



# Pride in Place

## Programme Business Case

|                              |                      |
|------------------------------|----------------------|
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| <b>Programme Lead</b>        |                      |
| <b>Programme Theme Board</b> | Thriving People      |
| <b>Month Produced</b>        | January 2026         |

### Glossary

**Pride in Place Programme (PiP).** A long-term government-funded regeneration programme designed to improve neighbourhoods through community-led investment.

**Middle Super Output Area (MSOA).** A statistical neighbourhood boundary used by government to define and analyse local areas. For the programme, the MSOA relates to the Gainsborough West neighbourhood.

**Neighbourhood Board.** A resident-led decision-making group responsible for shaping and overseeing the Pride in Place vision and investment plan.

**Project Management Office (PMO).** A WLDC structured function that supports coordination, governance, and oversight of programme and project activity.

**Local Government Reorganisation (LGR).** The process where councils are restructured into new administrative arrangements, affecting governance and service delivery.

**Accountable Body.** The organisation legally responsible for managing, monitoring, and reporting on public funding. For the purposes of the programme this is West Lindsey District Council.

**Four-limb test.** A legal assessment used to determine whether a financial award constitutes a subsidy under UK law.

**PiP Plan 10-year vision.** A long-term statement of ambition describing how the neighbourhood should improve over the next decade.

## 1.0 Executive Summary

### **The Strategic Case**

TEXT

### **The Economic Case**

TEXT

### **The Commercial Case**

TEXT

### **The Financial Case**

TEXT

### **The Management Case**

TEXT

## 2.0 The Strategic Case

### **2.01 Vision Statement**

The Pride in Place (PiP) programme aims to create a Gainsborough where every resident feels deeply connected to their community, proud of their town, and confident about the future. Our vision is for a place with strong relationships, vibrant neighbourhoods, and a thriving town centre supported by high-quality local amenities and infrastructure.

By empowering people to shape decisions, unlocking local talent, and strengthening the fabric of our communities, this programme will help Gainsborough become a resilient, dynamic, and opportunity-rich place where everyone can take control of their lives and contribute to a shared, positive future.

## **2.02 Project Description**

The PiP programme has been established to address long-standing inequalities and entrenched challenges faced by neighbourhoods across the country, including Gainsborough West. These areas often experience a combination of economic decline, limited access to services, poor health outcomes, low civic participation, and a lack of safe, high-quality public spaces.

The programme recognises that these challenges cannot be resolved through short-term funding cycles or isolated interventions; instead, they require a sustained, community-led approach that empowers local people to shape long-term regeneration.

In recognition of these needs, West Lindsey District Council (WLDC) has been awarded up to £20 million over a 10-year period to support the transformation of Gainsborough West. This funding will be made up of a receipt of £2 million every year for a decade.

This investment represents a significant and rare opportunity to deliver meaningful, long-term change. The funding is designed to support the development of a shared 10-year vision and a detailed 4-year investment plan, co-produced with residents through a resident-led Neighbourhood Board. The programme places a responsibility on WLDC and its partners to ensure that investment is targeted, evidence-based, transparent, and aligned with the priorities of local people.

The programme responds directly to the need for stronger social infrastructure such as community organisations, safe public spaces, cultural assets, and local networks that enable people to thrive. Many neighbourhoods, including Gainsborough West, have seen these foundations erode over time, limiting opportunities for young people, reducing community cohesion, and making it harder to attract investment or support local enterprise. Pride in Place seeks to rebuild this infrastructure by investing in the physical environment, supporting community-led initiatives, improving safety and security, and enabling residents to take greater ownership of local assets and services.

## 2.03 The Case for Change

The area of Gainsborough West has been specifically targeted due to identifiable neighbourhood level pockets of deprivations which have too often fallen through the cracks of national interventions. These smaller geographies are of around 10,000 population and should enable targeted intervention.

Government have published a methodology note which sets out the methodology used to select the neighbourhoods in the Pride in Place programme. This will be supplemented by the publication of a data pack, which is awaited.

An important part of developing the 10 year vision will be a thorough strategic assessment of the data, a place based analysis and the development of a case for change incorporating universal consultation, targeted engagement and lived experience analysis.

## 2.04 The 10-Year Vision

Once the Neighbourhood Board is established, they must co-create a Pride in Place plan with the wider community, supported by the local MP and local authority. The plan should outline with community's vision for change over the next decade. Everyone should have a say in the future of their area.

This must be submitted to government for sign off by 28<sup>th</sup> November 2026.

## 2.05 Four-Year Investment Plan

To support the 10 year vision and set out how the funding will be invested places are required to develop and submit a 4 year investment plan.

A list of indicative interventions that will not require a specific business case have been approved. If a place wants to deliver an intervention that is not on the list a full business case will be required alongside the investment plan.

The four year investment plan must be submitted to government for sign off by 26<sup>th</sup> November 2026.

## 2.06 Programme Objectives

**Objective 1: To build stronger communities.** All places should have strong relationships and a collective sense of belonging to their community. This helps bring people together to build community cohesion and resilience, helping people to feel proud of their area and safe in their neighbourhood.

**Objective 2: To create thriving places.** 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.

**Objective 3: To empower people to take back control.** Talent is spread equally, but opportunity is not. Everybody should be empowered and in control of their lives and have a say over the future of their community.

## 2.07 Corporate Plan Linkages

TEXT

## 2.08 Programme Scope

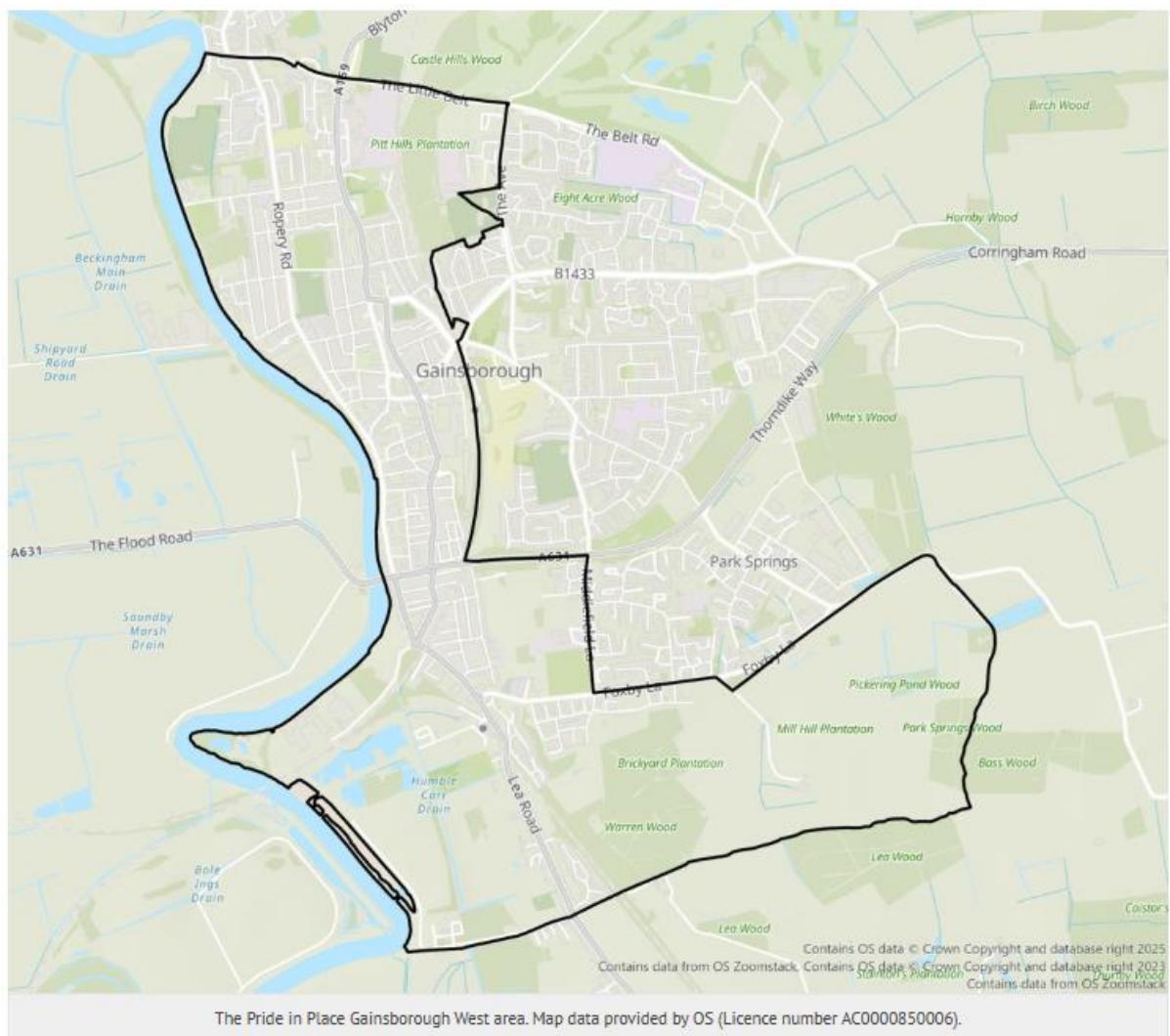
The PiP investment is specifically targeted at the Gainsborough West neighbourhood, as defined by the government-approved Middle Super Output Area (MSOA) boundary. This geography has been selected because it is identified as one of the most disadvantaged neighbourhoods nationally, with long-standing challenges relating to health, income, employment, housing quality, community safety, and access to local services.

The Gainsborough West boundary, shown in Figure 1, includes a mix of residential areas, local centres, community facilities, and public spaces. While the majority of interventions will take place within the boundary itself, the programme allows for investment outside the area where it can be clearly demonstrated that the primary beneficiaries are the residents of Gainsborough West enabling improvements to key routes, shared facilities, or services that sit just beyond the boundary but are essential to the functioning and wellbeing of the community.

**Figure 1:** Gainsborough West Middle Super Output Area boundary<sup>1</sup>

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<sup>1</sup> Source: [Pride in Place – Gainsborough West | West Lindsey District Council](#)



## 2.09 Risk Management

Table 1: Programme Risk Register

| Risk   | Likelihood   | Impact       | Rating    | Mitigating Action(s)  |
|--|--------------|--------------|-----------|---|
| <b>Risk 01. Community disengagement or lack of sustained participation.</b> There is a risk that residents may disengage or lose trust in the programme, reducing legitimacy and weakening the community-led approach.   | Probable (3) | Critical (4) | Red (12)  | <ul style="list-style-type: none"> <li>Establish a resident-led Board with 51% local representation.</li> <li>Maintain transparent decision-making and publish papers, minutes and decisions.</li> <li>Use varied engagement methods (events, digital tools, outreach).</li> <li>Regularly review Board membership to ensure diversity / representation.</li> <li>Provide training / support to Board members to build capability</li> </ul>  |
| <b>Risk 02. Insufficient capacity or capability to deliver the programme.</b> Limited officer capacity or expertise may lead to delays, inconsistent governance, or reduced quality of programme outputs.  | Probable (3) | Critical (4) | Red (12)  | <ul style="list-style-type: none"> <li>Early identification of required resources.</li> <li>Access MHCLG's Communities Delivery Unit for guidance.</li> <li>Phase project development to match available resources.</li> <li>Procure external expertise where required.</li> </ul>  |
| <b>Risk 03. Local Government Reorganisation disrupts programme continuity and delivery.</b> Structural changes arising from LGR may create uncertainty around governance, staffing, and accountability, disrupting programme continuity and delaying key milestones. | Certain (4)  | Major (3)    | Red (12)  | <ul style="list-style-type: none"> <li>Establish clear documentation of arrangements, decisions, and processes to ensure continuity regardless of organisational change.</li> <li>Maintain regular communication with LGR leads to ensure alignment.</li> <li>Secure cross-party commitment to the vision and investment plan.</li> <li>Ensure the Neighbourhood Board remains stable, community-led, and insulated from structural changes within the Council.</li> <li>Develop a transition plan outlining how Accountable Body responsibilities will be maintained under any new authority structure.</li> </ul> |
| <b>Risk 04. Reputational risk if outcomes are not delivered or visible.</b> If residents do not see timely or tangible improvements, confidence in the programme and the Council may decline.  | Probable (3) | Major (3)    | Amber (9) | <ul style="list-style-type: none"> <li>Development of Communications and Engagement Strategy allowing for transparency.</li> <li>Ensure decisions are clearly linked to community priorities.</li> </ul>  |
| <b>Risk 05. Fragmented partnership working.</b> Misalignment between partners may slow progress, weaken collaboration, or reduce the effectiveness of programme delivery   | Probable (3) | Major (3)    | Amber (9) | <ul style="list-style-type: none"> <li>Establish clear roles / responsibilities through the terms of reference.</li> <li>Maintain regular communication between partners.</li> <li>Use the Neighbourhood Board as the central decision-making forum.</li> </ul>   |

| Risk   | Likelihood   | Impact       | Rating    | Mitigating Action(s)  |
|--|--------------|--------------|-----------|---|
| <b>Risk 06. Failure to comply with Subsidy Control Act 2022.</b> Incorrect or non-compliant subsidy decisions could result in funding clawback, legal challenge, or reputational harm.                               | Possible (2) | Critical (4) | Amber (8) | <ul style="list-style-type: none"> <li>Apply the four-limbed test for every award.</li> <li>Ensure legal and procurement teams review all awards – seek external advice as required.</li> <li>Maintain clear audit trails and decision logs.</li> <li>Provide training for officers and Board members on subsidy control.</li> </ul>                    |
| <b>Risk 07. Procurement non-compliance.</b> Misapplication of procurement rules may delay delivery, invalidate contracts, or expose the programme to legal challenge.  | Possible (2) | Critical (4) | Amber (8) | <ul style="list-style-type: none"> <li>Follow procurement rules.</li> <li>Engage procurement early in project development.</li> <li>Maintain clear documentation and audit trails.</li> <li>Provide training for officers and Board members.</li> </ul>   |
| <b>Risk 08. Delays in developing the 10-year vision and 4-year investment plan.</b> Failure to meet government deadlines for plan development could delay funding release and undermine confidence in local delivery | Possible (2) | Critical (4) | Amber (8) | <ul style="list-style-type: none"> <li>Establish a clear programme timeline with milestones.</li> <li>Provide structured support to the Neighbourhood Board.</li> <li>Use early engagement findings to shape draft priorities.</li> <li>Escalate risks early through governance channels</li> <li>Ensure alignment with WLDC PMO principles.</li> </ul> |
| <b>Risk 09. Financial mismanagement or cost escalation.</b> Poor financial controls or rising costs may reduce the programme's ability to deliver planned outcomes within budget                                     | Possible (2) | Critical (4) | Amber (8) | <ul style="list-style-type: none"> <li>Apply WLDC financial processes.</li> <li>Develop robust business cases for all projects.</li> <li>Build contingency into project budgets.</li> <li>Conduct regular financial reporting to the Board and MHCLG.</li> </ul>  |
| <b>Risk 10. Conflicts of interest affecting decision-making.</b> Board members' personal or organisational interests may influence decisions and compromise the integrity of the programme.                          | Possible (2) | Critical (4) | Amber (8) | <ul style="list-style-type: none"> <li>Require all members to complete a register of interests.</li> <li>Apply WLDC conflict-of-interest procedures.</li> <li>Ensure members recuse themselves where appropriate.</li> <li>Publish all declarations and actions taken.</li> <li>Provide training on the Nolan Principles.</li> </ul>                    |
| <b>Risk 11. Economic or policy changes affecting programme viability.</b> Shifts in national policy, inflation, or economic pressures may impact funding certainty, delivery models, or programme priorities.        | Possible (2) | Major (3)    | Amber (6) | <ul style="list-style-type: none"> <li>Maintain flexibility in project design.</li> <li>Monitor national policy developments.</li> <li>Build strong relationships with MHCLG.</li> <li>Prioritise investments that deliver long-term resilience.</li> </ul>   |

## 2.10 Constraints

### Time Constraints

- The programme must deliver a 10-year vision and a 4-year investment plan within government-defined timescales, requiring early mobilisation and sustained momentum.
- Key milestones (e.g. Board establishment, community engagement, plan development, and project initiation) must be achieved in line with MHCLG expectations to avoid delays in funding release.

### Financial Constraints

- The programme is capped at £20 million over 10 years, requiring careful prioritisation to ensure investment is targeted, impactful, and sustainable.
- Inflation, rising construction costs, and market volatility may reduce the purchasing power of the allocation over time.
- Funding must comply with strict rules on subsidy control, procurement, and audit requirements, which may limit the types of interventions that can be supported.
- Ongoing revenue implications (e.g., maintenance, staffing, running costs) may exceed available budgets unless long-term sustainability is built into project design.
- Match funding or partner contributions may be limited, reducing opportunities to leverage additional investment.

### Resource Constraints

- Delivery relies on limited officer capacity, with existing teams balancing PiP alongside statutory duties and other corporate priorities.
- The programme depends on sustained participation from the Neighbourhood Board, whose members are volunteers with varying availability, experience, and support needs.
- External partners (e.g., police, health, voluntary sector) may have competing priorities that limit their ability to contribute consistently.

## 2.11 Assumptions

- 1. Funding Certainty.** It is assumed that the full £20 million allocation will remain available over the 10-year period and will not be reduced due to national policy or fiscal changes.
- 2. Stable Governance Requirements.** It is assumed that the government's expectations for Neighbourhood Boards, transparency, and community-led decision-making will remain consistent throughout the programme.
- 3. Community Participation.** It is assumed that residents will continue to engage with the Neighbourhood Board and wider consultation activities at a level sufficient to shape and validate programme priorities.
- 4. Partner Cooperation.** It is assumed that key partners (i.e. MP, public agencies, voluntary sector organisations, and local services)—will remain committed and able to participate in programme activity.
- 5. Council Capacity.** It is assumed that WLDC will maintain sufficient officer capacity and expertise to fulfil its role as Accountable Body throughout the programme.
- 6. Economic Stability.** It is assumed that inflation, construction costs, and market conditions will remain within manageable levels.
- 7. Boundary Stability.** It is assumed that the Gainsborough West MSOA boundary will remain the defined geography for investment unless formally amended through government-approved processes.
- 8. Data Availability.** It is assumed that relevant data on deprivation, community needs, and local conditions will remain accessible to support evidence-based decision-making.
- 9. Legal and Regulatory Continuity.** It is assumed that the Subsidy Control Act, procurement rules, and financial regulations will remain broadly stable, allowing consistent application across the programme.
- 10. LGR Transition Management.** It is assumed that any Local Government Reorganisation will include clear transitional arrangements that protect the continuity of the programme and its Accountable Body responsibilities.

## 2.12 Project Dependencies

**UK Shared Prosperity Fund (UKSPF).** PiP builds on the foundations created by the UKSP fund, which has already strengthened community capacity, supported local enterprise, and

delivered early place-based improvements. By aligning priorities, sharing evidence, and coordinating engagement, PiP ensures that UKSPF activity continues to reinforce long-term community-led regeneration rather than operating in isolation.

**Step Fusion.** The programme also benefits from close alignment with the emerging STEP Fusion development, whose long-term economic and infrastructure impacts will shape opportunities across the district. By maintaining strong links with STEP partners, PiP can position Gainsborough West residents to benefit from future skills pathways, employment opportunities, and wider investment, ensuring that local regeneration is future-proofed and connected to regional growth.

**Gainsborough Based Regeneration projects.** At a town-centre level, PiP leverages other interventions for example through the Levelling Up Programme the Townscape Heritage Project, Living Over the Shops and market / public realm improvements, all of which contribute directly to the programme's objectives around creating thriving, vibrant places. Improvements to shop fronts, market infrastructure, and public-realm quality enhance the attractiveness and functionality of the town centre, supporting footfall, local business confidence, and community pride.

### 3.0 The Economic Case

#### 3.01 Critical Success Factors

- **Strong and Sustained Community Leadership.** The programme must maintain active, representative, and meaningful involvement from residents through the Neighbourhood Board and wider engagement, ensuring decisions genuinely reflect local priorities.
- **Clear, Shared Long-Term Vision.** A well-defined 10-year vision and 4-year investment plan must be co-produced with the community and agreed by all partners to guide consistent, coordinated action over the life of the programme.
- **Effective Governance and Transparency.** The Neighbourhood Board must operate openly, publish decisions and papers, manage conflicts of interest, and uphold the Nolan Principles to maintain public trust and programme legitimacy.
- **Compliance with Legal and Financial Requirements.** All funding decisions must comply with the Subsidy Control Act, procurement regulations, and WLDC financial rules to protect the Council's role as Accountable Body and avoid clawback or legal challenge.
- **Sufficient Capacity and Capability.** WLDC and partners must maintain the skills, resources, and officer capacity needed to support the Board, manage funding, and deliver projects to a high standard.

- **Strong Partnership Working.** Effective collaboration between WLDC, the MP, public agencies, voluntary organisations, and community groups is essential to align priorities, share resources, and deliver integrated outcomes.
- **Robust Monitoring, Reporting, and Learning.** Clear metrics, regular reporting to government, and a commitment to learning and adaptation are essential to demonstrate impact and adjust delivery as community needs evolve.
- **Financial Sustainability and Value for Money.** Projects must be affordable, deliver long-term benefits, and avoid creating unfunded liabilities, ensuring the £20 million investment achieves maximum impact for Gainsborough West.
- **Alignment with WLDC PMO practises.** Subsequent PiP projects should be delivered in accordance with already established WLDC PMO practises. To help support this bespoke project documentation will be created to ensure the alignment with PMO principles whilst ensuring relevant information is captured.

### 3.02 Option Appraisal

**Option A:** Name. Description.

**Option B:** Name. Description.

### 3.03 Preferred Option

TEXT

## 4.0 The Commercial Case

### 4.01 Procurement Strategy

The programme will require the procurement of good and services in line with government guidance and the councils own contract and procurement procedure rules. The procurement strategy will be finalised as the interventions are developed through the investment plan. Any

procurement required as part of the establishment of the board and community engagement will be in line with contract and procurement procedure rules.

Previous experience of developing a complex procurement strategy for UKSPF interventions will feed into this work.

#### **4.02 Delivery Options**

National procurement legislation was updated in 2025 in an attempt to deliver a system that was more agile and transparent. The council have several established routes for the procurement of goods and services, each designed to balance value for money, transparency and compliance with procurement regulations. Options include:

- Open competitions
- Restricted procedures
- Competitive dialogue
- Framework agreements
- Dynamic purchasing systems
- Direct award

#### **4.03 Preferred Option**

The preferred option for each case will be considered in detail and will reflect the councils understanding of local markets, existing frameworks and a desire to drive local engagement and growth through the use of local suppliers and supply chains.

### **5.0 The Financial Case**

#### **5.01 Cost breakdown**

The programme will receive funding and support totalling up to 20 million. The funding will be split 63% capital and 37% revenue. This funding split will inform investment and expenditure plans.

#### **5.02 Project Funding**

The funding profile was published in guidance in December 2025 and is set out in the table below.

| Grant type<br>(£ms) | 25/26 | 26/27 | 27/28 | 28/29 | 29/30 | 30/31 | 31/32 | 32/33 | 33/34 | 34/35 | 35/36 | Total |
|---------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Capital funding     | 0     | 0.12  | 0.67  | 1.46  | 1.46  | 1.46  | 1.46  | 1.46  | 1.46  | 1.46  | 1.46  | 12.43 |
| Revenue funding     | 0.15  | 0.27  | 0.69  | 0.69  | 0.77  | 0.77  | 0.77  | 0.77  | 0.77  | 0.77  | 0.77  | 7.17  |
| Total               | 0.15  | 0.39  | 1.36  | 2.15  | 2.23  | 2.23  | 2.23  | 2.23  | 2.23  | 2.23  | 2.23  | 19.6  |

The first payment of £150,000 is anticipated in Q4 25/26 and should be used to support local community engagement and the establishment of Neighbourhood Boards.

Revenue funding will be paid to local authorities in two tranches in year 1 (26/27) with 50% being paid at the start of the financial year and the remaining 50% on approval of the Pride in Place Plan.

The initial allocation of capital funding will be paid in the first tranche in year 1.

### 5.03 Lease Implications

Unknown until the plan is developed.

### 5.04 VAT Implications

Unknown until the plan is developed.

## 6.0 The Management Case

### 6.01 Governance – The Neighbourhood Board

The Neighbourhood Board is the vehicle through which a vision and long-term investment strategy for the Gainsborough West area Middle Super Output is to be developed.

The board, supported by their MP and WLDC, will be responsible for both co-producing with the wider community a Regeneration Plan for their place, which sets out a 10 - year vision and 4-year investment plan, and delivering in the interests of local people to improve the physical and social infrastructure of their community.

The Neighbourhood Board will oversee and monitor the implementation of the Regeneration Plan, and review and periodically amend the Regeneration Plan to reflect the changing context and priorities of local people.

The board will be led by an independent Chair, appointed and approved by the local MP and local authority. The Chair should act as a champion for the place and local people, ensuring engagement that reaches out into the community, to ensure decision-making is community-

led. The Chair will lead the process of recruiting and convening the Board, with the support of the local authority and the local MP. The Chair of the Board will lead the recruitment of board members, working with the local MP and local authority to ensure the Neighbourhood Board is inclusive and representative of the local community. The roles and responsibilities of the Neighbourhood Board are shown in Table 3.

**Table 2:** The Neighbourhood Board – roles and responsibilities

| Role          | Responsibility   |
|---------------|--|
| Board Chair   | <ul style="list-style-type: none"> <li>◦ Act as a champion for the place and the programme</li> <li>◦ Provide visible leadership and ensure the Board is community-led</li> <li>◦ Represent the Board in public and stakeholder settings</li> <li>◦ Ensure effective, inclusive, and transparent decision-making</li> <li>◦ Hold the casting vote where no majority is reached</li> <li>◦ Lead the annual review of Board membership</li> <li>◦ Manage meeting conduct and ensure respectful, productive discussions</li> <li>◦ Approve draft and final minutes</li> </ul> |
| Board Members | <ul style="list-style-type: none"> <li>◦ Set the long-term vision and investment priorities</li> <li>◦ Make transparent, community-led decisions</li> <li>◦ Uphold high standards of conduct and managing conflicts</li> <li>◦ Represent the community and ensuring diverse voices are heard</li> <li>◦ Monitor delivery and holding the programme to account</li> <li>◦ Work collaboratively with WLDC as the Accountable Body</li> </ul>   |
| WLDC          | <ul style="list-style-type: none"> <li>◦ Act as Accountable Body</li> <li>◦ Provide secretariat, programme management, monitoring, and project management</li> <li>◦ Ensure compliance with financial regulations, subsidy control, and procurement law</li> <li>◦ Provide legal and financial assurance to MHCLG</li> <li>◦ Maintain registers of interests, gifts, and hospitality</li> </ul>  |

## 6.02 Governance – WLDCs Internal PMO Approach

WLDC is required to support the programme, both in terms of establishing and supporting the board, providing secretariat services, delivery of the programme and ongoing monitoring and reporting as the accountable body. To do this an internal programme structure will be established which will be overseen by the council's Thriving Place Strategic Delivery Panel.

The programme will exist to:

- Provide assurance, structure, and transparency for a 10-year, community-led programme.
- Enable the Neighbourhood Board to make informed, compliant, and timely decisions.
- Ensure WLDC meets its duties as Accountable Body.
- Support community capacity-building so that delivery becomes resident-led by Year 3.
- Maintain alignment with the Corporate Plan, LGR transition, and wider WLDC transformation.

The roles and responsibilities of the internal programme team are shown in Table 4.

**Table 3:** West Lindsey District Council – roles and responsibilities

| Role                       | Responsibility  | Officer             |
|----------------------------|---|---------------------|
| Programme Sponsor          | <ul style="list-style-type: none"> <li>Provide strategic leadership</li> <li>Ensure alignment with Corporate Plan</li> <li>Champion the programme</li> <li>Approve major changes</li> <li>Escalates risk and issues</li> <li>Supports Neighbourhood Board relationships</li> </ul>                                    | S Grindrod-Smith    |
| Programme Manager          | <ul style="list-style-type: none"> <li>Oversee programme delivery</li> <li>Ensure compliance</li> <li>Conduct boundary checks</li> <li>Lead business case quality</li> <li>Manage programme-level risks</li> <li>Present recommendations to the Board</li> <li>Oversee monitoring and benefits realisation</li> </ul> | W Osgodby           |
| Project Manager            | <ul style="list-style-type: none"> <li>Lead project development and delivery</li> <li>Business Case development</li> <li>Manages delivery partners</li> <li>Manages project delivery inc. risks and issues</li> <li>Prepare monitoring returns</li> <li>Develop closure reports</li> </ul>                            | TBC                 |
| PMO                        | <ul style="list-style-type: none"> <li>Provide governance, templates &amp; reporting</li> <li>Prepare Board papers</li> <li>Maintain audit trail</li> <li>Manage documentation and change control</li> </ul>  | Matthew Snee        |
| Community Delivery Officer | <ul style="list-style-type: none"> <li>Builds community capacity</li> <li>Integrate engagement into project development</li> <li>Supports benefits realisation</li> </ul>   | Abigail Buckland    |
| Finance Business Partner   | <ul style="list-style-type: none"> <li>Undertake relevant financial analysis of projects</li> <li>Monitors spend vs profile</li> <li>Ensure grant compliance</li> </ul>   | TBC                 |
| Legal / Procurement        | <ul style="list-style-type: none"> <li>Provides subsidy control advice</li> <li>Applies four-limb test</li> <li>Confirms procurement routes</li> <li>Drafts and issues contracts/grant agreements</li> <li>Ensure legal compliance</li> </ul>   | A Grieve / External |
| S151 Officer               | <ul style="list-style-type: none"> <li>Provide statutory financial assurance</li> <li>Sign annual assurance statements</li> <li>Ensure compliance with Managing Public Money</li> <li>Oversees financial governance</li> </ul>  | P Davey             |

## 6.03 Approval Process

The PiP programme operates through a dual governance model that balances community leadership with professional oversight. The Neighbourhood Board is the primary decision-making body for the programme. WLDC acts as the accountable body and holds legal and financial responsibility for the programme. It cannot override the board's decisions however it must ensure that the decisions are lawful, compliant and deliverable. The council does not choose programme priorities, select projects or direct the board's decisions. An overview of the approval process can be found in Table 5.

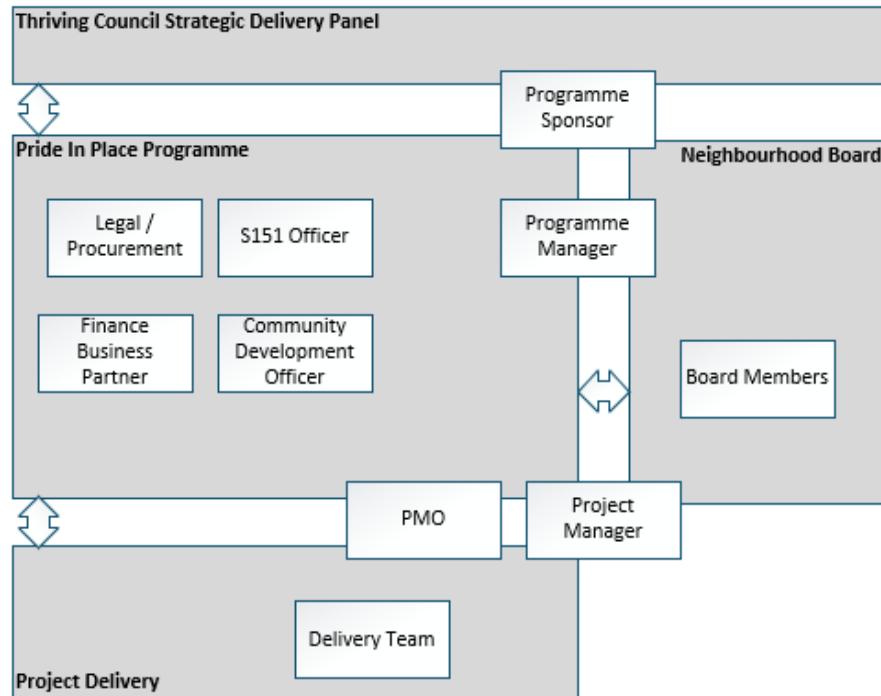
**Table 4:** Approval process

| Forum                   | The Neighbourhood Board<br>(decision-making and approvals)  | WLDC<br>(oversight and compliance)  |
|-------------------------|---|---|
| <b>Approvals</b>        | <ul style="list-style-type: none"><li>• The 10-year vision and 4-year investment plan</li><li>• Priorities for investment</li><li>• Selection of projects</li><li>• Allocation of funding within the programme</li><li>• Any changes or amendments to the investment plan</li><li>• Recommendations on delivery approaches</li><li>• Community-led proposals / priorities</li></ul>                                     | <ul style="list-style-type: none"><li>• Compliance with financial regulations</li><li>• Compliance with the Subsidy Control Act 2022</li><li>• Compliance with procurement law</li><li>• Whether decisions are legally sound</li><li>• Whether funding allocations are auditable</li><li>• The annual assurance statement to MHCLG</li><li>• Contracting, commissioning, and financial transactions</li></ul>   |
| <b>Approval process</b> | <ul style="list-style-type: none"><li>• Decisions are made by consensus where possible</li><li>• If a vote is required, each Board member has one vote</li><li>• Decisions pass by simple majority.</li><li>• If there is no majority, the Chair has the casting vote</li><li>• Meetings are quorate when 50% of members are present</li><li>• Members with a conflict of interest must not vote on that item</li></ul> | <ul style="list-style-type: none"><li>• Committee review of Vision and Investment Plan prior to submission to government</li><li>• Officers review Board decisions for compliance</li><li>• Legal, finance, and procurement teams confirm whether decisions meet statutory requirements</li><li>• The S151 officer provides annual assurance to government</li><li>• WLDC may pause or refuse implementation of a Board decision only if it breaches law, regulation, or financial governance</li><li>• WLDC acts as secretariat, ensuring alignment with PMO processes</li></ul> |

## 6.04 Programme Structure

The PiP programme is governed through a structured delivery model that ensures both strategic oversight and community leadership. At the top level, the Thriving Place Strategic Delivery Panel provides strategic alignment, while the Programme Sponsor oversees the programme's direction and accountability. Operational delivery is led by the Programme Manager, who supports the resident-led Neighbourhood Board and coordinates with key roles including legal, finance, procurement, and community development. Project delivery is managed by the Project Manager and supported by the PMO. An overview of the structure can be seen in Figure 2.

**Figure 2:** Programme structure



## 6.05 Programme Monitoring and Reporting

**Reporting to Government (MHCLG / DLUHC).** The Council, as the Accountable Body, must provide regular and accurate reporting to government, including:

- **Quarterly performance reports.** Covering progress against the 4-year investment plan, delivery milestones, risks, spend, and outcomes.
- **Quarterly financial monitoring.** Detailing expenditure, commitments, variances, and forecasts.
- **Annual assurance statement.** Signed by the Council's S151 officer confirming compliance with financial regulations, subsidy control, procurement law, and programme governance.
- **Outcome and impact reporting.** Using agreed metrics to demonstrate improvements in safety, wellbeing, local environment, community participation, and economic resilience.
- **Ad-hoc returns.** Responding to government requests for updates, clarifications, or evidence.

**Reporting to the Neighbourhood Board.** The Council must provide the Board with:

- **Regular programme updates.** Including progress, risks, issues, and delivery performance.
- **Financial reports.** Showing spend to date, commitments, and available budget.

- **Compliance reports.** Covering subsidy control assessments, procurement routes, and legal considerations.
- **Project monitoring reports.** Summaries of project status, milestones, outputs, and risks.

**Reporting by the Neighbourhood Board.** The Board must publish:

- Meeting papers (5 working days before meetings)
- Draft minutes (within 10 working days)
- Final minutes (within 10 working days of approval)
- Decision logs
- Declarations of interest and how they were managed

## 6.06 Community Engagement

- What residents said
- How priorities were shaped
- How decisions reflect community input
- How the Board has influenced the plan

## 6.07 Pride in Place – Project Lifecycle

The PiP project lifecycle provides a structured, transparent, and community-centred approach to delivering neighbourhood improvements. It ensures WLDC meets its duties as Accountable Body while empowering residents to shape local priorities. Each project will run through a nine-element approach aligned to WLDCs project management approach. An overview of this is shown in Table 6.

**Table 5:** Project Lifecycle

| Element  | Action  | Responsible Party   |
|--|---|---|
| <b>Stage One: Project Initiation</b>   |   |   |
| <b>1. Idea Generation.</b> Ideas emerge from residents, partners, councillors, or officers. The PMO provides accessible templates and ensures early alignment with the Neighbourhood Plan.   | 1.1 Capture project ideas from residents, partners, councillors, or officers<br>1.2 Provide light-touch guidance and templates<br>1.3 Check alignment with Neighbourhood Plan vision  | ◦ Project Manager ◦ Community Development Officer (CDO)<br>◦ PMO<br>◦ Programme Manager ◦ Programme Sponsor   |
| <b>2. Eligibility &amp; Boundary Check.</b> Confirmation that the project fits within the MSOA boundary and assesses any out-of-boundary proposals for neighbourhood benefit. The Project Manager conducts early feasibility checks. | 2.1 Confirm project fits within MSOA boundary<br>2.2 Assess out-of-boundary proposals for neighbourhood benefit<br>2.3 Conduct initial feasibility and risk screening   | ◦ Programme Manager<br>◦ Programme Manager<br>◦ Project Manager   |
| <b>3. Subsidy &amp; Procurement Pre-Screen.</b> Legal and the PMO apply the four-limb test and identify the correct subsidy route. Procurement requirements are confirmed early to avoid downstream risk.                            | 3.1 Apply four-limb test for subsidy presence<br>3.2 Select appropriate subsidy route<br>3.3 Confirm procurement route and thresholds<br>3.4 Consult S151 and Legal if required   | ◦ Legal & Procurement Advisor<br>◦ Programme Manager ◦ Legal & Procurement Advisor<br>◦ Legal & Procurement Advisor<br>◦ Programme Manager ◦ S151 Officer & Legal |
| <b>Stage Two: Business Case Development</b>  |   |   |
| <b>4. Business Case Development.</b> The Project Manager leads development of the business case, supported by PMO structure, Finance costings, and Community Officer accessibility checks.   | 4.1 Support development of objectives and outcomes<br>4.2 Assist with costings and funding profile<br>4.3 Develop delivery plan and milestones<br>4.4 Identify risks, dependencies, and mitigations<br>4.5 Ensure accessibility and plain English standards | ◦ Project Manager ◦ Programme Manager<br>◦ Finance Business Partner ◦ Project Manager<br>◦ Project Manager<br>◦ Project Manager ◦ PMO<br>◦ CDO ◦ PMO              |
| <b>5. Board Decision.</b> The PMO prepares and publishes papers. The Programme Lead presents recommendations. The Neighbourhood Board makes the final decision.  | 5.1 Prepare decision papers and publish 5 days in advance<br>5.2 Facilitate Board review and decision-making<br>5.3 Log and publish decisions for transparency<br>5.4 Approve or reject projects  | ◦ PMO<br>◦ Programme Manager ◦ Programme Sponsor<br>◦ PMO<br>◦ Neighbourhood Board  |

| Element   | Action   | Responsible Party                              |
|---|--|--|
|   |  |  |
| <b>Stage Three: Project Delivery</b>  |  |  |
| <b>6. Delivery Set-Up &amp; Contracting.</b> Legal issues contracts or grant agreements. The Project Manager onboards delivery partners. The PMO confirms monitoring requirements.                            | 6.1 Issue contracts or grant agreements                | ◦ Legal & Procurement Advisor                  |
|   | 6.2 Execute procurement processes                      | ◦ Legal & Procurement Advisor                  |
|   | 6.3 Onboard delivery partners                          | ◦ Project Manager                              |
|   | 6.4 Confirm monitoring and reporting requirements      | ◦ PMO ◦ Programme Manager                      |
|   | 6.5 Validate equality, safeguarding, and risk controls | ◦ Project Manager ◦ CDO                        |
| <b>7. Delivery &amp; Monitoring.</b> The Project Manager submits monitoring returns. Finance tracks spend. The PMO oversees risks, issues, and change control.  | 7.1 Collect monthly/quarterly monitoring returns       | ◦ Project Manager                              |
|   | 7.2 Financial monitoring                               | ◦ Financial Business Partner ◦ Project Manager |
|   | 7.3 Monitor outputs, outcomes, risks, and engagement   | ◦ Project Manager ◦ PMO                        |
|   | 7.4 Apply change control where needed                  | ◦ Programme Manager ◦ Programme Sponsor        |
| <b>Stage Four: Benefits Realisation</b>   |  |  |
| <b>8. Benefits Realisation &amp; Review.</b> Evidence of impact is collected, community feedback is gathered, and lessons learned are logged. The Programme Lead assesses contribution to the 10-year vision. | 8.1 Capture evidence of impact                         | ◦ Project Manager ◦ CDO                        |
|   | 8.2 Facilitate community feedback loops                | ◦ CDO  |
|   | 8.3 Log lessons learned                                | ◦ PMO ◦ Project Manager                        |
|   | 8.4 Assess contribution to 10-year vision              | ◦ Programme Manager ◦ CDO ◦ Programme Sponsor  |
| <b>9. Project Closure.</b> Final reporting, financial reconciliation, archiving, and celebration of success complete the lifecycle.   | 9.1 Submit final report                                | ◦ Project Manager                              |
|   | 9.2 Conduct financial reconciliation                   | ◦ Finance Business Partner ◦ Project Manager   |
|   | 9.3 Archive project documentation                      | ◦ PMO  |
|   | 9.4 Celebrate success publicly                         | ◦ Programme Manager ◦ Programme Sponsor        |

## 6.08 Quality Assurance

Both the programme and subsequent projects are to be delivered in accordance with WLDC's project management framework and quality assurance approach which can be viewed here. All project documentation will be saved on the council's Project Office with project delivered managed through Monday.com.

## 6.09 Stakeholder Management

TEXT

**Table 6:** Stakeholder Register

| Stakeholder | Profile |          | Support |          | Engagement Activities |
|-------------|---------|----------|---------|----------|-----------------------|
|             | Current | Proposed | Current | Proposed |                       |
|             |         |          |         |          |                       |
|             |         |          |         |          |                       |
|             |         |          |         |          |                       |

## 6.10 Change Management / Communications Plan

TEXT

## 6.11 Equality Impact Assessment

TEXT

End of report.