- supporting local volunteering groups, such as youth charities and carer's groups
- supporting people, including young people, to develop volunteering and social action projects locally

## **Investment in capacity building and infrastructure support for local civil society, youth and community groups**

Example interventions include:

- renovating and developing existing or new community spaces, such as village halls, libraries (including libraries of things), youth facilities or community centres for local civil society and community groups to use
- community-based small grants and loans schemes
- developing community forums, youth engagements, governance structures, volunteering and social action projects and communication channels

## **Health and wellbeing**

### **Supporting community-level health provision**

Example interventions include:

- community mental health hubs
- social prescribing provision
- measures to encourage healthy eating such as community-level fruit and vegetable prescription schemes
- pilot programmes aimed at improving local health outcomes
- signposting to free NHS digital support tools, for example, NHS Better Health apps and websites

## **Integration and co-location of health and wellbeing services**

Example interventions include:

- bringing together different health and wellbeing services under one roof in an accessible high street location – where appropriate, this could be as part of a wider community hub which houses a range of community services and activities under one building, creating a place for people to mix with others
- turning disused or under-used high street buildings into health and wellbeing hubs
- utilising retail spaces for healthcare initiatives, such as clinical, community, diagnostic, and mental health and wellbeing services so that towns benefit from improved accessibility, reduced carbon footprint, and economic revitalisation – some example services are:
  - domestic abuse
  - homelessness
  - substance abuse
  - early years and ageing well services
  - mental health, mindfulness and suicide prevention plus young person mental and health resilience training
  - smoking cessation
  - exercise classes and support sessions
  - healthy eating and nutrition classes

## **Funding for local sport and activity facilities, events, teams and leagues, to foster community engagement and connection**

Example interventions include:

- refurbishing and maintaining existing sports facilities
- funding for community sports leagues
- redeveloping an unused area to build sports facilities
- developing new 3G sports pitches and other sports facilities

## **Funding to support preventative public health initiatives and campaigns**

Example interventions include:

- funding for support groups or specialist advice services on public health issues, such as stop smoking services
- encouraging the use of free campaign materials from NHS Better Health, available from the Department of Health and Social Care's [Campaign Resource Centre](#) (these cover healthy pregnancy, early years, family nutrition and physical activity, and a range of adult health behaviours including smoking and mental health)

## **Provide drug and alcohol support for people with experience of homelessness and rough sleeping**

Example interventions include:

- setting up or supporting a Lived Experience Recovery Organisation (LERO) – this could involve working with existing LEROs and collaboration with existing community organisations and venues such as community centres, churches, and libraries
- establishing therapeutic and community-connection activities using shared community spaces, for example community gardens and art therapy groups

A LERO is an independent organisation led by people with lived experience of drug and alcohol recovery. LEROs deliver a range of harm reduction interventions, peer support and recovery support, and help people to access and engage in treatment and other support services.

## **Transport**

Boards should engage in a positive and collaborative manner with the relevant local authority and transport operators on the transport interventions set out below.

### **Support for active travel enhancements in the local area**

Example interventions include:

- improving existing footways and cycle routes, particularly in areas of health need

- creating new footways and cycle routes to key destinations, particularly in areas with poor health outcomes
- upgrading a junction or introducing crossings to mitigate severance, for example, between residential housing areas and the local high street

## **Funding can be used to improve local bus services**

Example interventions include:

- making improvements to local bus infrastructure, including bus stops, bus stations and interchanges, bus lanes and corridors, traffic signalling improvements, or bus priority schemes to improve bus speed and punctuality
- bringing forward delivery of schemes set out in the local Bus Service Improvement Plan in England, or equivalents in Scotland, Wales and Northern Ireland
- revenue support for new or existing local bus services, including flexible bus services (Demand Responsive Transport) or community transport services
- improving the quality of bus information for passengers and marketing of the local bus service offer
- reducing or simplifying fares

## **Funding for new, or improvements to local road networks to improve access within and to the town**

Example interventions include:

- traffic management improvements to relieve congestion
- road safety
- highway maintenance (including potholes)

## **Funding to improve rail connectivity and access**

Example interventions include:

- developing business cases for and delivering new stations along existing lines, with the support of additional local funding, if needed, and with the agreement of National Rail and the Department for Transport, or equivalents in Scotland, Wales and Northern Ireland
- improving accessibility and journey quality at and around stations
- improving passenger information

Boards should engage with Network Rail, train operators, and the Rail Delivery Group, as well as other rail organisations and bodies (such as Community Rail Partnerships) about any funding to improve rail connectivity and access in and around stations.

## **Reducing vehicle emissions**

Example interventions include:

- funding for electric vehicle charging facilities
- funding to procure zero emission buses and supporting infrastructure
- funding to subsidise the procurement of zero emission buses and supporting infrastructure by bus operators

## **Safety and security**

### **Design and oversight of the built and landscaped environment to 'design out' crime and encourage positive behaviour**

Example interventions include:

- using Crime Prevention Through Environmental Design (CPTED) principles to redesign parks, streets, and alleyways. This includes removing blind spots, improving sightlines, and adding clear pathways, ensuring public areas feel safe and open
- encouraging the active use of public spaces throughout the daytime, evening, and night
- improving streetlighting, such as improved lighting levels and smart street lighting
- fitting or upgrading CCTV

- installing multi-functional street furniture, designed to discourage misuse or vandalism
- installing signage in town centres to reinforce crime prevention messages and deter anti-social behaviour. such as “Keep it clean for everyone” or “Respect your town: CCTV in operation” - these can act as constant reminders to encourage pro-social behaviour
- using pavement markings or physical barriers to discourage loitering or clustering in high-risk areas, such as outside shops, while guiding pedestrians through safer, well-monitored pathways
- replacing graffiti-prone walls with community-designed art projects such as murals, which encourage respect for the area and reduce vandalism
- using public installations that both beautify and promote safety in town centres, for example, ‘Safe Zones’ to designate visible safe spaces with clear signage, where people can wait or seek help in busy areas, such as outside train stations or late-night venues
- installing digital or physical noticeboards in town centres where residents and businesses can report issues, highlight community events, or promote safety campaigns – these boards could also include live updates about public services, fostering engagement and collaboration

### **Policing interventions to target crime prevention in specific locations, in particular town centres**

Example interventions include:

- community or town wardens
- hotspot policing
- problem-oriented crime prevention and enforcement

Boards should engage with the local police force, when considering these interventions.

### **Interventions to tackle anti-social behaviour, crime and minimise reoffending**

Example interventions include:

- sports initiatives designed to tackle crime and minimise reoffending
- mentoring
- police-led diversion models for young offenders pre-charge



- targeted deterrence approaches
- halfway house initiatives

## **Co-location of crime reduction services**

Example interventions include:

- establishing multi-agency crime reduction hubs and bringing together local hubs where councils, police, social services, probation, businesses, mental health teams, and community organisations collaborate to share intelligence, coordinate resources, and plan joint interventions
- utilising retail spaces, funding can be used to create spaces, especially in town centres where the public can access guidance and support about anti-social behaviour and crime
- establishing and running a Business Crime Reduction Partnership

## **Improved town centre management**

Example interventions include:

- delivering coordinated town centre management, including establishing a town centre support team to work in partnership with councils, police, and local businesses
- testing the viability of establishing a Business Improvement Districts (BID) to help improve the local trading environment
- creating action plans for managing nightlife, including staggered closing times, late-night transport, and visible policing

## **Initiatives to reduce burglary**

Example interventions include:

- community-led Neighbourhood Watch
- providing of crime prevention guidance
- marking property for identification
- enhancing property security through target hardening
- cocoon watch

- providing crime prevention advice, support and guidance to neighbours and nearby residents of burgled properties)
- installing alley gating to improve security

## **Education and opportunity**

### **School-based programmes to support young people's development**

Example interventions include:

- targeted early help support initiatives to support children and young people with emerging mental health and wellbeing needs
- facilitating access to arts, music, sports and other enrichment activities

### **Support to both reduce levels of child poverty and to prevent the negative impacts of child poverty on children and families**

Example interventions include:

- supporting families in poverty to increase income and become financially resilient, for example by improving access to welfare and debt advice, including awareness and uptake of social security benefits
- cost of living support for disadvantaged families to mitigate the impacts of child poverty, for example, support for travel cost and fuel
- ensuring access to good quality healthy food, for example through use of food vouchers during school holidays and nutritional support programmes
- funding for children and families in poverty to overcome barriers to digital inclusion, for example access to the internet and or device support (funding can be used to extend existing initiatives)
- creation of community-led responses to child poverty which are accessible and destigmatising, for example community shops with access to discounted food, school uniforms and other equipment, community kitchens and guidance services

## **Support for families and young children**

Example interventions include:

- bolstering national breakfast club provision locally
- bolstering early years education and childcare provision, including through supporting new or expanded school-based nurseries
- additional support for family hubs and family help services including building or upgrading facilities, and expanding service provision

## **Funding to help families with the cost of childcare where it may alleviate cost of living pressures, or support employment**

An example intervention includes:

- including piloting models of community-delivered childcare, for example, exploring cooperative and collective provision by parents in line with the French Crèche parentales where parents would support 1 to 2 days a week in exchange for free childcare

## **Support for growing the local social economy, including community businesses, cooperatives and social enterprises**

Example interventions include:

- funding to help establish or develop a local co-operative organisation
- training for local business support providers (such as Growth Hubs in England) and other sector facilitators to help them promote, inform and deliver co-operative business solutions

## **Support for community-based learning and development**

Example interventions include:

- training and support programmes for local civil society and community group leaders to build the capacity of communities to meet their own needs, and to engage with and influence decision makers

- community-based adult learning programmes, including to develop confidence and life skills (including cooking and household repair), and to improve essential skills in maths, English (including English for speakers of other languages) and digital
- youth work, family learning and other early intervention work with children, young people and families



# **Greater Grimsby Board Assurance Framework 2024**

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# 1. INTRODUCTION

## What is the Assurance Framework?

- 1.1** This 2024 Assurance Framework sets out the governance and decision-making structure of the Greater Grimsby Board (the Board) in relation to the Towns Fund and Long Term Plan for Towns. Its purpose is to:
- Enable accountable decision making
  - Ensure value for money
  - Provide for effective monitoring and evaluation
- 1.2** The Framework is underpinned by a suite of documents, including terms of reference, policies and procedures which apply to all the activities in which the Greater Grimsby Board are involved.
- 1.3** The Board works closely with North East Lincolnshire Council (NELC) as the Accountable Body for the Grimsby Towns Fund and Long Term Plan for Towns Programmes in fulfilling its Assurance Framework.
- 1.4** The Framework is divided into five parts:
- Section 1 - Introduction
  - Section 2 - Greater Grimsby Board
  - Section 3 - Governance Arrangements
  - Section 4 - Policies
  - Section 5 - Appendices
- 1.5** This Framework will be reviewed annually and will be approved by the Accountable Body. Any in-year changes will be made within one calendar month or following the next Board meeting if changes require Board approval.

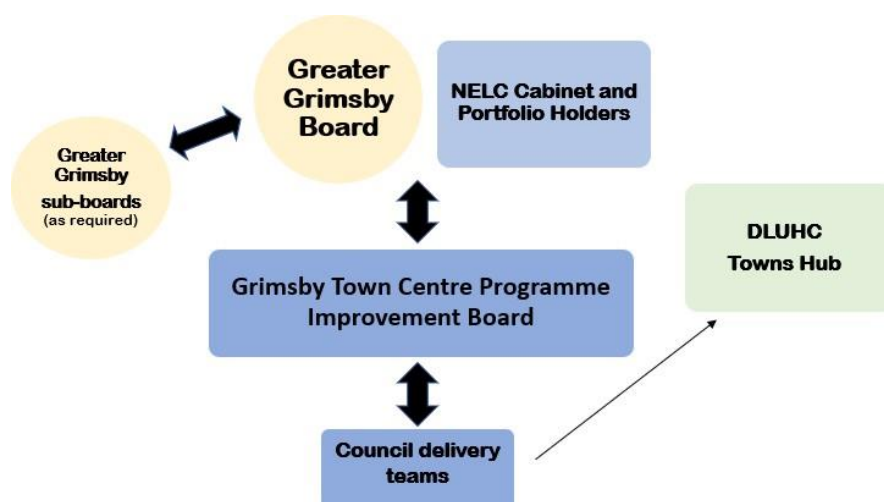
## **2. GREATER GRIMSBY BOARD**

### **2.1 Greater Grimsby Board Role**

- 2.1.1 The Board will adopt the role of a senior strategic body working in partnership with NELC. It will provide strategic direction to the development and implementation of the Towns Fund and Long Term Plan for Towns programmes for Grimsby.
- 2.1.2 Specifically, it will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan (TIP) to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund. The Board will sign off each stage of a Town Investment Plan and Town Deal ensuring diversity in its engagement with local communities and businesses.
- 2.1.3 The Grimsby Town Centre Programme Improvement Board, a Council board consisting of senior managers from different Council disciplines, including the deputy S151 Officer will have oversight of the programme delivery on behalf of the accountable body – NELC. The Senior Responsible Officer, the Assistant Director Regeneration will manage programme information and activity between the GGB, its sub-groups and panels and the Council delivery teams, Portfolio Holders and the Council's Cabinet. A Towns Fund Programme Manager will have day to day responsibility for the delivery of the Towns Fund projects on behalf of the Board.
- 2.1.4 Overarching responsibility for steering and overseeing Grimsby's pre-existing Town Deal and the 2020 Towns Fund programme lies with the Greater Grimsby Board. As the Towns Fund progresses, some work may be delegated to specific sub-boards or panels. These sub-boards will be chaired by a member of the Greater Grimsby Board who will report to the main Board on the sub-board activity.
- 2.1.5 The Board will also lead on the Long Term Plan for Towns programme and will be the vehicle for developing the 10 year vision and 3 year Investment Plan for Grimsby (as set out in the Geographical Boundary provided to the Board by DLUHC). The Board will act as the Governance and delivery mechanism to drive forward transformational change around the three themes of:-
- Safety & Security
  - High Streets, Heritage & Regeneration
  - Transport & Connectivity



2.1.6 The organogram below describes the board structure and relationship between the Board and the Council. More information on the governance arrangements can be found in section 3.



## 2.2 Membership

2.2.1 The Board membership will comprise of a private sector chair and representatives from local government for North East Lincolnshire, local MP's, the Local Enterprise Partnership, local businesses and investors, community and local voluntary community sector representatives and relevant local organisations like the FE colleges.

2.2.2 The current membership of the Greater Grimsby Board is listed below:

NAME	ORGANISATION
Simon Bird	Associated British Ports
Louise Brennan	Historic England
Ruth Carver	Greater Lincolnshire LEP
Julian Free	University of Lincoln
Cllr. Philip Jackson	North East Lincolnshire Council
Lord Lamont of Lerwick	House of Lords
Dave Petley	University of Hull
Lia Nici MP	Member of Parliament
David Ross	David Ross Foundation
David Talbot	Catch
Emma Toulson	Orsted
Martin Vickers MP	Member of Parliament
Julie Walmsley	Voluntary, Community & Social Enterprise Alliance
Rob Walsh	North East Lincolnshire Council
Jonathon Evison	Police & Crime Commissioner
Cllr. Stan Shreeve	North East Lincolnshire Council
<b>VICE CHAIR</b>	To be appointed

2.2.3 The Cities and Local Growth Unit (a partnership between the Department for Business, Energy and Industrial Strategy and the Department for Levelling Up, Housing and Communities) Area Lead will attend board meetings in an observer capacity.

## 2.3 Role of the Board Chair

2.3.1 The role of the Chair of the Board will be to:

- provide high quality strategic leadership to the town's economic regeneration, predominantly the development and implementation of Grimsby's Towns Fund and Long Term Plan for Towns programmes
- to build and manage national and local business and political relationships to facilitate collaborative working towards the achievement of the town's economic plans
- provide leadership and direction to the Board, ensuring the Board is run in a transparent and equitable manner, upholding the Seven Principles of Public Life (the Nolan Principles)
- leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working
- signing the Head of Terms Agreement with government, acting alongside the Accountable Body
- ensuring that decisions are made by the Board in accordance with good governance principles

- promote and ensure compliance with conflicts of interest, data protection legislation and confidentiality

## **2.4 Role of the Vice Chair**

- 2.4.1 The principle role of the Vice Chair will be to deputise for the Chair at meetings of the Board and to support the Chair in his/her role i.e.
- Chair meetings in the absence of the Chair
  - Deputise for the Chair at other relevant meetings
  - Lead on key issues on behalf of the Board as delegated by the Chair

## **2.5 Responsibilities of the Board**

- 2.5.1 The Board is responsible for:
- upholding the Seven Principles of Public Life
  - providing strategic direction to the development of the TIP
  - establishing a clear programme of interventions for the town's development
  - endorsing the final TIP
  - ensuring communities' voices are involved in shaping design and decision making at each phase of the development of the TIP
  - coordinating resources and engaging stakeholders
  - ensuring diversity in its engagement with local communities and businesses
  - overseeing each step of agreeing a Town Deal, and overseeing compliance with the Heads of Terms Agreement with government
  - overseeing the:
    - o development of agreed TIP projects, including detailed business cases
    - o regular submission of monitoring reports to the Towns Hub
    - o accounting for the Town's funding allocation
    - o monitoring and evaluation of the delivery of individual Towns Fund projects

## **2.6 Terms of office**

- 2.6.1 Board members (including the Chair and Vice Chair) are appointed for terms of up to four years, which may be renewed for a further four years on the basis of satisfactory performance and attendance. The Board executive will be responsible for maintaining a register of Board member terms of office and proposing review arrangements to the Board as the need arises.

## **2.7 Role of the Accountable Body (NELC)**

- 2.7.1 NELC will:
- provide the executive who will support the Board and any sub-boards or panels
  - uphold the Seven Principles of Public Life
  - develop a delivery team, delivery arrangements and agreements
  - ensure decisions made by the board are made in accordance with good governance principles
  - ensure transparency requirements are met through publication of information on their website
  - develop agreed projects in detail and undertaking any necessary feasibility studies

- undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- develop detailed business cases for projects
- liaise with potential private investors in identifying local projects
- sign the Heads of Terms Agreement with government
- lead and manage the delivery of public sector projects within the TIP
- work with partners on the delivery of joint private and public sector projects
- monitor and evaluate the delivery of individual projects
- submit regular monitoring reports on all TIP projects to the Towns Hub
- receive and account for any project funding including Towns Fund monies

## **2.8 Member Conduct**

- 2.8.1 All Members of the Board, sub-boards or Panel or any other Group will be required to sign up to and act in accordance with the Board Members Code of Conduct, which incorporates the Nolan Principles (see Appendix 1, page 20).
- 2.8.2 If any Member's conduct falls short of the standards set in the Member's Code of Conduct (detailed on page 16) they may be dismissed from any or all, of their roles by a majority vote of the Board. The member in question will not be allowed to participate in this vote. This will also apply if there has been any proven misconduct in a non-Town Deal role or illegal activity that may bring the Town's Fund activity into disrepute.
- 2.8.3 All members must follow the guidance in the Conflict of Interest Policy (page 18) to ensure any conflicts of interest that arise during decision making processes are managed and recorded properly.

## **2.9 Communication and Engagement**

- 2.9.1 The Board will operate in a transparent and objective way for the benefit of Grimsby and its communities. It will publish its membership, governance arrangements, meeting documents (5 days in advance of meetings), draft minutes of meetings (within 10 working days of the meeting), final minutes (within 10 working days of Board approval), decisions and programme performance on a designated Towns Fund webpage on NELC's website which can be found at [Greater Grimsby Board](#).
- 2.9.2 Communities and organisations will be able to access regular updates on the Towns Fund, published on the webpage and a newsletter will be circulated to consultation participants who registered an interest in receiving Towns Fund news. The Grimsby Towns Fund Stakeholder Engagement Plan, developed to support the Town Investment Plan, describes a programme of engagement which will be supported by NELC's Communication Team. It outlines the methods of engagement the Board and the Council delivery teams plan to use to engage with communities and organisations to maintain a regular two-way flow of communication during the delivery of the Towns Fund programme. It explains how information will be shared and how further consultation exercises and events will be scheduled to take place across the lifetime of the programme.
- 2.9.3 The Stakeholder Engagement Plan will be reviewed on an annual basis by the Board.

## **2.7 Data Protection and Information Governance**

- 2.7.1 The Greater Grimsby Board Assurance Framework will comply with the Council's Information Governance Framework which is aligned to requirements of the General Protection Data Regulation (GDPR) 2015 and Data Protection Act 2018. The Council's Data Protection Officer will support the Board in dealing with any data protection questions. The Council framework can be found at: [Information Governance & Data Protection](#).

## **2.8 Whistleblowing and Complaints**

- 2.8.1 If a Board member considers any suspicion of any fraudulent or corrupt act this should be reported in line with the Councils' whistleblowing policy found at – [Whistleblowing Policy](#)
- 2.8.2 If a Board member has concerns and wishes to submit a complaint, this should be reported in line with the Councils' complaints procedure found at – [Complaints Procedure](#)

## **3. GOVERNANCE ARRANGEMENTS**

### **3.1. Managing Public Money**

The accountable body for the Towns Fund activity is NELC.

NELC will work in partnership with the Board in developing and implementing economic regeneration plans for the town, with the Board offering strategic direction to these plans. NELC will take receipt of and defray any programme funds and will provide the executive who will support the Board and any sub-boards or panels. NELC will also provide the programme delivery teams along with the services of its legal, human resource, and financial departments, in the development and implementation of the proposals within the Town Investment Plan. NELC staff adhere to the NELC's policies and procedures and the Deputy Section 151 Officer will take responsibility for ensuring the Board adheres to the Greater Grimsby Board Assurance Framework.

- 3.1.2. NELC will ensure proper management of any public money relating to the Towns Fund. These considerations include:

- All funding decisions being made on merit taking into account all the relevant information available at the time
- UK subsidy control implications
- Overseeing the development and application of any procurement process
- Ensuring any funding agreements reflect the conditions that need to be in place and that these are upheld
- Retaining copies of all relevant documentation as required
- Ensuring transparency of quarterly and annual accounts
- Maintaining the official record of the Board proceedings and documents
- Reviewing Board decisions are lawful and follow the correct procedures.

## **3.2 Decision Making**

### **3.2.1 Stage 1. Town Investment Plan**

The Board will be responsible for signing off each stage of the development of the TIP, this includes the decisions relating to the project prioritisation process and final selection of projects for inclusion in the TIP.

### **3.2.2 Stage 2. Heads of Term Agreement /Town Deal**

The Board will be responsible for decisions relating to the agreement of a Town Deal with government (Town Deal 2, as Grimsby already has a pilot Town Deal) and the subsequent development of the detailed business cases for TIP projects. The Board will oversee each step of this process and along with NELC, will have responsibility for reaching a final Heads of Term Agreement with government.

### **3.2.3 Stage 3. Full development of TIP projects**

Following the Heads of Term Agreement, the Board will oversee the development of full business cases for all the TIP projects in line with Green Book requirements. The business case development will be carried out by an accountable lead, a project manager appointed within the Council and a project delivery group comprising of all direct stakeholders including any external partners. This process will be managed by a Programme Manager (see 3.2.5) who will provide progress reports to the Board. Further consultation will take place during full business case development to ensure the community and stakeholders remain active in shaping the projects. Appraisal of the business cases will be carried out prior to submission to government to give the necessary assurance to the Board. NELC's Business Development Framework sets out a process whereby approval must be sought for a Business Case which requires capital, revenue or external funding prior to project commencement. This process ensures an effective route if followed from idea generation through to development of a thorough business case and project delivery, and also ensures that projects receive a healthy level of challenge and are subject to the correct governance processes. Firstly, the Business Case gets assessed through NELC's Business Development Group, which has representation from finance, assets, legal, procurement, economy and internal audit to ensure business cases meet all the necessary expectations. Where considered necessary, external support will be procured to assess technical aspects of a business case. A recommendation is then put forward to NELC's Assistant Director's group before proceeding through Scrutiny and Cabinet. Once the business case has been approved by the Department for Levelling Up, Housing and Communities (DLUHC) Towns Fund Team, the projects will move onto the delivery stage.

### **3.2.4 Stage 4. Delivery of TIP projects**

The Board will delegate authority to the Council for the day to day delivery and operational decisions for the Towns Fund programme. The Board will be responsible for strategic programme decisions and for overseeing delivery of the programme, monitoring and evaluation of the individual projects and compliance with the Heads of Terms Agreement with government.

- 3.2.5 NELC will appoint a Programme Manager (PM) to the Grimsby Towns Fund programme who will have responsibility for day to day decisions and delivery oversight of the TIP projects. The PM will report to the Senior Responsible Officer and will be supported by appointed project managers and other regeneration specialists, including legal, finance and communication specialists. NELC will appoint an SRO who will have delegated authority for operational delivery decisions. Collectively these resources will form the NELC delivery team. Each TIP project will be led by an appointed Project Manager who will work with a Project Delivery Group made up of relevant internal and external stakeholders for this project. The Programme Manager will provide update reports to the Grimsby Town Centre Programme Improvement Board who oversees all of Grimsby's capital projects on behalf of the Council. Regular

programme monitoring reports will be provided to the Board, DLUHC, Portfolio Holders and Members. Key programme decisions will require final approval by NELC's Cabinet.

**3.2.6 Decisions made by the Programme Management Team will relate to the following work areas;**

- day to day responsibility for the management and administration of the Towns Fund programme
- overseeing the delivery of all TIP projects
- ensuring that projects remain UK subsidy control compliant
- overseeing appropriate due diligence (whether internal or external)
- drafting funding agreements letters/contracts, where appropriate (approved by NELC's legal department)
- communicating as required with private sector partners and any individual grant beneficiaries
- performance managing any external grant awards, monitoring milestones, outputs and the terms and conditions
- claim, drawdown, defray and account for funds from DLUHC
- liaising with DLUHC /Towns Fund Team to ensure they receive monitoring updates and progress reports as required
- supporting 3rd party project teams in their delivery of Towns Fund projects, monitoring progress where appropriate through a grant agreement
- reporting on Towns Fund progress to NELC's internal Board and to the Greater Grimsby Board, Portfolio Holders, Scrutiny and Cabinet
- implementation and delivery of the Stakeholder Engagement Plan

3.2.7 A diagram of the reporting and decision-making process for the delivery of the Towns Fund programme is shown at Appendix 2.

### **3.3 TIP Project Prioritisation**

3.3.1 The Board have led the selection process in developing the TIP projects. The process took three stages;

1. Longlist of projects
2. Initial Sifting Exercise
3. Final Sifting Exercise

3.3.2 The first exercise created a long list of projects located within the Towns Fund boundary - 22 projects were identified in total. These projects were derived from a range of sources, for example engagement with stakeholders like local business groups as well as Board members and feedback from MyTown public engagement (2019-20). Relevant projects were also taken from key strategic documents like; the Economic Strategy (2016) Local Plan (2018), the Town Deal Prospectus (2018) and Local Economic Assessment (2020). The second stage was an initial sifting exercise that looked at how these 22 projects fit with a set of more detailed criteria, which is listed below.

- Public engagement responses and
- Alignment with:-
  - Grimsby town objectives

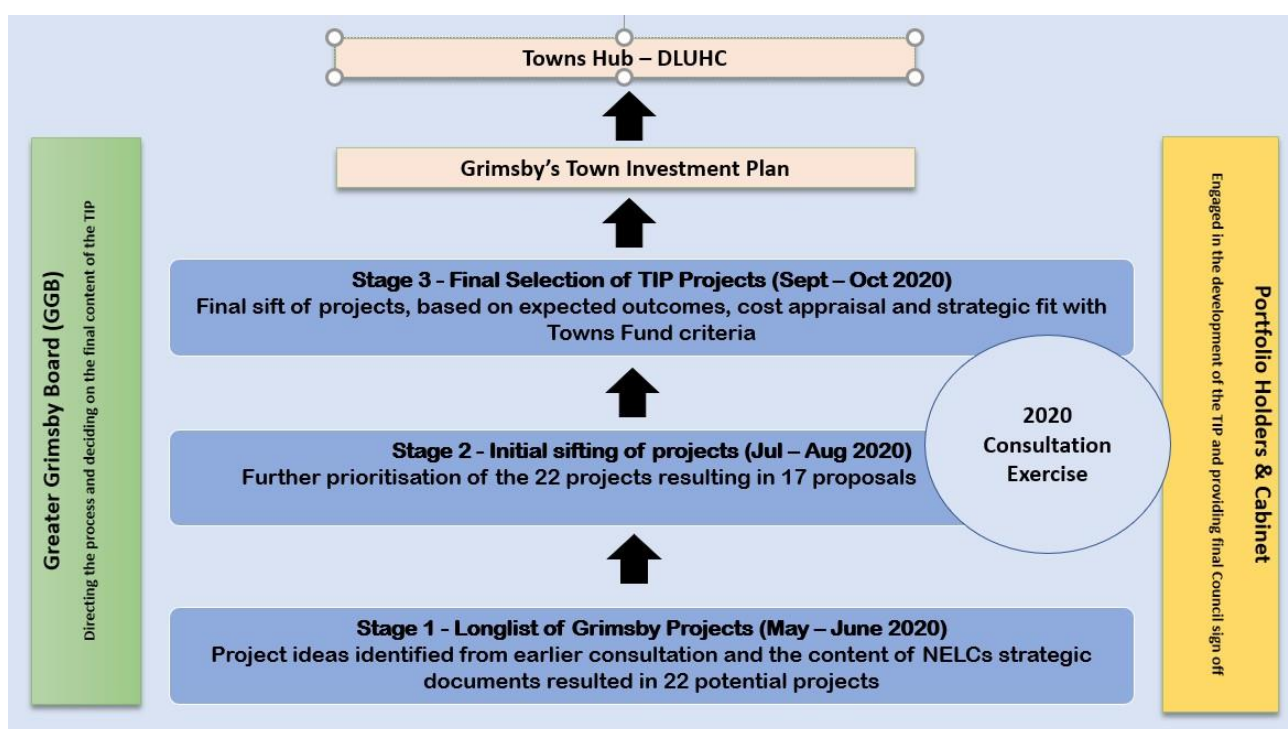
- Towns Fund Intervention Themes
- Regional and national policy
- HM Treasury Green Book criteria
- Stakeholder 'buy-in'

3.3.3 A scoring matrix was applied to prioritise the projects which resulted in 17 projects moving on to the next stage.

3.3.4 The final sifting exercise which shortlisted the final projects for the TIP, involved an outcomes-led approach, for example how well the projects could demonstrate the Theory of Change, as a result of Towns Fund intervention. The cost appraisal of each project also formed part of the final decision in developing a programme of Towns Fund projects.

3.3.5 This final exercise identified 7 projects for inclusion in the TIP, full information of these will be published on the Towns Fund website following final approval and submission of the TIP to government. At the Board meeting on 29<sup>th</sup> September 2020 Board members agreed the project proposals for the TIP. The TIP proposals will be put before NELC's Cabinet for consideration.

3.3.6 The diagram below shows the project selection process described above, in section 3.3.



3.3.7 **Long Term Plan for Towns** – The Board will be responsible for decisions in relation to the Long Term Plan for Towns programme and will be the vehicle for developing the 10 year vision and 3 year Investment Plan for Grimsby (as set out in the Geographical Boundary provided to the Board by DLUHC see below).

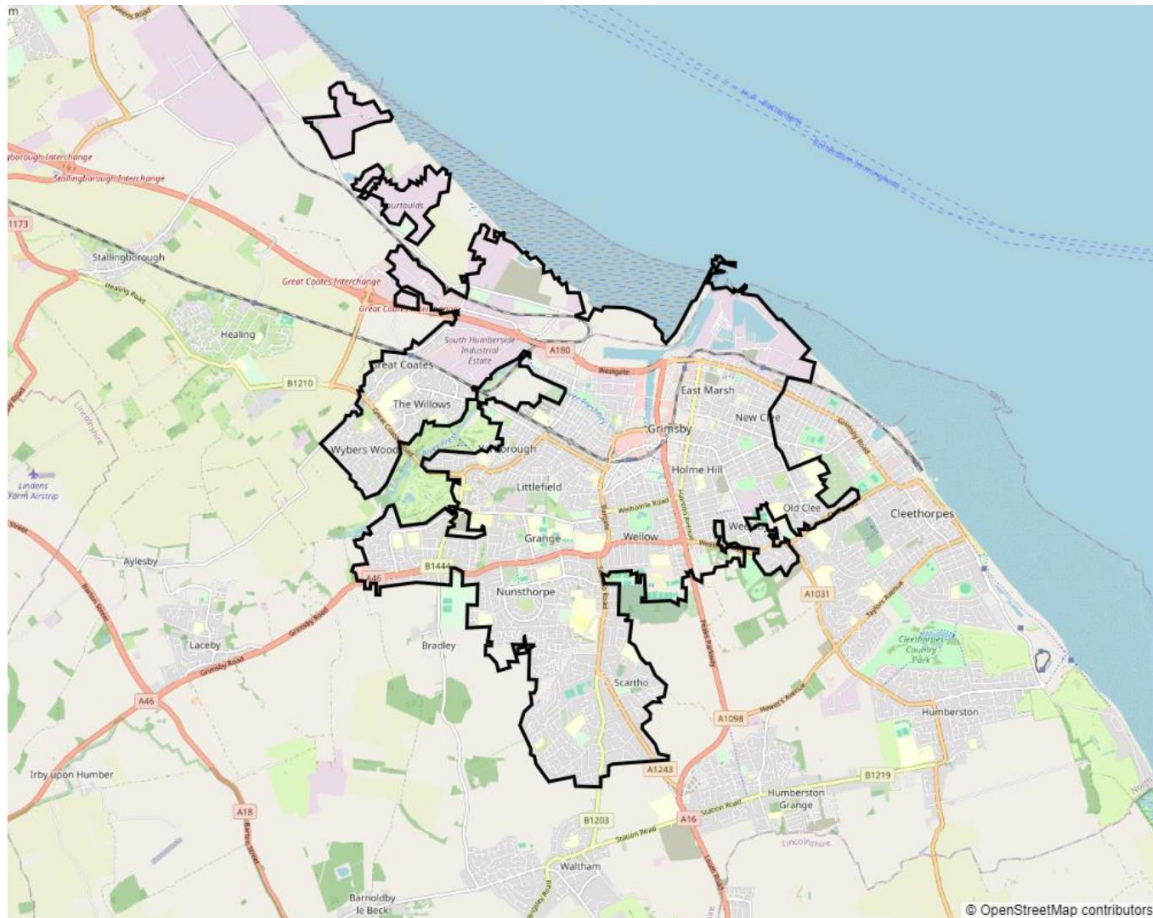
3.3.8 The Board will act as the Governance and delivery mechanism to drive forward transformational change around the three themes of:-

- Safety & Security
- High Streets, Heritage & Regeneration



- Transport & Connectivity

### 3.3.9 Long Term Plan for Towns Boundary Map defining the geographical area covered.



## 3.4 Scrutiny

- 3.4.1 The Grimsby Town Centre Programme Improvement Board is made up of Senior managers with oversight of all Grimsby town capital projects, responsible for ensuring they align to the wider business of the Council and its policies and procedures. There is representation from specialist areas like legal, finance and communications, they act on behalf of the accountable body and will scrutinise the performance of the Towns Fund programme to ensure appropriate compliance to Council, DLUHC and Towns Fund policies and processes. Additional scrutiny

of the programme will be carried out through programme reviews by NELC's Scrutiny Panel, internal Audit reviews and where appropriate external auditing of the programme which would be a procured service.

### **3.5 Financial Regulations**

- 3.5.1 NELC must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance. NELC's statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place. NELC's financial regulations provide clarity about the financial accountability of individuals. The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.
- 3.5.2 A scheme for further delegations will be put in place by the Accountable Body with specific reference to the delegation of authority for the Towns Fund programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

### **3.6 Risk Management**

- 3.6.1 Risk management is an important part of how NELC achieves its priorities. NELC proactively manages its risks, enabling it to effectively manage current priorities and promptly identify future challenges. Risk management is noted as one of the key pillars of good decision making and therefore a crucial element of good governance. NELC continually develops its risk management processes and the 'Risk and Opportunities Management Policy' defines how risks will be managed by the authority and provides guidance on the processes, procedures, roles and responsibilities for risk and sets the context on how risks are managed.
- 3.6.2 A programme delivery risk assessment will be completed and reviewed quarterly at the Town Programme Board as part of the monitoring process ensuring that identified risks are minimised where possible and do not impact negatively on us achieving our priorities, outputs and outcomes.

### **3.7 Risk Register**

- 3.7.1 NELC's Risk Register will record the Towns Fund programme and will be updated on a regular basis recording a list of any significant risks which may prevent the programme from achieving its priorities, outputs and outcomes. It will hold both strategic and operational risks. The Register identifies the lead individual to manage the risk, identify the controls or mitigation that needs to be in place to continually monitor the risk and record the outcome of any audit review.
- 3.7.2 The register is used for reporting and monitoring of risks at a variety of levels and is configured in risk groups aligned to the directorate structure of NELC. It is overseen by the Audit and Risk section, who will also maintain evaluations of NELC wide and confidential risks. Key risks are also recorded in NELC's electronic risk register and are escalated to the Strategic Risk

Management Board as chaired by the Chief Executive and to the Audit Committee if the risk reaches a defined level.

### **3.8 Procurement**

- 3.8.1 As a public sector body, NELC employs rigorous procurement processes which fully comply with the European and HM Treasury regulation on tendering and procurement and is a 'contracting authority' under the Public Contracts Regulations. Any procurement carried out as part of the Towns Fund programme will follow the Council's procurement procedures which can be found at: [Joint Procurement Strategy](#)

# **POLICIES**

## **Terms of Reference - Greater Grimsby Board**

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### **2. Objectives:**

- 2.1 The Greater Grimsby Board will adopt the role of a senior strategic body working in partnership with North East Lincolnshire Council. It will provide strategic direction to the development and implementation of the Towns Fund and the Long Term Plan for Towns programme for Grimsby.
- 2.2 Specifically, it will lead on Grimsby's Town Fund and will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan (TIP) to drive long-term transformative change and inform the Town Deal, including the amount of investment secured through the Towns Fund. The Town Deal Board will sign off each stage of a Town Investment Plan and Town Deal ensuring diversity in its engagement with local communities and businesses.
- 2.3 Key activity for will be to:
- develop and agree an evidenced based Town Investment Plan
  - develop a clear programme of interventions for the town
  - coordinate resources and influence stakeholders
- 2.4 Specifically, it will also lead on the Long Term Plan for Towns programme and will be the vehicle for developing the 10 year vision and 3 year Investment Plan for Grimsby (as set out in the Geographical Boundary provided to the Board by DLUHC). The Board will act as the Governance and delivery mechanism to drive forward transformational change around the three themes of:-
- Safety & Security
  - High Streets, Heritage & Regeneration
  - Transport & Connectivity

### **3. Membership will include:**

- Senior Members and Officer representatives from the Council
- Members of Parliament
- Representative from the Greater Lincolnshire Local Enterprise Partnership (LEP)

- Local businesses, social enterprises and investors
- Community representatives, including cultural, heritage and arts organisations
- Representatives from relevant statutory agencies e.g. Homes England, Historic England, Environment Agency.
- Police & Crime Commissioner and/or Senior Police representative

3.1 The Board will be supported and advised by representatives of North East Lincolnshire Council and independent experts as needed.

#### **4. Conduct:**

- There will be a non-executive Chair from the private/voluntary sector, with a Vice Chair elected from the Board's membership
- The Vice Chair will chair meetings in the Chair's absence
- The Board will make their governance structure, profiles on key stakeholders and – any supporting documents publicly available.
- The Board will publish all board papers in advance of the meeting within 5 working days
- The Board will circulate draft minutes following the meeting within 10 working days.
- The Board will publish final minutes once approved within 10 working days.
- The Board's governance standards and policies will be aligned to those of the North East Lincolnshire Council and have been collated into the Greater Grimsby Board Assurance Framework Board which members will adhere to.
- Meeting documentation will be recorded and published as described in the Assurance Framework
- Members will conduct themselves according to the 'Nolan Principles' [Nolan Principles](#)
- The Board will meet quarterly, with the proviso that more frequent meetings may be scheduled when business needs require it.
- The Board will hold 2 meetings per year as physical face to face meetings.
- Declarations of interest in any agenda items of a personal, commercial or financial interest must be declared at the beginning of the meeting and recorded in the meeting minutes. Members declaring an interest will be asked not to participate in discussion on the relevant agenda items.
- Meetings are confined to Board members and advisors except for external presenters and observers which have been agreed with the Chair in advance.
- The Board periodically reviews its existing membership in relation to commitment, skills and experience to ensure it has the right mix of membership to deliver its activity and vision.

- The Board can decide to appoint a member of the Board to establish and chair sub groups to lead on specific thematic areas of interest and report back to the Board on progress.
- 

## **5. Quorum**

- 5.1 The quorum for the GGB and any sub-board meetings is 5 members who are eligible to Vote. Decisions may not be made at meetings which are not quorate, but the members present may discuss any relevant matters on the agenda. The same quorate applies to decisions made by written procedures

## Code of Conduct

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### 1. Purpose

This Code of Conduct sets out the standards members of the Greater Grimsby Board and sub-groups and panels are required to meet.

### 2. Definitions

2.1 The definitions used in this code of conduct for pecuniary interest and those of a 'sensitive interest' are being taken from the [Localism Act 2011](#) and the nonpecuniary interests as listed in the [Schedule to The Relevant Authorities \(Disclosable Pecuniary Interests\) Regulations 2012 \(No.1464\)](#).

2.2 Member means a member of the Greater Grimsby Board or any sub-boards, panel, group or committee established under the Greater Grimsby Board.

### 3. Code of Conduct

3.1 All members shall have regard to the Seven Principles of Public Life agreed by the Nolan Committee – selflessness, integrity, objectivity, accountability, openness, honesty and leadership – in their conduct at all times. These are summarised in Appendix 1.

3.2 Accordingly, when acting in your capacity as a Member:

- You must act in a manner consistent with the Greater Grimsby Board's commitment to equality and diversity and treat your fellow board/group members, members of staff and others you come into contact with when performing your role with respect and courtesy at all times.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your Greater Grimsby Board role.
- When carrying out your Greater Grimsby Board role you must make all choices based on evidence.
- You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the Greater Grimsby Board. In addition, you should be prepared to give reasons for those decisions and actions.
- You must declare any private interests, both pecuniary and nonpecuniary, including membership of any Trade Union, political party, business or professional membership organisation or local authority that relates to your LEP duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the procedures set out in the section *"Registering and declaring pecuniary and non-pecuniary interests"*.
- You must, when using or authorising the use by others of the resources of the town's programmes, ensure that such resources are not used improperly for political or personal purposes (including party political purposes).
- You must promote and support high standards of conduct when serving in your

Greater Grimsby Board role, in particular as characterised by the above requirements, by leadership and example.

#### **4. Registering and declaring pecuniary and non-pecuniary interests**

- 4.1 The Council will provide a Register of Interests pro forma for members to complete and return. These must be returned within 28 days of joining the board/group. The pro-forma must also be updated annually when requested by the Council.
- 4.2 Members should review their individual register of interest before each meeting. If an interest has not been entered onto the register, then the member must disclose the interest at any meeting of the Greater Grimsby Board at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest'. Following any disclosure of an interest not on the register or the subject of pending notification, you must return an updated pro forma within 28 days beginning with the date of disclosure. The Council's Section 151 Officer will sign the form to confirm receipt.

#### **5. Declaring an Interest**

- 5.1 While in attendance at Board meetings, members should consider whether they have a pecuniary or nonpecuniary interest in the matter under discussion, regardless of whether or not a decision is expected to be made. Unless the interest is 'sensitive' a declaration should be made promptly before the item is discussed, or discussed any further. A declaration must be made regardless of whether or not the interest has previously been registered.
- 5.2 Whenever a conflict of interest, or potential conflict of interest, arises, you will not be:
- entitled to participate in the discussion of that matter
  - entitled to remain in the room for the discussion of that matter
  - counted in the quorum for that part of the meeting
  - entitled to vote on the matter
- 5.3 Notwithstanding the above, at the discretion of the Chair you may be allowed to remain present for the applicable part of the meeting so long as the interest is declared and you do not participate in the vote on the matter.
- 5.4 Where decisions or recommendations are made by written procedure, any member with a conflict of interest or potential conflict of interest should immediately notify the Board Executive and take no part in the voting or discussion. The Board Executive will record this.
- 5.5 The Board executive officer for the group will be able to advise on the policy and whether or not an interest should be declared. Where there is doubt, the presumption should be in favour of declaring the interest.



## **Conflicts of Interest Policy**

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### **1. Introduction**

- 1.1 This policy exists to ensure that any conflicts of interest which may arise in the Greater Grimsby Board (GGB) decision making processes are managed and recorded properly. It offers stakeholders confidence in the Board decision making and protects the reputation of the members of the Board and the Accountable Body for the programme, North East Lincolnshire Council.
- 1.2 Additionally, members of this Board, sub-boards, and Panels are required to abide by a Code of Conduct which incorporates the Seven Principles of Public Life (“the Nolan Principles”).

### **2. Conflicts of Interest Policy**

- 2.1 The Greater Grimsby Board will manage any conflicts of interest that do arrive by recording any interests their members have so as not to affect the decision-making process.

### **3. Maintaining records**

- 3.1 The GGB executive will maintain a Register of Interests.
- 3.2 Upon joining the Member will complete a form declaring their interests. They will be asked to update this yearly.
- 3.3 The Members will be asked to update their forms within 28 days of any new interests arise during the year.
- 3.4 The Register of Interests will be signed by Members and NELC’s Section 151 Officer to confirm receipt.
- 3.5 The GGB Executive will publish an up-to-date Register of Interest on the Council’s Towns Fund webpage.
- 3.6 Additionally a register of gifts and/hospitality provided to individual Board Members or the Board as a whole, will be maintained by the Board’s executive.

### **4. Managing potential conflicts of interest**

- 4.1 Potential conflicts of interest, including perceived conflicts of interest, may arise for members when participating in the GGB decision-making processes.
- 4.2 “Declarations of Interest’ will be a standing item at the beginning of the agenda for every GGB, sub-group or Panel meeting. The Board Executive will ask Members to declare any potential conflicts of interest (pecuniary or nonpecuniary) for the meeting at this point, and again when the relevant item is reached on the agenda, regardless of whether this is included in the Register of Interests.

- 4.3 Such declarations will be recorded in the minutes of the meeting along with the actions taken.
- 4.4 Whenever the conflict of interest, or potential conflict of interest, arises, the Member will not be:
- allowed to remain in the room during the discussion on this matter
  - allowed to remain in the virtual/online video meeting, during the discussion on this matter
  - allowed to participate in the discussion on this matter
  - counted in the quorum for that part of the meeting
  - allowed to vote on the matter
- 4.5 Notwithstanding the above, at the discretion of the Chair of the Member may be allowed to remain present for the applicable part of the meeting so long as the interest is declared and they do not participate in the vote on the matter.
- 4.6 If on occasion decisions are made by written procedure any Member with a conflict of interest or potential conflict of interest should immediately notify the Board Executive and take no part in the voting. This will be recorded.
- 

## **5. Policy for Members of the GGB Executive**

- 5.1 Members of the GGB Executive employed by North East Lincolnshire Council are required to abide by the Council's Code of Conduct.

## **Appendix 1 - Nolan Principles: The Seven Principles of Public Life**

The following principles have been set out by the Committee on Standards in Public Life

### **Selflessness**

Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

### **Integrity**

Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

### **Objectivity**

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

### **Accountability**

Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

### **Openness**

Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

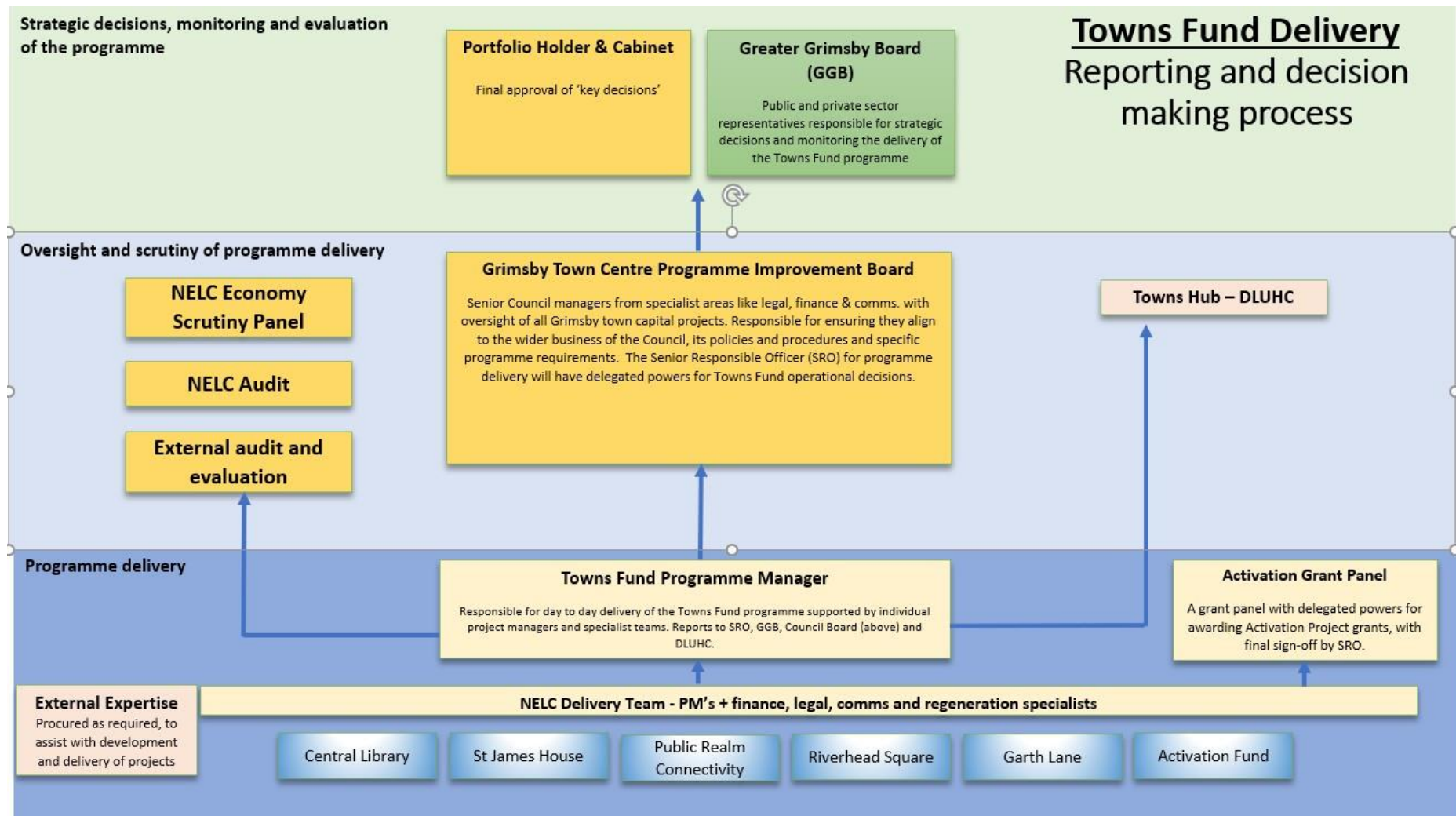
### **Honesty**

Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

### **Leadership**

Holders of public office should promote and support these principles by leadership and example.

## APPENDIX 2 - Towns Fund Programme Delivery – Reporting and Decision Making



## Plan for Neighbourhoods – Proposal for Continuation

28<sup>th</sup> April 2025

### Summary

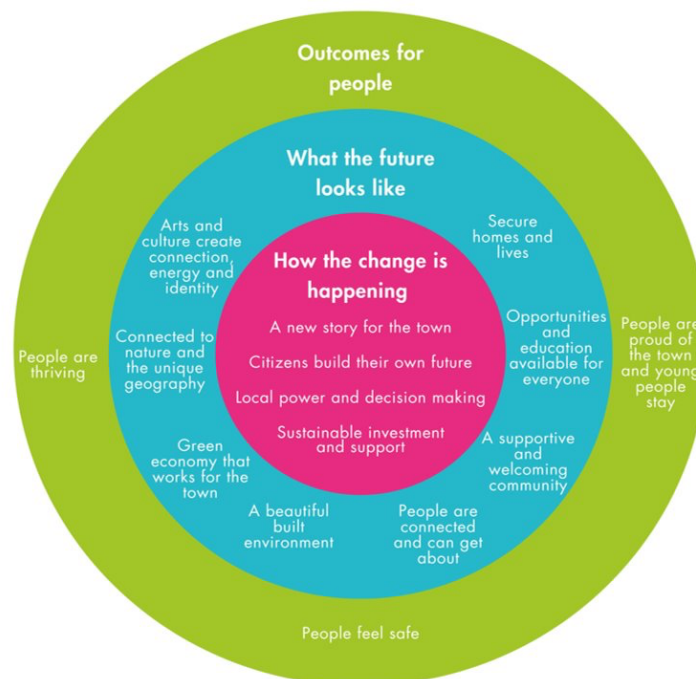
There is a window of opportunity to accelerate the change underway in the town, building on the work done over the previous few years and the Grimsby Together Project last year. There is an inspired vision for the future, a coalition of people who are rolling up their sleeves to build it and national partners to support change.

This is a proposal for a 9-month project, working in collaboration with North East Lincs Council, to continue the work started last summer during the Grimsby Together project. We will work with you to develop a Grimsby Plan outlining how the Plan for Neighbourhoods funding can unlock long term change in Grimsby. In this project our objectives are to:

1. Make this a collaborative process and engage a broad range of citizens across Grimsby
2. Develop a clear understanding of the existing and future opportunities to deliver each mission
3. Design the approach to funding and governance that supports long term change
4. Write the Grimsby Plan for NE Lincs submission as part of Plan for Neighbourhoods Year 0.

This work builds on the mandate and direction that came out of the Grimsby Together project which had:

- A clear vision of the future that people want for the area
- 8+1 missions that reflect the breadth of what citizens across Grimsby believe contributes to a thriving future
- A clear directive about the way people want change to happen, including local power and decision making, backing citizens to build their own future and having sustainable investment and support



If we do this work successfully together, in a year's time, we would have:

- People across the town excited about this, collaborating to bring it to life and feeling ownership of it
- A good understanding of the range of promising initiatives in each area that could be funded by this or other funding streams
- A model that is agreed and ready for implementation
- A clear understanding, plan and model to ensure that initiatives funded deliver sustainable impact (this may mean they need a sustainable funding model or other routes to sustainability)
- The town continuing to be recognised as a national trailblazer

#### *How does this work align with Our Future's programme of work?*

This work is aligned with Our Future's priorities for work in NE Lincs. Over the last three years Our Future has been seeding a coalition across the town, bringing together and backing great leaders from every sector who are building a positive future for the town. Our focus this calendar year is on transitioning the model to local leadership and building the long-term infrastructure to support change. This work is being led day-to-day in Grimsby by Felicia Linch, who joined as a secondee from Lincolnshire's leading law firm, Wilkin Chapman Rollits. Her placement reflects the contribution of a local business to the collective good and flourishing future of Grimsby.

Our Future will also continue to connect national partners and potential funders to work alongside the change happening in the town. For example, in this project we are partnering with Key Fund (a values-aligned funder based in the North) to ensure decades of practical experience in financing place-based change is embedded in the work to design the funding structure.

#### *Background on the Plan for Neighbourhoods*

On 4th March, MHCLG launched the Plan for Neighbourhoods, a £1.5 billion programme investing in 75 areas across the UK. The programme will provide £20 million to each place over 10 years to regenerate left behind communities.

The programme has three strategic objectives:

- Thriving places
- Stronger communities
- Taking back control

The policy provides flexible, long-term funding, with a 10-year funding commitment (75% capital, 25% revenue), and a list of pre-approved interventions which can be implemented without a business case, many of which are aligned with the priorities of people in Grimsby as surfaced through the Grimsby Together project.

The Plan for Neighbourhoods focuses on whole place regeneration and change being led by citizens. The Our Future model, alongside the Grimsby Together output and approach have informed this policy.

#### *Programme of Work*

The programme is designed to place the citizens of Grimsby at the heart of shaping the town's future, through a collaborative and structured process. The first module focuses on engaging the community and embedding a shared ethos among a diverse group of stakeholders. Through events, newsletters, online engagement, and clarity on our way of working, we aim to ensure that citizens

feel ownership of the outcomes and that cross-sector partners work effectively together with a common set of principles.

Building on this foundation, the second module develops an understanding of the current and future opportunities linked to Grimsby's eight missions. Through a combination of citizen input and mission-led working groups, the programme will surface existing initiatives, identify gaps, and build a pipeline of propositions for future support. A clear cross-Grimsby picture will be created for each mission area, backed by strong local narratives and a network of motivated partners, providing a foundation for long-term momentum and action across the town.

Finally, the third module designs a funding and governance model to support sustainable, citizen-led change. It will explore how the available funding can be structured to drive sustainable impact, drawing on best practice from other citizen-led funds and partnerships.

All the outputs from these modules will culminate in a final, citizen-validated plan, developed in partnership with NELC and ready for submission to Government.

## **Module 1: Collaborative Process Engaging Citizens in the Development of the Plan**

The purposes of this module are to:

1. Engage and communicate with citizens across Grimsby so that they are part of the process
2. Embed a collaborative way of working that is cross sectoral, harnesses the talents and ambitions of the town, drives action and is working in the collective long-term good of Grimsby

*Component 1: Engage and Communicate with Citizens across Grimsby so they are part of the work*  
**Objectives:**

Ensure that the way we do this work reflects the strategic intent of the work – that this is about engaging citizens in Grimsby to ensure that they own the resulting plan.

**Activities:**

This cuts across all of the work streams to ensure that the process is genuinely engaging people across the town, they can contribute to it, and they feel in the loop about the change. In each module, the activity includes work to engage a wider group of people in the outcome. Engagement and communications activities will include:

- Launch event
- Regular newsletters with sections written by Chairs of Mission working groups
- Update event to get input
- Online routes to engage in the work and input ideas
- In-person engagement on the draft plan sharing how what we heard in the development process led to output in the plan

We have expert dedicated capacity in our team, including Jose Davies, who brings a long career in communications and directly relevant networks and expertise from her role as Ambassador with the 2025 Group. Jose will work alongside The Change Arc, to ensure we build on the communications approach they provided to the Grimsby Together project.

To make the most of this opportunity we would love to create a formal partnership with the NELC communications team and also the NELC Impact and Insights team – perhaps through allocation of team members into this project. That would ensure we were harnessing the expertise and reach of NELC and making this a truly collaborative endeavour.

#### *Component 2: Embed Collaborative Working*

##### **Objectives:**

To ensure that work across such a diverse range of people is consistent, there is a shared ethos to the work and a shared understanding of how we are doing it.

##### **Activities:**

To ensure that the sub-group, working groups and wider engagement shares the same ethos, principles and ways of working we will ensure that from the outset we agree the principles and values that underpin this work. Because there are a large number of parallel work streams bringing together partners from different sectors with different ways of working, this will be an important investment of time to enable us to work effectively together and have healthy debate to reach the best outcome for Grimsby.

To do this we will:

- Bring the sub-group together in a more informal setting to discuss the principles that matter in this work
- Work collaboratively to write a charter of how we will work together, which can then be used by the sub-group and working groups
- Have clear routes to check in to ensure we are working in accordance with our principles and values

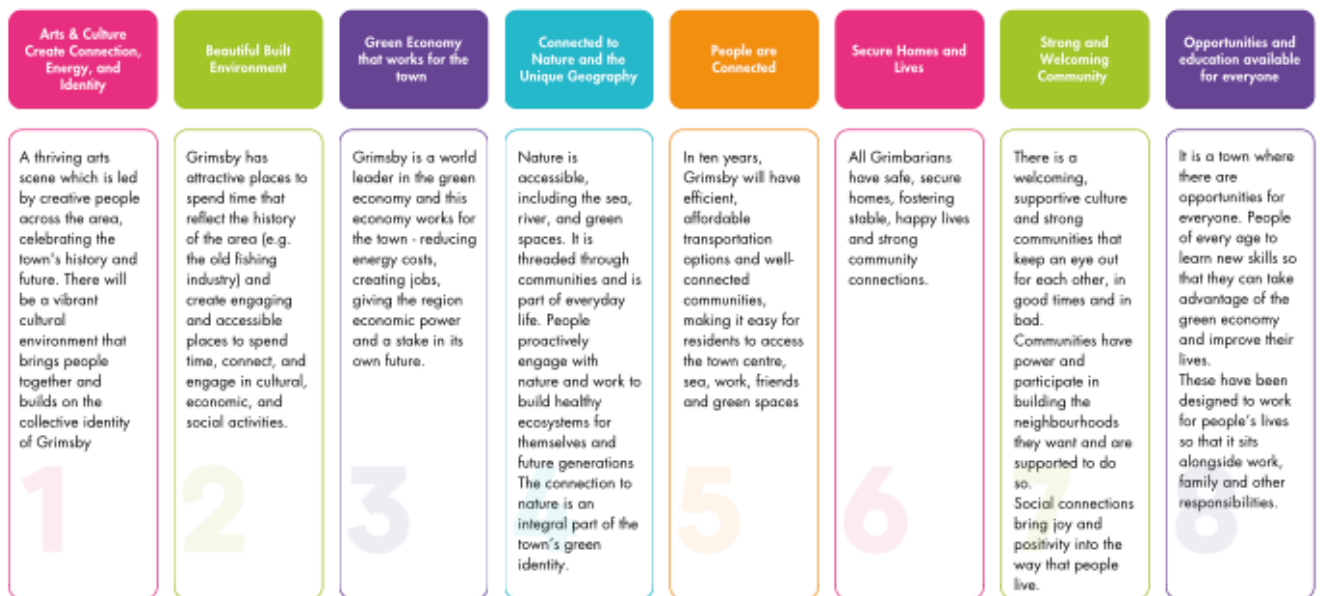
### **Module 2: Develop a Clear Understanding of Existing and Future Opportunities to Deliver on Each Mission**

This work is about backing the entrepreneurial energy in the town. Building the Grimsby of 2035 will be done by the people of Grimsby. Therefore, we need to know, across the whole town, what is happening, what aspirations people have and how these can best be supported.

We propose that this work crowds in the expertise in the town through working groups and also offers clear routes for citizens to engage and share their insights.

The Grimsby Together project identified eight Missions – areas of work agreed on by Grimbarians as priorities in their vision for the future of the town:





The sub-group has considered adding a ninth one: 'Thriving Businesses and Town Centre'. The Polis data supports the inclusion of this specific mission, as does the feedback from Civic Entrepreneurs in the business community. There was a proposal at the 16<sup>th</sup> April sub-group meeting that we should create a consolidated working group to cover Mission 1: Arts and Culture... and Mission 4: Connected to Nature and the Unique Geography. This makes sense for operational efficiency, and we will collect data on each distinctly to support future proposals to other funders with specific missions. This will ensure that this work serves a longer-term purpose.

#### Objectives:

- Create clarity on the mission outcomes and give citizens an opportunity to input into them
- Create a picture of the great work already underway in each mission
- Develop a pipeline of propositions (existing and new) that need funding and support – whether from Plan for Neighbourhoods or not
- Pull these three elements together into a short document that summarises the collective work underway in each mission, to be used to engage funders with the wider opportunity in the place rather than specific programmes or organisations
- Build a network, momentum and action in each of the mission areas where possible building on existing networks but also complementing them

#### Activities:

Create an online route for people to engage in each mission to provide input on areas such as:

- Mission outcomes
- Great work happening in the town
- What inspires them around what is happening in the town in this theme
- What are the big things they would like to see happen

Alongside this, we will create working groups on each mission that bring together cross-sectoral partners who are committed to the long-term future in Grimsby. The groups will embody what it means for this work to be citizen-led. Each working group will be led by a local Chair who is already embedded in that work area and embodies the ethos and values of this work. NEL Council have already proposed potential chairs for each group. Our Future will support the chairs of each group and facilitate the development of the groups. We will also enable the connection to national partners and supporters, where appropriate.

We anticipate there will be eight mission working groups, however, if there is limited citizen-led activity or routes to feasible funding in a particular mission, we may propose consolidating or pausing in some areas to focus resources and time on areas with the most potential.

The working group and chair for each mission will develop and articulate:

- What success looks like in this mission
- The range of initiatives driving change in this mission area today
- Case studies of interesting work done elsewhere that could inspire action
- Identify the categories of opportunities that fit with the vision people have for the future of Grimsby, back citizens to drive change, and can deliver long term sustainable change – for example, community energy projects may tick all these boxes.

Our Future will specifically facilitate this process by:

- Creating the online portal for people to engage in each mission
- Synthesising the output from that engagement
- Working with the sub-group chair and working group chairs to support a recruitment process to each working group (of c6-8 people) that brings a cross section of expertise together
- Developing Terms of Reference for the working groups
- Developing tools and frameworks that will be common to all working groups to ensure efficient and consistent input into the plan
- Serving as the secretariat for the 2-3 meetings held by each mission working group (we would need NELC's support on the logistics of setting these up)
- Feeding in expertise, together with Key Fund, on funding approaches that could be used in each mission
- Hosting an engagement event where mission working group chairs provide updates on the work underway and how it links with the goals and ambitions of people in Grimsby
- Consolidate outputs from this work into a short summary of the Grimsby vision and activity in each mission

This work is closely linked to the next module on fund structure as the type of funding needed is directly linked to the range of initiatives people want to do.

### **Module 3: Design the approach to funding and governance that supports long-term change**

#### **Objectives:**

Design a funding and governance approach that is consistent with the mandate from people in Grimsby; aligned with the policy directive; enables action; leverages the funding effectively and provides good stewardship of the money.

#### **Activities:**

The Grimsby Together project surfaced that people in the town want to be backed to build a thriving future. This is aligned with the ethos of the Plan for Neighbourhoods policy and will inform the development of the funding and governance structure.

The Hackathon, conducted as part of Grimsby Together, along with our other engagement with social investors and funders, showed there is demand to fund specific initiatives in Grimsby/NEL that are well developed. We could facilitate funders' and investors' increased engagement in the town if

we build the right partnerships, build the right legal and governance structures and are thoughtful about the specific role of the Plan for Neighbourhoods funding.

The Plan for Neighbourhoods money is 25% revenue and 75% capital. Central to this work will be thinking through and engaging with the community and potential funding partners to understand how that money could be used as effectively as possible to ensure that initiatives that are seeded are sustainable.

How the money works, alongside the input of citizens across Grimsby, and practical considerations around agility and co-funding will inform the fund structure and governance. Therefore, this module will focus on:

- a. Understanding how the money and fund could work
- b. Developing the funding criteria and process
- c. A governance model and legal structure that enables the change

### **Understanding how the money and fund could work**

It is important that the funding allocated supports long-term, sustainable change. Our Future will share existing thinking and work with our partner Key Fund to lay out examples of how funding can be used to drive sustainable impact both at the fund level and for specific initiatives.

We will also share case studies of alternative funding models across the UK where citizens have had a central role in how the fund works either through governance, fund allocation or strategy.

This gives a range of possible options and parameters for consideration in terms of how this money is structured and governed.

### **Funding Criteria and Process**

Using insight from the case studies above, expertise from Key Fund and input from Grimsby Together, we will engage a small group of citizens to think through the practical realities of how to allocate funding to initiatives that are going to support the delivery of long-term change. This will ensure that the development is owned by people in the town.

In parallel to the work on this plan, we would like to test the decision-making processes through a pilot fund operated by Key Fund. This would enable us to understand their efficacy and evolve the model as needed before the larger-scale funding comes on board. The pilot fund would aim to fund the development or the early stages of projects underway. This would also start to generate some pipeline for the fund post-April 2026. This would be outside of the scope of this work but would run alongside and in support of it.

### **Developing a governance model and legal structure that enables the change**

Through work with citizens, the sub-group and expert partners, we will:

- Articulate the purpose and agree parameters for governance
- Review case studies of alternative fund models across the UK where citizens have enabled place-led change and have been involved in the fund's governance
- Review the different governance model options and identify those that meet the parameters
- Review the different legal structures that could facilitate delivery of the strategy and the governance design

### *Role of Expert Partners*

Key Fund - we will be partnering with Key Fund and their CEO, Matt Smith, who brings two decades of experience in investing in place-based change and engaging with government regeneration funding programmes. The expertise of Key Fund will bring complementary expertise to the social finance expertise in the Our Future team.

Gowling WLG, a leading international law firm, will provide pro bono legal support to Our Future on the structuring of governance model options and financial regulation. The work would be led by their partner Dominic Richardson, who was born in Grimsby and raised in NE Lincs.

Wilkin Chapman Rollits, Lincolnshire and Yorkshire's largest law firm is also supporting the work via their secondment of Felicia Linch to the Our Future team. Felicia brings governance expertise in a community development context.

You can read more about each of these partners at the end of this document.

#### **Module 4: Writing the Plan**

This phase will take the outputs from the work in phases 1-3 and use them for the activities below.

##### *Objective:*

Creating a finalised plan with NEL Council, validated by citizens.

##### *Activities:*

Together with NEL Council, Our Future will consolidate all the thinking and outputs from phases 1-3 into a final deliverable for central Government.

The first step will be to draft the plan itself together with NEL Council. Following the preparation of the draft, we will bring together the working group and sub group chairs to engage citizens through a dedicated event designed to present the plan, explain its key components, and invite feedback. This event will create an opportunity to articulate what we heard over the development period and how that has informed the plan. We will create a forum for open discussion, allowing citizens to provide final inputs, and ask any outstanding questions. The plan will then be refined based on their input and finalised for submission. We will then work with NELC communications team to enable public awareness of the plan e.g. through the Grimsby Telegraph, as we did with the output of the Grimsby Together vision setting.

#### **Setting Up for Success**

It will be necessary to transition working groups to a long-term operating model. This work is outside the scope of this proposal but is an activity that Our Future would welcome exploring further with NELC as this will be essential to ensuring effective delivery from April 2026.

##### *Timeline*

There is interconnection between modules 1-3 of work, so they will run in parallel. This work will culminate in a plan being written by the end of January.

Task	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26
<b>Module 1: Collaborative Process Engaging Citizens in the Development of the Plan</b>									
1 Engage and Communicate with Citizens across Grimsby									
2 Embed Collaborative Working									
<b>Module 2: Develop Understanding of Opportunities for Each Mission</b>									
<b>Module 3: Design the Approach to Funding and Governance that Supports LT Change</b>									
<b>Module 4: Writing the Plan</b>									

## Budget

The overall cost of delivering this work is £99K +VAT. The allocation of spend to each of the project modules is laid out below:

<b>Module 1: Collaborative Process Engaging Citizens in the Development of the Plan</b>	£23,874
<b>Module 2: Develop Understanding of Opportunities for Each Mission</b>	£39,955
<b>Module 3: Design the Approach to Funding that Supports Long Term Change</b>	£28,984
<b>Module 4. Writing the plan</b>	£6,472
	£99,285

The above excludes legal support that we are receiving on a pro bono basis.

Our Future's wider goal this year is to start to put in place the infrastructure that people in Grimsby need to build the future they have described. Collaborating on Plan for Neighbourhoods is part of that. Alongside the work outlined in this proposal we will also be working on:

- How to formalise the wider support and networks that a cross-sector of citizens needs to build the future
- The potential for complementary funding to come alongside this – that may or may not be able to sit with Plan for Neighbourhoods (depending on the constraints of Plan for Neighbourhoods, the eventual structure decided on and the requirements of other funders)
- NE Lincs-wide opportunities in each mission area
- Areas to foster connection and collaboration to enable quick wins
- Where national partners can support ambitions of mission groups or individual initiatives

This will sit alongside and hopefully dovetail with the work in this plan. For resource efficiency we will bring these bits of work together where we can – bringing value added to this work.

## Our Future Background

Our Future has been working in North East Lincolnshire since 2022 to create an ecosystem of support for people in the town to build the future they want. During this time, we have collaborated with citizens in every sector to understand their vision of the future, support work underway and develop long-term funding concepts that could accelerate the change. This is the core of our work: to find and bring together civic entrepreneurs – people who love their hometown and are actively working to improve it – and create the ecosystem they need to thrive. Over the last three years, we have developed a model that builds the culture, leadership, and systems to support civic entrepreneurs to build the future of Grimsby.

This work is built on five interconnected principles:

- **Rooted in Place and Tethered by Loved Citizens' Institutions:** We anchor our work in existing civic infrastructure that people already care about. Our partnership with Grimsby Town Football Club creates a platform where 'at the Football we are all equal, we take off our "work hat" and embrace shared experience.' This connection to Grimsby, embodied through the football club, has led to initiatives like our 'Home Wins' network of Grimsby diaspora, enabling people who have moved away to contribute to Grimsby's renewal.
- **Build Trust and Social Connections:** We prioritise relationships and create spaces where people from all walks of life can connect meaningfully. As one participant noted after sitting next to a local politician: 'I'd never done anything like that before with someone in [their] position.' Our events in Grimsby over the last year have attracted over 865 attendances, with participants telling us this way of working has 'changed everything' and ensuring local leaders are 'best placed for our own luck to arrive.'
- **Rebalance Power and Back Citizens to Have a Central Role:** Through the 'Grimsby Together' exercise, 1,100 people cast more than 52,000 votes on 790 community-generated ideas about creating the future they want, with many focused on citizens leading the change.
- **Harness Economic Trends for Social Benefit:** Over the last decades, industry has become untethered from place, with jobs and value flowing away from communities. As the green economy accelerates, we have been exploring routes to ensure the region reaps the benefits. We've created a national network ready to back this ambition, and the work of the 'Green Economy that Works for the Town' group will help shape how they can best fuel the change Grimsby wants to see.
- **Reimagine the Role of Money in Catalysing Long-Term Social Transformation** We are working to create long-term, systemic funding solutions that give citizens the support they need to drive long-term change. In the meantime, we have been connecting national funders to local opportunities through our network and events – to date we have connected locally-led initiatives with national funders, helping them to access £1.5m in grants and or social investment.

#### Feedback has included:

*'If we keep going as we are, Grimsby will be unrecognisable in 10 years. Change is happening, change is coming and it is very exciting.'*

*'An incredible few days...proud and privileged to be part of this transformation. Thank you for making this happen, here in our town.'*

*'Something is shifting – you managed to bring together people from various sectors and interests across the town and it felt like we all held the same passion to make change happen.'*

#### Influencing policy to support Grimsby and other towns:

In addition to our work in NE Lincs, we work to engage policy makers in the change underway and the opportunities in the town. This has included visits to the town from Ministers and officials to learn about aspects of the approach, alongside work to inform long-term funding. The work we are doing together and the Grimsby Together work has directly informed the Plan for Neighbourhoods policy.

## Our Team

Our team brings expertise in social impact, finance, governance, and place-based change:

*Emily Bolton, CEO & Co-founder* – A social impact leader experienced in scaling innovative funding models. Co-developed the first Social Impact Bond in Peterborough, influencing global practice, and led on a new approach to addressing domestic abuse work that attracted over £100m.

*Trupti Patel, COO* – Former Head of Social Investment at Esmée Fairbairn Foundation, managing a £45m portfolio. Previously at Social Finance and Citigroup, she specialises in finance, investment, and funding collaborations.

*Janette Powell, Operations Director* – A senior leader with 30+ years' experience delivering transformative projects across criminal justice, social care, and inclusion.

*Killian Troy-O'Donovan, Manager* – Formerly at Social Finance, supporting local and central government, social investors, and community groups. Brings expertise in data, evaluation, and partnership-building.

*Felicia Linch, Operational & Governance Lead, Grimsby* – A solicitor on secondment from Wilkin Chapman Rollits. 20 years of experience in governance and place-based change, including community-led development in the British Overseas Territories.

*Jose Davies (nee Stewart), Communication consultant*, A sales, marketing and communication consultant with direct experience supporting the place-based change in Grimsby as former Ambassador for the 2025 Group.

*Florence Miller, Advisor* – Former Director of the Environmental Funders Network, where she helped grow environmental philanthropy nearly six times over in the UK. Previously led a £20m U.S. conservation grant-making programme.

## Our Board

Our engaged board brings expertise in local government, investment, and economic development:

*Derrick Anderson* – Former Local Authority Chief Executive with 30+ years' experience in public services and community partnerships.

*James Perry* – Impact investment leader, co-founder of B Lab UK and Project Snowball, with expertise in responsible business and investment.

*Jason Stockwood* – Tech entrepreneur, co-owner of Grimsby Town Football Club, and co-founder of Our Future, with a strong network across the town and beyond.

*Lucia Keijer-Palau* – Expert in green industries and investment, with a deep network in the green economy.

*Dr. Majdi Osman* – Cambridge scientist focused on public health and youth wellbeing, from Grimsby and engaged in initiatives supporting change in the town.



## Technical Advisors

Alongside this we have a large network of expert advisors and consultants that we will partner with to deliver this work bringing specialist expertise to support the work. This includes Key Fund, The Change Arc, a range of social investment and grant-making partners, the Relationship Project, Gowling WLG and Wilkin Chapman Rollits.

*Key Fund* provides grants, loans, and blended grant and loan products, alongside focused development support, to charities, community businesses, cooperatives and social enterprises working in disadvantaged and marginalised communities across the North and Midlands of England; enabling social impact and supporting wider community economic development. Since 1999, the fund has delivered over £25m of grant and £60m of lending to around 4,000 organisations. As a direct result of this work, an additional £70m of investment has been leveraged. Key Fund has built a strong track record as an intermediary fund. Key Fund have funded Grimsby organisations, including Docks Beers. To date it has delivered funds for a diverse group, from the public sector (local, regional, UK government and European structures) to private trust and foundations (Esmée Fairbairn, Power to Change, The Big Lottery Fund and Arts Council England) and also commercial financial institutions (RBS, Unity Trust Bank and Big Society Capital).

*The Change Arc* is a strategic impact agency. From strategy development sessions to collective mission building, storytelling workshops and communications support, its work can unlock thinking, ignite transformation, and turn missions into collective action across an area. The Change Arc supported Our Future in the Grimsby Together work.

*Gowling WLG* is a leading international law firm bringing expertise on governance models, structuring and financial regulation. Our key relationship is with Dominic Richardson, partner and sector lead for infrastructure projects who was born in Grimsby and raised in NE Lincs.

*Wilkin Chapman Rollits* is Lincolnshire and Yorkshire's largest law firm. It shares Our Future's belief that we can build a thriving future in our country if we all contribute to creating the places and futures we believe in. Their senior associate, Felicia Lynch is seconded to Our Future for a year to be our lead in North East Lincs and bring governance expertise and is a sign of their commitment to the region.

*The Relationships Project* aims to build relationships at the heart of how we work. They provide support by listening, learning and collaborating with others who share our belief in the importance of relationships. This learning is then translated into a shared vision and practical resources, helping everyone, everywhere to nurture good relationships.