



SPALDING TOWN BOARD

MONDAY 21 JULY AT 5PM

VENUE: MR1, SOUTH HOLLAND DISTRICT COUNCIL OR VIA TEAMS

AGENDA

1. Chair's Welcome & Introductions
2. Declarations of Interest
3. To agree the minutes of the Spalding Town Board meeting held on 6 February 2025 **(Enc)**
4. Chair's Message **(Enc)**
5. Plan for Neighbourhoods - Programme Manager Update **(Enc)**
6. Communications Update - Verbal Update from Michelle Gant
7. Heritage Workstream Update - Presentation
8. Tourism/Destination Management Plan Update - Presentation
9. Sheep Market - Pedals' Proposal
10. Any Other Business/Close



Minutes of Spalding Town Board held on Thursday 6 February 2025 at 5pm at Boston College Campus, Red Lion Quarter, Spalding

Present: Robin Hancox (Chair) - Lincolnshire Field Products, Laura Freer - Destination Lincolnshire, Councillor Nick Worth - SHDC, John Bland - Spalding Civic Society, Petronella Keeling - Spalding Gentlemen's Society, Simon Wright - LCC, Dustin Frazier Wood - Spalding Gentlemen's Society, Stewart Elderkin - Pedals, David Jones - Pedals, Michael Morris - Tonic Health, Councillor Gary Taylor - LCC, Joanne Davison - Lincolnshire Police & Crime Commissioner's Office, Inspector Matt Dickinson - Lincolnshire Police, David Ball - Bridge Farm, Claire Foster - Boston College, Alistair Main - Lighthouse Church; Craig Delaney - Spalding Business Board, Cllr Ingrid Shepard - SHDC, Cllr Robert Gibson - SHDC, Catherine Duce - Spalding Business Board, Jonathan Fray - Active Lincolnshire and Sir John Hayes - MP

Spalding Town Board Officer Team - Pranali Parikh, Debbie McLatch, Jon Burgess, John Mullen, Michelle Gant & Luisa Stanney

Apologies for Absence: Lizzi Van Edgmond - Business Representative, Tracey Stringfellow - Heritage Lincolnshire & Mark Jones - Lincs PCC.

1 Welcome

RH welcomed everyone to the meeting and took the opportunity to inform members that Lydia Rusling had left the Partnership. RH asked for his thanks to be put on record for all the hard work Lydia had undertaken in supporting the Board and wished her well in her new post. RH welcomed Debbie McLatch to the Board who was Lydia's interim replacement.

2 Declarations of Interest - None declared.

3 To agree the Minutes of the last meeting - 7 October 2024 - The minutes were agreed as a true record.

4 Long Term Plan for Towns

RH had written to Angela Raynor about Spalding Town Board who had handed the letter to another minister who had committed to visit Spalding. RH would share the date with Board members when notified.

PP gave a presentation to the Board on the LTPFT funding and referred them to the report that was circulated prior to the meeting.

PP outlined the 2025-26 work proposals:-

- Undertake an audit of information and identify gaps in knowledge. Three key works to be undertaken - retail, hospitality and leisure study, capacity, demand and need analysis for a range of sectors and skills studies.
- Conclude the heritage strategy and prepare design guidance.
- Develop a 10-20 year vision and plan within which the LTPFT programme (and other funded investment programmes) would sit.
- Prepare a Plan which identified opportunities for capital investment and support the development of priority projects through design, feasibility and business cases.
- Appointment of community rangers to engage with the users and businesses in the town and provide assurance of safety and security. Investment in CCTV enhancement where required.
- Improvements to signage and street furniture.
- Support events and activities that help enhance "pride in place" (link with consultation and engagement).

The Board were being asked to approve the allocation of the £280k capacity funding as outlined and consider and provide guidance on the utilisation of the remaining £63k capacity funding. Both the public and the Board were getting frustrated with the delays but it was noted that some capacity funding had been spent on the Christmas lights for Spalding.

The Board took the opportunity to discuss the proposals and had a long debate on what the funding should cover. In relation to safety and security, RH was disappointed that a detailed report with costings had not been received from the office of the Lincolnshire PCC or a Spalding Hot Spot Policing Pilot. JD offered her apologies for the delay and would ensure a report outlining costs was prepared as soon as possible.

Turning to the design guide for the town centre, work was already underway and there had been a business task force group working at SHDC who had put forward a proposal to develop a business frontage guide, so there should be communication between the Council and the Board so as not to develop two matching guides. Spalding Reconnected had also been working on signage which was being funded by the Heritage Lottery. PP explained that in relation to shop fronts and a general design guide for the town centre - both pieces of work were required. The general design guide had been partly funded by UKSPF funding and the shop front guide would dovetail into that.

Turning to the use of the £63k, it was suggested that proposals were submitted to the next Board meeting for discussion. The money should be used as an additionality, rather than duplicating what had already been done.

The Plan for Spalding was essential to bring everything together under one umbrella, rather than ad hoc projects being undertaken by different entities. The £280k was the budget to pull the plan together, along with some public interventions.

DFW and PK took the opportunity to present a proposal to the Board which if approved would utilise some of the capacity funding. Spalding Gentlemen's Society (SGS) was in the midst of change and were currently refurbishing the 1911 Museum in Broad Street with £1.8m support from Arts Council England. The next step was to redevelop the Broad Street Business Centre site to create a facility for a range of community programmes: education, conservation, research, events, performances, exhibitions and activities.

SGC were invited by National Lottery Heritage Fund (NLHF) to submit a development grant application in advance of a larger (approx. £5m) delivery grant application to redevelop the Business Centre site. SGC submitted an application for project funding of £875,000 in November and it would soon be presented to NLHF's panel for the East Midlands. Of that total, SGS must provide 10% match funding (£87,500). If the Board agreed to use some of the capacity funding it would boost SGC's application.

Following an in depth discussion, the Board agreed that whilst this was an "oven ready" project, further information was required for a decision to be made and a report available. There was also concern that the Board may be seen that they were helping one group over another.

However it was also noted that the capacity funding was intended to support the decision making and planning process for future initiatives, but the Board needed to demonstrate clear progress as the public would not be satisfied if the entire capacity funding was spent solely on reports. Any projects proposed during the capacity funding stage could potentially be included in the first tranche of the funding.

RH had taken on board all comments received on the SGC's proposal. A lot of work had been undertaken to submit an application to the National Lottery Heritage Fund and it would bring further investment into Spalding. It was agreed that DFW and PK would submit a one page report to outline the request for capacity funding. This would be circulated to the Board with any comments sent to LS and a decision would be made by 14 February.

In relation to the £280k allocation of capacity funding, the Board agreed to the proposals outlined in the report and once all the work had been procured, details would be shared with the Board for full transparency.

5 Communications Update

MG referred to the communications report that was circulated to the Board. There had been significant interest from the press and public on the Board's activities. Several press articles had been released in relation to the Board's activities such as funding for the Christmas lights. MG had also started to create regular Chair's updates from RH to be sent to those who had subscribed to receive news during consultation events. The team would continue to build subscribers through future engagement activities.

Looking ahead MG would be producing an engagement strategy which aligned with the LTPFT prospectus. An annual report would also be drafted - positioning the narrative about the Board being passionate about Spalding and creating engagement with the Love Spalding website. The annual report could be launched at an exhibition event which would give the public a chance to meet Board members. RH thanked MG for the update.

6 Levelling Up Fund Update

The Board read the update on the Castle Sports Complex. It was noted that there was now a dedicated website to show progress of the works (www.southhollandlevellingup.co.uk). Detailed planning consent had been granted for the Health & Wellbeing Hub on 8 January 2025. At the same time the Planning Committee granted outline planning consent for the new extra care housing provision on the site. The works were due to be completed by the end of 2026. Regular updates would continue to be submitted to Board meetings.

7 Local Government Reform

NW reported that he had received a letter from the Minister for Local Government which outlined that the Government were looking for a more sustainable Local Government structure. Leaders were expected to work together collaboratively on unitary proposals. There were 10 Councils within Lincolnshire and ideally one proposal would be submitted, rather than competing proposals. However meetings were scheduled to look at the proposals. Where Councils could not agree and jointly develop proposals, the Government would undertake to look at those areas. Councils should continue to deliver their services until such time as LGR has been completed (possibly 2027/28).

Interim plans had to be submitted to Government by 24 March, with full detailed proposals received by 28 November. Any proposals should be supported by robust evidence and local engagement. The

guiding principles outlined by Government were that each Unitary Authority should have a population of 500k or more.

Relevant Mayors, the PCC, Fire & Rescue Authority, further education providers and voluntary sectors should be included in any proposals.

8 Spalding Business Improvement District Update

CD reported that the Spalding BID Board was now constituted and registered at Companies House. There were 7 Directors of the Board and the process for procuring a Bid Manager had commenced. Interviews would be held at the end of February. The first levy bills would be circulated in February. A number of business owners were unhappy with the levy, but once funds were received, further work could commence.

9 UKSPF Update

The Board noted the UKSPF update report.

10 Any Other Business

RH welcomed the arrival of Sir John Hayes, MP, to the meeting and gave a short update of what had been discussed and agreed.

JB informed the Board that the first two installations of the MARK-IT trail would be unveiled on Saturday 15 March at 11am and invited RH to attend in his capacity as Chair.

In addition, Spalding & District Civic Society's AGM would be held on 8 April. Graeme Soult had been secured as guest speaker (who founded the retail consultancy business Canny Insights). Graeme would be giving a talk on "Reinventing Spalding Together."

Details of the events would be included in the Spalding & District Civic Society's next newsletter.

4. Chair's Message

As we share the agenda and papers for this meeting, I want to take a moment to thank you for your continued engagement with the board - especially over the past few months.

I know there's been a pause in communication since the last session in June, and I appreciate your patience during that time. I also recognise that the workshop raised some concerns and may have left some of you feeling uncertain about the board's direction or your role within it.

As Chair, I want to acknowledge that and reassure you that we're taking a fresh, more collaborative approach moving forward. The material shared during that session won't be taken forward in its current form, and our focus now is on building a clear and constructive way of working together, one that values everyone's contributions and expertise.

Thank you again for your continued commitment. I'm looking forward to a positive and purposeful meeting, and to working together in a way that reflects the chance to enhance opportunities for people living in Spalding and South Holland.

5. Programme Manager's Update – Spalding Plan for Neighbourhoods

The Government's Plan for Neighbourhoods (PfN) is a £1.5 billion programme designed to support 75 towns across the UK with up to £20 million of investment over a 10-year period. Funding comprises 75% capital and 25% revenue, with the flexibility to address local needs in areas like infrastructure, skills, health, and town centre regeneration.

To help kickstart the programme, Spalding has so far received £450,000 in revenue capacity funding, issued over three financial years:

- £250,000 (2024–25)
- £200,000 (2025–26)
- An anticipated £150,000 (2026–27)

This capacity funding underpins early mobilisation efforts, including governance set-up, community engagement, programme management, feasibility studies, and consultant recruitment. South Holland District Council, as a member of the South and East Lincolnshire Council's Partnership is the accountable body for PfN in Spalding. This role entails legal and financial responsibility for the programme -managing the funding, ensuring compliance with Government requirements, overseeing grant drawdowns, and submitting investment plans and progress reports. The PfN Board, by contrast, provides strategic leadership shaped by local insight. It brings together statutory partners, community stakeholders, and thematic leaders to champion resident priorities, guide project selection, and offer oversight. Officers and the accountable body work with the Board-particularly through officer-led but Board-chaired thematic workshops-to ensure effective, locally led decision-making and delivery.

1. Cabinet Approval and Delegated Authority

On 8 July 2025, Cabinet approved use of the Government's Plan for Neighbourhoods (PfN) Capacity Funding and delegated authority to officers to draw down and allocate this funding. This approval enabled mobilisation of key workstreams, including sourcing external expertise to support the development of the Plan

Please see table below for full details of Capacity Funding drawn down to date.

2. Board Membership & Thematic Areas

The plan will focus on 9 primary themes that will support delivery of key interventions and projects in Spalding.

The 9 key themes to be addressed within the plans are:

- Health and wellbeing
- Safety and Security
- Education and Skills
- Arts and Culture
- Housing
- Visitor Economy
- Infrastructure (physical)
- Infrastructure (social)
- Work and Productivity

All the key themes can be mapped to the approved interventions listed within the revised guidance for the Governments Plans for Neighbourhoods in table 1. Board Member's are further mapped to thematic areas in table 2.

Health and Wellbeing: • Sport and leisure • Community health provision • Health services • Sports • Public health • Healthy towns	Safety and Security: • Crime prevention • Policing • Anti-social behaviour • Town centre management • Burglary reduction
Education and Skills: • Employment support • Skills provision • Youth development • Community learning	Arts and Culture: • Heritage • Cultural activities and events
Housing: • Homelessness • Modernisation • Healthy homes • Community housing	Visitor Economy: • Assets • Tourism
Physical Infrastructure: • Public realm improvements	Social Infrastructure: • Community infrastructure

• Green spaces • Energy efficiency • Neighbourhood renewal • Active transport • Bus, Road, Rail • Emissions	• Community wealth building • Community cohesion • Volunteering and social action • Civil society support • Child poverty • Family support
Work and Productivity: • Business account management • Social economy	

Table 2

Board	Representative	Organisation
Mandatory Roles		
Independent Chair	Robin Hancox	Lincolnshire Field Products
Leader of South Holland District Council	Cllr Nick Worth	
MP	Sir John Hayes MP	
Safety & Security	Marc Jones	Police & Crime Commissioner
Theme Leads (Discretionary)		
Housing	Not priority	
Arts and Culture	Rob Pitman – tbc	Culture Board
Heritage	Petronella Keeling	Gentlemen's Society
Visitor economy	To be confirmed/revised following Destination Lincolnshire insolvency	
Education and Skills	Claire Foster	Boston College
Health and Wellbeing	Jacqui Bunce	NHS
Sport and leisure	Emma Tatlow	Active Lincolnshire
Social Infrastructure		
Community (Equity & Inclusion)	Dr Batul Dungarwalla	Lincs CVS
Community (cohesion)	Alistair Main	Lighthouse Church
Community (young people)	New Youth Group being set up via community leaders	
Community (voluntary and charity)	Lizzi Van Egmond	Town Husbands
Physical Infrastructure	Simon Wright	LCC officer
Active Transport	Stuart Elderkin	Pedals
Work and Productivity	David Ball	Bridge Farm
Town Centre	Sarah Fletcher	BID Manager
County Councilor	Cllr Rob Gibson Cllr Gary Taylor	Lincolnshire County Council

3. Plan Preparation

Procurement of strategic design consultancy for the development of the Spalding Town Centre Vision and Masterplan has now been concluded.

Greig & Stephenson Architects (GSA) have been appointed to lead this work. GSA bring over 30 years of experience in delivering place-based regeneration, particularly in complex town centre and heritage settings. Their proposal for Spalding focuses on:

- A 10-year Vision for the town centre
- A robust, spatial Masterplan focused on deliverability with identified capital projects
- A four-year investment plan aligned to PfN priorities

GSA will, working with Michelle Gant, create inclusive engagement and visual storytelling materials to ensure the community voice is embedded throughout. Their previous work, relevant to Spalding includes the Melton Mowbray Stockyard project (which helped secure £11m in Levelling Up funding), the Leicester Market Masterplan, and the transformation of Borough Market in London.

GSA's approach is rooted in co-creation, context sensitivity, and strong collaboration with both officers and the PfN Board.

Focus Consultants have been appointed to support delivery at the programme level. Their key role is to work with G&S and the Board and to:

- Develop a pipeline of fully costed prioritised projects aligned to PfN themes
- Support evidence gathering (economics), funding readiness, and delivery feasibility
- Provide assurance around the Years 1–4 delivery programme

Focus Consultants have extensive experience working with councils on neighbourhood investment strategies and are well-placed to help shape Spalding's PfN investment case and delivery framework.

4. Stakeholder Engagement in Preparation for the Plan

It is proposed to take two stage approach for engagement and consultation in the process of preparing the Plan. The first stage will bring together anchor institutions, voluntary, community, faith organisation and social enterprises to gather and collate existing work from partners to establish a clear view of existing work and challenges and opportunities as well as “shovel-ready” interventions. These engagement exercises will inform the work of Grieg and Stephenson & will shape the next stage of activity which will focus on engaging with residents, businesses and visitors to ensure they have meaningful opportunities to shape the development of Spalding over the next 10 years.

A coordinated programme of thematic workshops is being developed in line with the nine PfN themes. These workshops will be supported by officers, with key preparation and follow-up activity managed internally. Key theme leads from the Board are invited to suggest the list of attendees and organisations/ individuals to be part of these workshops. Key sessions could include:

- Health and well being; community and voluntary support
- Heritage and tourism; Art and culture
- Businesses (through already established groups such as BID, FPN etc)

This structure ensures Board input is embedded, while ensuring officers are doing the ‘heavy lifting’ on evidence, facilitation, and delivery planning.

Workshops will be scheduled throughout August and will feed directly into project pipeline development and wider engagement.

A high-level timeline of key milestones is as follows:

- Stakeholders' workshops – July-August
- Spatial analysis and draft plan – mid July to mid-September
- Board agreement on draft plan for consultation- mid September
- Consultation and engagement with residents – Mid September to mid-October
- Final plan and board approval – end of October
- Council approval including PDP – early November
- Submission of plan – before 28th November

5. Forward Look – Key Updates for Next Board

The Programme Manager will bring forward early outputs from the following workstreams to the next Board meeting:

- Retail & Leisure Study – to shape town centre investment proposals
- Sectoral Analysis – to inform economic and employment-related projects
- Skills Study – to identify gaps and align provision with local and regional need

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BUDGET	DESCRIPTION OF ACTIVITIES	SPEND/PO COMMITMENT TO DATE	Notes
£60,000	Spalding Christmas Lights 2024	60,000	
£50,000	Work undertaken as part of 2024 Long Term Plan submission	53,486	
£170,000	To deliver all engagement, consultation, events, capacity building, project development and other related activities that comply with Government guidance for the Plan for Neighbourhoods, under the following Neighbourhood Board themes: housing, visitor economy, arts culture and heritage, physical, social and community infrastructure, health and wellbeing, sports and leisure, employment and skills, work and productivity, safety and security, town centre	20,000 28,000 50,000 31,500 1,750 15,000	Engaging People (Michelle Gant) SHDC Programme Management - 1/3 MD split Spatial Masterplanning; Project Identification; Project Cost Scoping Programme Investment details Soar Consulting (Zoe Wortley) Board workshop Pride in Place events for resident engagement
£70,000	Develop the Regeneration Plan and Investment Plan for Spalding to be ready for delivery. Examples of the evidence base may include: Capacity, demand and need analysis for a range of eligible sectors, investments and interventions	15,000 8,000	Retail, Hospitality and Leisure studies (joint commission w/ Boston) Skills studies (joint commission w/ Boston)

		10,000	Heritage strategy and associated design guidance
£20,000	Match funding contribution to help secure Spalding Gentlemen's Society's grant of £594,738 grant from The National Lottery Heritage Fund to develop plans for expanding its Broad Street museum.	20,000	
£80,000	The delivery of a hot spot policing pilot with Lincolnshire Police and the Office of the Police and Crime Commissioner in Spalding town centre to respond to concerns around community safety and perceptions of crime identified in the community consultation undertaken to date.	80,000	Extension subject to PCC report on impact
£450,000	TOTAL	392,736	Remaining Total: £57,264