



BOSTON TOWN DEAL BOARD MEETING

FRIDAY 16 OCTOBER 2020 AT 10AM

VIA ZOOM

Agenda

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- 1 Welcome and Apologies for Absence
 - 2 Minutes of the Boston Town Deal Board meeting held 5 October 2020 (*Enc*)
 - 3 Matters Arising
 - 4 Draft Boston Town Investment Plan (*Enc*) (IA)
 - 5 Board Development - Next Stages (*Enc*) (IA)
 - 6 Any Other Business



Minutes of the Boston Town Deal Board Meeting

Date: 5 October 2020

Present: **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Claire Foster (Vice-Chair) - Boston College, Alison Fairman, BEM - Community, Andy Lawrence - Port of Boston, David Fannin - Lincolnshire CVS, Jacqui Bunce - NHS Lincolnshire, Councillor Paul Goodale - Boston Borough Council, Nick Worboys - Longhurst Group, Councillor Paul Skinner - Boston Borough Council, Rob Barclay - Shodfriars, Sandra Dowson - One Public Estate, Professor Val Braybrooks, MBE - University of Lincoln, Simon Beardsley - Lincs Chamber of Commerce, Clive Fletcher - Historic England, Nick Heath - Willmott Dixon, Richard Tory - Boston Big Local and Norman Robinson - Environment Agency

Observers: Cathy Jones - GLLEP, Stephanie Dickens - Matt Warman's Office, Matthew Van Lier - Boston Witham Academies Federation, Pete Holmes & Mick Lazarus - BEIS, Councillor Danny McNally - LCC

Boston Town Deal Delivery Team: Ivan Annibal (Rose Regeneration), Michelle Sacks, Clive Gibbon, Luisa Stanney, Sharon Warner and Lydia Rusling

1 Welcome and Apologies for Absence.

NK welcomed everyone to the meeting.

Apologies for absence were received from: Alice Olsson - Metsa Group, Kingsley Taylor - CAB, Peter Isaac - Oldrids, Councillor Eddy Poll - LCC and Warren Peppard - LCC.

2 Minutes of the Boston Town Deal Board Meeting held on 10 September 2020

Agreed as a true record - proposed by Councillor Paul Skinner and seconded by Andy Lawrence.

3 Minutes of the Technical Sub-Group held on 21 September 2020

Agreed as a true record - proposed by Councillor Paul Skinner and seconded by Simon Beardsley.

4 Draft Town Investment Plan

The draft Plan had been circulated to Board members. IA explained that the Plan was a long document, was set out in a visual way and was the first draft of what ultimately would be submitted to the Government at the end of October. It was written in a particular format and highlighted key issues that the people who would be scoring the Plan would want to see. The scorers would read the whole of the document to be satisfied that it was what they were expecting in terms of the Guidance and then look at each individual section. A lot of work had been undertaken by the Team to get the Plan into the current format.

The Guidance advised that the Plan would need to address the effects of COVID-19 - the key statistics of which had indicated that over 7,000 people in Boston had been furloughed and could be at risk of losing their jobs. COVID-19 had also affected the high street offer. There were three key themes outlined in the Plan - Skills and Aspirations, Sustainable Economic Growth and Pride of Place. The projects under each theme were outlined in detail in the Plan, but included:-

Skills & Aspirations - The Mayflower Centre, which was a landmark project and Holy Trinity initiative - these projects would have an impact and drive the skills agenda as Boston has challenges that had to be recognised as part of the Plan.

Sustainable Economic Growth - Port of Boston project - which involved the University of Lincoln and Boston College and would see the Port of Boston being the logistics gateway. Also included Endeavour FM and Boston Railway Station projects.

Pride of Place - Boston has a world-class heritage cluster and the projects within the theme should be used to drive the place shaping generally, i.e. St Botolph's lighting scheme.

All projects connected through the project framework and were strategically aligned with national, regional and local policies, i.e. Local Plan/Industrial Strategy, etc.

The Plan also referenced each project's key components and how the partnerships formed had underpinned the work already undertaken.

The Check and Challenge session with technical experts from ARRUP, PH and ML had lasted 4 hours. Skegness and Mablethorpe TIP's were assessed, along with Boston.

The Technical Sub Group met on 21 September to assess the projects and agree the rankings. There was a clear project list now to focus on.

The next process was to look at the merit of each project on the list and talk through the work required over the next couple of weeks to enable the TIP to be submitted by 30 October.

NK thanked IA for the update and asked for any comments from Board members.

MVL congratulated IA and the team for pulling together the TIP, which was an outstanding piece of work and hoped that Boston's bid was successful. If not there was little more that could have been done to secure the funding.

NW echoed what MVL had said. However, from a GLLEP perspective the TIP should reflect the geography changes to the boundaries in Lincolnshire. MS explained that the TIP should emphasise the importance of Boston as a sub-regional centre and being the 2nd largest town in the administrative county (not GLLEP boundaries) - as originally the Town Deal was not a competitive process, but was now and the TIP should reflect Boston's importance.

NK asked the Board that any further comments on the TIP or any issues that required clarification should be emailed to IA and the Team as the final TIP will be submitted at the Board meeting on 16 October.

5 Boston Town Deal - Project Process/Next Stage of Development

IA advised that the status report in relation to each of the projects in scope was submitted to the last Board meeting. IA gave an update as follows:-

Tourism/Heritage - Work around this cluster of projects was being led by Heritage Lincolnshire. Good progress had been made in respect of the project portfolio and the Team were confident that they were good, credible projects and would progress within the timescales. Further information was still required on the Black Sluice and Centenary Methodist Church projects, but the team were hopeful that these could be included within the cluster.

Skills and Enterprise - Work around this cluster of projects was being led by Boston College. The Mayflower Centre was a fabulous project and sits at the heart of the Town Deal. The Mayflower project and PE21 project both require £15m of funding - which amounts to more funding than is available. The projects are linked as the Mayflower requires the site of the GMLC which cannot be handed over until there is a clear vision for the Mayflower Centre. ARRUP liked the project but the Team involved have to reconcile the challenges around that and PE21.

The Port and Logistics project was seen as something that should be included and the team were confident that it could go forward.

Regeneration - Work on this cluster of projects was being led by IA. The Smarter Homes project was an interesting project, but was a pilot and did not bring match funding. The Quadrant project is not ready and has therefore been withdrawn.

Connectivity - Work on this cluster of projects is being led by CG. The Boston Transport Strategy work is going to continue without Town Fund support but will still align to the Deal.

The Station Enhancement project would see the station being repurposed and showed a commitment from East Midlands Railway who are only investing in Boston on that particular network.

Endeavour FM project - an interesting project and could proceed quite credibly.

Inclusive Growth - Work on this cluster of projects was being led by Lincolnshire CVS. All of the projects - apart from the Advice to the CAB project which might be able to be accommodated in small revenue form - had some flexibility in terms of the revenue side and were all deliverable.

IA explained that after having started with 82 projects, the Board now had a refined set of projects, which had been scored and ranked. The total cost of the projects minus PE21/Mayflower amounted to £10m, with scope to include the Holy Trinity and Lincolnshire Ambassador projects, subject to being clear as to how to manage the Mayflower Centre and PE21 projects. The Board would need to come to a decision on how to reconcile the two projects - the remaining £15m of funding could be split in half - but if that was not possible the Board would need to agree a way forward.

NK asked for updates on the two projects as it was key for the Board to understand the current position.

LR suggested the approach should be to join the projects together. The accelerated funding awarded to the PE21 project had supported the feasibility study for PE21 and three key pieces of work had been commissioned around that - assessment of ownership of land, development of a leisure centre that was complementary to a health centre, which was carried out in consultation with the Lincolnshire Commissioning Group. Lastly, a company called Heta had been commissioned to pull all of the information together and reflect any changes to the Market Place. Colleagues had also met with the bus operator to discuss the location of the bus station. This work was still in the development stage and the costings should be available for the next Board meeting.

CF showed the plans on screen for the Mayflower Project, which would include shops and volunteer services and be a community space open to the business and public and also provide learning opportunities. The project was intrinsically linked to the PE21 project.

Following on from a short discussion on how the two projects were brilliant transformational projects that would have an impact on the town and its residents, it was agreed that LR, MS, JB and CF would meet to discuss how the two projects could share the remaining £15m of Town Deal funding, balanced with affordability and match funding. A detailed report would be available for the next Board meeting.

IA explained how the TIP interlinked all projects and provided a holistic approach to the levelling up of Boston and provided interesting opportunities for private investment.

Whilst the Board were happy with the other £10m of projects, the TIP would not be signed off until the Team had concluded how to bring the PE21/Mayflower Centre projects together with the remaining £15m.

6 Social Value Charter

IA explained that the Towns Fund did not end on 30 October when the bid was submitted. The Town Funds Guidance made it clear that community ownership of the Town Investment Plan was a pre requisite for funding.

In addition to the comprehensive process of engagement in Boston, the Team had been working on how to develop a distinctive approach to ongoing community engagement.

MS and IA had participated in a seminar to discuss social value. Officers had evaluated the impact of social on the migration funding. IA had been able to calculate that for every £1 of investment from the migration funding, £5 had been spent in the community. This demonstrated where the value of projects and interventions could be woven into the fabric of society. The Towns Fund was not just about submitting a bid in October, or the next 12 months of business delivery, it was about the impact it would have in Boston over the next 30 years. A Social Value Charter would bring the public along with the process and to be involved to show how the fund has made an impact on their lives.

To make the Town Deal bid interesting the Team had met with representatives from Goole Council who were a good benchmarking organisation to compare and contrast information with and who were also submitting a Town Deal bid in January 2021. It had been an exploratory discussion and DF and CF had joined the meeting.

The Board were fully supportive to progress this work as part of the Town Deal.

8 Any Other Business

Communications and Marketing - LR reported that the Team were taking a proactive approach to marketing the Town Deal progress (web and social media) and thanked those who had provided information to assist with the work, which would continue after the bid had been submitted.

Town Deal Funding Cohort One - ML gave an overview of where the Government Office was in terms of assessment for Cohort 1 for the 14 towns that came forward. Subject to agreement, the formal Heads of Term would be agreed within the next few weeks. Ministers were keen to announce the projects as part of the Heads of Term. The quality of projects submitted had been good - areas for improvement included gaps in evidence, comparisons to national average and community engagement. A social value charter had not been seen before so would be a huge asset. Cost comparison would be hard to assess therefore bids should highlight value for money.

Letters of Support - MS asked Board members for letters of support for the bid, outlining the impact on their own businesses and the impact on the broader community.



Agenda Item 4

Boston Town Investment Plan

Introduction

The Town Investment Plan for Boston is due to be submitted on 30 October 2020. This is the culmination of approaching 12 months of work by the Towns Fund Board and the local community.

Content and Format

The plan is presented today in word form but will be converted into a presentational style, which will be previewed at the meeting by Yvonne Pinniger of HETA. The required content of each Plan is set out in the Supplementary Towns Fund Guidance. This is detailed below:

TIP Section 1

Context analysis

- Map of agreed town boundary and other relevant context.
- The main challenges facing the town.
- Evidence of need, relevant to proposed projects.
- The town's assets and strengths.

Key opportunities for the town Strategy

- Town vision, and headline outcomes and/or targets for 2030 or beyond.
- Strategy, outlining strategic planning, objectives and targets, spatial strategy, underlying evidence, analysis and rationale, and a description of priority areas for the short, medium and long term.
- Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy, and how they will be aligned.

Engagement and delivery

- Clear evidence of buy-in from local businesses and communities, description of how they have been engaged throughout the development of this plan, and how this engagement will continue.

- Demonstration of commitments from private sector players, and ambitions for private-sector investment going forward.
- High-level plan of business case development and appraisal for each project including the identification of the Accountable Body.
- High-level delivery plan with justification of deliverability.

TIP Section 2

Prioritised list of projects

Including the following for each project:

- Project description, rationale and alignment with intervention framework Theory of Change, projected outputs and outcomes.
- Estimates of project costs, timescales, spend profile, and estimated BCR.
- Funding secured from other sources, community and private sector involvement and major interdependencies.

A comprehensive progress of engagement and project development has underpinned the development of each TIP.

Town Investment Plan Refinement

The TIP was thoroughly reviewed at a Check and Challenge session organised by Arup (capacity support contractors appointed by Ministry of Housing, Communities and Local Government on 28 September. The key refinements that would benefit the TIP at that stage are set out below:

- More powerfully substantiate the long-term **vision** showing how the Towns Fund has been a catalyst for partnership working and investment opportunities.
- Further emphasise the sense of **place** and local flavour in the Town Investment Plan. We have a lot of the components, but we need to alter the structure so the story shows logically our approach to and elaboration of: information gathering, strategic objective development, vision and prioritization of projects.
- Develop the **spatial** story of the town further showing how it manifests itself in each town.
- Cover COVID and Clean Growth as per the current draft but ensure the longer-term impacts aimed for also emerge fully from the narrative.
- Reference the **accelerated** funding, how we are addressing the challenges of **flood defence** and any delivery/resource gaps for developing business cases and implementation.
- **The golden thread**, which connects the projects needs further explanation. The rationale for the project funding allocation needs to **demonstrate market testing and demand and where possible show an outline Benefit Cost Ratio (BCR)**.
- We need to consider State Aid at a high level and how it will impact each project and the Plan overall.

- The TIP needs an Engagement Plan setting out how it will work in partnership to ensure full engagement with the public during its delivery.

Town Investment Plan Completion

We have subsequently worked extensively to refine each TIP and the revised versions of the TIP is attached. The TIP can only be 10,000 words not including tables, diagrams and appendices

A number of final tasks are in train leading to TIP completion:

- The Engagement Plan for the TIP which needs to show, going forward: how we will involve people, gather evidence, design engagement, protocols for working together, share information, work with others, build the capacity of local participants in delivery, generate feedback and evaluate results is in development.
- We need to set out our approach to business case development and prepare an outline BCR for each project.
- We need to further set out our description of demand, footfall and market failure for each town.
- We need an overall summary table for the TIP of costs, match/co-funding and outputs – including all the revenue contributions associated with the projects.
- The prioritisation report section for the TIP needs to be revisited and tidied up with the latest figures.

In terms of Appendices we will include:

- Strategy Review as Appendix 1.
- A narrative about the approach to prioritising the projects as Appendix 2.
- A combined spreadsheet containing the project proforma for each project - this is being collated as Appendix 3.
- A more detailed summary of the evidence base at Appendix 4.
- A detailed summary of engagement activities and the refinements arising from them as Appendix 5.

Next Steps

All the material issues, which need a final determination are set out in the TIP in their current stage namely:

- The TIP vision and strategy.
- The justification and rationale for the development of projects.
- The projects to be delivered including their prioritisation.
- The resources to be allocated to the projects.
- The longer term targets and outcomes arising from the projects.

The main challenge is that the current bid shows a potential overbid of 10%. The list of projects and their ranking which was discussed at the last Board meeting on 5 October,

updated to take account of more information which has been received since then is attached below. The proposed adjustments to get us to the £25 million threshold, based on an officer discussion with the Chair and Vice-Chair of the Board are set out in red.

RANK	PROJECTS	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	Match £	Total cost £
1	Digitalisation of Local Radio Station	96%	96%	96%	18,509	82,462
2	Heritage Cluster	94%	92%	96%	1,818,500	1,830,491 Reduced by 277,000 taking account of accelerated funding
3	Smarter Homes	90%	92%	88%	0	250,000 Reduced by 250,000 - still able to operate as a pilot scheme but reduced to a more modest level
4	St Botolphs Lighting and Library	90%	84%	96%	110,000	230,000
5	Holy Trinity (Inclusive Growth)	88%	88%	88%	75,000	375,000
6	Boston Port	86%	100%	72%	2,500,000	2,000,000 Reduced by 500,000 to reflect the flexibility in the scheme and taking account the predilection in Towns Fund against revenue funding
7	PE21	86%	92%	80%	tbc	4,750,000 Reduced by 250,000 to take account of the allocation of accelerated funding
8	Blenkin Memorial Hall	86%	84%	88%	336,000	810,000
9	Shodfriars Building	84%	88%	80%	6,910,888 (Phase1 1,420,604)	2,074,566
10	Boston Train Station	82%	88%	76%	186,800	2,505,600
11	Youth Ambassadors	82%	72%	92%	20,000	60,000
12	Mayflower Centre	78%	84%	72%	1,300,000	10,000,000
13	Centenary Future (Inclusive Growth)	76%	72%	80%	250,000	250,000 Put on hold at this stage as a potential recipient of support arising from the discussions around the inclusive growth aspect of

						the bid at the Heads of Terms Stage
14	Sanctuary (Inclusive Growth)	72%	68%	76%	500,000	500,000 Put on hold at this stage as a potential recipient of support arising from the discussions around the inclusive growth aspect of the bid at the Heads of Terms Stage
15	Black Sluice Pump House	64%	72%	56%	500,000	500,000 Put on hold pending exploration of other funding support including Tourism Sector Deal
15	Totals				14,450,697	27,438,119 (24,968,119)

It is useful as further background to remind the Board of the process in relation to the ranking of projects in terms of the local criteria which took account of the information provided by each project sponsor to date and involved a group of officers associated with the Towns Fund considering the following factors. This has been complemented by updating of the listing by Ivan Annibal in respect of information which came in after the last Board meeting:

Towns Specific Criteria:

- Strategic Fit
- Alignment with Vision & Key Strategies
- Evidence of Need
- Coronavirus
- Clean Growth
- Stakeholder Engagement

Projects were also assessed against the HM Treasury Green Book criteria in relation to the following indicators.

Green Book Criteria

- Value for Money (likeliness to deliver social value in terms of costs, benefits and risks)
- Affordability (financing and affordability given existing budgets)
- Achievability (deliverability given organisational capability and skills)
- Commercial viability and feasibility of procurement
- Stakeholder support

Judgements in relation to each project in a very high-level form are set out below:

PROJECTS	Town Criteria	Green Book Criteria
Digitalisation of Local Radio Station	Strong evidence of stakeholder engagement, high level of local impact	A small project capable of easily meeting all the criteria and being a quick win
Heritage Cluster	Strong impact in relation to the town heritage “usp”	Good level of match and deliverability
Smarter Homes	A unique project with the scope to build a new local employment supply chain	Affordable and high deliverability no match due to pilot nature of the initiative
St Botolphs Lighting and Library	A very strong component of the heritage “usp” of the town	Affordable and high levels of match funding
Holy Trinity (Inclusive Growth)	Mature project in terms of development significant evidence of capacity	Strong deliverability and capability, well worked through programme of implementation
Boston Port	Signature element of the overall bid with a strong match to local priorities	Strong deliverability focus, high element of revenue funding
PE21	Core part of the urban regeneration offer, addresses health as a key priority	Strong capability of the delivery agencies, scope for very significant match funding, specific details to be confirmed
Blenkin Memorial Hall	A key aspect of the heritage “usp” of the Boston bid, which relates strongly to the other package of heritage interventions	Reasonable match funding and good track record of organizational delivery
Shodfriars Building	A landmark building at the heart of the High Street. Towns Fund support will sustain major commitment from others	A well-constructed project with significant levels of match funding
Boston Train Station	The signature element of the connectivity aspect of the proposal.	Low match but high deliverability and capability of project proposer
Youth Ambassadors	A very modest project, providing cohesive linkages amongst the inclusion aspects of the rest of the portfolio	Good evidence of demand, building on the success of an established project
Mayflower Centre	A key project, which has the potential to be truly transformative. Moderately high risk in terms of	Very high level of draw on the overall towns fund and complicated delivery demands associated with the project.

	interdependencies (esp with the Geoff Moulder Leisure Centre).	
Centenary Future (Inclusive Growth)	A positive proposal at an early stage of development. The fit with Towns Fund could be complemented by looking at other sources of funding. Outputs are not a strong fit with the programme.	Relatively limited information derived from the proposal form. Organisation would need capacity support to deliver the project.
Sanctuary (Inclusive Growth)	A positive proposal at an early stage of development. The fit with Towns Fund could be complemented by looking at other sources of funding.	Relatively limited information derived from the proposal form. Organisation would need capacity support to deliver the project.
Black Sluice Pump House	An iconic facility. The project is at a very early stage of development.	Very little information available to make any Green Book related judgements.

Recommendations

The Boston Town Deal Board are asked to:

- 1) Determine how best to accommodate the current list of projects within a gross figure of £25 million.
- 2) Review the remainder of the TIP and approve its final submission with the outstanding refinements to be delegated to the Chair and Vice Chair of the Board for agreement.

Boston Town Investment Plan (Draft for Board 16 October 2020)

Introduction

Boston

Boston – a town rich in heritage, unpretentious yet packed with potential, its people independent and self-sufficient, humble and with a heart of gold. Its adventurous citizens helped to lay the foundations of a new America and revolutionised farming to tame the local wetlands to provide plentiful food for the rest of the country. It dreams and strives for a future that can echo its successful past. It has the ‘will’, it needs a ‘way’.

Situated on the coastal line connecting the Wash and the Humber, Boston is one of the three major centres including Lincoln and Grantham that provide for the administrative county of Lincolnshire. It has a thousand years of history as a Wash Port and served for centuries as a nucleus of international trade and commerce. The town provides a centre point and an anchor for South East Lincolnshire. Boston has a substantial freight and logistics sector and is significant as a food processing and wholesale hub. It is relatively well connected and has both a railway station and a port railhead. Boston’s little known but internationally significant cluster of heritage buildings should be the envy of many English cities but the town has yet to rekindle its former glow to encourage new growth. St Botolph’s Church, a significant landmark that soars above the Fens, is one of the largest Parish Churches in England. Its iconic Medieval tower, topped with a highly decorated lantern ringed with pinnacles, is affectionately known regionally as ‘The Stump’ and is one of the only surviving examples of its kind left in the country. The church’s scale and grandeur is a testament to the town’s previous wealth and status. It has a significant hospital - the second largest acute facility in Lincolnshire. Boston schools are proud of their alumni, including England’s Deputy Chief Medical Advisor and a former Director General of the CBI. Its further and higher education college is ranked as one of the top 5 in the country with a national reputation for innovation and high quality learning. The town knows the limitations on development posed by flood risk but continues to develop sensibly.

Boston is a town of diversity and home to a major cluster of migrant worker communities attracted principally to the food and land based economic sectors. In 2018, over 43% of live births were to non-UK born mothers, the second highest figure in England. (The figure for the UK was 28% - ONS). Most of the migrant worker communities are from Central and Eastern Europe and whilst the town

has no significant tradition of social disorder, 75% of those voting in the 2016 referendum (the highest percentage in England) chose to leave the European Union.

The town is struggling with its health outcomes and is in the lowest third of all areas in England for this indicator. (English Indices of Deprivation 2019). It has marginally more over 65s as a proportion of its population (21% compared to a national average of 18%). Housing in Boston is affordable with a good ratio of housing costs to salaries, 6.4 compared to a national average of 8 (ONS). The area has low levels of crime ranking 237 out of 317 local authority areas in the English Indices of Deprivation 2019.

Nonetheless, Boston is very challenged in terms of its employment and skills base. Boston is in the worst 30% of all neighbourhoods in England in respect of employment outcomes (English Indices of Deprivation 2019). The economic outlook for its young people is in jeopardy. Before Coronavirus, the number of benefits claimants as a proportion of its 16-24 population was very high (over 7% compared to a national figure of less than 2%). Although pay is low, Boston is nonetheless a very hard-working town with levels of economic inactivity at 15%, 6% lower than the national average at 21% (Nomis, March 2020).

Boston has borne the effects of Coronavirus slightly more effectively to date than surrounding settlements and the national average in terms of furlough rates standing at 23%, compared to 35% for East Lindsey (its adjoining coastal authority) and 28% for England (ONS). Notwithstanding this, 7200 workers were on furlough in July 2020 (ONS). Boston's greatest challenge however is low skills. It ranks worst of all local authorities in England in terms of the skills domain within the 2019 English Indices of Deprivation. The number of people qualified to NVQ3 and above in Boston is over 20% points lower than the national average. This tracks through into wages with the area having wage levels that are £90 a week lower than the England average (ASHE).

The spark of enterprise in Boston has yet to be ignited. The town has a very low level of business births just over 20 per 10,000 population – a third of the England average. The city has a very 'static' economy with a level of business 'churn' 50% less than the England average (ONS). Boston is 18% points behind the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS).

Using a town-based version of the Centre for Cities benchmarking approach and looking at 9 comparator towns based on its audit family group, we were able to benchmark Boston. These towns were: Carlisle, Corby, Dover, Great Yarmouth, Kings Lynn, Mansfield, Redditch, South Hams and Wellingborough. Boston had the smallest stock of jobs within this group, the lowest level of Knowledge Intensive

Businesses and the lowest wages. It did, however, have a relatively good level of GVA per worker 4th out of 10 and came 5th in ranking in relation to the number of home workers and CO2 emissions.

Based on these comparisons, it is evident that the town is currently underperforming economically in relation to its 'peer' settlements.

Despite these extensive challenges, Boston has great social capital. It has a proud and distinguished history and a considerable international diaspora commencing as a major player in the Hanseatic League and culminating most significantly in its role as a departure point for the Pilgrim Fathers 400 years ago this very year. Its maritime tradition was instrumental in unlocking large swathes of the New World through individuals such as Matthew Flinders, the first person to circumnavigate Australia. It is a place that has spirit and determination to exceed expectations.

Working against the grain of these challenges and determined to realise the full potential of Boston, the Towns Fund Board has extensively consulted and engaged with business and the community to determine a vision for the town. From the rich seed bed of its constituency, the Board gathered a of project ideas through the MyTown portal and a dialogue with local people and organisations. Supported by on-going communications including public access to its meetings, the Board has refined a long list of project ideas to develop a final portfolio of projects that underpin the plan and seek to transform this vision into a reality.

Vision

“To define and deliver the investment in professional and technological support needed for strategic interventions that will shape the development of an aspirational, skilled and healthy population. To achieve sustainable economic growth and pride of place through bold urban design, digital solutions and connected communities. This will launch Boston into the future, build on its unique heritage and make our town an exciting place to live, work, invest and visit for generations to come.”

Our plan for delivering this vision is built on three pillars: Skills and Aspirations, Sustainable Economic Growth and Pride in Place. The interplay of learning, heritage and our port come together in the TIP, interlacing to provide a golden web, sustaining our leveling up agenda. We have set these strands out below in our Towns Plan Strategy Visual:



The Towns Fund Boundary is set out below:

COVID

COVID impact assessments have identified immense and very real challenges for our area. We know from economic analysis that 20% of all workers in Boston are furloughed. Across the whole of Boston Borough, furlough rates are still increasing and in July stood at over 7,200 workers - a rise of 800 during the month of June alone. Whilst this is lower than national or county norms, it still represents a prodigious impact on our relatively small population and economic base. COVID has impacted on our retail offer - starkly highlighted by the closure of the historic department store, Oldrids - and on reduced footfall and increased vacancy rates in our town centre. Emerging evidence from the Greater Lincolnshire LEP suggests that many of the individuals who have been most adversely affected are the most vulnerable and low paid members of the community. Those already 'vulnerable', now at 'most risk'. Certainly, from our evidence base

for 'skills and aspiration' planning, it is clear that Boston is susceptible to the dangers that will ensue. Our approach to tackling this as our core challenge, is built on the following pillars:

Opportunity and Need

Our response:

Skills and aspirations

A key part of our levelling up focus will concentrate on people who are economically inactive. The most recent Greater Lincolnshire Covid-19 economic recovery plan highlights that minority, low skill and older workers are most impacted by the economic fall out of the pandemic and we will recognise this in the way we target Towns Fund resources to address the challenges these groups face.

We intend to place emphasis on maximising the opportunities for people over the age of 65 in Boston. The population constituted by those in this age category, is 21% compared to the national average of 18% and the challenges of an increasing number of older people will be thoughtfully addressed. We plan to find new and innovative ways to harness the ageing population as a strength rather than a 'weakness' in the town in terms of their contribution of experience and knowledge to their communities.

Boston is also home to a significant population of migrant workers. These hard-working individuals have a major positive impact on the economic dynamism of the town and we plan to engage with and channel their contribution to the town, actively creating opportunities to enhance their integration and economic potential.

Sustainable economic growth

We plan to increase the number of people working in Knowledge Intensive Businesses and maximise the range and quality of jobs in the High Street and Heritage sectors and the number of digital and learning sector jobs. This will help to begin to future proof the High Street and retail core of the town against the ongoing impacts of the Coronavirus pandemic alongside the decline of the traditional street-based offer. Boston also has a strongly distinctive feature in terms of its port and associated food and logistics sector. We intend to build on this aspect of its economic potential. In terms of investment, Boston is still perceived to be an attractive local investment option for bigger scale investors. It operates in an environment dominated by High Street lenders and accesses a relatively limited range of financial instruments/products to drive its growth. Boston has a mixed performance in terms of the environment and sustainable

behaviours. Boston has a relatively low level of CO2 emissions per head compared to similar towns and performs moderately well in terms of % of the population using public transport. We plan to consolidate the town's relative environmental strengths, delivering significant environmental improvements enabled in part through the growth of walking and cycling options in the town and the enhancement of its railway station. We plan to make Boston a more attractive location for investment through stimulating a more diversified pattern of economic development arising from the proposed investment in its workforce skills and physical infrastructure.

Pride of Place

The Port of Boston is an important and distinctive feature of the local economy, which along with its rail links can be economically exploited to enhance growth potential. Our programme will help to manage the ongoing relative affordability of local housing in Boston by sustainably working on economic outcomes with those in the community who have the greatest challenges in terms of their housing status. Boston is an estuarine town and water is a key part of its context. This means it is challenged in relation to the cost of its infrastructure and flood risk, yet its river and coastal credentials are a real asset from a perspective of leisure and logistics. The evolution of Boston's infrastructure offers good opportunity in terms of economic development but is likely to be challenging based on current town-based development trajectories in terms of both housing and employment land. There is anecdotal evidence to suggest that the supply of utilities is a strain on growth opportunities. Our plan to maximise the sustainable growth and development of the town through effective investment in its infrastructure, linked to these assets.

We have developed the following SWOT in the light of our analysis, which underpins the facilitation and selection of the following projects for the town.



Opportunities

We have facilitated and generated an interconnected range of projects, which align with the key pillars in the Towns Fund Intervention Framework. Responding to our analysis of need, they will deliver a leveling up of the town based on the themes within the vision:

Skills and aspirations – Our signature skills and aspirations driver will be the creation of a new learning environment at the heart of the town themed around its heritage. Led by Boston College, the ‘Mayflower Building’ will incorporate:

- An employer and business-orientated professional space for connectivity and innovation. Commerce, college and community
- New-start-up incubation space to encourage enterprise with on-hand business support
- Conference and meeting space to facilitate and generate business thinking, ideas and innovation
- Learning pods designed for adult learning access for digital upskilling and career-skills development.
- Student-supported small retail outlets including coffee shops, bakery, health foods, crafts etc.
- Super-fast broadband/Wi-Fi connectivity and charging tables/points for devices so that learning can take place wherever.
- Areas for voluntary services, support networks and agencies.
- Flexible and varied seating areas allowing for small bubbles of learning with family, with friends
- 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 and a leisure offer

This initiative will form an exciting new anchor development which will create a new Covid-19 sensitive learning and enterprise environment delivering a step change in access and aspirations through making skills development a central feature of the townscape.

Alongside the Mayflower, the **Inclusive Growth Package** which features outreach and learning activities linking projects proposed by the **Holy Trinity Initiative, Sanctuary and Centenary Church** will enable a blended offer of economic and community activity in

collaboration with **Boston Youth Ambassadors** and the iconic Boston College Mayflower proposal. Remodelling and refurbishing the building's infrastructure and sports hall will create an attractive, flexible space and increase use by church and community groups. It will enable ongoing input into children, young people and families to thrive, whilst providing a facility for activity, training and skills-based learning for all, encouraging connectivity across a network of community assets and facilities across Boston and supporting mental health and economic wellbeing in the community. This initiative is part of a cross cutting, inclusive growth offer which will provide economic and outreach learning and employment opportunities connected with the work of **Centenary Church** and the **Sanctuary** projects.

Sustainable economic growth – at the heart of this aspect of the plan is the proposal to deliver a major ports and logistics investment proposal, bringing together: **the Port**, University of Lincoln and Boston College around a consolidated training and business development programme. The Port is a defining feature of the town and this investment will help cement its credentials as the key piece of infrastructure sustaining major elements of the food supply chain across south Lincolnshire and beyond. Important associated projects linked to different aspects of connectivity in Boston involve the creation of a new digital component to the operation of the local radio station **Endeavour FM** and a major programme of investment in **Boston Railway Station**. We also plan to align our Towns Fund investments with the **Cycling and Walking** aspects of the implementation of the Local Transport Plan. We also have two major developments linked to **the PE21 cluster** of assets at the heart of Boston which will expand its retail core. Our food sector and built environment work will provide an approach which strengthens the post Covid-19 repurposing of the High Street and the consolidation of a sectoral strength which is resilient in the face of the economic impacts of the pandemic. Finally our **Smarter Homes** initiative will build the resilience of people living in their own homes for longer and open up a new economic sector in Boston.

Pride of place – We have an innovative approach to showcasing future living in Boston through our Smarter Homes project which will speak to the contemporary future of the residential offer in the town. Alongside this we have a compelling economic heritage offer which involves an integrated package of investments based on:

- St Botolph's Church Lighting Scheme
- St Botolph's Medieval Library - develop, conserve and interpret artefacts along with training outputs
- Blenkin Memorial Hall – refurbish and re-focus some activity
- 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
- Shodfriar’s Hall- Bring Shodfriar’s Hall back into use as a culture centre adjacent to Blackfriars Arts Centre

This cluster of activities will be programme managed and coordinated to maximum combined impact by Heritage Lincolnshire.

The projects, which deliver these outcomes are set out in more detail further on in our Town Investment Plan but their coverage of the Towns Fund intervention framework is illustrated in the table below:

Projects	Boston Mayflower Centre	Inclusive Growth Package	Port	Endeavour FM	Railway Station	PE21	Heritage Cluster	Smarter Homes
<i>Local Transport</i>								
Train or Tram Lines and Stations					Railway Station			
<i>Digital Connectivity</i>								
Sector specific technology	Mayflower			Endeavour FM				Smarter Homes
<i>Urban Regeneration</i>								
Remediation and development of sites						PE21	Heritage Cluster	Smarter Homes
Quality residential or commercial space			Port		Railway Station	PE21	Heritage Cluster	Smarter Homes
New public spaces						PE21	Heritage Cluster	
<i>Arts Culture Heritage</i>								

community centres, sports facilities, museums, arts venues, theatres, libraries, landmarks and parks	Mayflower	Inclusive Growth Package					Heritage Cluster	
community hubs, spaces or assets linked to inclusive growth		Inclusive Growth Package					Heritage Cluster	
<i>Skills</i>								
Increase in capacity or access to new or improved facilities	Mayflower	Inclusive Growth Package	Port	Endeavour FM				
New equipment	Mayflower							
Increased employer collaboration	Mayflower		Port					
Broader skills responding to local needs	Mayflower		Port					
Long term public education benefit	Mayflower							
<i>Enterprise Infrastructure</i>								
Increase in affordable commercial floorspace					Railway Station	PE21		
Increase in shared workspace and innovation facilities	Mayflower							
Schemes to support enterprise and business productivity	Mayflower		Port					

Wider Interventions and Investment

Our proposals will align with a portfolio of wider activities, which are currently in train in Boston. Highlights are set out below:

Boston Transport Plan – This initiative, led as a formal part of its statutory responsibilities provides an opportunity to position the railway station, our aspirations around cycling and walking and wider connectivities into a statutory framework.

Flood Defences – To add

Lincolnshire Institute of Technology – The roll out of a £16 million investment across Lincolnshire focused on higher level technical skills with a key footprint in Boston via the College provides a fabulous opportunity to enhance the skills agenda in Boston responding to the main issue at the heart of the challenges we face.

Food Enterprise Zones – The evolution of the Food Enterprise Zone at Holbeach, which is also the base of the University of Lincoln, National Centre for Food Manufacturing, provides a real opportunity to better link our logistics assets to the food sector. This is the key theme within our Port an Logistics project.

Boston Hospital Upgrade – The major package of investment in the upgrading of the facilities at Boston Hospital has been the broader spur to our engagement with the health sector around the realignment of the health and well-being agenda in Boston. This has been a particular driver for the health and well-being component of the proposals within the PE21 project.

More to add??

Building on and refreshing a climate for investment.

We have assessed the economic impact of each project proposal and more details are provided along with the levels of private sector investment generated in the individual project descriptions further on in this Town Investment Plan. Differential impacts of the projects have been assessed through a development dialogue with each project sponsor and the final list of projects has been derived from active

engagement by the Towns Fund Board and through detailed consideration by a Technical Sub-Group of the Board which has assessed which projects to include in the Town Investment Plan. All projects have been prioritized using the Towns Hub prioritization tool.

Our Strategy

Addressing need and opportunity and seeking to align with the core framework of Towns Fund our strategy picks out five key interconnected themes: a balanced community, enterprise, health, resilience and connectivity. It builds on a comprehensive overview of established strategies and documents and is nested within a wider strategic and spatial plan for Boston (our strategy review is at Appendix...). Our overview of the focus of the most pertinent strategic documents is set out below:

National themes (Industrial Strategy, Tourism Sector Deal Concept, DCMS Digital Connectivity Portal and Inclusive Economy Partnership):

- Levelling up all regions - by enabling places to develop ambitious plans to drive economic growth.
- Liveable places - providing crucial infrastructure to help individuals flourish and creating shared spaces that bring communities together.
- Connected growth – digital, social and cultural connectivity to ensure the economy grows in a way that is strong and sustainable and makes all places viable for work in the global economy.
- Enhancing the business environment – at national and local levels (e.g. technical education and training, Tourism Zones).
- Flexibility – from the national level through to regional / LEP level to support innovation and ensure small towns and their rural hinterlands are able to contribute to, and benefit from, wider economic growth.

Regional themes (Midlands Engine):

- Government strategy for the Midlands is focused on growth, connectivity, skills, enterprise and innovation, trade and quality of life.
- Regional bodies including the GLLEP are focused on supporting Government to deliver Inclusive growth – ensuring people everywhere can both contribute to, and benefit from, economic growth through supporting concrete actions that will create more jobs, export more goods and grow productivity.

- Improving connections between towns and cities in the Midlands to support clusters to grow.
- The coast as an economic engine that could support thriving businesses and communities.

Local themes (Boston Borough Council, Lincolnshire County Council, Greater Lincolnshire LEP):

- **Local Plan Priorities** - Boston sits within the South East Lincolnshire Local Plan, within which local growth priorities are outlined as follows:
 - **Sustainable development** - with particular emphasis on balancing greenspace, flood-risk and social needs,
 - **Economy** - diversifying and strengthening the economic base, vibrant historic town centres, supporting employment and business.
 - **Housing** – providing sufficient housing land and ensuring supply meets the need of older people, first-time buyers and affordable/starter housing
 - **Environment** – promoting understanding of the natural and historic environment, minimising climate change impacts, prioritising re-use of previously developed land and providing for equal opportunities and shared benefits from economic development.
 - **Transport** – improving accessible, sustainable and affordable transport for all and to enhance efficiencies for business.
- **Local Plan: Spatial Strategy** – this clearly articulates the vision that Boston is the key sub-regional centre and economic driver for the area. The plan foresees development and investment in the area focusing on Boston as a key sub-regional centre. Due to the level of services and economic opportunities. Boston is identified as an area with significant infrastructure needs to take advantage of this growth opportunity. Its historic core, street pattern and town-centre vibrancy is highlighted as a key opportunity, as are its further education provision at Boston College and health provision at Pilgrim hospital. Boston also offers the vast majority of housing stock and housing growth potential in the area.
- The Greater Lincolnshire **Destination Management Plan** identifies the potential for Boston to improve its visitor offer and act as a key driver for expanding the visitor economy locally and for the county as a whole.
- The Greater Lincolnshire LEP **Local industrial strategy**, for Boston acknowledges the importance of the food sector, the college and port, and the challenges of deprivation, health care, 4G coverage and broadband speed.
- Boston is within Natural England’s **National character area profile: 46. The Fens**. This stresses the importance of local heritage assets like the Boston Stump, classified as an iconic local building, acting as strong marker and draw in the landscape. It also

supports the long-term aspirations to open up fen waterways links opening up the fens for boating, recreation and tourism. The importance of Boston's port is also key to the settlement pattern and history of the area, as is the historic settlement itself.

- Boston is a key part of Lincolnshire's aspirational **tourism sector deal** – improving visitor infrastructure to allow Boston to better “punch its weight” in tourism terms is a key part of this countywide strategy.

Since the drafting and publication of these strategies which set the long-term framework for the economic development of Boston local organisations have been working together, through the coordination of the Greater Lincolnshire Local Enterprise Partnership (LEP) to develop a response to the COVID pandemic. The medium term plan is in development but the immediate response has been based on the following immediate actions:

- Business Support : To repurpose existing business support schemes, and design new business support schemes, that meet the challenges of Covid-19
- Workforce: To take measures to meet the changing employment and training needs of the greater Lincolnshire workforce in the context of Covid-19
- Sectors: To provide tailored support to greater Lincolnshire's most important economic sectors so that they can respond to Covid-19.

Our work to engage with public views, through the MyTown website analysis, the Towns Fund Board and its wider connections has enabled us to identify the five key priorities for the town which form the core of our strategy. It is clear that in satisfying both the policy frameworks and public aspirations for Boston we need to:

- Build its aspirations and skills base – this is the central rationale for the Mayflower Centre as our core flagship – diversifying the capability of the workforce to be more agile and participative in the face of the employment challenges arising from the Coronavirus
- Drive its sustainable urban growth – this is the core purpose of our major ports and logistics focus our smarter housing initiative and the redevelopment of its Rail way Station – building its sectoral strengths in areas which are resilient (particularly in terms of the food sector) to the impact of the Coronavirus pandemic

- Enhance its Pride of Place – this is the driver for our heritage led High Street regeneration proposals and our cycling and walking alignment – repurposing the High Street and harnessing the wider natural environmental hinterland of the town in a way which is a positive antidote to the impact of the coronavirus on retail and tourism assets.
- Good connectivity is core to a future proofed offer and our approach will address this through - investment in a new transport hub encompassing innovative approaches using electrical and autonomous vehicles. We will also promote enhanced digital capacity in the town as a core component of the Centre for Future Living, Leisure and Learning Centre and through our programme of capital investments in the repurposing of the High Street and the development of an enhanced natural coast visitor offer.

The projects, which we have facilitated not only deliver against this agenda of post coronavirus growth they have been carefully chosen to respond to the clean growth agenda. In choosing them we have had regard to:

promoting better design and sustainable construction approaches, increasing energy efficiency (particularly in terms of housing), promoting low carbon transport and enhance the effective use of natural resources. The grid below shows how our projects align in terms of these principles:

Projects	Boston Mayflower Centre	Inclusive Growth Package	Port	Endeavour FM	Railway Station	PE21	Heritage Cluster	Smarter Homes
Sustainable construction	Build approach	Refurbishment approach				Build approach	Refurbishment approach	Build approach
Energy efficiency	Build approach	Refurbishment approach		Enhanced Digital Capacity		Build approach	Refurbishment approach	Build approach

Low carbon transport	Build approach		Enhance Port and rail		Provision of new options for local travel			
Enhanced use of natural resources	Build approach		Maximising sea transport				Stimulation of modern high standard investment in key aspects of the tourism offer linked to the coast as a natural asset	

We have set out in the coherence section of this plan how we used the broader strategic frameworks relevant to Boston, COVID recovery opportunities and clean growth priorities as key elements within our project prioritization process to derive our list of projects within the structure of our investment plan.

Outcomes and Targets

Our short, medium and longer term targets for each of the three pillars are set out below:

Skills and Aspirations	
Outcomes - Skills	<p><i>5 years</i> Effective interventions close the NVQ 3 gap between and the national average bringing the difference to no more than 10%.</p> <p><i>10-15 years</i> Parity with England average for proportion of population developing level 3+ qualifications, no reported skills shortages. Recognition as a national centre of learning around the digital economy, manufacturing economy, the learning economy and the heritage sector</p> <p><i>30 years</i></p>

	Creation of a nationally significant cluster of high value skilled workers particularly in relation to the logistics, manufacturing sector, and the heritage sector, which is a key driver of sustainable new businesses and jobs growth.
- Wages	<p><i>5 years</i> An increase in the skills base and range of job opportunities enables Boston to approach parity with the average wage at a national level.</p> <p><i>10-15 years</i> Boston is in the top 50% of settlements in terms of the Indices of Deprivation income measure. It has a weekly wage based on the growth of high value components of its industrial base, which is on a par with the national average.</p> <p><i>30 years</i> Boston is in the top 33% of settlements in terms of the Indices of Deprivation income measure. It has a self – sustaining number of economic sectors operating at an international level, which provide it with the ability to achieve wage levels which are better than the national average.</p>
- Enterprise	<p><i>5 years</i> The development of an enterprise culture, targeted at post 16 learners and older people in the labour force for whom self-employment is appropriate. This is led by the growth and consolidation of the town’s key value adding sectors and particularly through its logistics and agri-food connections and the growth of its heritage and learning sectors.</p> <p><i>10 -15 years</i> Boston surpasses parity with the national average for the number of businesses in the area to the ratio of its population. The area begins to develop a reputation as a centre of enterprise and know how in terms of its most distinctive sectors.</p> <p><i>30 years</i> Boston has a 50% higher proportion of businesses to the ratio of people compared to the national average. Business investors recognise the area as a smart location for the provision of business growth lending.</p>
- Jobs	<p><i>5 years</i> Through an increase in the range and quality of jobs in ’s strategic sectors, particularly digital, manufacturing, learning and heritage Boston achieves parity with the England average for the stock of jobs per head of population.</p> <p><i>10-15 years</i> Through a continuing trend around the activities set out above Boston has 10% more jobs per head of population than the national average.</p>

	<p><i>30 years</i> Boston builds on its sectoral strengths and supply chains, which enable it to outstrip the national number of jobs by over 10% on an on-going basis.</p>
- Employment	<p><i>5 years</i> Boston has unemployment, which is on a par with the national average, with the reduction delivered through very clearly focused targeted interventions in key neighbourhoods of deprivation such as Fenside. These interventions are particularly targeted on giving young people a stake in the community through work.</p> <p><i>10 – 15 years</i> Boston has a diverse range of sustainable employment opportunities, with no neighbourhood hotspots of unemployment and disadvantage. This enables it to have an unemployment level, which is 10% less severe than the national average.</p> <p><i>30 years</i> Boston has levels of unemployment, without an overheating jobs market, which are considerably better than the national average and are statistically counted as representing zero unemployment and which sustain the skills needs of its key sectors particularly: logistics, manufacturing, heritage and learning.</p>

Sustainable Economic Growth	
Outcomes - Health	<p><i>5 years</i> A structured pattern of investments realises the full potential of the town particularly in terms of its digital potential.</p> <p><i>10-15 years</i> Boston is a location of choice for investment in examples of the development of the environmental sector, building particularly on its strong social enterprise infrastructure around local food and waste management/recycling.</p> <p><i>30 years</i> Boston has a good reputation as a centre of excellence as a net zero economy.</p>
- Infrastructure	<p><i>5 years</i> A plan to address the infrastructure deficits in the Boston area is in place with key utilities and is being implemented. Boston has a dynamic infrastructure with no constraints for business, which where provides enough in the way of utilities, access and serviced sites to enable to maximise its credentials as a port and logistics hub</p>

	<p><i>10-15 years</i> Boston is a natural location for investment in infrastructure appropriate to economic development.</p> <p><i>30 years</i> Boston achieves a parity or outstrips currently regional rivals including Kings Lynn and Wisbech as a rounded proposition for investment building on its strengths around logistics, heritage and its agri-food.</p>
Environment	<p><i>5 years</i> A structured pattern of investments realises the full potential of the town particularly in terms of its digital potential.</p> <p><i>10-15 years</i> Boston is a location of choice for investment in examples of the development of the environmental sector, building particularly on its strong social enterprise infrastructure around local food and waste management/recycling.</p> <p><i>30 years</i> Boston has a good reputation as a centre of excellence as a net zero economy.</p>

Pride of Place	
Outcomes - Investment	<p><i>5 years</i> Boston will have a diverse range of proposed investments in different types of business activity, which provide the scope for it to support particularly the development of high skill, high wage businesses.</p> <p><i>10 -15 years</i> Boston will be recognised as a smart investment choice for those interested in long term sound returns from its agri-food, logistics and manufacturing sectors. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i> Boston will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters around the heritage economy, manufacturing, logistics and agri-food which generate their own economic dynamism through a process known as agglomeration effects.</p>
- People	<i>5 years</i>

	<p>A digital revolution gives more people a stake in staying in Boston as a location of choice to work. The stock of jobs and businesses increases. This leads to the start of a new demographic balance with the working age population rising by 2%</p> <p><i>10-15 years</i></p> <p>The creation of more net jobs increases the working population to 5% above the national average.</p> <p><i>30 years</i></p> <p>Boston is a location of choice for economically active people seeking employment in key sectors for which it has an international reputation. With the growth of the digital sector as its key “enabler” It has a higher proportion of people in the 16-64 age range and lower levels of economic inactivity than the national average.</p>
- Housing	<p><i>5 years</i></p> <p>The housing developments planned for Boston are fully realised</p> <p><i>10-15 years</i></p> <p>Boston is on a clear trajectory towards the achievement of the houses planned for achievement by the end of the current local plan period.</p> <p><i>30 years</i></p> <p>Boston has a sustainable mix of houses in terms of variety and affordability which secure its transition to a regional rather than sub-regional centre.</p>

Spatial Strategy

Our plans for the levelling up of Boston’s economy are informed by the spatial frameworks for the Town which we referenced above. We have been particularly sensitive to: Boston’s role as a sub-regional service centre in our ambitions for the Town; its flood risk challenges in terms of our approach to sustainable development and its high premium heritage cluster in terms of a key focus of our investment planning.

This plan is based on the **golden weave** of skills, sustainable economic growth and pride in place. This has a spatial footprint through the town, which we have described as the **skills and health escalator** to recognise the physical manifestation of our programme. It begins with the station as the portal into Boston. This then links people directly into the PE21 quarter which acts as a health hub and distributes the population on a heritage based town centre journey across the pedestrian footbridge over the Witham and/or a skills

journey down South Street, through the Park and onto the new Mayflower Centre. This whole route is accessible by foot or bicycle at a length of just over one mile.

Coherence

This section of the Town Investment Plan sets out the individual credentials of our projects, unpacking the detail arising from the vision and its rationale above. Each of the projects has been chosen following a detailed prioritization process using the prioritization tool developed for the Towns Fund. A summary of the ranking of the projects included for Boston is set out below (more information on the judgements is at Appendix):

RANK	PROJECTS	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	Match £	Total cost £
1	Digitalisation of Local Radio Station	96%	96%	96%	18,509	82,462
2	Heritage Cluster	94%	92%	96%	1,818,500	2,100,491
3	Smarter Homes	90%	92%	88%	0	450,000
4	St Botolph's Lighting and Library	90%	84%	96%	110,000	230,000
5	Holy Trinity (Inclusive Growth)	88%	88%	88%	75,000	375,000
6	Boston Port	86%	100%	72%	2,500,000	2,500,000
7	PE21	86%	92%	80%	0	5,000,000

8	Blenkin Memorial Hall	86%	84%	88%	336,000	810,000
9	Shodfriars Building	84%	88%	80%	6,910,888 (Phase1 1,420,604)	2,074,566
10	Boston Train Station	82%	88%	76%	186,800	2,505,600
11	Youth Ambassadors	82%	72%	92%	20,000	60,000
12	Mayflower Centre	78%	84%	72%	1,300,000	10,000,000
13	Centenary Future (Inclusive Growth)	76%	72%	80%	250,000	250,000
14	Sanctuary (Inclusive Growth)	72%	68%	76%	500,000	500,000
15	Black Sluice Pump House	64%	72%	56%	500,000	500,000
15	Totals				14,450,697	27,438,119

Project Proforma

	Centre for Food and Fresh Produce Logistics
Project Description	Led by the University of Lincoln in partnership with Boston College, the project will develop a food trade and logistics skills, knowledge and innovation hub with local, national and global outreach. The future prosperity of the sector is reliant on meeting higher-level skills and innovation needs to enable the wide-scale adoption of industrial digital technologies to drive supply chain efficiencies, access to global markets and advance crop storage. The project cements and builds on the strengths of Boston College and the University's National Centre for Food Manufacturing (NCFM) as prestigious skills hubs of the Lincolnshire Institute of Technology (IoT), both having recently benefitted from significant capital investment in new facilities to support the food and logistics sectors.
Project Rationale, Theory of Change	<p>The food chain in South Lincolnshire accounts for circa. 29% of employment in Boston and 42% in neighbouring South Holland (4% nationally). Lincolnshire and the Fens is the UK centre for fresh produce and along with the Midlands and East Anglia, the centre of value-added food processing. The Centre will enable the sector to embrace digitalisation and transformational technologies to improve productivity and deliver growth. It will deliver higher skilled and better paid jobs and support Boston's Food Port ambitions. The Centre will have access a private 5G network and will pioneer 5G technologies with students and local businesses.</p> <p>The sector has acute skills challenges, with 25% of employees classed as being in elementary occupations. Many operative roles are becoming increasingly obsolete as businesses invest in innovation, driving higher level skills shortages and increasing the urgency to invest in up-skilling and encouraging new recruits.</p>

Boston College has an exemplary reputation for the delivery of engineering, manufacturing and digital skills to Level 5, whilst the NCFM is a specialist provider of apprenticeships from levels 2 to 7, research and innovation for the UK's Food Manufacturing sector. At the NCFM, IoT investment in digital teaching space on the Food Enterprise Zone complements the food robotics and automation research centre and 'learning factory' for apprentices. At Boston College investment in the EMAT (Engineering, Manufacturing and Applied Technologies Centre) and Logistics and Digital Skills Centre (DLTC) and the IoT provides the platform for developing a significant range of new provision. The partners will develop a full offer of skills training with full, part-time and distance learning options and with their strong partnerships with local academies, provide a pipeline of young talent with the right skills. The Centre will focus on engaging adults in the sector and 'hard-to-reach groups from within the local community.

Alignment with
Boson's Investment
Plan Objectives

The project aligns with our Skills and Enterprise strategic framework in that it provides increased:

- capacity and accessibility to new skills facilities and specialist equipment,
- closer collaboration with employers
- breadth of the local skills offers which responds directly to local skills needs
- skills infrastructure and long-term benefit to public education

Town Fund
Intervention
Framework

- Digital connectivity
- Enterprise infrastructure
- Skills Infrastructure

Town Fund Outputs

- Numbers of businesses supported – 120
- Number of businesses engaged in research and innovation projects – 40
- Numbers of businesses develop new or products and services – 40
- Numbers of businesses engaged in skills development – 100
- Number of learners partaking in courses – 300

- Number of new learners partaking in courses – 100

Town Fund Outcomes	Increased share of young people and adults who have relevant skills for employment and entrepreneurship
Impact	Increased digitalisation of businesses leading to productivity growth, supporting clean growth and COVID recovery, including through job creation
Ask and Match Funding	The total project value is £5 million. This includes £2.5m ask from the Town Deal spread over 4 years (£2m revenue and £0.5 m capital) to fund a project team with specialists in both skills delivery and in leading research and innovation with businesses, along with capital to install a private 5G network. The project is supported by £2.5 m of match funding secured through a mix of staff time, capital equipment purchases and overhead costs.
Timescales and Spend Profile	The project has the potential to be mobilised very quickly. We would aim to start in 2021 with the project of 4 years duration.

Boston PE21 Town Centre Regeneration

Project Description	<p>This project presents an exciting and transformational opportunity to open up, improve and re-balance the relationship and connectivity between east and west side of the River Haven. Accessible routes will link the railway station (Town Fund project) to the town centre through pedestrian oriented and better designed footways, green spaces, and reduced vehicle movements with a new linear park at its heart.</p> <p>A vibrant and attractive place for residents and visitors will give them access to better educational facilities (Town Fund project) and help them live healthier lives. PE21 will lead to increased connectivity within the town by creating footfall and income generation through a variety of uses including a new combined health and leisure facility in partnership with NHS Lincolnshire CCG, much-needed town centre living, retail opportunities and community facilities.</p>
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The Towns Fund as the first stage of the project will support, a new NHS Health Centre hosting a combined facility to support 29,000 patients and engage them more widely in skills and personal development activities.

This project has received accelerator funding to facilitate critical design work, technical and viability studies at pace. Market validation and partner engagement will continue to support the development of PE21 and enable a mixed funding proposal.

Project Rationale Theory of Change	This is a core cluster of buildings in a central part of Boston which forms a natural regeneration cluster, providing scope to repurpose and redevelop the Town Centre offer taking account of covid-19 and the challenges of developing a sustainable long term future of the town centre as a physical and health setting.
Alignment with Boston's Investment Plan Objectives	This project will deliver the main component of the regeneration of the centre of Boston
Town Fund Intervention Framework Town Fund Outputs	Delivery of quality residential and commercial space in key locations (town centres, gateway areas, employment sites)
Town Fund Outcomes	Enhanced townscape that is more attractive and more accessible to residents businesses and visitors
Impact	This is a flagship feature of the sustainable economic growth element of the Town Investment Plan

Ask and Match Funding Up to £5 million for the Towns Fund – details still in development

Timescales and Spend Profile This project will run from March 2021- December 2025

The Trinity Centre adaptation, upgrade and refurbishment

Project Description Investment in the Trinity Centre will enable a blended offer of faith, economic and community activity in collaboration with Boston Youth Ambassadors and the iconic Boston College Mayflower proposal. Remodelling and refurbishing the building’s infrastructure and sports hall will create an attractive, flexible space and increase use by church and community groups. It will enable ongoing input into children, young people and families to thrive, whilst providing a facility for activity, training and skills-based learning for all, encouraging connectivity across a network of community assets and facilities across Boston and supporting mental health and economic wellbeing in the community.

Project Rationale Theory of Change

The target beneficiaries are those who will benefit from having a modern, flexible, well-equipped facility that serves the charitable objectives of Trinity Church, ‘hyper-local’ economic and wellbeing focussed activity in the Skirbeck Parish and Ward locality and the wider needs of the people of Boston.

The project will increase the range of target beneficiaries. Collaboration with Boston College and LCVS will benefit young people, students and job seekers who are on an employment pathway and create opportunities for a broader ‘community’ of volunteers, social prescribing and other activity that promotes health and wellbeing.

Alignment with Boston’s Investment Plan Objectives The project will deliver a key component within the sustainable economic growth agenda of Boston’s plan. It will provide a new upgraded community hub linked to inclusive growth.

Town Fund Intervention Framework Town Fund Outputs	It will provide a new upgraded community hub linked to inclusive growth
Town Fund Outcomes Impact	The project will provide an improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
Ask and Match Funding	The project will require £375,000 to proceed and the ask from the Towns Fund is £300,000
Timescales and Spend Profile	The project will be delivered in 2021 and will take less than 12 months to implement
The Mayflower Centre	
Project Description	<p>Mayflower re-imagines the FE College, where botanical gardens provide a haven from the elements and where the whole community can find sanctuary, hope and future prosperity.</p> <p>The radical, biophilic Mayflower connects us with each other, with businesses, enterprise, innovation and new thinking and the natural world, providing space for the town's economic relaunch; tackling our communities' embedded low aspirations and skills through innovative living learning spaces enabling digital upskilling with on-hand support and tuition.</p> <p>Open, welcoming and nature-filled, Mayflower provides space for voluntary services, careers advice and health and wellbeing support as well as space to support skills development.</p>
Project Rationale Theory of Change	Boston is an extraordinary place with extraordinarily resilient, imaginative people. Mayflower will deliver new hope and a fresh start for Boston, a space for today's Bostonians to rediscover the energy and the spirit of adventure and enterprise that

led to the founding of one of the USA's first great cities. It will connect the community with skills, entrepreneurship and development through a welcoming, life-enhancing space without the connotations of previous negative school and educational experiences. Boston is ambitious for its future and needs support now to reach its potential. The green space, filled with edible plants reflecting the local economy's focus on fresh produce, will help to break down the fears that people have about re-engaging with learning. The space will sing of other things alongside the qualifications and courses on offer by providing a wholly different experience from the first step inside.

The need to support increased economic growth and productivity in the town is fundamental: to the town's future, to the Towns Deal and to the College's purpose and existence. Mayflower will provide an inspirational space to raise aspirations and super-charge community and employer engagement with the other critical investments that have been made at the College – specifically the Institute of Technology, the Engineering, Manufacturing and Technology Centre and the Digital, Transport, Logistics Academy. The focus of these buildings on the LEP's key priority sectors of Engineering and Ports and Logistics ensure that the College's provision is aligned with the economic priorities of the town and local area.

If lockdown has done one positive thing, it has accelerated the move towards digital connectivity and highlighted the need to ensure that everyone is taken on the journey to digital literacy and confidence. This is especially important in Boston where LEP estimates are that across Lincolnshire just over 100,000 people aged 16 plus had either never used the internet or not used it in the last 3 months. This is around 11.3% of the local population compared to a UK average of 7.5%, demonstrating the scope of the challenge to get Boston ready for the fourth Industrial Revolution and to ensure that our local working age population are equipped with the skills that employers need (SAP Analysis Aug 2020 p15 and p27). Digital upskilling is another way in which Mayflower will encourage engagement with the local community by providing the skills that people need in an informal, flexible and motivating environment.

Alignment with
Boston's Investment
Plan Objectives

The project will deliver against skills and enterprise theme of the Boston Investment Plan. It is a flagship statement and commitment to driving forward a learning and growth agenda for the Town in a most ambitious and engaging way.

Town Fund Intervention Framework	<p>Digital connectivity</p> <p>Urban regeneration, planning and land use</p> <p>Arts, culture and heritage</p> <p>Skills infrastructure</p>
Town Fund Outputs	<p>Provision of specialist digital technologies to meet the needs of specific sectors</p> <p>Remediation and/or development of abandoned or dilapidated sites</p> <p>Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites)</p> <p>Delivery of new public spaces</p> <p>New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens</p> <p>New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth</p> <p>Increase in capacity and accessibility to new or improved skills facilities</p> <p>Availability of new specialist equipment</p> <p>Increased and closer collaboration with employers</p> <p>Increase in the breadth of the local skills offer that responds to local skills needs</p> <p>Increased benefit for the public education over the long term</p>
Town Fund Outcomes	<p>The project will provide an improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access</p> <p>Increased utilisation of digital channels by businesses to access and/or supply goods and services</p> <p>Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors</p> <p>Increased share of young people and adults who have relevant skills for employment and entrepreneurship</p>
Impact	<p>The LEP has two main skills priorities:</p> <p>To inspire and support young people to stay and work in the area</p> <p>To train and support people who are already working, or seeking jobs, so that they gain the skills needed to take up future job vacancies</p> <p>This project will support both of these LEP priorities because the development of Boston with significant investment and national profile will encourage young people to stay in the area, or to return after university, and the Mayflower's encouragement of those already in the workplace that skills development is something that is achievable by them, and that the College is here to support people exactly like them, will be critical to the economy's success. Our target beneficiaries are already here, love Boston and have made it their home. One of the College's overseas agents told Ofsted: 'Studying at Boston College has been an enriching experience for our students and has helped them mature and broaden their horizons.' It is time</p>

	for more of Boston’s residents to experience this for themselves. We owe it to our local community to provide them with the opportunities they need to improve their life chances.
Ask and Match Funding	The project will require £16,300,000 to proceed and the ask from the Towns Fund is £15,000,000
Timescales and Spend Profile	June 2021 to September 2023
Youth Ambassadors, Community Infrastructure and Social Capital	
Project Description	This project is a component within the Boston Mayflower concept. The project will upskill and nurture future leaders, prepare young people for the job market and enable a strong local culture and shared community activities. Youth Ambassadors will develop practical leadership, communication, and other transferrable skills. They will create teams of young people that can organise and deploy in ‘task and finish’ projects, volunteering, and internships to help businesses and community where need is identified. The project will employ a part-time Community Development specialist and a full-time apprentice who will foster collaborative community action and create the conditions for achieving Inclusive Growth outcomes. It will also link to the Trinity Centre in terms of animation activities for the use of that facility.
Project Rationale Theory of Change	The project is fundamentally about people and place and enabling potential. It will deliver services that create the conditions for economic success through nurturing the next generation of community leaders, upskilling young people (the Boston Youth Ambassadors) and building social capital through community action and collaboration.
Alignment with Boston’s Investment Plan Objectives	The project will deliver a key component within the sustainable economic growth agenda of Boston’s plan. It will engage with the local community to ensure a pipeline of civic leaders are able to support the future development of the Town and it will form part of the outreach element of the work of the Mayflower Centre, supporting its skills and inclusive growth agenda.
Town Fund Intervention Framework	Skills Arts, Culture and Heritage

Town Fund Outputs	Increase in the breadth of the local skills offer that responds to local skills needs Increased benefit for the public education over the long term
Town Fund Outcomes	The project will provide an improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
Impact	<p>The outcomes of this project are a precursor to ‘levelling-up’ and will help to underpin long-term economic success. In combination, the Youth Ambassadors project with other ‘hands-on’ community development activity will increase economic skills, promote employability and promote cohesive, vibrant communities of place and of interest. This will play an integral part in delivering social value and ensuring strong strategic alignment and return on investment in cornerstone facilities with long-term Boston Town Deal priorities including:</p> <ul style="list-style-type: none"> • Skills and Enterprise – enabling development of key employment skills. • Connectivity – building social capital and connecting communities and people into the wider consideration of digital and other connectivity ambitions. • Urban regeneration, planning and land use – strengthening grassroots process that enable those who care about Boston to play a full role in realising the Town Deal vision.
Ask and Match Funding	The project will require £85,000 to proceed and the ask from the Towns Fund is £60,000
Timescales and Spend Profile	The project will be delivered in 2021 and 2022 running from April to March in each year

Endeavour FM Digital

Project Description	<p>Put Boston at the centre of the commercial radio scene creating opportunities, engaging communities and changing perceptions of Boston. We will achieve this by creating a Digital (DAB) Radio Station broadcasting from Boston to all of Lincolnshire.</p> <p>This funding will increase our geographical coverage area, increasing our advertising revenue which will drive social outcomes including jobs and training for young adults.</p>
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Project Rationale Theory of Change	<p>As a result of successfully receiving the funding, the project will deliver the following services/facilities:-</p> <ol style="list-style-type: none"> 1. The first service the project will deliver is a new radio station in Boston that broadcasts on 2. DAB Digital Radio to Lincolnshire. 3. A new media outlet championing Boston that broadcasts information to people in Lincolnshire about Boston thereby boosting the town's image as a place to live, visit and work. 4. Providing new industry standard (endorsed by BBC Local and Commercial) local training opportunities in Radio Broadcasting which will open doors to employment roles in a variety of back-office and broadcast disciplines; presenting, producing, interviewing, audio editing. 5. More volunteering positions available for those that wish to get involved, ranging from 6. those on further education, between jobs, retired or NEETs. 7. A great springboard for young people wanting to get a start in the Radio industry and related sectors. 8. Apprenticeships and work experience will be offered as well as building a stronger formal relationship with the local College, primary and secondary schools across the Borough. 9. A new service offering affordable advertising options giving local businesses a chance to target listeners across the whole county.
Alignment with Boson's Investment Plan Objectives	<p>The project will add digital radio to the economic infrastructure of Boston. It is an important niche feature of the connectivity agenda in the town. It will also deliver learning and skills outputs.</p>
Town Fund Intervention Framework	<p>Skills Arts, Culture and Heritage Digital</p>

Town Fund Outputs	Increase in the breadth of the local skills offer that responds to local skills needs Increased benefit for the public education over the long term Provision of specialist digital technologies to meet the needs of specific sectors
Town Fund Outcomes	The project will provide an improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access The project will lead to increased utilisation of digital channels, by businesses, to access/supply Goods and services
Impact	Impacts include more Boston based radio content, increased footfall, skills and training opportunities in digital radio and the opportunity to address a number of the negative perceptions about the town.
Ask and Match Funding Timescales and Spend Profile	The project will require £100,971 to proceed and the ask from the Towns Fund is £82,427 Implementation will be from January 2021 to January 2022.

Boston Station

Project Description	<p>This project proposes the regeneration of Boston station to enable improvement to accessibility, community and the overall passenger experience, connectivity to Boston town centre and the commuting avenue between Boston and other destinations, providing a greater sense of arrival as the gateway in to Boston.</p> <p>The project will enable the delivery of a new community/retail café facility by developing the redundant unit between the ticket hall and the existing restaurant unit, providing a new welcoming hub to the centre of the station building. The refurbishment of the existing ticket hall and ticket office will create a new open and hospitable feel ticket hall and waiting space, encompassing the community feel by providing an improved space for the book share and a calm place to meet and wait. The project seeks to bring the customer space together by relocating the split toilet facilities and creating an array of unisex toilet cubicles (which will enable use during distancing measures whilst also taking in to consideration protected characteristics and a move away from segregation) This will additionally create a baby change & feeding facility, and additional accessible toilets. The</p>
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relocation of existing toilet facilities will enable the release of space to the far end of the station to be created in to secure space for Rail, Community and SME use, creating potentially 4 units for use, including private accessible toilet.

The exterior of the building and platforms will see some works in regards to aesthetics, with some refurbishment and painting works to the main canopy and over bridge, repair works to the lime render to create a uniformed appearance throughout. The sash windows will be repaired and restored with uniformed glazing throughout, along with repair to the render at the station entrance, new lighting to both the building exterior and canopy and refurbishment of the station British Rail sign, all working towards restoring the building back to its former glory.

Further external works are proposed to the waiting shelters on platform 2, improved station and directional signage, installation of new Community Rail planters and proposal for a statue at the front of the station in the main planter.

Works are also to be undertaken in order to regain the land on the Asda side back in to use as a station facility, providing car parking on the platform 2 side of the station.

Project
Rationale
Theory of
Change

The project is designed to encourage the community to use the railway facilities regardless of whether they are travelling on the railway or not, with the local community as one of the main target beneficiary. The project is design to encourage the use of the new SME spaces and community café as a place to meet, educate and develop businesses from the ground up. With low rents enabling an affordable position for startups, and some space free to use such as school education trips, Local workshops run by the CRP or supported charities (detailed arrangements to be confirmed) the scheme is designed to improve the community connection with the rail network.

The travelling public (leisure and commuting) are also a target beneficiary, by reenergizing the station and creating a welcoming environment the principle is to encourage travel by train through investment in the railway infrastructure. With the East Midlands Railway franchise delivering improvements to the on train experience over the next 3 years with the increase in train capacities (all cars are minimum of 2 carriages as of May 2020) and the introduction of new rolling stock improving the on train environment, the investment in the station and it's environment will ensure a more positive experience for all. With this continued investment it is thought to create the ripple effect of people investing in Boston with improved perceptions of the rail

experience and through positive work with the council and EMR marketing, positive perception of travel by train and close commuting links by rail to towns such as Grantham and Nottingham could improve inward investment through property purchase and relocation. The increase in footfall will then further enable the rail network to continue its onward investment in this station and other stations in the region, by utilising the increase in revenue generation, creating a positive cycle of investment for the future.

The overall recipient base is those living in Boston and those working/commuting to Boston with some impact on the leisure market at Boston for those connecting to the town via train.

Alignment
with
Boston's
Investment
Plan
Objectives

This is the flagship project within the Towns Fund portfolio in relation to the connectivity strand within the fund.

Town Fund
Intervention
Framework

Connectivity
Arts Culture and Heritage

Town Fund
Outputs

New revived and upgraded train stations
New upgraded or protected community hubs, spaces or assets where this links to local inclusive growth

Town Fund
Outcomes

Improved affordability, convenience, reliability and sustainability of travel options to and from places of work
Improved affordability, convenience, reliability and sustainability of travel options to and from places of interest
Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access

Impact	<p>Assumed 1 no. additional cleaner for increase in facilities</p> <p>Assumed 4 no. café staff</p> <p>Assumed 1 no SME employee per unit</p> <p>Assumed 15 pupils per visit with assumed 6 visits per year (mix of primary/high school/college use)</p> <p>Assumed 2 SME businesses created utilising space on station and 1 Café business created.</p> <p>Assumed turnover of 1 SME per year after initial 18 month/ 2 year lease with anticipated movement in to larger facilities following initial development term with station facilities, releasing space for new SME each year</p> <p>Floor space assumed 54m2 for café, 25m2 SME Office space</p> <p>No assumptions included for labour during construction as this is anticipated to be short term employment only.</p>
Ask and Match Funding Timescales and Spend Profile	<p>The project will require £2,692,600 to proceed and the ask from the Towns Fund is £2,505,600</p> <p>Implementation will be from March 2021 to June 2024.</p>

Connected Living (Smarter Homes)

Project Description	<p>Boston Borough Council, NHS Lincolnshire and Boston College have come together to work with the global Smart Home solutions provider Menasco to develop and implement digital services for Boston homes.</p> <p>The project is built around a shared ambition to roll out smart home technology in the social housing sector. The technology provision from Menasco is a combination of hardware and software to create automation in the home. The system comprises devices that act as sensors and detectors, which can be integrated into a care system. This modern automation system can also save an average of 50% of energy savings per home.</p>
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Smart technologies in homes can provide predictive analytics to prevent an escalation in care and support needs and reduce hospital admissions. The care and support packages can be tailored to the needs of individuals and information can be shared across organisations to improve coordination between services and agencies. For example, an assisted living system incorporates pressure-sensitive mats in front of the bed, providing alerts to services and relatives.

A complete home diagnostic solution combines with an online medical platform to provide secure video link to the patient with real time and proactive monitoring of many health conditions through a multifunctional monitoring tool. The device can provide detailed assessment of a patient's needs. Customisation can support the visually impaired, hearing impaired, mobility needs, mental health needs and victims of domestic abuse.

Project
Rationale
Theory of
Change

People have better health outcomes when they remain independent. The provision of these facilities also provides an economic opportunity for the development of a new digital sector in Boston.

By linking NHS Lincolnshire and Boston College, this project will also develop the mix of technical and clinical skills required to deliver high quality technology enabled care, supporting digital learning opportunities with health and social care workers. An apprenticeship programme in Smart Home technology for plumbers, engineers and electricians will tackle a digital skills gap in this emerging new industry.

The provider, Menasco is committed to working with local training providers and establishing a customer support centre in Boston, generating employment opportunities.

An initial pilot project will act as proof of concept for the wider programme as well as to help both Boston Borough Council and Menasco establish the processes necessary for the successful roll out of the whole project.

Alignment with Boson's Investment Plan Objectives This is a key digital and skills component within the Sustainable Economic Growth section of the Town Investment Plan.

Town Fund Intervention Framework Town Fund Outputs Digital Connectivity
Urban Regeneration Planning and Land Use
Arts Culture and Heritage
Provision of specialist digital technologies to meet the needs of specific sectors
Delivery of quality residential space

Town Fund Outcomes Increased utilisation of digital channels by businesses to access and/or supply goods and services
Increased ability for individuals to work remotely/flexibly
Impact Boston will be a more sustainable and accessible place for vulnerable people to live in, it will have a better stock of residential accommodation more suitable to the needs of all residents. A new economic sector will be opened up providing training and employment opportunities in the town.

Ask and Match Funding Timescales and Spend Profile The project will require £450,000 to set up an initial pilot based on 100 homes in the town
Implementation will be from April 2021 to March 2022.

Centenary Future. Steady as a Rock – Ready for Renewal

Project Description This project will seek to create supported living spaces in Centenary Church ancillary buildings, in partnership with the homeless charity Emmaus <https://emmaus.org.uk/> to support men and women seeking stability, support and purposeful work as they put their lives back on track and demonstrate serious personal commitment to doing so. Centenary will maximise its 1,200 seat auditorium and surrounding rooms for concerts, conferencing, events and multiple community uses; upgrade its audio-visual systems and install simultaneous translation equipment to serve Boston's multi-lingual population; develop its kitchen, catering and training facilities in family-friendly, drug and alcohol-free space and ways; consistently maintain and improve its building and community garden opening them out more and more to locals, visitors and tourists alike; explore a profit-making recycling/upcycling furniture enterprise – expertise in which Emmaus already excels, and create opportunities for ever more collegial work across common aims with our friends at Centrepont Outreach, The Sanctuary, The Stump and other agencies.

Project Rationale Theory of Change The project seeks to deliver:
Social value: through investing in the lives of vulnerable persons and reciprocally benefitting from their skills and talents as they serve those who use Centenary and indeed the wider town
Economic value: through the Emmaus UK charity setting up in Boston; through income generated from Centenary as an events venue, multi-lingual conferencing space, alcohol-free and family friendly community kitchen/café and garden, furniture recycling/upcycling
Environmental value: through the Centenary space on Red Lion Street becoming litter and abuse-free; through the development of the garden space in conjunction with partners including Boston in Bloom

Alignment with Boson's Investment Plan Objectives This is a key part of the sustainable growth agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund

Town Fund Intervention Framework	Arts Culture and Heritage Urban Regeneration Planning and Land Use
Town Fund Outputs	New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth Delivery of quality residential space
Town Fund Outcomes	Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
Impact	Increased ability for individuals to work remotely/flexibly Through the Emmaus Charity this project will link housing, employment and health outcomes for a number of individuals who are currently furthest from the labour market.
Ask and Match Funding Timescales and Spend Profile	The project will require £50,000 to set up with a requirement of £250,000 from the Towns Fund Implementation will be from April 2021 to March 2022.

Blenkin Memorial Hall

Project Description	The repair, renovation and redevelopment of the Blenkin Memorial Hall for multi-purpose community use, to provide a building that can be used, through personal development, education, entrepreneurial space, to enrich the lives of all who use it, to encourage life-long learning; as well as providing a self-sustaining future for this key and central historic building.
Project Rationale Theory of Change	Responding to the regeneration challenges facing Boston, this project seeks to: ◆Provide professional space -Flexible Office hubs for businesses - Coaching/mentoring/interview skills/CV skills workshops Training Centre. Bespoke office / meeting space to rent on an ad hoc basis fully equipped with telephone, broadband and computers. Increasing number of people and

businesses are working remotely and no longer require the overhead costs of a fixed office space. New businesses will be able to develop without the need of initial set up costs of fixed overheads. This will also allow for a culture to develop where businesses will meet more often have the opportunity to support each other and exchange good practices. Creating an environment that will allow businesses to network and exchange ideas and problem solve, regular seminar meetings with banks, investment brokers and IT and Marketing specialists. These business hubs will also assist in the leadership program and directly benefit from its success, as the next generation of business leaders emerge from it.

- ◆ Provide space for mentoring, coaching and life skills by providing Individual and group workshops, particularly aimed at those who lack the skills or confidence to become entrepreneurial and future leaders.
- ◆ Develop an 'Inspiring Leadership' course for young people. In partnership and consultation with local businesses and schools a leadership course for young people is going to be developed and based in the BMH.
- ◆ Literacy and numeracy classes particularly to those who have slipped through the net of the current educational system and to the migrant population.
- ◆ Provide facilities that will support activities that will encourage community integration and cohesion, providing volunteering roles with opportunities for ongoing training, with coffee and chat groups. Language skill development.
- ◆ Provide emergency food and facilities for those in need
- ◆ Providing Rough Sleepers Breakfast Club - Involvement in the town's rough sleepers cascade of care arrangements Toilet and washing facilities
- ◆ Children's Holiday Lunch Club - National reports have reported that children in deprived areas often lose weight in the holidays because school meals are not available. Therefore, this summer we are establishing this club which will be based in the BMH and wish this to continue to support.
- ◆ A new song school to be developed for children, young people and adults to help them develop their existing musical gifts as well as develop new ones. We have recently launched a Community Choir that

is self-sufficient with circa 60 members We have recently established a children's choir with 12 members

Alignment with Boson's Investment Plan Objectives This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund

Town Fund Intervention Framework Arts Culture and Heritage Urban Regeneration Planning and Land Use

Town Fund Outputs New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth Delivery of quality residential space

Town Fund Outcomes Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access

Impact Increased ability for individuals to work remotely/flexibly

The redevelopment of the Blenkin Memorial Hall for multi-purpose community use will encourage people to continue to shop in the town, visit the key heritage buildings, lessen the economic impact of the shop closures as well as provide a self-sustaining future for this key and central historic building.

Ask and Match Funding Timescales and Spend Profile The project will require £ 1,146,000 with a requirement of £810,000 from the Towns Fund

Implementation will be from March 2021 to March 2024.

St Botolph's Lighting and Library Conservation

Project
Description

This project aims to develop and conserve the medieval library and other historic artefacts throughout St Botolph's through an upgrade and redesign of the lighting of St Botolph's Church interior and exterior that will enhance this architectural, educational and cultural asset for the town. This will bring benefits in both economic savings and enhanced visitor attraction. It will bring reduced long-term maintenance and energy running costs within a practical and architecturally sympathetic lighting scheme.

Project
Rationale
Theory of
Change

The church's Parish Library, located over the south porch, is one of the most important in the country, containing nearly 1,200 books mostly printed in the Sixteenth and Seventeenth centuries although the earliest dates to the 12th century. This project will drive up pride of place and tourism interest through

- The preservation of the existing books through the control of temperature, the humidity and lighting.
- The opening of the Library. Access to the Library to all visitors and the local community on a regular basis. The library is currently closed to due to the condition of the books.
- Greater use of display cases to exhibit selected items from the collection on a rotating basis will bring the library to a wider public.
- Training of staff and volunteers in conservation of books. New heritage learning experiences and interpretation will significantly improve the range and scale of formal and informal learning programs.
- Interpretation scheme e.g. linking the books in the collection to the trade route from Boston to the Continent.
- Lectures and guided tours of the Library and its contents.
- Preservation of the Victorian tapestries and the hatchments some dating back to the reign of Charles I.
- This project will turn what is the largest covered venue into a flexible space that is designed to accommodate a wide range of events and activities and that will draw both audiences and performers from across the world.
- The new lighting scheme will also enhance the external lighting of the whole building allowing for outdoor displays and events to be arranged in conjunction with Arts based and community organisations, particularly when social distancing is required.
- The new scheme will drastically reduce both maintenance and energy costs, which is part of our commitment to be carbon neutral by 2030.

Alignment with Boson's Investment Plan Objectives	This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund
Town Fund Intervention Framework	Arts Culture and Heritage Urban Regeneration Planning and Land Use
Town Fund Outputs	New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth
Town Fund Outcomes	Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
Impact	This forms a key component involved in realising the visitor potential and heritage appeal of Boston as a key economic driver
Ask and Match Funding Timescales and Spend Profile	The project will require £ 340,000 with a requirement of £230,000 from the Towns Fund Implementation will be from March 2021 to April 2024.

Shodfriars Trust

Project Description	Shodfriars is Grade 2* listed and officially At Risk. We plan to preserve the medieval frontage as Phase 1, and the Victorian Hall as Phase 2. The renovated building will have a wide variety of community uses, such as performances, events, dance studio, offices and café/restaurant.
Project Rationale Theory of Change	This is the only major heritage building of the Cultural Quarter that is not currently in use (the others being the Guildhall, Fydell House and Blackfriars), and the only one visible from the Market Place. It would therefore form an important link between the Market Place and the Cultural Quarter. We are already in close contact with the other heritage sites and intend to continue to co-operate with them to our mutual benefit to increase local engagement with use of the facilities as well as increase the current Boston's tourism offer.
Alignment with Boston's Investment Plan Objectives	This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund
Town Fund Intervention Framework	Arts Culture and Heritage Urban Regeneration Planning and Land Use
Town Fund Outputs	New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth
Town Fund Outcomes	Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access

Impact This forms a key component involved in realising the visitor potential and heritage appeal of Boston as a key economic driver

Ask and Match Funding The project will require £8,985,454 with a requirement of £2,074,566 from the Towns Fund

Funding Timescales and Spend Profile Implementation will be from March 2022 to April 2024.

Heritage Cluster

Project Description The project will transform Boston's historic town centre and key gateway to visitors through a comprehensive town centre regeneration programme. The project will offer grants to building owners to invest in their buildings, as well as directly funding public realm and green space improvements alongside. Works will involve replacing signage, introducing higher quality shopfronts, tackling repairs to frontages, bringing vacant upper floors into use and making the adjoining street scene and surrounding area more attractive and welcoming to locals and visitors.

Project Rationale Theory of Change The project begins from the baseline of a town centre that despite its prominent location, is widely acknowledged to have seen better days; having been blighted in recent decades by a proliferation of uncontrolled signage and development. At its core the area has many buildings of historic value and which could be made more attractive and inviting and there is a growing appetite to see this brought to the fore.

This intervention has the potential to make the town centre more attractive, less cluttered and more coherent, to the benefit of locals and visitors and to the wider economy.

The project will bring about change by engaging with owners, the public and with wider stakeholders (e.g. local authority, local community groups) to increase appreciation of the town centre and its potential to offer a beautiful and welcoming environment for the many thousands who use it each year.

The project legacy will be a far more attractive town centre helping to generate visitors year round. Shopfront improvements will be sustained for decades, with an element of revenue funding dedicated to developing a shopfront design guide and better protecting Boston town centre properties within the planning system by preserving the unique, but currently largely obscured, seaside-town charm of its core.

Alignment with Boston's Investment Plan Objectives This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund

Town Fund Intervention Framework Arts Culture and Heritage
Urban Regeneration Planning and Land Use

Town Fund Outputs New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth

Town Fund Outcomes Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access

Impact This forms a key component involved in realising the visitor potential and heritage appeal of Boston as a key economic driver

Ask and Match Funding Timescales and Spend Profile

The project will require £4,300,000 with a requirement of £2,100,491 from the Towns Fund

Implementation will be from March 2022 to April 2024.

PARTNERSHIPS

Alignment

We set out below key themes which have informed and align with the development of the Towns Investment Plan. They complement the key strategies which have informed our thinking and are referenced above.

Locally relevant broader strategies

- a. Greater Lincolnshire Destination Management Plan – this identifies the potential for Boston to improve its visitor offer and act as a key driver for expanding the visitor economy locally and for the county as a whole.
- b. GLLEP Local industrial strategy - For Boston the strategy acknowledges the importance of the food sector, the college and port, and the challenges of deprivation, health care, 4G coverage and broadband speed. The draft LIS contains an overarching strategic priority to: work together to make towns stronger, not individually but collectively.
- c. National character area profile: 46. The Fens. This stresses the importance of local heritage assets like the Boston Stump, classified as an iconic local building, acting as strong marker and draw in the landscape. It also supports the long-term aspirations to open up fen waterways links opening up the fens for boating, recreation and tourism. The importance of Boston’s port is also key to the settlement pattern and history of the area, as is the historic settlement itself.
- d. Tourism sector deal – improving visitor infrastructure to allow Boston to better “punch its weight” in tourism terms is a key part of this countywide strategy.

The Greater Lincolnshire Local Enterprise Partnership's (GLLEP) emerging Greater Lincolnshire Coastal Vision is drawing together strategies and plans (including this strategy) that set out significant aspirations for the future of Coastal Greater Lincolnshire into a coherent whole. While focusing on its ambitions for the coast's contribution to Greater Lincolnshire's economic growth, GLLEP's vision is that by 2035 coastal communities and businesses will be good opportunities for investment because of secure water supply and flood risk management, a planning policy that supports appropriate growth and the environment, and a thriving visitor economy that benefits local communities and visitors alike. This includes a Wild Coast Vision for the Lincolnshire coast seeks to deliver a sustainable natural coastal environment providing high quality facilities for communities and visitors, improvements for wildlife and contributing to a healthy local economy.

The UK 25 Year Environment Plan (Defra, 2018) identifies goals and targets to improve the UK environment and achieve: clean air; clean and plentiful water; thriving plants and wildlife; reductions in the risks of harm from environmental hazards; sustainable and efficient use of natural resources; enhancement of the beauty, heritage and engagement with the natural environment; minimisation of waste; mitigation and adaptation to climate change; enhancement of biosecurity and the management of exposure to chemicals.

The evolution of the **Medium Term COVID Recovery Plan**, coordinated by Greater Lincolnshire LEP has influenced and will form an ongoing focus for the roll out of our proposals. Its sectoral focus on Port and Logistics is highly relevant to our plans as are the assessment of impact and priorities for Southern Lincolnshire:

Port and Logistics

Priorities for Years 1-5

- Develop a proposal for a Centre for Food Logistics based around the Boston port, providing training in logistics, and allowing agrifood firms to import inputs close to home reducing costs
- Deliver the Trans-Midlands Trading Corridor, in partnership with Midlands Engine

Southern Lincolnshire

Covid-19 impact

- The nationally important food corridor across Southern Lincolnshire has played a major role in keeping the UK fed throughout the pandemic, though the rapid shift in demand from food service to food retail has placed a significant strain on the local business base, with horticulture also taking a hit.

Priorities include

- Building on the successful development the Food Enterprise Zone, developing a ‘food valley’ concept and making the area an attractive landing spot for vertical growing.
- Ensuring that there is a labour pool that can deal with changing consumer demands of the food industry, particularly post-Brexit

Capacity

Boston Borough Council has established a strategic alliance with East Lindsey District Council. The two authorities working together have established significant capacity, which gives assurance they will be able to oversee and deliver this programme of major regeneration. The two organisations are not working alone, they have engaged the support of Boston College, Lincolnshire CVS and Heritage Lincolnshire (built environment specialists) to bring together a talented team focused on “getting the town deal done.” Each partner along with support on key themes from the University of Lincoln, LEP and County Council has led on the development of the three key pillars of the Boston Plan: The College on Skills and Enterprise, the Borough and CVS on Sustainable Economic Growth and Heritage Lincolnshire on Pride of Place.

Collaboration

The Town Deal in Boston has clear private sector leadership with Neil Kempster as Chair Director at major regeneration player Chestnut Homes and Chairman of Boston Football Club. Other key private sector members include the Chief Executive of Lincolnshire Chamber of Commerce and Chief Executive of the Port of Boston.

Key representatives from civic society include the Chief Executives of the Citizens Advice Bureau, Council for Voluntary Services, the Head from Haven High School and the Rector of St Botolph's Church. Claire Foster Principal of Boston College is Vice Chair of the Board and Professor Val Braybrooks represents the University of Lincoln. Executive Committee member Eddy Poll from Lincolnshire County Council is also represented on the Board.

Wider direct engagement has involved: extensive analysis and engagement with the MyTown results from the public consultation exercise a local promotions and feedback process to the public and extensive use of social media channels to report on the development of the initiative.

A Technical Sub-Group of the Board has been developed to support the more detailed and where necessary independent analysis of proposals.

Towns Fund Social Value Charter

In addition to our detailed community liaison to date we have begun working with Goole as a similar “peer town” to consider how we can best ensure the ongoing engagement and involvement of the community. This has involved beginning to develop the concept of a Social Value Charter to provide an evaluation framework. We have followed the principles set out in the report by the Local Government Think Tank Localis: “Brighten All Corners.” This involves mapping the proposed outcomes from the Town Investment Plan to social value financial proxies. These are then tested with a representative sample of the community and used as part of a reporting framework to both feedback to and further engage the delivery of the Towns Fund by way of a formative approach to its implementation.

Lincolnshire CVS and Boston College are currently both involved in working with us to begin this dialogue with people in Boston. Goole is due to submit its Town Investment Plan in January 2021 and we are intending to share our current experiences with them and then post the implementation of both Charters to main a compare and dialogue with them as a means of using external intelligence to interpret and measure progress with the community.



Agenda Item 5

Board Development Next Stages

Introduction

This paper sets out the emerging agenda for the Board going forward.

The Board was formed ostensibly to support the submission of the Town Investment Plan for Boston. With the submission of the Plan a key landmark will have been achieved. This report sets out some of the ongoing opportunities for the work of the Board.

Looking to the Future

Feedback Period - It is likely that the response to the Town Investment Plan will take around three months. During this consideration period there may be a need for the Board to support decisions arising from the consideration of the Plans by Government. If things run to schedule this is likely to take place in early 2021.

Negotiation Period - Subject to approval, Heads of Terms will be issued by Government in early 2021 and there may be a need to support the agreement of the Heads of Terms and make preparations for the implementation of the Town Investment Plan. This process is likely to run until late spring 2021.

Development Period - The development period for the implementation of the plans will run for 12 months once the Heads of Terms is agreed and there may be a need for support of the implementation process during this period.

Delivery Period - Post the final sign off of the Town Investment Plan the implementation period will run for up to 5 years. This could begin currently with the development period in respect of the more “shovel ready” projects within the Town Investment Plan. The Board may be interested in supporting some aspects of this delivery work.

Recommendation

The Board is asked to consider how it would like to evolve taking account of the pattern of potential Towns Fund development set out above.