



BOSTON TOWN DEAL BOARD MEETING

THURSDAY 10 SEPTEMBER 2020 AT 11AM

VIA ZOOM

Agenda

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|---|---|----|
| 1 | Welcome and Introductions | |
| 2 | Apologies for absence | |
| 3 | Boston Town Deal - Next Stage of Development (<i>Enc</i>) | IA |
| 4 | Completion of the Strategic Framework - Part 1 of the Town Investment Plan (<i>Enc</i>) | IA |
| 5 | Social Value Charter - Setting up a Monitoring and Evaluation Framework (<i>Enc</i>) | IA |
| 6 | Governance Report (<i>Enc</i>) | MS |
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AT THIS POINT OF THE MEETING THE CHAIR WILL ASK MEMBERS OF THE PUBLIC TO LEAVE THE ROOM AS THE NEXT ITEM OF THE AGENDA CONTAINS CONFIDENTIAL INFORMATION IN ACCORDANCE WITH CLAUSE 7.4 OF THE TERMS OF REFERENCE

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| 7 | Minutes of the Boston Town Board Meeting held on 7 July 2020 (<i>Enc</i>) | |
| 8 | Minutes of the Technical Sub Group Meeting held on 3 September 2020 (<i>Enc</i>) | |
| 9 | Any Other Business | |

Agenda Item 3: Boston Towns Deal – Next Stage of Development

Introduction

This report sets out the next stages of development to take the Boston Towns Fund towards the successful submission of a Town Investment Plan by 31 October 2020.

Key Tasks

Key tasks to be completed are set out below:

Programme - Develop a clear programme plan to move us forward to the point of TIP Submission – this involves the drafting and testing of an overall gantt chart based on Specific, Measurable, Achievable Realistic and Timebound tasks

Synergy - Begin to marshal and programme manage the relatively informal groups we have looking at Heritage (through H Lincs) and Inclusive Growth (being run at present through D Fannin)

Grouping - Identify a means of clustering the other projects and begin drawing them into similar programmes around skills, connectivity and urban regeneration

Project Development - Draw out from these groups the critical projects and diagnose the additional support they need and plan how to allocate it, forming a development team in conjunction with key partners and agreeing a division of labour amongst them to bring each project to a state of suitable fruition by 31 October

Evidence - Revisit the evidence base and vision and plan a final stage of public engagement

TIP - Develop a structure for the TIP and a team to write it

Governance - Support the on-going governance of the Towns Fund process including preparing papers and reports for the Board, Technical Sub-Group and Council

Governance – Set up a Social Value Charter approach to on-going public engagement and management

These activities are set out in the gantt chart below

Dates	07-Sep	14-Sep	21-Sep	28-Sep	05-Oct	12-Oct	19-Oct	26-Oct	
Management Team									Michelle Sacks, Clive Gibbon, Luisa Stanney, Ivan Annibal, David Fannin, Greg Pickup, Claire Foster
Technical Sub-Group									31/8 Agree process, 21/9 Final appraisal
Board									31/8 Overview of process, 21/9 final projects agreed, 12/10 final bid agreed
Theme groups in place terms of reference activities and deadlines agreed									Inclusive Growth (David Fannin), Skills (Claire Foster), Connectivity (Clive Gibbon), Heritage (Greg Pickup/Hannah Thompson), Urban Regeneration (Ivan Annibal)
Work with groups to issue and complete proforma for each project in scope									To be completed by 21/9 for technical group submission
Evidence – review and update evidence base 31 August 2020.									Ivan Annibal to undertake this work
Community Charter									Develop and implement community charter, support from SVE team
TIP – full draft in place by 5 October, completed TIP by 26 October 2020.									IA to draft in partnership with Management Team as editorial group
Submit TIP									

Project Progress

A status report in relation to each of the projects in scope is set out below:

The next stage is for each of the theme leads to review the status of each project and using the now confirmed form attached as an excel file with this report indicate the likelihood of the project being ready for transfer onto the form in time for submission on 31 October. As set out previously this involves being well advanced to RIBA stage 2 and in terms of cost estimates therefore capable of an outline business case development. (<https://www.architecture.com/-/media/GatherContent/Test-resources-page/Additional-Documents/2020RIBAPlanofWorktemplatepdf.pdf>)

Strategic leads involved in each of the themes set out below will be available to provide a briefing on progress in addition to the narrative which follows:

Tourism/Heritage

Work around this cluster of projects is being led by Heritage Lincolnshire

Good progress has been made in respect of the project portfolio. It is anticipated that the following projects will have a full completed proforma in place for consideration by the Board Technical Sub-Group at its meeting scheduled for 21 September.

St Botolphs Church Lighting Scheme - St Botolphs

St Botolphs Medieval Library - develop, conserve and interpret artefacts along with training outputs- St Botolphs

Blenkin Memorial Hall, Refurbish and partner with Boston College - St Botolphs

Healing the High Street - Townscape Heritage Proposal (Heritage Lincolnshire)

Townscape Heritage Project - engaging people and up-skilling them- Heritage Lincolnshire

Wide Bargate shop front scheme - Heritage Lincolnshire

Shodfriars Hall- Bring Shodfirars Hall back into use as a culture centre adjacent to Blackfriars Arts Centre

Work to finalise the likely submission of the Black Sluice Moorings Project and Centenary Methodist Church is in train.

Skills/Enterprise

Work around this cluster of projects is being led by Boston College

There has been a consolidation of the two initial Boston College related projects into a new focus around an iconic new learning and community facility to be developed under the title of the Mayflower Centre. The Centre would have the following features:

- Super-fast broadband/Wi-Fi connectivity and charging tables/points for devices so that learning can take place wherever and whenever.
- Student-supported small retail outlets including coffee shops, bakery, health foods, crafts etc.
- New-start-up outlet/space to encourage graduate enterprise with business support
- Areas for voluntary services, support networks and agencies.
- Flexible and varied seating areas allowing for small bubbles of learning with family, with friends
- Learning pods designed for adult learning access for digital upskilling and career-skills development.
- On-hand support and tuition provided in a low key, calm and spacious environment.
- Health and well-being pods/outlets - with support to talk about mental health, nutrition and exercise advice, etc.
- Beauty and hair salons with students gaining valuable opportunities to practice and hone their skills.
- Art gallery/space. Music/performance space.
- Soundscape/background music, creative/mood lighting for events and atmosphere
- Health facilities
- Possibility of incorporating the animal collection - the Mayflower's 'Ark'

Rapid progress is being made in terms of RIBA stage 2 design and a proforma will be in place for consideration by the Technical Sub-Group at its 21 September meeting.

Port and Logistics Investment – the original project has been reconfigured and now involves a wider training and investment approach to maximising the impact of the port and its wider food hinterland. University of Lincoln, Boston College and the Port are in a detailed

dialogue about the development of the initiative and it is anticipated that a proforma will be in place in time for consideration by the Technical Group on 21 September.

Regeneration

Work on this cluster of projects is being led by Ivan Annibal in his role as Towns Fund consultant.

Three major projects are encompassed in this theme:

Smarter homes – discussions are on-going around the development of the proforma for this initiative and we are hopeful that it can be produced in time for the Technical Sub-Group meeting on 21 September

PE21 – this is a very large scale long term initiative, discussions are still in train to consider which aspect of the initiative is likely to be put forward for inclusion in the Towns Fund

Quadrant 2 – this is also a very large scale long term initiative and it may be possible to include an element for consideration as part of the submission of the Towns Fund programme

Connectivity

Work on this project cluster is being led by Clive Gibbon from the Boston Borough Economic Development Team

Boston Transport Strategy (Cycling and Walking) – a proforma has been produced in draft form. It is now likely that this scheme will be able to be aligned with the Towns Fund but will not require direct Towns Fund support.

Station Enhancements – East Midlands Railway have made good progress on their working up of this proposal and we anticipate a proforma will be in place for submission to the Board Technical Group by 21 September.

Endeavour FM – work with the radio station is ongoing and we anticipate being able to produce a proforma for submission to the Board Technical Sub Group by 21 September.

Inclusive Growth

Work on this project cluster is being led by Lincolnshire CVS

A proforma will be completed for submission in relation to regeneration of the Trinity Centre Spilsby Road - to continue operating as a community facility - Holy Trinity Skirbeck

The following initiatives are still in a discussion about the potential of submitting proforma:

The Sanctuary - supported housing and welfare scheme based on Dunelm Mill site for vulnerable individuals

Community Hub- Centrepoint Outreach - economy flavoured centre based on current premises for vulnerable people

Advice to people of Boston - CAB

Centenary Future Steady as a Rock - Centenary Church - community facility refurbishment

Assessment Process

Through a detailed dialogue with project proposers and building on the shaping process to date which has included an initial sift of projects and subsequently the strategic grouping and project development activities described above, we hope to get to a position by the Technical Sub-Group meeting on 21 September of “no surprises” both for the project proposers and the Towns Fund Board. This should make the final determination of what is included in the Town Investment Plan a straightforward process. However it is still important that this process is held up to independent scrutiny on behalf of the Board and we have agreed a high level approach to final project appraisal by the Technical Sub-Group which will involve:

- Viability – a final assessment, through consideration of the project proforma as to whether the project is deliverable. This includes being sure that the project can be delivered within the 90/10 capital/revenue split now indicated in the additional Town Fund guidance. It should also include an assessment of the timescales over which the project can be delivered and the capacity of the organization leading it to manage it to a successful point of delivery
- Strategic Fit – an assessment of the fit of the project with the Transformation Plan and overall Theory of Change, which has been agreed for the Town. This should also take account of the new themes of post covid recovery and clean growth, which have been re-emphasised as part of the issue of part 2 of the Towns Fund Guidance.

- Value for Money – an assessment of the value for money delivered by the project, in terms of overall costs outputs, leverage and longer term sustainability

We are currently in a dialogue with the other Towns Fund projects in Lincolnshire about the approach they are taking to this process and will issue some direct guidance on how to systemize the approach set out above to Technical Sub-Group members prior to their meeting on 21 September.

Agenda Item 4: Completion of the Strategic Framework – Part 1 of the Town Investment Plan

This report sets out how we measure up currently against the requirements of the TIP part one submission. Part two involves the detailed project proforma, which sit underneath the evidence base.

The key components of the evidence base in relation to each aspect set out in the guidance is summarised below:

1.1. Level of need

- Details of (un)employment, income levels, deprivation and wellbeing – *this is in our current towns fund evidence base*
- Low-level employment – *this can be produced from the information we currently have within the towns fund evidence base*
- Details of town transport challenges (e.g. insufficient links to existing assets, congestion and air quality issues) – *we need to source mine the emerging Boston Transport Plan for this information*
- Town centre vacancy rate and footfall – *we need to source this information*
- Business growth challenges – *this can be produced from the information we currently have within the towns fund evidence base*
- Land and development challenges – *this is in our current evidence base*
- Skills shortage and low educational attainment – *this can be produced from the information we currently have within the towns fund evidence base*
- Crime and anti-social behaviour – *this can be produced from the information we currently have within the towns fund evidence base with some further supplementing from crime and disorder statistics*

1.2. Scale of opportunities

- Likely to benefit from capital funding towards: urban regeneration, planning and land use; skills and enterprise infrastructure; and connectivity – *this can be evidenced from the emerging projects set out in the report above*
- Demonstration that project proposals address/ capitalise on the major challenges/opportunities in the town – *this is a narrative, which we can produce from the emerging projects and section 1 of the evidence base work referenced above.*
- Details of local commercial/industrial demand – *this can be produced from the information we currently have within the towns fund evidence base*
- Level of private-sector co-funding – *this can be evidenced from the emerging projects set out above*

- Evidence that the differential impacts of proposed interventions have been considered – *this can be evidenced from the emerging projects which we will discuss at the Delivery Group meeting.*
- Potential impact e.g. jobs created, GVA increase – *this can be evidenced from the emerging projects which we will discuss at the Technical Sub-Group meeting.*

2.1. Strength of vision, strategy and realism of economic narrative.

- A compelling vision for the future that is built around the town's unique circumstances with alignment to the objectives of the fund – *we already have a vision which has been agreed through the Board*
- A clear strategy, built on sound evidence and analysis, balancing realism and ambition, overcoming key challenges to address needs and harness opportunities – *the key data and statistics for this can be taken from the Transformation Plan which has been developed*
- Clear use of local knowledge to produce an investment plan grounded in its context – *this is an impression we will create through drafting the TIP to reflect the template using the Boston focused data and relative benchmarks discussed above.*
- Clear indication that the vision is aligned with Covid-19 recovery and the clean growth principle – *we have access to good analysis projecting the impact of covid on Boston, we need to consider how best to capture the Boston climate change agenda.*
- An indication that the process followed to prioritise interventions has included an element of spatial analysis, with a clear explanation of how the strategy will benefit the town centre – *we need to undertake this as a discrete activity not yet completed.*
- Reference to wider strategic plans including (but not limited to) housing, transport, local growth and the Local Industrial Strategies – *A list of key strategies within the supplementary guidance is being used as a starting point. We will align more broadly with key LEP and Boston based strategies to ensure the full local context is reflected – this work is currently in train.*
- Evidence of learning from best practice i.e. TIP is clearly informed by sound knowledge of local growth investment, formed through a process of clear and rigorous prioritisation and backed by sophisticated analysis – *our meeting frameworks and meetings themselves have all contributed to this and we are planning a September Technical Sub-Group based prioritisation process once we have further information about the projects from their sponsors.*

2.2. Coherence of TIP – strength of linkages and rationale between need/opportunity, vision, strengths and projects.

- A clear rationale for the vision in its context – *The Transformation Plan (once updated to take account of Covid-19 and clean growth) will form the basis of this.*

- Coherent set of proposals forming a broader strategy which clearly addresses the challenges identified in section 1.1. (e.g. local housing shortage and high rate of empty retail units that could be addressed by mixed-use developments) – *our Transformation Plan supplemented by an analysis of local views through the My Town portal analysis will enable us to address this.*
- Theories of Change developed for each project proposal, including a comprehensive set of inputs/resources, outputs and outcomes/impacts, setting out clearly the assumptions and external factors (context) – *We have a draft theory of change which will be informed by the evolution of the evidence base set out in the sections preceding this one.*
- Wider strategy that is geared towards alleviating private-sector-investment bottlenecks and/or targeting the most disadvantaged groups – *we have a clear emerging rationale and approach linked to the evidence to structure this approach. We also have a well-established tradition of public/private sector action through previous initiatives to build on.*

2.3. Capacity and alignment of proposed projects with existing and ongoing initiatives and match funding.

- Details of existing and planned work in the town and wider region and the links to the TIP strategy and proposals – *we already have a significant range of programme information to support this requirement based on key initiatives which coalesce at the level of the town in terms of its wider region agenda, with links to a broader hinterland through the strategic outlook of the LEP.*
- Alignment with Covid recovery needs and plans – *we can link this programme of actions directly with the emerging covid recovery planning frameworks in play in the town.*
- Demonstration of the additionality – *this is a core part of the project assessment process*
- Details of co-funding for intervention proposals – *this is a core part of the project assessment process*
- Delivery capacity and accountability arrangements - *this will be a key theme for wider discussion with the LEP and with the other three towns funds in Lincolnshire to explore the potential for joint working around plan implementation. It will also be informed by the work currently in place to help bring the project proposals in Boston to fruition by helping to establish the relevant robustness of each project through a project appraisal and assessment process.*

3.1. Strength of past and planned collaboration with local communities and civil society.

- Level of past and ongoing engagement/consultation and evidence it has been acted upon – *this can be evidenced through detailed information collected about the engagement of the community both in the development of the towns fund application but far more widely in terms of us writing up the way regeneration business is done in Boston.*

- Evidence of buy-in, support and/or ownership of the top priorities in the TIP - *Story Board engagement and my town analysis are important here.*
- Level of collaboration in the production of the TIP (e.g. joint projects) – *this will emerge from the consideration of the shape and delivery context of the current individual plans*
- Level of representation and institutional collaboration both in the production of the TIP and planned for the future – *the structure we have developed for the collegiate development of the TIP in the context of the Board, Technical Sub-Groups etc is very important in evidencing this.*

3.2 Strength of past and planned collaboration with the private sector.

- Level of past and ongoing engagement, consultation and collaboration with business in the town - *we have a clear track record which can be written up and shown to inform the way programme has been developed*
- Level of collaboration in the production of the TIP (e.g. joint projects) or otherwise demonstrable support for TIP priority areas – *this will emerge from the consideration of the shape and delivery context of the current individual plans*
- Level of representation and institutional collaboration both in the production of the TIP and planned for the future – *the structure we have developed for the collegiate development of the TIP in the context of the Board, Technical Sub-Group is very important in evidencing this.*

We aim to have all the requisite information in place to demonstrate that we meet these key challenges in setting out a compelling structure and way of working for the TIP by the end of September.

Agenda Item 5: Social Value Charter – Setting Up a Monitoring and Evaluation Framework

Introduction

The Towns Fund Guidance makes it clear that community ownership of the Town Investment Plan is a pre-requisite for funding. In addition to the comprehensive process of engagement in Boston we have been working on how we can develop a distinctive approach to on-going community engagement

Social Value Charters

Local Government Think Tank Localis has developed a report: “Brighten All Corners” which looks at how the community benefits in terms of understanding the social value of local investment can be mapped as an engagement tool. This involves establishing a local community charter, which sets out a framework in consultation with the community for measuring the impact of local initiatives. The Towns Team at the council have been considering how to best engage with this concept as a means of developing scope for setting up a measurement framework to consider the impact of the Towns Fund. We have discovered that Goole, which is progressing to Towns Fund approval in January 2021 is also interested in applying such an approach.

Following an introductory discussion with East Riding of Yorkshire Council who lead the Goole project we have agreed to run an exploratory workshop at the Guildhall in Boston after the next meeting of the Board Technical Sub-Group on the basis that we will then have a clear list of projects for inclusion in the Town Investment Plan.

Board members are invited to consider whether they would like to participate in this workshop. Once this initial scoping activity is completed we will begin planning a formal wider community engagement approach.



Board Report - Agenda Item 6

Date: 10 September 2020

Title: Governance

1. Executive Summary

A report to agree the formal appointment of Claire Foster, new Principal of Boston College to the Boston Town Deal Board and to appoint a Chair to the Boston Town Deal Board.

Recommendations

- (i) Appoint Claire Foster on to the Boston Town Deal Board.
- (ii) Appoint a Chair for the Boston Town Deal Board.

2. Report

Claire Foster, Boston College

- 2.1 Claire Foster has been attending Board meetings as an observer and immediately took a proactive role in continuing to formulate and articulate the Town Deal projects that fall under the sponsorship of Boston College. In addition, Claire has been an active member of the Technical Sub Group and it is clear that Claire's experience, knowledge and connections add real value to not just the College's projects, but the broader range of those interventions that are being developed.

Chair of Boston Town Deal Board

- 2.2 The Board must have a Chair to provide direction and part 4 of the Terms of Reference provide the framework for the role of the Chair. Jo Maher was the Chair of the Town Board and had intended to remain in this role, despite her relocating to Loughborough College. However, practically Jo is unable to continue with this arrangement, despite her clear ambition for the College and Boston as a whole.

- 2.3 Due to conflicts of availability, Jo Maher has been unable to chair recent Board meetings and the Vice-Chair, Neil Kempster, has undertaken this role, actively participating both as Chair of the whole Town Deal Board and also the Technical Sub Group. The Board must now take a decision as to who will now discharge the formal Chairmanship.
- 2.4 The Board may also wish to consider that as we move to submission of the Town Investment Plan, the Board's focus will shift from concept and project gathering ideas to delivery of those interventions that ultimately gain approval.