



## BOSTON TOWN DEAL BOARD MEETING

MONDAY 5 OCTOBER 2020 AT 2PM

VIA ZOOM

### Agenda

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- 1 Welcome and Apologies for absence
  - 2 Minutes of the Boston Town Deal Board meeting held 10 September 2020 **(Enc)**
  - 3 Minutes of the Technical Sub-Group Meeting held on 21 September 2020 **(Enc)**
  - 4 Draft Town Investment Plan **(Enc)** **(IA)**
  - 5 Boston Town Deal - Next Stage of Development **(Enc)** **(IA)**
  - 6 Boston Town Deal - Project Process **(Enc)** **(IA)**
  - 7 Social Value Charter **(Enc)** **(IA)**
  - 8 Any Other Business



## Minutes of the Boston Town Deal Board Meeting

**Date: 10 September 2020**

**Present:** **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Claire Foster (Vice Chair) - Boston College, Alison Fairman - Community, Andy Lawrence - Port of Boston, David Fannin - Lincolnshire CVS, Donna Watton - Donna Comm Ltd, Greg Pickup - Heritage Lincs, Jacqui Bunce - NHS Lincolnshire, John Harness - NHS, Kingsley Taylor - Citizens Advice, Nick Heath - Willmott Dixon, Councillor Paul Goodale - Boston Borough Council, Nick Worboys - Longhurst Group, Councillor Paul Skinner - Boston Borough Council, Peter Isaac - Oldrids, Rob Barclay - Shodfriars, Sandra Dawson - One Public Estate, Professor Val Braybrooks MBE - University of Lincoln

**Observers:** Cathy Jones - GLLEP, Stephanie Dickens - Matt Warman's Office, Matthew Van Lier - Boston Witham Academies Federation, Warren Peppard - LCC

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

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### 1 Welcome and Introductions

NK took the opportunity to introduce Lydia Rusling who is an Assistant Director at ELDC. Following on from the Strategic Alliance between Boston Borough Council and East Lindsey District Council Lydia is now the Towns Fund lead for Boston, Mablethorpe and Skegness.

### 2 Apologies for Absence

Received from: Richard Tory - Boston Big Local, Simon Beardsley - Lincolnshire Chamber of Commerce, Alice Olsson - Metsa Group, Emma Hadley - Boston Witham Academy Federation.

### **3 Boston Town Deal - Next Stage of Development**

NK explained that work is ongoing by the Team on the TIP/Projects and that the submission date was at the end of October.

IA then took members through the key tasks for submission of the Town Deal Investment Plan by the 30 October and produced a gant chart to show these activities:-

- Programme - Develop a clear programme plan to move us forward to the point of TIP Submission - this involves the drafting and testing of an overall gant chart based on Specific, Measurable, Achievable Realistic and Timebound tasks
- Synergy - Begin to marshall and programme manage the relatively informal groups we have looking at Heritage (through H Lincs) and Inclusive Growth (being run at present through D Fannin)
- Grouping - Identify a means of clustering the other projects and begin drawing them into similar programmes around skills, connectivity and urban regeneration
- Project Development - Draw out from these groups the critical projects and diagnose the additional support they need and plan how to allocate it, forming a development team in conjunction with key partners and agreeing a division of labour amongst them to bring each project to a state of suitable fruition by 31 October
- Evidence - Revisit the evidence base and vision and plan a final stage of public engagement.
- TIP - Develop a structure for the TIP and a team to write it
- Governance - Support the on-going governance of the Towns Fund process including preparing papers and reports for the Board, Technical Sub-Group and Council
- Governance - Set up a Social Value Charter approach to on-going public engagement

As part of the report, IA also presented the development of the Technical Sub Group in relation to the theme in which each projects fits. IA then went on to explain that the next stage is for each of the theme leads to review the status of each project (shown in the report).

### **4 Completion of the Strategic Framework - Part 1 of the Town Investment Plan**

IA explained to the board the two-part component the town deal should be written in and that the board should be well equipped to respond:-

- Level of need that exists in unemployment, deprivation and low skills base.
- Sketch out the scale of opportunities
- Demonstrate the capacity
- Create a narrative and link in the alignment with the private sector leadership and involvement
- Keeping the public aware of progression

NK asked MS to provide an update to members about the recent devolution in terms of COVID19 and clean growth, how the team has gone through this process and the reprioritised needs for information to reflect how we have considered COVID19.

MS explained that a few things have emerged since the new COVID19 Government guidelines; connectivity and greener, cleaner living all have a much bigger focus surrounding them. The connectivity project - increasing the cycle ways. It was explained that with Boston's aging population there is more need for easier access to the hospital but also for younger people to be able to bike to school/college and that could be solved by increasing the cycle ways. MS also said that the skills agenda, having seen significant unemployment in certain areas, is now needed to be more accessible to adult learners - not only to provide more opportunities but also to take away the fear for them returning to school, and that Claire Foster would be able to provide more detail about the Mayflower project.

PS expressed his support for the town deal and how they are pulling together through a hard time to help others, not just those who have lost their jobs but also providing the opportunity for all ages not just young people, and that he will support the Town Deal from the Councils point of view.

LR wanted to share with the Board some evidence from the LEP and Visit Lincoln, how they are accessing information, learning and how they are going to approach tourism with post COVID19 digital elements and that there would be future resilience from working with Heritage Lincs.

NK said that this, along with the strength of the projects would need to be mentioned in the investment plan.

## **5 Social Value Charter - Setting up a Monitoring and Evaluation Framework**

IA explained that it was quite exciting and that extra consideration surrounding COVID19 was needed in relation to how the board do things when using public money specifically; how can we get people locally excited about what is happening and what does it mean for Boston. When the Board moves forward with the towns fund the Board wants to be able to measure the achievements. He then proceeded to go through the report.

MS expressed the benefits of the community being able to see the impact that has been added and how it materialises in our community. She explained that the Government are going to want to see what has been delivered and the impact on the local people. IA gave an example that for every £1 investment spent it could produce £5 of social value. MS explained that the growth is for everyone in the town and that it needs to be shown that the My Town suggestions, like the 3G pitch project, which has received accelerated funding, have been listened to.

PH stated that for the social value will completely support and strengthen the bid. During the early stages of the Town deal there was a buzz around Boston and everyone is aware of how much interest was generated.

AL asked what sort of things are measured to get to the social value figure.

IA explained that it was determined by measuring how much space, how many jobs, what the increased gross value added to the economy would be created, and they then work with the public to see what the feelings are around it. He explained they have been using this technique since 2010 and there have been longitudinal studies on how communities change through clear social impacts and they use research data to work with the projects. IA then gave the example that, if it creates £100 million in social value and costs £25 million then it equates to £4 to every £1 spent.

AO expressed that, working in town herself, spirits around Boston have lifted despite COVID19 and unemployment. It was felt that the Town Deal was already making a difference. She explained that there is a page on Facebook called Building a Better Boston and the general feeling on there is that something better is being done despite the Town Deal struggling to get the message across.

GP state that once projects have been completed not only will there be more job opportunities but the town will also be better looking and be more welcoming.

MVL expressed his gratitude towards MS and the Town Deal for the opportunity to be able to be granted the funding for the 3G pitch. He also mentioned that the skatepark was a huge asset and there is the opportunity to use this as a selling point for the town's fund.

## **6 Governance Report**

MS opened by confirming that, although CF is very involved in the Board she does not yet have a formal seat. She then presented the question to the board that they propose and second to make CF an official Board member.

This was proposed by Andy Lawrence and seconded by David Fannin.

MS then asked the Board to nominate a Chair as Neil had been covering this position as Vice-Chair since Jo Maher left the Board.

Neil Kempster was nominated by Rob Barclay and seconded by Andy Lawrence.

NK then asked the Board to appoint a Vice-Chair.

Andy Lawrence nominated Claire Foster, which was seconded by David Fannin.

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**AT THIS POINT THE MEETING WAS MOVED INTO EXEMPT SESSION AND THE LIVE STREAM WAS STOPPED**

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## **7 Minutes of the Boston Town Board Meeting held on 7 July 2020**

The minutes were agreed as a true record, proposed by Alison Fairman, seconded by Cllr Paul Skinner.

## **8 Minutes of the Technical Sub Group Meeting held on 3 September 2020**

The Technical Sub-Group minutes were agreed as a true record, proposed by Greg Pickup, seconded by Claire Foster.

## **9 Any Other Business**

SD asked for an update from MS in relation to where the Town Deal stood on the creating a narrative which was discussed at the last meeting. MS updated the board by explaining that now that we have joined the strategic alliance Boston has taken advantage of the contractual relationship that East Lindsey has with contractors for communications and community engagement.

MS provided an update on the process of the Town deal - explaining that submission was on the 30 October, and after that there would be an assessment period where it would be scrutinised and there would be talks with the board and the government about what that would mean. MS explained that this process could take up to three months; however, the Board would still play a key role throughout the negotiation process and delivery of the projects and the momentum did not want to be lost. It was also explained that the Town Board might move from a creative board into a robust delivery board and would start to develop a business cases and the board needed to be involved with the scrutiny and do a 'check and challenge'. MS also said that some of the projects put forward may not make as part of the final Town Deal but this should not stop them from becoming a reality and the board should look at alternative options for them to become a reality. MS expressed that it would be shame for the projects to be lost especially with all of the hard work that has been put in to getting them into a position to take to the Board.

NK agreed with MS and reminded members not to see October as the end of the Town Deal Board but as the beginning and that the connections made need to be taken advantage of.

PH asked SF or IA to clarify the timetable on when the initial draft investment plan might be available as there was a meeting with a delivery partner at the end of September and he would like to have that with him. MS replied and stated that minutes of the 21 September Technical Sub-Group would be the draft.

The logo for Boston Town Deal features a stylized graphic on the left consisting of a blue shape with a white and green cutout, resembling a speech bubble or a stylized 'B'. To the right of this graphic, the words "BOSTON" and "TOWN DEAL" are stacked in a bold, blue, sans-serif font.

# BOSTON TOWN DEAL

## Notes of Technical Sub-Group Meeting held on 21 September 2020 (via Zoom)

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**Present:** Neil Kempster - Chair - Chestnut Homes  
Ivan Annibal - Rose Regeneration  
Simon Beardsley - Lincolnshire Chamber of Commerce  
Professor Val Braybrooks - University of Lincoln  
David Fannin - Lincs CVS  
Greg Pickup - Heritage Lincolnshire  
Michelle Sacks, Clive Gibbon, Luisa Stanney & Sharon Warner -  
Boston Borough Council  
Claire Foster - Boston College  
Councillors Paul Skinner & Paul Goodale - Boston Borough  
Council  
John Harness & Jacqui Bunce - NHS  
Rob Barclay - Shodfriars  
Nick Heath - Willmott Dixon

**Apologies:** Warren Peppard & Cathy Jones - LCC  
Hannah Thompson - Heritage Lincolnshire  
Alison Fairman - Community

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### **1 Introduction**

NK welcomed everyone to the meeting.

### **2 Minutes of the Technical Sub-Group Meeting held on 3 September 2020**

Agreed as a true record.

### **3 First Draft of Strategic Component of the Town Investment Plan**

IA circulated the first draft of the Town Investment Plan (TIP). It is currently being shared with the Cities and Growth Team as part of the process of them providing “check and challenge” services to support the submission of the TIP. The TIP would have to reference COVID and how key components reflect on the impact - for example from economic analysis 20% of all workers in Boston have been furloughed, with rates increasing. In July the figure stood at 7,200 workers (a rise of 800 from June).

The TIP should reflect these statistics and how the skills agenda in Boston is challenged and provide optimistic ways of addressing the issue. Boston needs to grow economically to make it successful and resilient.

The projects align with the intervention framework to deliver economic regeneration for the town and link to the themes within the vision: Skills and Aspirations, Sustainable Economic Growth and Pride of Place. The strategy also picks out five key interconnected themes - a balanced community, enterprise, health, resilience and connectivity and links to the most pertinent strategic documents, nationally and regionally.

Public consultation work carried out through the #My Towns website and social media, the Towns Fund Board and its wider connections, has enabled the Team to identify the five key priorities for the town which form the core of the Strategy.

IA reported that the Quadrant 2 project would not be progressing.

The draft TIP is not the finished article and IA invited comments from the Technical Sub-Group.

The following points were noted:-

- JB asked that the stock of over 65's should refer to population.
- Mayflower Project - should refer to the remediation and development of the site.
- Inclusive growth to be included as a cross cutting theme throughout the TIP. IA was happy to expand and reference the wider health and community links and make it clear that the inclusive growth agenda is important for Boston.
- The EoI for the Port project has now been received and an enormous amount of work has been undertaken already. The Port project would now be renamed to "Boston Port - Gateway to Growth". A meeting was held on 14 September which all key strategic partners attended. Pete Holmes from BEIS felt strongly that it was worth emphasising how the projects in the TIP link to the Port expansion. MS would have also arranged a Briefing on the project to update the Council's Members.

IA to update the TIP to include the Technical Board's comments.

#### **4 Project Assessment and Prioritisation**

IA circulated the assessment report that highlighted progress on the project prioritisation which was undertaken by a core team - Ivan Annibal, Greg Pickup, Lydia Rusling and Martin Kay. The process was undertaken using the Towns Fund prioritisation tool. The report listed each project's description and cost.

The team assessed each project and gave a score out of 5, taking into account which themes the project delivered on and whether it fitted with the evidence and vision required. The process was robust and was an interesting way to assess the projects.

It was noted that Greg Pickup did not take part in any of the discussions on Heritage Lincolnshire projects.



**Port of Boston - Gateway to Growth** - As MS had previously mentioned, an event was held on 14 September which included representatives from GLLEP, LCC, the business Sector and Leaders of Boston Borough Council and South Holland District Council. Pete Holmes from BEIS felt the project should be linked to the TIP which would resonate with the Government. VB had subsequently submitted an EoI. The project would have an impact on the success of the town as a whole. Funding requested - £2.5m for Phase 1 - research, innovation and skills.

**St Botolphs Lighting and Library** - The project was a good strategic fit and would help to diversify the tourism offer. However it was agreed that the owner of the project would have to show financial commitment to the project - it should not be reliant just on the Town Deal funding. Total cost of project - £340,000 - Funding requested - £230,000.

**Blenkin Memorial Hall** - The project had been reworked since first submitted and now included entrepreneurial space, creating 6 new jobs, assisting 4 new businesses and supporting 520 learners. Total cost of project - £1.14m - Funding requested - £810,000.

**Shodfriars (*Rob Barclay declared an interest in this project*)** - The project was to preserve the medieval frontage of the building and scored highly on the strategic fit and building part of the townscape. There had been a lot of stakeholder involvement in the project. Blackfriars will have to support the project, which comes with challenges. There is confirmed funding for the project from Historic England for surveys and they will also fund the urgent repairs to the building. The project is supported by Heritage Lincolnshire who have the necessary project management skills and capacity skills to mitigate the risk. Phase 1 of the project has a total cost of £3m and will have £100k private funding. Phase 1 will be a catalyst for Phase 2. Total cost of project - £9m - Funding requested - £2.74m.

**Heritage Cluster (*Greg Pickup declared an interest in this project*)** - The project aimed to support the redevelopment of the fronts of key heritage buildings in Boston, deliver significant upgrade to shopfronts and develop the skills and training around heritage building activity. The funding would support 30 buildings and bring vacant upper floors back into use. The property owners would procure the works and apply for funding. Total cost of project - £4.3m - Funding requested - £2.1m.

**Black Sluice Moorings** - The proposal was to repurpose the building as an economic asset with exhibition space. However, the Team have struggled to get any further information on this project due to a key officer being furloughed. The proposal did generate the highest amount of interaction on social media from the public during consultation. The building is owned by the Environment Agency and they are looking to transfer to another agency, which is also a risk. It was agreed that the Team would contact the project sponsor and ask for further information within a week or they would have to look at alternative funding streams, as the Board will not have time to accommodate a further delay. Total cost of project - £1m - Funding requested - £1m.

**Mayflower** - This is a relatively new proposal - the scoring on stakeholder engagement was low, due to not yet having the chance to consult more widely. There is no negative issue with the project - it is just the scale of it - a requirement of £15m Town Deal funding with only £1.3m of match resources. It was agreed that it would be a transformational project - an iconic building that would help with the economic growth of Boston which will provide learning opportunities/outreach provision for the people

of Boston, with major urban regeneration outcomes. The project would also see an asset transfer of the GMLC from Boston Borough Council to Boston College, which linked in with the PE21 project (replacement leisure facility). CF is pursuing other avenues of funding. It was important that Boston still maintained a leisure facility as the town had significant health issues, especially around obesity. It was important to explore other areas of funding to support the people of Boston post COVID-19, especially around learning and skills, health and wellbeing, which would help with the skills level in Boston and would lead to better economic vitality. Total project cost - £16.3m - Funding requested - £15m.

**PE21** - Replacement leisure facility (GMLC) for health and wellbeing, with a linear park at the centre of the area to include new living and retail buildings. This project would need to be delivered within 5 years - there is a £15m cost for the acquisition of the sites. The scoring for the project was low, as not enough key information is available. It was suggested that it would probably be desirable to look at the health/leisure part of PE21 on its own as part of the Town Deal. A similar leisure project was being submitted as part of Mablethorpe's Town Deal and it was noted that there might be other opportunities for match funding or draw down from UK Sports funding. Consultants have been appointed to prepare a feasibility study and further detail should be available at the next Town Board meeting on 5 October. Funding requested - £15m.

**Smarter Homes** - The project aimed to help people live more independently and cost approximately £4k per home which would also enable them to become more energy efficient. The project sponsor suggested he would be setting up the control centre in Boston, which would create jobs. The proposal was for a pilot project of 100 properties. The project sponsor was also interested in working with Boston College on skills. There was no match funding. It was suggested that other Registered Social Landlords/LCC could provide funding for the project. There was also the issue with ownership of the equipment, should anything go wrong once it was installed. Further detail on the project was required and it was agreed to share the pro forma with the Board. Total cost of project and funding required - £450,000.

**Boston Train Station** - The project was for complete refurbishment of the station and the development of opportunities for business growth and development, coupled with activities for schools. It was a large intervention and part of a franchise arrangement. The project could lead to extra services. Total cost of project - £2.69m - Funding requested - £2.5m.

**Endeavour FM** - The project sponsor is Endeavour FM who are a well-established radio station in Boston. The project was to move the radio platform from FM to digital. The project also included training for young people who want to learn broadcasting skills. Total cost of project - £1.08m - Funding requested - £82,500.

Project summaries will be completed for each project. There are 3 smaller projects to be considered which came in late and require further work, including the Trinity Centre and the Centenary projects. These will be considered by the Board at their meeting on 5 October.

SB asked for a further column to be added to the project assessment showing the information relating to the percentage of investment from any third party and what level it is at, i.e., guaranteed, offered, etc.

## **5 Next Steps**

Further detailed discussions are required, to be facilitated by MS, on the PE21 and Mayflower projects. All projects fit with the strategy and are consistent with what the Board are trying to achieve, apart from the Black Sluice project. The Board will consider all remaining projects at the next Board meeting

MS, IA and LR will liaise with Mick Lazarus from BEIS and ARRUP and discuss the projects further at the check and challenge meeting on 28 September.

There will be a social value workshop on 29 September.

Boston Town Deal Board meetings are arranged for 5 and 16 October.

Member Briefing - 19 October - presentation by MS, attendance by some Board members will be required.

Cabinet (Consultee) - 21 October.

Full Council Meeting (decision-making body for the TIP) - 26 October.



**BOSTON**  
TOWN INVESTMENT PLAN 2020



## Introduction

The Boston Towns Fund Board has generated a vision for the town. It is the product of very extensive consultation and engagement. This has included networking across the town through the constituencies which underpin the membership of the Town Board, an extensive harvesting of project ideas through the MyTown portal and a dialogue with local people and organisations. Supported by ongoing communications including public access to its meetings the Board has refined a long list of project ideas to develop a final portfolio of projects underpinned by this vision.

## Vision

“To define and deliver the investment, professional and technological support needed for strategic interventions that will shape the development of an aspirational, skilled and healthy population, capable of achieving 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.”

## Covid

Covid impact assessments have identified real challenges for our area. We know from economic analysis that 20% of all workers in Boston are furloughed. Across the whole 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. 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 with the closure of our 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 and we have emerging anecdotal evidence in terms of our planning for the skills and aspiration part of our programme that this is the case in Boston.

Our approach to addressing this as our core challenge is built on the following pillars:

## Opportunity and Need

Our analysis of opportunity and need is drawn from analysis of contemporary data sources and a process of benchmarking Boston's economic performance against a comparator list of 9 other similar towns (based on its local authority audit family group) using a Centre for Cities template adapted to look at the functionality of towns. More information is available along with our detailed benchmarking analysis at [Appendix...](#)

## Skills and Aspirations

**Boston is in the lowest 10% of all towns in England in terms of skills rankings in the English Indices of Deprivation. A core part of our plan is to increase the number of skilled workers in the town by increasing local training and skills development opportunities across the F/HE spectrum. Increasing skills will enable us to increase wages and drive up aspirations.**

Boston has an average salary, which is £90 per week below the national average. Boston is in the worst 20% of all places in England in terms of incomes according to the 2019 English Indices of Deprivation. Low skills levels feed through to poor employment outcomes and low aspirations. Boston is in the worst 30% of all neighbourhoods in England in terms of employment according to the 2019 English Indices of Deprivation. Although Boston has fared relatively well in the coronavirus pandemic in terms of furloughing rates data shows that the key issue is levels of economic inactivity which are disproportionately high in the Borough.

A key part of our levelling up focus will concentrate on people who are economically inactive.

Boston has an increasing ageing population - 21% compared to the national average 18%. We will harness new and innovative ways to ensure a proactive approach to better ageing. Our strategic alliance with East Lindsey will take advantage of the existing best practice in the County to realise the economic benefits associated with enabling people to live and age well.

Boston is also home to a significant population of migrant workers (*add evidence*), which make a major contribution to the economic dynamism of the town. We will ensure that our plans enhance their integration and economic potential. 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.

## Sustainable Economic Growth

**Raising skills and wages will help to increase the level of investment and over time the stock of jobs in the town. Currently Boston has a small stock of jobs compared to similar towns, it has the smallest stock of jobs in the comparator list of 9 similar towns we benchmarked it against.**

Boston also lags behind the national average in terms of its stock of Knowledge Intensive Businesses. It is 18% points behind the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS).

We plan to increase the number of people working in KIBS 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. Boston also has a strongly distinctive feature in terms of its port and associated food and logistics sector.

We will build on this aspect of its economic potential. In terms of investment Boston is still perceived to be a local investment option for bigger scale investors. *(Quantify and substantiate by linking to projects).*

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. It performs moderately well in terms of % of the population using public transport. *(Does this link to the projects - station enhancements/walking/cycling - e.g. this will be enhanced by xx).*

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

**Boston has a cluster of world class cluster of heritage assets. The economic development of these assets is a distinctive and core focus of our programme. These include sites such as St Botolph's Church, which is the largest Parish Church in England, the medieval Guildhall and community facilities such as the Blenkin Memorial Hall.**

In terms of housing Boston has a good ratio of housing costs to salaries, 6.4 compared to a national average of 8. It has a relatively low overall stock of houses, with less than 30,000 houses, this is a relatively smaller number of houses than its benchmark towns.

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. Water is a key part of its context. This means it is challenged in relation to the cost of its infrastructure and flood risk but also that its river and coastal credentials are a real asset from a leisure and logistics perspective. 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.

**The port is a really important and distinctive feature of the local economy, which along with its rail links can be economically exploited. Our plan to maximise the sustainable growth and development of the town through effective investment in its infrastructure, linked to these assets.**

We have 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 levelling up of the town based on the themes within the vision as follows:



# 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 Centre** will incorporate:**

- Student-supported small retail outlets including coffee shops, bakery, health foods, crafts etc.
- New-start-up outlet/space to encourage graduate enterprise with business support.
- Areas for voluntary services, support networks and agencies.
- Flexible and varied seating areas allowing for small bubbles of learning with family, with friends.
- Learning pods designed for adult learning access for digital upskilling and career-skills development.
- On-hand support and tuition provided in a low key, calm and spacious environment.
- Health and well-being pods/outlets - with support to talk about mental health, nutrition and exercise advice.
- 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.
- Super-fast broadband/Wi-Fi connectivity and charging tables/points for devices so that learning can take place wherever.

**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 Centre the Holy Trinity Initiative 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.



**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 and its sustainable urban extension Quadrant 2 which form a core part of the ongoing feasibility planning associated with our Towns Fund offer.

Our food sector and built environment 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.

**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 Botolphs Church Lighting Scheme
- St Botolphs Medieval Library - develop, conserve and interpret artefacts along with training outputs
- Blenkin Memorial Hall, Refurbish and partner with Boston College
- Healing the High Street - Townscape Heritage Proposal (Heritage Lincolnshire)
- Townscape Heritage Project - engaging people and up-skilling them- Heritage Lincolnshire
- Wide Bargate shop front scheme - Heritage Lincolnshire
- Shodfriars Hall- Bring Shodfriars 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.





Projects	Boston Mayflower Centre	Holy Trinity Initiative	Port	Endeavour FM	Railway Station	PE21	Heritage Cluster	Smarter Home
<b>Digital Connectivity</b>								
Sector specific technology	Mayflower			Endeavour FM				Smarter Homes
Infrastructure to support 5 G or full fibre connectivity								
<b>Urban Regeneration</b>								
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	



Projects	Boston Mayflower Centre	Holy Trinity Initiative	Port	Endeavour FM	Railway Station	PE21	Heritage Cluster	Smarter Home
<b>Arts Culture Heritage</b>								
Community centres, sports facilities, museums, arts venues, theatres, libraries, landmarks and parks	Mayflower	Holy Trinity					Heritage Cluster	
Community hubs, spaces or assets linked to inclusive growth		Holy Trinity					Heritage Cluster	

Projects	Boston Mayflower Centre	Holy Trinity Initiative	Port	Endeavour FM	Railway Station	PE21	Heritage Cluster	Smarter Home
<b>Skills</b>								
Increase in capacity or access to new or improved facilities	Mayflower	Holy Trinity	Port	Endeavor FM				
New equipment	Mayflower							
Increased employer collaboration	Mayflower		Port					
Broader skills responding to local needs	Mayflower		Port					
Long term public education benefit	Mayflower							

Projects	Boston Mayflower Centre	Holy Trinity Initiative	Port	Endeavour FM	Railway Station	PE21	Heritage Cluster	Smarter Home
Enterprise Infrastructure								
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					

# 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.

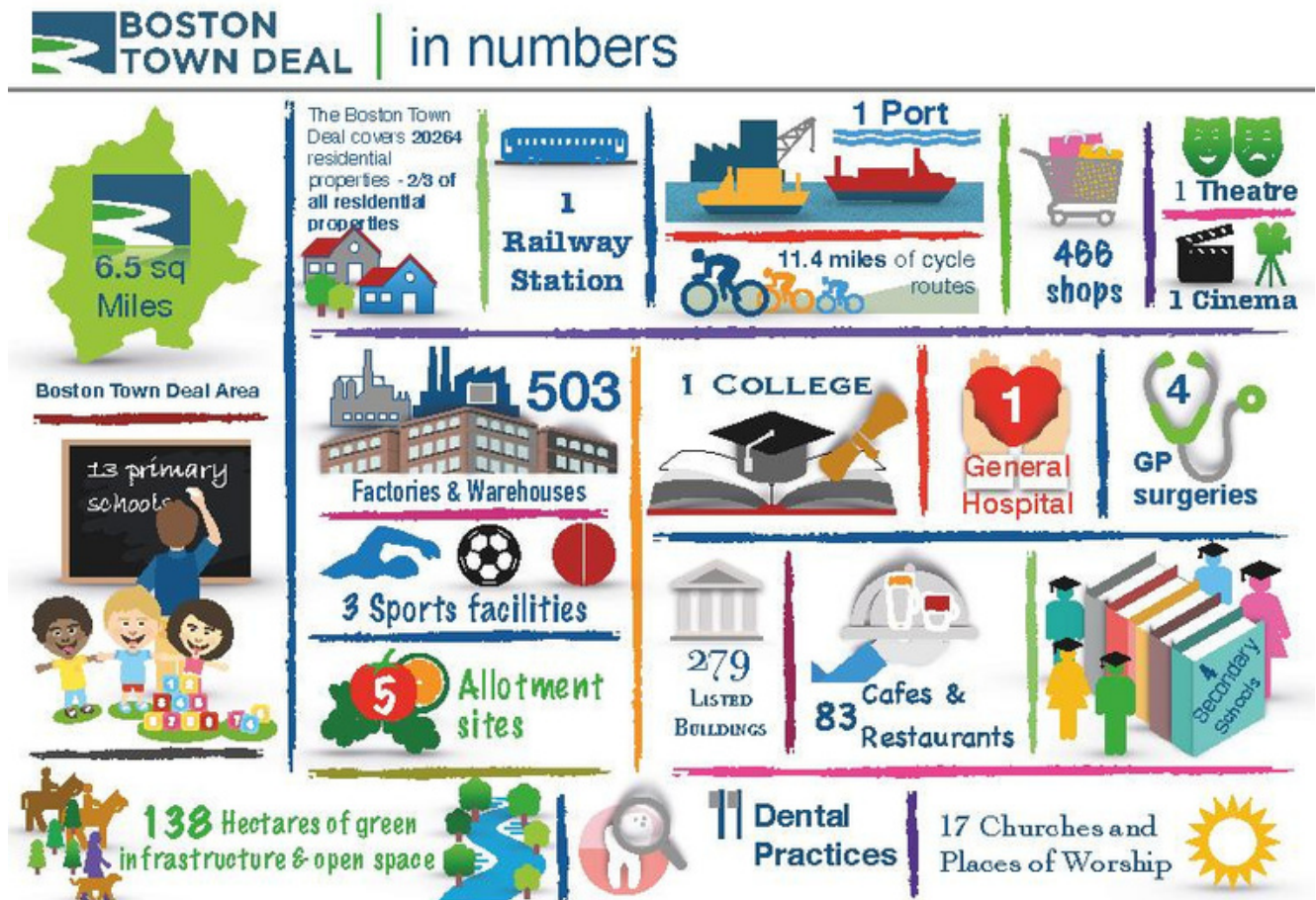
All projects have been prioritised using the Towns Hub prioritisation tool.



## 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

**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, TourismZones).

**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

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

### 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.



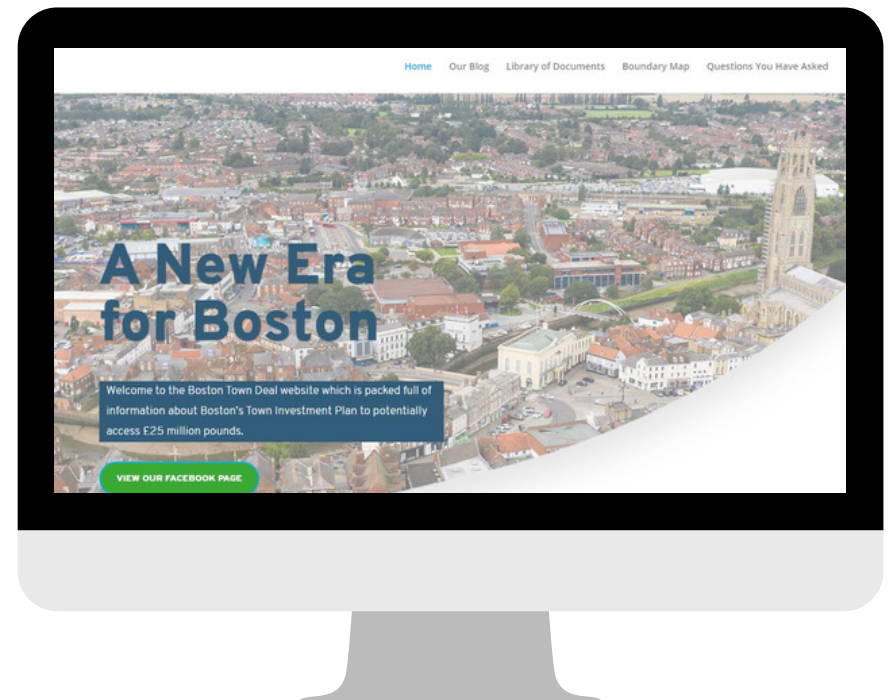
Our work to engage with public views, through the MyTown website analysis, the Towns Fund Board and its wider connections has enabled us to identify the five key priorities for the town which form the core of our strategy. It is clear that in satisfying both the policy frameworks and public aspirations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



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	Holy Trinity Initiative	Port	Endeavour FM	Railway Station	PE21	Quadrant 2	Heritage Cluster	Smarter Home
Sustainable construction	Build approach	Refurbishment approach				Build approach	Build approach	Refurbishment approach	Build approach
Energy efficiency	Build approach	Refurbishment approach		Enhanced Digital Capacity		Build approach	Build approach	Refurbishment approach	Build approach
Low carbon transport	Build approach		Enhanced 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 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 prioritisation process to derive our list of projects within the structure of our investment plan.

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 prioritisation process using the prioritisation tool developed for the Towns Fund.

**A summary of the ranking of the projects included for Boston is set out below:**

Ranks	Projects	Description	Assessment Scoring Rationale	Overall Assessment Score	Town Specific Criteria	HMT Green Book Appraisal Criteria	Total Cost
1	Boston Port	Skills and logistics project led by University with Port and Boston College	A complex project currently in a stage of fast-moving development	69%	42%	96%	£2,500,000.00
2	Heritage Cluster	Combination of original projects; Healing the High St, Wide Bargate, Townscape Heritage - skills training and heritage building restoration/improvement - incorporating Centenary Church	Heritage fit, sustainable building techniques, previous track record, strategy engagement with public and regulatory bodies	69%	42%	96%	£2,100,491.00
3	St Botolphs Lighting and Library	Church lighting and Library - interpretation, conservation and restoration	Heritage fit, longevity and preservation	67%	38%	96%	£230,000.00
4	Smarter Homes	Demonstration E-Enabled housing pilot project - total cost (per house £3720), social housing focus £450,000, Boston College training linkages Manesco - link to Campus for Future Living	Innovative, low cost, high impact retrofit capability for local housing, with significant scale up and employment impacts	65%	42%	88%	£450,000.00

Ranks	Projects	Description	Assessment Scoring Rationale	Overall Assessment Score	Town Specific Criteria	HMT Green Book Appraisal Criteria	Total Cost
5	Boston Train Station	Boston Train Station Full Refurbishment - £2,692,600	Comprehensive and highly desirable project, connectivity flagship	64%	44%	84%	£2,505,600.00
6	Blenkin Memorial Hall	Multipurpose community use, entrepreneurial space - total ask £1,146,000	Heritage fit, longevity and preservation, upbeat on outcomes, private match to be investigated	63%	38%	88%	£810,000.00
7	PE21	Major Regeneration Proposal to unlock under utilised space (10 acre) site- new combined health and leisure facility. Town centre living, retail opportunities and community facilities - linear park	Delivers employment, technology, skills, enterprise, health and environment	61%	42%	80%	£15,000,000.00
8	Mayflower	Landmark learning environment - total cost £16,300,000	Landmark learning and enterprise and employment initiative, with major urban regeneration outcomes	60%	40%	80%	£15,000,000.00
9	Shodfriars	Preservation of medieval frontage phase1, opening up front space for community uses and commercial total cost £8.9m	Heritage fit, landmark building, grade 2 star on at risk register, theatre component to manage in terms of coronavirus	60%	40%	80%	£2,074,566.00
10	Blacksluice Moorings	Refurbishment of iconic pumphouse and associated buildings - scope for a phase one investment - public sector lead £1m	Heritage asset, sketchy information on stakeholder engagement, project at an early stage of development	44%	33%	56%	£1,000,000.00

## 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.

*Local plans and strategies (source: BBC officer information, <http://www.southeastlincslocalplan.org/wpcontent/uploads/2019/02/Local-Plan-text-March-2019.pdf> )*

- e. Note – via Peter Udy (BBC planning) – “The only plan I can add is the SE Lincs Local plan march 2019. There are no town, neighbourhood or masterplans.”

SE Lincs Local Plan (Mar 2019) – this identifies the key drivers behind local growth priorities, being (summarised)

- 1) Sustainable development with particular emphasis on balancing greenspace, floodrisk and social needs,
- 2) Economy - diversifying and strengthening the economic base, vibrant historic town centres, supporting employment and business.
- 3) Housing – providing sufficient housing land and ensuring supply meets the need of older people, first-time buyers and affordable/starter housing
- 4) 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.
- 5) Transport – improving accessible, sustainable and affordable transport for all and to enhance efficiencies for business.

### **Full strategic priorities for the area identified in the local plan:**

#### **Sustainable Development**

1. To deliver sustainable development in South East Lincolnshire that seeks to meet the social and economic needs of the area, whilst protecting and enhancing its environment for the enjoyment of future generations.
2. To ensure that the scale, distribution and type of new development is sustainably located to take account of flood risk across South East Lincolnshire.
3. To ensure that development contributes to the provision of necessary physical, social and green infrastructure to deliver planned levels of growth at the right time and to mitigate its impacts on existing communities and the environment.

### **Economy**

4. To provide the right conditions and sufficient land in appropriate locations to help diversify and strengthen the economic base of South East Lincolnshire to meet the needs of existing businesses, to attract new businesses and sources of employment, and to maximise the potential historic and environmental assets can have for sustainable tourism.
5. To protect a mutually-supportive hierarchy of vibrant self-contained town centres and secure their enhancement by promoting an appropriate mix and scale of retail, leisure and other town centre uses and by maximising opportunities for regeneration.

### **Housing**

6. To provide enough choice of land for housing to ensure that the housing stock better meets local housing needs and aspirations, including for older people, first time buyers and those in need of affordable and starter housing.

### **Environment**

7. To conserve and enhance South East Lincolnshire's natural and historic environment and to promote greater access and understanding of assets through new development. South East Lincolnshire Local Plan 2011-36
8. To minimise the impact of and adapt to climate change by making more sustainable use of land and resources, reducing exposure to flood risk, promoting sustainable development and reducing human exposure to environmental risks.
9. To promote the more efficient use of land, prioritise the re-use of previously developed land and to minimise the loss of South East Lincolnshire's high quality agricultural land by developing in sustainable locations, at appropriate densities.
10. To provide equal opportunities for everyone who lives, visits, works and invests in South East Lincolnshire by helping to create more sustainable communities, reduce locational disadvantage and upgrade a range of community facilities recognising that these all contribute to the fulfilment, health and well-being of residents and visitors alike.



**Transport**

11. To improve accessibility for all to jobs, services and facilities by sustainable and public transport, to make travel as easy and affordable as possible, both within the area and along key links to and from South East Lincolnshire.

12. To improve South East Lincolnshire's highway infrastructure, to tackle congestion, improve road safety and make journeys as easy as possible particularly for those living in rural areas and to enhance efficiencies for business.

**Spatial strategies within local plan**

Development is to be directed at sub-regional centres including Boston, within the settlement boundaries. Justification:

- The Sub-Regional Centres of Boston and Spalding are clearly the largest urban areas and centres for services for the Local Plan area and beyond. They need to continue to accommodate the level of services and economic opportunities for the benefit of communities over a widespread area. Both towns also have significant infrastructure needs in respect of major improvements to highways and the levels of growth identified under Policies 11-15 reflect the need to fund this highway infrastructure
- Boston is the second largest town in Lincolnshire with a historic core containing buildings and a street pattern that is of national significance (see Policy 29: The Historic Environment). It has a vibrant retail centre: national retailers are located within the historic core and the retail centre of Pescod Square, while a twice weekly market attracts traders and customers from a wide area. Access to a full range of education opportunities is available including further education at Boston College. Pilgrim Hospital is a regionally-significant resource as regards health provision. As a port Boston has a long-established history of trade which has evolved into other employment opportunities (see Policy 7: Improving South East Lincolnshire's Employment Land Portfolio). More modern business areas have developed within the western section of the urban area.
- The Boston urban area also offers the vast majority of housing stock and choice within the Borough and this also presents one of the most significant challenges the Local Plan has had to address: - that is, meeting housing needs in an area where flood risk is a significant threat. Whilst the Local Plan takes a precautionary approach to flood risk it is recognised that the Boston urban area will continue to be an area of choice for most residents, and therefore flood mitigation is a major consideration and cost in the delivery of new development. The Boston Barrier is expected to be of huge significance to the viability of new development in Boston, the role of the town as a Sub-Regional Centre and to reducing flood risk overall.

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 Botolphs Church. CLarie 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.



# 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.

Championed by employers, these exemplary facilities and the Mayflower Centre will facilitate higher level skills provision with access pathways and wide-scale engagement of the community and businesses to drive forward skills and business partnered enterprise, innovation and research, creating high quality career opportunities for local people and the improved connection of local, regional, national and international markets. The Centre will create a 5G Innovation Hub in Boston for the College and businesses (a first for an FE College) and will be a crucial enabler of the ambition for Boston Port's transformation into a Food Port and global centre of excellence in food logistics.

# CENTRE FOR FOOD AND FRESH PRODUCE LOGISTICS

## Rationale

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.

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.

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.

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# CENTRE FOR FOOD AND FRESH PRODUCE LOGISTICS

Both organisations are adept at engaging and working with employers. NCFM's strength in regional and national engagement with large employers in the food sector complements the College's strength in SME and community engagement. The Mayflower Centre will be the hub for business and community engagement and will be used to promote understanding of the world-wide reach of local businesses, encouraging the community to share in the Town's ambition to be a global centre of excellence.

With several research institutes, including the NCFM and the Lincoln Institute of Agri-food Technology (LIAT), the University has a leading reputation for sector relevant research in crop storage and digital technologies. LIAT is partnering with local employers in the UK Fresh Produce Network to develop 5G to realise efficiencies in food supply chain. LIAT will work with the Centre to deliver applied research to build the 5G capability of the Port and Boston businesses, whilst the IoT research framework will ensure that students receive teaching and curriculum which is research rich.

## Alignment with Boston'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



# CENTRE FOR FOOD AND FRESH PRODUCE LOGISTICS

## 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.

## Summary

A river runs through the heart of Boston and its skyline is dominated by the largest parish church in England, St Botolph's Church, known locally as the Stump. The river, the Stump and Boston's historic buildings combine to provide the backdrop to an under-utilised 10 acre site, branded PE21. The PE21 project is the primary focus of the Boston Town Fund Bid as a major regeneration proposal to unlock the potential for under-utilised space.

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. 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.

# PE21 BOSTON TOWN CENTRE REGENERATION

The masterplan has been open to public scrutiny and has been positively welcomed. Feedback has helped shape the proposed relocation of the bus and coach stations and the location of the new transport hub and the relocation of the Len Medlock Voluntary Centre.

Towns Fund funding is required to provide the necessary investment to bring the buildings back in to sustainable, productive and operational uses, or enable demolition to realise the full potential for regeneration. Public sector investment is required given the costs of remediation are not going to be met by end-use values, whilst a local development order can create certainty for new investment and development.

The project will comprise accommodation, a new NHS Health Centre hosting a combined facility to support 29,000 patients, and a new Leisure Centre. In addition, the repurposing of the site will open up further retail opportunities and enhancements for West Street, building on its existing suite of independent shops. 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..

# PE21 BOSTON TOWN CENTRE REGENERATION

## Project Rationale

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 £15 million for the Towns Fund – details still in development

## Timescales and Spend Profile

This project will run from March 2021- December 2025

## 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.



## Rationale

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.

Built originally to allow church and community activities, including a sports hall, the Trinity Centre hosts a thriving preschool during term-time, church youth groups for 11-18s, children's activities including Sunday groups and holiday clubs. It is used by community groups such as Slimming World, craft, language and special needs activity groups, and for private parties. Current users come from different parts of the Town Deal designated area for pre-school, a weekly Toddlers group held in the main church building, and other church-run activities such as a weekly Trinity Community Café, a monthly community lunch and an afterschool Milk Shake Shack.

Groups from across town, such as Churches Together in Boston and Centrepoint host meetings in the buildings, and the Trinity Centre is used as the local polling station, a lunch venue for the annual Boston Clean Up, and is a designated hospital, school and police emergency evacuation point on the north side of town.

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

It will provide a new upgraded community hub linked to inclusive growth

## 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

## 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

## Project Description

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. 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. 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.

## Rationale

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.

Engagement with Mayflower will lead through to the vocational expertise across the campus with access for employers<sup>23</sup> and individuals to our skills training areas including the superbly equipped and industry standard Digital, Transport and Logistics Academy. Our focus on improving local skills levels so that our community is ready for the jobs that will be available over the coming years is critical to the ongoing success of the town. Logistics is a hugely important sector for South East Lincolnshire and supporting the growth of the Port of Boston will lead to benefits across the area.

# THE MAYFLOWER CENTRE

The development of locally specific courses will support employers to tackle their skills gaps and increase their productivity whether in our vocational specialities or in more transferable skills. Employer involvement with the new building as well as with the College as a whole will refine the curriculum and ensure that we are delivering the latest skills and techniques to get people work-ready.

Mayflower is the embodiment of our commitment to lead a place-based business and skills revolution. There will be space for entrepreneurs and start-up businesses across a range of sectors with units available to encourage graduate enterprises. The College's business development unit will be on hand to provide convenient and accessible additional advice and guidance as well as providing space for the Lincolnshire Growth Hub to visit and host events. We will work in partnership with Woodhead Enterprise on the other side of town and the Council's Economic Development team to offer a joined-up approach.

We recognise the vital importance of supporting early stage businesses in order that they can grow and develop effectively. By developing a business innovation space we will be enabling the enterprises to engage with each other to stimulate innovation and business ideas thereby maximising their potential and their survival chances. The building will provide low-cost access to small retail units providing a chance for people to start their own businesses and students to gain real work experience in coffee shops, bakeries, health foods and craft outlets. The College's business advisers will be on hand to provide additional support and perspective and we will be linking even more effectively with the Lincolnshire Growth Hub to ensure that there is no wrong door for Boston's start-ups.

The space will be a civic hub within a life-affirming botanical garden with a hive of activity to meet the community's needs. It will be an engine room powered by nature and people providing access to a range of services and opportunities. The College will relocate its existing hair and beauty salons to Mayflower giving students valuable opportunities to practice their skills by providing an affordable service to the public and giving the community more reasons to access the space.



The College's Matrix-accredited careers information, advice and guidance team will be based in Mayflower to provide 24-hour access to qualified, professional advice and support around careers and employability. Individual meeting pods will be available to provide privacy for personalised discussions around getting back into, or getting on in, work with support immediately available for course applications and a chance to meet the tutor too. Bringing the careers team to the front of the College demonstrates how important these highly qualified and skilled individuals are to the prosperity of the town and its population. Providing easy access to these teams will ensure the "no wrong door" is a reality for the people of Boston, enabling everyone to find their way to a happier, more productive future.

## 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

- Digital connectivity
- Urban regeneration, planning and land use
- Arts, culture and heritage
- Skills infrastructure

## Town Fund Outputs

- Provision of specialist digital technologies to meet the needs of specific sectors
- Remediation and/or development of abandoned or dilapidated sites
- Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites) Delivery of new public spaces
- 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
- New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth
- Increase in capacity and accessibility to new or improved skills facilities
- Availability of new specialist equipment
- Increased and closer collaboration with employers
- 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.

Increased utilisation of digital channels by businesses to access and/or supply goods and services Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors Increased share of young people and adults who have relevant skills for employment and entrepreneurship



## Impact

The LEP has two main skills priorities:

- To inspire and support young people to stay and work in the area
- 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

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 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.

## Rationale

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.

### **Identifying and nurturing leaders of the future:**

The project will develop a programme to provide young people with skills, training and qualifications, experience and confidence through the young people's leadership forum – the 'Youth Ambassadors'. Youth Ambassadors will be helped to organise into a supported team that can respond to identified need, which could be a civic, community or business need, and support emergency planning resilience and recovery.

# YOUTH AMBASSADORS, COMMUNITY INFRASTRUCTURE AND SOCIAL CAPITAL

The quid pro quo for getting involved and giving time will be training, experience, friendship and confidence. Youth Ambassadors is a vital component of supporting skills and employment through volunteering opportunities, hands-on leadership of the programme and 'task and finish' teamwork.

## **Place shaping:**

The project will deliver training and development programmes on essential skills for community and volunteering development. This will enable the local Voluntary, Community and Social Enterprise (VCSE) sector to prosper, work collaboratively, gain in confidence, and strengthen cross sector working. It will include developing business and community 'pathway' partnerships that help to identify and train the leaders of tomorrow, promote career opportunities in the VCSE sector and lead by example on apprenticeships.

A Community Development specialist will support and mentor an apprentice, and both will support young people and emerging leaders to become active in their communities and be part of the on-going town development, whilst connecting into and building connectivity across wider community networks.

## **Community Engagement:**

Formal consultation is important but so too is grassroots community engagement to gain insight, build momentum and involve people in ways that work for them, where they live and work. This will enhance engagement mechanisms and encourage people to imagine a positive future, engage constructively in urban regeneration planning and get involved in the Town Deal Board's vision for the future.

# YOUTH AMBASSADORS, COMMUNITY INFRASTRUCTURE AND SOCIAL CAPITAL

## 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.

# YOUTH AMBASSADORS, COMMUNITY INFRASTRUCTURE AND SOCIAL CAPITAL

## Impact

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:

- **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

## Project Description

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.

This funding will increase our geographical coverage area, increasing our advertising revenue which will drive social outcomes including jobs and training for young adults.

## Rationale

As a result of successfully receiving the funding, the project will deliver the following services/facilities:-

The first service the project will deliver is a new radio station in Boston that broadcasts on DAB Digital Radio to Lincolnshire

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.

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.

More volunteering positions available for those that wish to get involved, ranging from those on further education, between jobs, retired or NEETs.

A great springboard for young people wanting to get a start in the Radio industry and related sectors.

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.

A new service offering affordable advertising options giving local businesses a chance to target listeners across the whole county.



## Alignment with Boston's Investment Plan Objectives

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.

## Town Fund Intervention Framework

- Skills
- Intervention Arts, Culture and Heritage Framework Digital

## Town Fund Outputs

- 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

# ENDEAVOUR FM DIGITAL

## 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

The project will require £100,971 to proceed and the ask from the Towns Fund is £82,427

## Timescales and Spend Profile

Implementation will be from January 2021 to January 2022.

## Project Description

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 into Boston.

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 relocation of existing toilet facilities will enable the release of space to the far end of the station to be created into 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.

## Rationale

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 beneficiaries. The project is designed 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 start-ups, 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 reenergising 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 its 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.

## Alignment with Boston's Investment Plan Objectives

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.

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

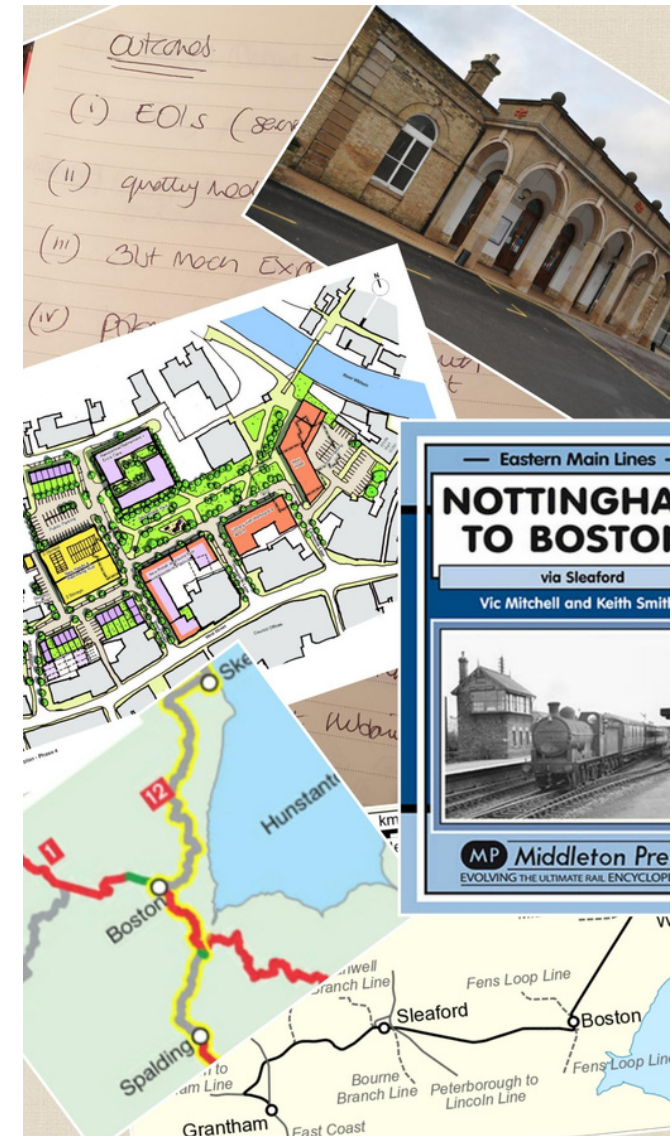
- Assumed 1 no. additional cleaner for increase in facilities
- Assumed 4 no. café staff
- Assumed 1 no SME employee per unit
- Assumed 15 pupils per visit with assumed 6 visits per year (mix of primary/high school/college use) Assumed 2 SME businesses created utilising space on station and 1 Café business created.
- 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
- Floor space assumed 54m<sup>2</sup> for café, 25m<sup>2</sup> SME Office space
- No assumptions included for labour during construction as this is anticipated to be short term employment only.

## Ask and Match Funding

The project will require £2,692,600 to proceed and the ask from the Towns Fund is £2,505,600

## Timescales and Spend Profile

Implementation will be from March 2021 to June 2024.



# CONNECTED LIVING (SMARTER HOMES)

## Project Description

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.

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.



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.

# CONNECTED LIVING (SMARTER HOMES)

## Rationale

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 Boston'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

- Digital Connectivity
- Urban Regeneration Planning and Land Use
- Arts Culture and Heritage

## Town Fund Outputs

- Provision of specialist digital technologies to meet the needs of specific sectors
- Delivery of quality residential space.

# CONNECTED LIVING (SMARTER HOMES)

## 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

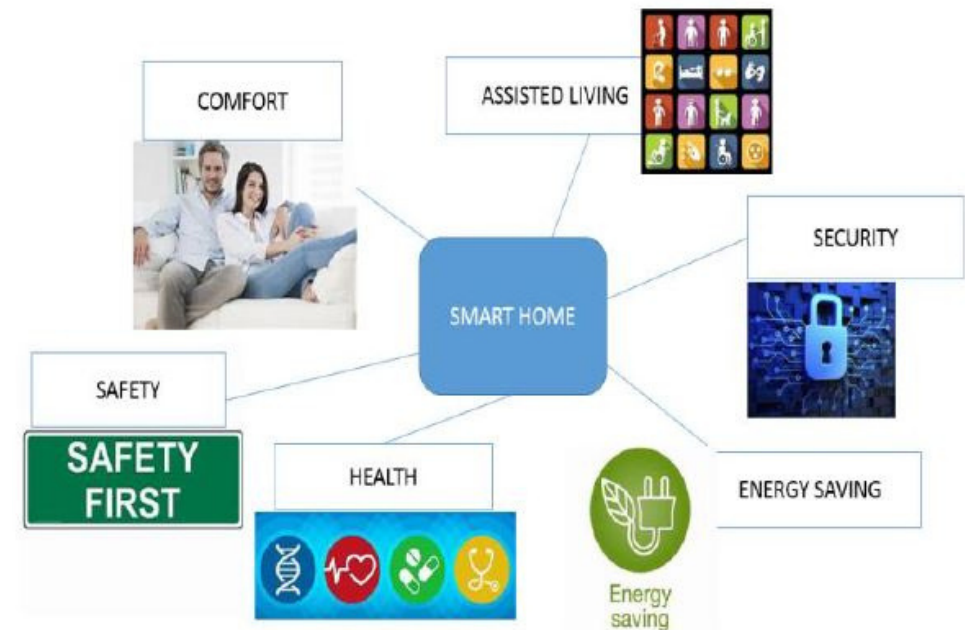
Boston will be a more sustainable and accessible place for vulnerable people to live in, it will have a better stock of residential accommodation more suitable to the needs of all residents. A new economic sector will be opened up providing training and employment opportunities in the town.

## Ask and Match Funding

The project will require £450,000 to set up an initial pilot based on 100 homes in the town

## Timescales and Spend Profile

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. The Emmaus companions, together with Church and community volunteers will become Centenary's resident workforce enabling it to be the best venue and resource it can be for the benefit of town and county.

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 Centrepoint Outreach, The Sanctuary, The Stump and other agencies.

# CENTENARY FUTURE

**STEADY AS A ROCK – READY FOR RENEWAL**

## Rationale

### 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 Boston'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

# CENTENARY FUTURE

**STEADY AS A ROCK – READY FOR RENEWAL**

## 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
- Increased ability for individuals to work remotely/flexibly

## Impact

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

The project will require £50,000 to set up with a requirement of £250,000 from the Towns Fund

## Timescales and Spend Profile

Implementation will be from April 2021 to March 2022.



## 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.



## Rationale

**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 were 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. This course will be specifically designed for those young people who will not go to university. The big picture is to develop the young leadership in the town with appropriate young people identified by the businesses in retail, catering, car showrooms etc. The project will also work with the College to potentially partner with the apprentice schemes.

Literacy and numeracy classes particularly to those who have slipped through the net of the current educational system and to the migrant population (currently 15% of the population of Boston).

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. A volunteer programme which will meet the needs of local people in Boston, whether that is to improve language skills, build confidence or to gain experience to go onto education, training or employment.

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

**We have a long term and existing choir with a membership of 30 people. We hope that the development of the BMH will enhance and develop our already successful music offering to the town by:**

- Children's access to choir membership
- Nurturing choral/classical music talent – teaching children & adult singing/ instruments, Organ, orchestral instruments lessons Integrating children into adult choir; Offering access to choral and organ scholarships, etc.
- Learning leadership skillsets.
- Community music access – music classes (small group) in theory, voice, ukulele. Possible use as an ABRSM exam centre. Developing a Stump Orchestra
- (Children who wish to study music beyond school age are usually required to be proficient in more than one musical instrument/voice to be able to access courses).
- Providing gratis music/singing lessons to under privileged children.

The existing part-time Music Director to be funded full-time so more outreach can be achieved in Boston's numerous schools and college.

## 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
- 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
- Increased ability for individuals to work remotely/flexibly

## Impact

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

The project will require £ 1,146,000 with a requirement of £810,000 from the Towns Fund

## Timescales and Spend Profile

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.



## Rationale

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.

- The preservation of the existing books through the control of temperature, the humidity and lighting. Some books already show signs of deterioration through mould, pest and inappropriate lighting. The collection includes an original copy of the 16th century Foxes Book of Martyrs and St Augustine's book on Genesis from the 13th Century.
- 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.



# ST BOTOLPH'S LIGHTING AND LIBRARY CONSERVATION

- 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.
- Creation of a micro- climate that is light, temperature and humidity controlled will mean the books are preserved for generations to come.
- Guided tours/ lecture about the conservation of books and the history of Libraries (Parish Libraries were the precursor of public and lending libraries)
- Preservation of the Victorian tapestries and the hatchments some dating back to the reign of Charles I. The current lighting is both unsympathetic and damaging and will be lost to future generations.
- 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. Large events have been hosted in St Botolph's but the lack of suitable lighting for other than liturgical events has prevented acts such as Rick Wakeman and G4 rebooking the venue. With appropriate flexible lighting it will become a tourist attraction for the events, drawing people and Acts to St Botolph's and the town.
- 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.

# ST BOTOLPH'S LIGHTING AND LIBRARY CONSERVATION

## 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 with 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 £ 340,000 with a requirement of £230,000 from the Towns Fund

## Timescales and Spend Profile

Implementation will be from March 2021 to April 2024.

## Project Description

Shodfriars is Grade 2\* listed and officially At Risk.

The Steering Group is forming a charity, with these objects: 'For the benefit of the public

- To preserve Shodfriars Hall, Boston , Lincolnshire, a building of historic and architectural significance.
- To promote the re-use of the Hall in an appropriate and sustainable way
- To advance the education of the public in the heritage of Boston.
- 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.

## Rationale

**The spectacular Great Hall in a multi-purpose large space with many possible configurations. Potential uses include;**

- Stage performances such as theatre, concerts and comedy
- Events including exhibitions, weddings, conferences,
- Heritage education including regular school visits.

All of these potential uses will bring in additional revenue to maintain the site in the future, create internal jobs and support local businesses.

The idea for the Shodfriars project originates with the Blackfriars Arts Centre Ltd management and the two bodies work together across both historic sites. We are advised that we could accommodate audiences of around 350, much more than Blackfriars, the local theatre and arts academy.

This larger capacity would enable us to attract a much wider range of performances.

# SHODFRIARS TRUST

Blackfriars is at capacity. Therefore Shodfriars would complement Blackfriars, not be in competition.

There is a space beneath the Great Hall of similar size which we envisage being a Dance Studio or similar; which will enable a new local business to be supported and grow.

All these activities will be supported by a catering offer of a café/restaurant which would be open to the public and enable us to cater for larger events inhouse.

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.

## Timescales and Spend Profile

Implementation will be from March 2022 to April 2024.

## 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.

This project presents a once-in-a-generation opportunity to tackle the core town centre area which has suffered from years of underinvestment despite relatively high occupancy. Grant funding will provide the incentive for owners to invest in higher quality signage and shopfronts, setting the standard for future decades and bringing Skegness' historic town centre back to its former glory.

### Specifically, works will include:

- Capital refurbishment and repair to town centre properties (102 properties in total) ranging from new signage to full façade repair and upper floor residential conversion.
- Complementary public realm enhancements to improve the street scene and pedestrian flow through the area. This will include addressing street clutter, tree planting, pedestrian and traffic flow and seating.
- Enhancements to Tower Gardens to complement the above works and improve the appearance and accessibility of the park.

## Rationale

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

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

## Timescales and Spend Profile

Implementation will be from March 2022 to April 2024.



## Boston Towns Deal – Next Stage of Development

### Introduction

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

### Key Tasks

Since the last Board and Technical Group Meetings we have produced a first draft Town Investment Plan (TIP) for the Arup provided Check and Challenge session. The first draft document is attached at Appendix 1. On 28 September we held a detailed discussion about the emerging TIP (along with the Skegness and Mablethorpe TIPs). Whilst a significant amount of work has been completed it is clear from the feedback that more work is required to move to a completed document. A list of the big picture reflections specific to Boston are set out below:

- *Skills and aspirations, sustainable economic growth and pride of place are elaborated on in-depth, but Boston's own needs and opportunities could be further clarified.*
- *There are some positive projects being considered - it would be good to consider more theory of change for each of the projects.*
- *There are some inconsistencies in the naming of the projects and the order in which they are presented, it appears some are missed out of the different sections in the TIP. Need to be consistent in the naming and ordering of the projects throughout.*
- *The Holy Trinity Initiative sounds like a very positive idea which could have the capacity to support training and upskilling local young people - it would be useful to have measurable targets.*
- *Few interventions that do target the most disadvantaged groups, such as The Centre for Food, Youth Ambassadors, Blenkin Hall and the Centenary Fund should be given greater prominence.*
- *The port development sounds very interesting. What is the current economic activity at the port?*
- *Centre for Food and Fresh Produce Logistics could be mentioned earlier.*
- *Is there more detail on the PE21 Boston Town Centre Regeneration to give a better idea of scale?*

Work is now underway to both respond to these items of challenge and to complete negotiations around the development of individual projects – which need to be capable of business case preparation, and in relation to the more substantial projects developed to RIBA Stage 2 level. Key activities are set out in the gantt chart below:

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

## **Boston Town Deal - Project Progress**

A status report in relation to each of the projects in scope was made to the last board meeting. This is set out below:

### **Tourism/Heritage**

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

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

St Botolphs Church Lighting Scheme - St Botolphs

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

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

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

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

Wide Bargate shop front scheme - Heritage Lincolnshire

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

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

### **Skills/Enterprise**

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

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

- Super-fast broadband/Wi-Fi connectivity and charging tables/points for devices so that learning can take place wherever and whenever.

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

Port and Logistics Investment – the original project has been reconfigured and now involves a wider training and investment approach to maximising the impact of the port and its wider food hinterland. University of Lincoln, Boston College and the Port are in a detailed dialogue about the development of the initiative and it is anticipated that a proforma will be in place in time for consideration by the Technical Group on 21 September.

## **Regeneration**

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

Three major projects are encompassed in this theme:

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

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

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

## **Connectivity**

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

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

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

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

## **Inclusive Growth**

Work on this project cluster is being led by Lincolnshire CVS

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

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

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

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

Advice to people of Boston - CAB

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

## Assessment Process

An initial assessment of the projects set out above was undertaken with the Technical Sub-Group on 21 September 2020. The minutes of the Technical Sub-Group set out the issues arising from this initial assessment. The relative ranking of the projects was undertaken using a scoring spreadsheet provided by the Towns Fund, Town Hub. The outcomes of that exercise are set out below:

### *Ranked list of all projects:*

RANK	PROJECTS	DESCRIPTION	ASSESSMENT SCORING RATIONALE	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	Total cost
1	Heritage Cluster	Combination of original projects; Healing the High St, Wide Bargate, Townscape Heritage - skills training and heritage building restoration/improvement total ask £4,248,241	Heritage fit, sustainable building techniques, previous track record, strategy engagement with public and regulatory bodies	69%	42%	96%	£2,100,491
2	St Botolphs Lighting and Library	Church Lighting and Library - interpretation, conservation and restoration - total project cost £340,000	Heritage fit, longevity and preservation	67%	38%	96%	£230,000
3	Boston Train Station	Boston Train Station Full Refurbishment - £2,692,6000	The most substantial and well developed aspect of the connectivity aspect of the Towns Fund	65%	42%	88%	£2,505,600
4	Blenkin Memorial Hall	Multipurpose community use, entrepreneurial space - total ask £1,146,000	Heritage fit, longevity and preservation, upbeat on outcomes, private match to be investigated	63%	38%	88%	£810,000
5	Smarter Homes	Demonstration E-Enabled housing pilot project - total cost (per house £3720), social housing focus £450,000, Boston College training linkages Manesco - link to Campus for Future Living	Delivers employment, technology, skills, enterprise, health and environment	61%	42%	80%	£450,000

6	Shodfriars	preservation of medieval frontage phase1, opening up front space for community uses and commercial total cost £8.9m	Heritage fit, landmark building, grade 2 star on at risk register, theatre component to manage in terms of coronavirus	60%	40%	80%	£2,074,566
7	PE21	Major Regeneration Proposal to unlock under utilised space (10 acre) site- new combined health and leisure facility. Town centre living, retail opportunities and community facilities - linear park	A complex project currently in a stage of fast moving development	59%	45%	72%	£15,000,000
8	Digital of Local Radio	Digital radio proposal £100,871.71	A credible and niche element which diversifies the overall portfolio of projects providing learning and digital as well as entertainment and communications benefits.	58%	40%	76%	£82,462.66
9	Mayflower Centre	Landmark learning environment - total cost £16,300,000	Landmark learning and enterprise and employment initiative, with major urban regeneration outcomes	55%	38%	72%	£15,000,000
10	Blacksluice Moorings	Rerfurbishment of iconic pump-house and associated buildings - scope for a phase one investment - public sector lead £1m	Heritage asset, sketchy information on stakeholder engagement, project at an early stage of development	44%	33%	56%	£1,000,000
							<b>£39,253,120</b>

The total value of the whole programme is very considerably over the £25,000,000 threshold at £39,253,120. This is occasioned by the scale of PE21 and the Mayflower Centre. Work is currently underway to explore an accommodation between the two projects to significantly reduce the amount requested by each. More details will be provided to the Board at the meeting to help them consider how best to navigate this challenge. **Below we have shown how the split of consensual deliverable projects broadly agreed by everyone at previous meetings are ranked. This leaves the need to come to a final accommodation between PE21 and the Mayflower Centre to give us an agreed final position for the bid submission.**

All the other projects, with the exception of the Black Sluice, where more information is requested are capable of delivery and potentially within the envelope of funding available. Proforma for the Holy Trinity Project and the Lincolnshire CVS initiatives were submitted after this prioritisation exercise but were presented in the Check and Challenge TIP submission. Together these projects represent a collective bid for a

further £360,000 of Towns Fund investment. It is possible to also accommodate them subject to a reduction of the scale of the Mayflower and PE21 proposals.

Members are asked to consider the relative merits of each proposed project (more detail is available in the draft TIP which accompanies this document) and help with the consideration of the most effective way to reduce the scale of funding requested to within the £25 million envelope.



## Ranked list of consensual projects:

RANK	PROJECTS	DESCRIPTION	ASSESSMENT SCORING RATIONALE	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	Town Fund cost	Match
1	Heritage Cluster	Combination of original projects; Healing the High St, Wide Bargate, Townscape Heritage - skills training and heritage building restoration/improvement total ask £4,248,241	Heritage fit, sustainable building techniques, previous track record, strategy engagement with public and regulatory bodies	69%	42%	96%	£2,100,491	£1,818,500
2	St Botolphs Lighting and Library	Church Lighting and Library - interpretation, conservation and restoration - total project cost £340,000	Heritage fit, longevity and preservation	67%	38%	96%	£230,000	£110,000
3	Boston Train Station	Boston Train Station Full Refurbishment - £2,692,6000	The most substantial and well developed aspect of the connectivity aspect of the Towns Fund	65%	42%	88%	£2,505,600	£186,800 + revenue costs to follow
4	Blenkin Memorial Hall	Multipurpose community use, entrepreneurial space - total ask £1,146,000	Heritage fit, longevity and preservation, upbeat on outcomes, private match to be investigated	63%	38%	88%	£810,000	£336,000
5	Smarter Homes	Demonstration E-Enabled housing pilot project - total cost (per house £3720), social housing focus £450,000, Boston College training linkages Manesco - link to Campus for Future Living	Delivers employment, technology, skills, enterprise, health and environment	61%	42%	80%	£450,000	Further negotiation to follow
6	Shodfriars	preservation of medieval frontage phase1, opening up front space for community uses and commercial total cost £8.9m	Heritage fit, landmark building, grade 2 star on at risk register, theatre component to manage in terms of coronavirus	60%	40%	80%	£2,074,566	£6,910,888 (Phase 1 match is £1,420,604)
7	Digital of Local Radio	Digital radio proposal £100,871.71	A credible and niche element which diversifies the overall portfolio of projects providing learning and digital as well as entertainment and communications benefits.	58%	40%	76%	£82,462	£18,509
8	Blacksluice Moorings	Rerfurbishment of iconic pump-house and associated buildings - scope for a phase one investment - public sector lead £1m	Heritage asset, sketchy information on stakeholder engagement, project at an early stage of development.	44%	33%	56%	£1,000,000	£250,000
							<b>£9,253,119</b>	<b>£9,630,697</b>

## **Social Value Charter – Setting Up a Monitoring and Evaluation Framework**

### **Introduction**

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

### **Social Value Charters**

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

Following an introductory discussion with East Riding of Yorkshire Council who lead the Goole project we have agreed to run an exploratory workshop on 29 September 2020 after the next meeting of the Board Technical Sub-Group on the basis that we will then have a clear list of projects for inclusion in the Town Investment Plan. An update from the meeting will be shared at the Board Meeting.