



BOSTON TOWN DEAL BOARD MEETING

WEDNESDAY 13 OCTOBER 2021 AT 9.30 am

BOSTON COLLEGE, SKIRBECK ROAD, BOSTON, PE21 6JF

AGENDA

- 1 Welcome and Apologies for Absence
- 2 Declarations of Interest
- 3 To agree the Minutes of the Boston Town Deal Board Meeting held on 9 September 2021 and discuss any matters arising (**Enc**)
- 4 Full Business Case for Centre for Food and Fresh Produce Logistics (**Enc**)
- 5 Full Business Case for Heritage Cluster (**Enc**)
- 6 Work Programme Update (**Enc**)
- 7 Project Status Report (**Enc**)
- 8 Levelling Up Fund (**Verbal Update**)
- 9 City Status (**Enc**)
- 10 Any Other Business
- 11 Date of next meeting - Thursday 11 November at 10.00am
Venue - TBC



Minutes of the Boston Town Deal Board Meeting

Date: 9 September 2021

Present: **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Claire Foster (Vice-Chair) - Boston College, Councillor Paul Goodale - Boston Borough Council, Professor Val Braybrooks, MBE - University of Lincoln, Richard Tory - Boston Big Local, Matti Pajula - Metsa Wood, Simon Beardsley - Lincs Chamber of Commerce, Jacqui Bunce - NHS, Councillor Danny McNally - LCC, Greg Pickup - Heritage Lincolnshire, Alison Fairman, BEM - Community, Councillor Paul Skinner - BBC and Andy Lawrence - Port of Boston

Observers: Stephanie Dickens - Matt Warman's Office, Mick Lazarus & Pete Holmes - BEIS, Halina Davies - LCC and Warren Peppard - LCC

Town Deal Delivery Team: Michelle Sacks, Clive Gibbon, Luisa Stanney, Sharon Warner, Tim Sampson and Martin Kay
Ivan Annibal - Rose Regeneration

1 Welcome and Apologies for Absence

Apologies for absence were received from: Matthew Van Lier, Lydia Rusling, Robert Barclay and Nick Worboys.

2 Minutes of the Boston Town Deal Board Meeting held on 8 July 2021

The minutes of the Board meeting held on 8 July were agreed as a true record - proposed by PS and seconded by VB.

3 Progress Report

IA reported that the table of activities for each of the projects set out in the progress report were signed off on 15 July. The report also outlined the breakdown of funding and the initial profiling.

The Government had given Town Boards the opportunity to reprofile at the end of September and the Town Deal Team would take advantage of that once the deliverability of all projects was clear - it was an evolving process that would enable the tightest fit of projects in the programme.

NK stated that the country was in a period of price inflation and the Team and project sponsors should be aware of that when developing the business cases. ML was keen to understand where there were any issues as it would be useful to carry out future casting to see where there could be challenges. It was noted that two projects had already achieved their capital spends and other bigger capital projects would not commence for another year or so.

IA explained that the report gave an update on each project and gave a clear idea of when they would reach full business case. All business cases should be completed within a year of receiving the funding offer, followed by a period of 5 years to complete the projects. The profile had been agreed with Government.

PE21/Leisure - a key element of the project would be supporting the relocation of the swimming pool onto the Ingelow Manor site (adjacent to the current site of the pool). There was ongoing dialogue with the Council about the provision of the balance of funding for the development. It was clear that there could not be a period of time when the community did not have access to a swimming pool - therefore the project had to be completed prior to the commencement of the Mayflower project. The business case should be completed for March 2022, with an anticipated completion date of 2023/24.

Mayflower - this was the flagship project and a dedicated project manager would be appointed. There were no major concerns over the issue of moving the pool prior to commencement of the Mayflower project. Full business case to be completed by March 2022.

St Botolph's Library - an early claim had been submitted for funding which had received a favourable response from the Government and the team were awaiting confirmation that payment may be made in September 2021.

Centre for Food and Fresh Produce - the project was progressing but was challenged by the need to change the ratio of revenue to capital funding to enable the overall programme to operate within the strict revenue thresholds imposed on it. The team were positive about the delivery of this project and an October 2021 timescale for completion of the full business case was realistic.

Healing the High Street - this project was looking to scale up its operation from the activities implemented using the advance funding in 2020. Further detailed discussions would take place around the inclusion of the Shodfriars scheme into this project to ensure that there is an overall strategy. Business case completion date of October 2021 could slip slightly but no longer than December 2021.

Connected Living - further work was required on this project to get to the full business case stage by December. There may be some issues around the delivery of this project.

Boston Rail Station - planning for this project was well established. It was anticipated that the full business case for the project would be ready by January 2022. Conversations were also taking place with two of the project managers and Lincolnshire County Council who were pulling together a bus infrastructure proposal with Stagecoach and were looking how to sync the offer.

Next Steps - Meetings would be arranged for both Sub-Groups as part of the local assurance process - 3 sessions would be required in October, December and March before sign off by the Board. The allocation of the proposed dates for the completion of the full business cases would form the next stage of programming the work of the Board. Boston Borough Council's Section 151 Officer would also have to sign off each business case.

Following a short discussion it was noted that:-

- Amion (who had carried out the benefits cost ratio work for the St Botolph's project) were providing technical support. The cost of this support would be met from the capacity funding.
- In relation to the St Botolph's library and Blenkin Memorial Hall projects, ML was pleased to announce that they had been approved by Government, to draw down funding which would be paid out in October. This amounted to £860,000. Boston Borough Council would be receiving 5% of the funding in mid-September for project development - this was not new funding, just money being paid early. IA would align and account for the 5% when submissions were received. NK thanked ML for the excellent news.
- There was a query in relation to the delivery of the Connected Living project and the profiling of expenditure would be scrutinised to ascertain if the project could be delivered. This matter would be discussed further at the next Board meeting where a detailed breakdown would be given.
- The Team would pull together a table of dates for Sub-Group and Board meetings which would be flexible until project sponsors were nearing completion of their full business cases.
- The Board thanked ML and PH for their assistance behind the scenes on the Boston Town Deal.
- A proposal on how to spend the 5% of funding from Government would be submitted to the next Board meeting for discussion.
- The Board and Town Deal Team would gradually make the transition of moving from a bid based group to a delivery group. Tim Sampson had joined the Team as a Business Manager to look after and resolve the financial transactions.
- The monitoring and evaluation plan was noted.

4 Accelerated Funding Update

The accelerated funding report was circulated to the Board. Most of the projects were either complete or nearing completion. The next step would be to prepare news releases/PR around the success of the accelerated funding projects.

ML welcomed this news and would be happy to receive the draft communications to include a quote from the Government office. Separate discussions would also take

place with project leads to get updates out onto the social media channels. There had been some social media releases in relation to the 3G pitch and High Street work, but all communications should be coordinated. It was noted that Distract would be engaged to carry out PR work for the Boston Town Deal Board and Connected Coast Board.

ML confirmed that Government Ministers were also showing an interest in visiting places that had received funding. CF was due to have a Minister visit for the Digital Academy which unfortunately had been postponed. MS suggested that MVL would also welcome a visit to Haven High Academy to show Ministers around the language lab and the 3G pitch, having received funding from the Empowering Communities Scheme and the Accelerated Funding Scheme.

5 Levelling Up Fund

IA reported that Officers were awaiting the outcome following on from the submission of the bid for Levelling Up funding. Since the submission, Officers had been asked to complete a further form by MHCLG to confirm that the approach did not have public subsidy (formally state aid) implications. Officers had worked with State Aid specialists, Freeths, to complete the form and were satisfied that this was the case.

The Board noted the current position.

6 Communications

The Towns Fund Communications and Branding Guidance from MHCLG was circulated to the Board. Board members agreed that it would be beneficial to see a PR plan in place for communications, which could be released at different stages of the process and when moving into the delivery phase. MS asked Board members to share any communications within their own organisations.

SW confirmed that Distract were on board to assist with the communications and contracts were ready to sign.

The Board noted the progress made by the Team and agreed that the draft Annual Report circulated with the meeting papers should be adopted and used as a communication tool. The Annual Report had been produced in the same format as the Town Investment Plan.

7 Town Board Development

IA reported that the Connected Coast Board had recently held a Workshop to look at five key areas - terms of reference, secretariat, public sector processes, training and skills audit and stakeholder engagement and communications. Katie Willard (Towns Fund Hub Consultant) had assisted the Board with the Workshop and MS confirmed that feedback from Board members was positive and they agreed that it had been a useful session.

IA asked the Boston Town Deal Board if they would also like to take advantage of having a similar session with Katie. NK was conscious that Board members were busy

people and suggested a session be tied in with a future Board meeting. The Board agreed that this was the best way forward and the session would be arranged by the Team.

8 Any Other Business

Boston College - CF extended an invitation to colleagues on the Board to visit the College to see how the accelerated funding had been spent. There would be an official opening at some point in the future, but the visit would be an opportune moment for the Board to look where the Mayflower building would be situated and other improvements at the College. LS would liaise with CF's PA to make the arrangements for the visit.

Visitor Economy Workshop - MS reported that Visit Lincolnshire had arranged a workshop recently at the Boston United stadium. Some Board members had attended and put their views forward on the visitor economy and how the four Lincolnshire Town Deals could share experiences and maximise the benefits for Lincolnshire. Areas of discussion included skills, heritage, transport and health and wellbeing. It was proposed that these type of sessions would be held quarterly with individual themes. Locations for the sessions would be around Lincolnshire. It was agreed that Boston Town Deal Board had given members the benefit of networking, interaction and collaborative working and it would be great to see that extended throughout Lincolnshire.

The papers for the Visitor Economy Workshop had been circulated to all Board members so for those who had not been able to attend, there was still the opportunity to put their views forward.

Historic Place Panel - MS reported that the Historic Place Panel were visiting Boston on 28 and 29 September. The Panel were keen to hear about what was happening in Boston and what the challenges and opportunities were in the area. They would have a walking tour of the town centre, visit the Port and spend time with Officers and other organisations to discuss current projects. The Panel would produce a report after the visit which could be used for business case development for future projects and the next stage of the Levelling Up fund process, if successful.

9 Date of Next Meeting - 11 November 2021

The Board agreed that the next meeting would be held in person, rather than virtually. Details to be confirmed.



BOSTON TOWN DEAL

Board Report - Agenda Item 4

Date: 13 October 2021

Title: Full Business Case Centre for Food and Logistics and Fresh Produce Logistics

1. Introduction

It is a requirement that the Board signs off all the Full Business Cases before submission to the Council Section 151 Officer and Government. Where possible the relevant sub-group also needs to be engaged in considering each FBC in detail prior to the Board. The Boston Skills and Regeneration Sub-Group met to consider the FBC for the Centre for Food and Logistics and Fresh Produce Logistics on 7 October 2021. A verbal update encapsulating their views will be shared with the full board at its meeting on 13 October.

2. Progress

A copy of the FBC form is attached as Appendix A. If the FBC for the project is signed off there is just time to submit it to the Government Office for the release of funds in December 2021. Members will see from the financial profile set out below that the majority of spend associated with the project is scheduled for the next two financial years:

5. Proposed Costs						
5.1 Funding Profile						
	Previous years	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Future Years	Total
i) Capital						
Towns Fund		261,250	283,000	198,000		£742,250
Public		80,000	110,000	130,000		£320,000
Private		60,000	60,000	60,000		£180,000
Total Capital		401,250	453,000	388,000		£1,242,250
ii) Revenue Costs						
Town Fund		306,642	460,161	471,146		£1,237,948
Public		422,100	443,924	477,750		£1,343,774
Private		50,000	40,227	66,000		£156,227
Total revenue		778,741	944,312	1,014,896		£2,737,949
Total Project Costs		1,179,991	1,347,312	1,402,896		£3,980,199
Total Towns Funding		567,891	743,161	669,146		£1,980,198

A Benefit Cost Ratio for the project is currently being prepared by Amion Consulting.

Stage 2 Business Case – Boston, Mablethorpe and Skegness Towns Fund

Project Name	Centre for Food and Fresh Produce Logistics
Project Location	Boston College
Site ownership	NA
Planning Application Ref	NA

Total Project Value (£)	£3,980,199 million	Town Funding Sought (£)	£1.98 million
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Lead Applicant	The University of Lincoln		
Organisation Type	Higher Education Institution		
Applicant Address	Brayford Pool, Lincoln, LN6 7TS		
Main Contact Person	Professor Val Braybrooks		
Contact Email	vbraybrooks@lincoln.ac.uk	Telephone	07884 498270

<p>Project Summary (this will be used for publicity purposes and uploaded onto the GL LEP website)</p>	<p><i>i) Economic Impact</i></p> <p>The project will significantly strengthen the Town’s Higher and Further Education infrastructure in support of its Agri-food and logistics businesses.</p> <p>The food chain in Greater Lincolnshire accounts for 24%¹ of all employment and is estimated to employ some 44,000² people across the South Holland, Boston and East Lindsey council areas, 33% of the area’s 135,000 strong workforce (nationally the sector is 14% of the workforce³). The food sector is therefore at the heart of the future economic growth of Boston and the surrounding area.</p> <p>The University of Lincoln is an internationally renowned University for Agri-food Technologies. Led by the University’s National Centre for Food Manufacturing (NCFM) 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 Centre will deliver scientific and technical support to businesses to aid the adoption of new technologies to drive sustainable business growth. The centre provides an integrated</p>
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¹ Greater Lincolnshire Local Enterprise Partnership, Agri-food Sector Plan (2018)

² Greater Lincolnshire Local Enterprise Partnership (2020) Agri-food workforce analysis (unpublished)

³ DEFRA (2021), Agriculture in the UK 2020

package of business support from one access point to address the sector's key challenges across the food supply chain - carbon reduction, the need to digitalise and respond to consumer demand and social imperatives for sustainable and healthy food.

The Boston based hub created by Town Deal investment will be complemented by matched resources from the University, adding significant additional value by enabling the University's outstanding Agri-food resource base to be made available to support Boston's businesses. This includes those of the NCFM located 10 miles from Boston on the South Lincolnshire Food Enterprise Zone in neighbouring South Holland and the Lincoln based Lincoln Institute of Agri-food Technology (LIAT). A complementary, skills offer delivered by the partners, will fuel the sector's talent pipeline and provide access to high quality career opportunities for Boston's community.

Food security and adaptability of the food supply chain is of increasing importance. The combined impacts of Brexit, Covid-19 and climate change have led to significant food chain disruption recently and shown the supply chain to be vulnerable to these external shocks, which are likely to become increasingly common in the future.

Greater Lincolnshire Local Enterprise Partnership's (GLLEP) 'Covid Revival Plan'⁴ identifies Agri-Food, Ports and Logistics as priority growth sectors and the LEP's ambition for Greater Lincolnshire to become the UK's Food Valley, with a world-class food sector and major investment hub. The Centre for Food and Fresh Produce Logistics will enable Boston Town to play a pivotal role in achieving the LEP's Food Valley ambitions, bringing long-term benefit to Boston's Agri-food sector and the town's community.

ii) Delivery of Towns Fund Priorities

The project has at its core support for business partnered enterprise, innovation and research with an aligned skill offer to enhance productivity, ensure sustainable business growth and the onward creation of high-quality career opportunities for local people. The project aligns with Town's Funds Priorities under the 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

Agri-food businesses locally are experiencing record levels of growth amidst a much-reduced labour supply. The skills crisis and its impact on the food chain has been well publicised recently and future large-scale investment is likely to be impacted if skills shortages cannot be addressed. The future prosperity of the sector is therefore reliant on attracting new talent, meeting

	<p>higher-level skills needs and the wide-scale adoption of automation and industrial digital technologies to drive supply chain efficiencies, the green economy and low carbon growth.</p> <p>The partners will work with employers to develop an enhanced skill offer specifically tailored to the needs of Boston’s businesses. The Centre will draw on the University’s research standing in Agri-food technologies to support a pipeline of well-trained people with skills aligned to future manufacturing technologies as well as current skills needs.</p> <p>The project cements and builds on the strengths of Boston College and the 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. The partners will maximise these important local assets to address the skills challenges that local businesses currently face.</p>
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Project Start Date <i>date from which eligible expenditure will be incurred</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation’s activities described in the application will be completed</i>
1 st December 2021	30 st November 2024	30 st November 2024	30 st November 2024

Funding Summary					
	Town Fund Funding (a)	Public Match Funding (b) – please state	Private Match Funding (c) Please state	Totals (d)	Contribution Rates (if applicable) (a)/(d) x 100
Capital	£742,250	£320,000	£180,000	£1,242,250	60%
Revenue	£1,237,948	£1,343,774	£156,227	£2,737,949	71%
Totals	£1,980,198	£1,663,774	£336,227	£3,980,198	50%

Delivery Partners				
Will you work with other organisations to deliver this project?	YES	✓	NO	
If YES, please state which other lead partners will be involved in delivery. Boston College is a partner in the project’s delivery supporting the development and delivery of the skills element.				

1. Deliverability

1.1 What is the Project?

(Please summarise in 100 words or less. More specific details can be provided in other sections of the form)

With Agri-food central to Boston's economy, led by the University of Lincoln's National Centre for Food Manufacturing 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 supporting South Lincolnshire's ambition to be a global food supply centre – the UK Food Valley. The project will deliver scientific innovations and technical support to businesses to aid the adoption of new technologies and sustainable business growth. A complementary, skills offer will fuel the talent pipeline, providing access to high quality career opportunities for Boston's community.

1.2 How will the project be delivered, to and by whom?

Briefly explain:

- The specific activities that will be undertaken as part of the project
- Who are the target beneficiaries?
- Where the project's activity will take place

Businesses will be supported with scientific and technical Innovation and skills development

The Centre for Food and Fresh Produce Logistics (CFFPL) will transform the sector through an innovative industrial digitalisation, automation, process optimisation and technical support to drive innovation in Boston's businesses, to include farming and horticultural businesses, food manufacturing, food service, food retailers and restaurants, ports and logistics, engineering, crop technology and agronomy businesses and other sector businesses. Support for food retailing will also support the visitor economy. The project therefore will adopt a whole supply chain approach to supporting Boston's businesses with resources focussed on business start-ups and SMEs. SME businesses account for 94% of all food businesses and reflect the make-up of the Town's business community. In 2019 of some 2,235 registered businesses in Boston, 2220 were SMEs, the majority micro businesses employing fewer than 10 people (Source: Boston Borough Council).

The University will make available its research and innovation capability to Boston's businesses through the Centre for Food and Fresh Produce Logistics (CFFPL). The University of Lincoln delivers advanced, multi-disciplinary research and innovation across the entire food chain, providing cutting edge solutions to improve the sector's productivity, sustainability, safety and resilience challenges. The Lincoln Institute of Agri-food Technology (LIAT) and NCFM apply Industry 4.0 themes (Industry 4.0 - the Fourth Industrial Revolution is the ongoing automation of traditional manufacturing and industrial practices, using modern smart technology) including Artificial Intelligence, Big Data Analytics, Robotics and Automation and Internet of Things technologies to addressing key Agri-food sector challenges. These emerging technology capabilities are complemented by established strengths in core food sector science and processing technologies and notably applicable to this project, crop storage and vertical farming technologies.

A key offer will be the 'Virtual Agri-food' business offer. This concept has been developed by NCFM for food manufacturing businesses but as part of the project, it will be widened in scope to meet the needs

of other Agri-Food businesses to support businesses in maximising the effective use of data across functions, to aid legal compliance, prioritisation of maintenance, testing alternative scenarios with plant and operations simulations for example to help businesses to meet net-carbon goals and respond to other challenges.

The answer to many industrial research and innovation challenges usually requires collaborative working between a highly skilled multidisciplinary team of scientists and support staff e.g., developing new food packaging is likely to require the collaborative working of a food product development specialist, a food engineer, a food chemist, a food microbiologist, a food processing expert, and a marketer along with specialist lab technicians to run the trials in labs and test kitchens.

When the diversity of the business support required is accounted for, it is evident the project will require access to a large pool of specialists e.g. in business support and financial management, digital and drone technologies, robotics, food processing and food processing automation, engineers (in all disciplines) microbiologists, food chemists, transport, planning and procurement, operations and supply chains, lean manufacturing, sustainability, food waste, quality assurance specialists, horticultural and agricultural specialists, water and soils and more. To meet this need, a core team of business support and innovation specialists funded by the project will directly deliver services and coordinate the input of NCFM and LIAT's specialists, whose services are provided as match-funding.

The project will provide a complementary offering of skills training to enable businesses to develop the skills of employees to enable new technologies to be embedded into their businesses. 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 and professional development from levels 2 to 7 for the UK's Food Manufacturing sector. NCFM's part-time provision for employed adults and young people employed in the sector is complemented by the College's offer which embeds extensive full-time provision for 16 to 18 years olds as well as traditional adult education. Both are Ofsted 'good' and committed to delivering the highest level of quality of provision for students and their employers.

Both partners are committed to working with schools to fuel the talent pipeline. The College has longstanding partnerships with all Schools in the Boston area, to include the Witham chain of academies. The project will build on the investment made by Boston Borough Council and partners in the Primary Engineer, forging links with the schools who have participated to aid progression for learners into STEM subjects. The NCFM has recently led an innovative approach to promoting Agri-food sector careers, in partnership with employers and the Educational Business Partnership to promote the Agri-food sector as a 'cool' career choice through virtual reality.

The project builds on the strengths of Boston College and the NCFM as prestigious skills hubs of the Lincolnshire Institute of Technology (IoT), both having recently benefited from significant capital investment in new facilities to support the food and logistics sectors to include Boston College's Digital, Transport Logistics Academy and the NCFM's, Centre for Excellence for Agri-food Technologies and the Food Manufacturing Digital Technologies Centre. The Lincolnshire IoT is a unique collaboration between the University of Lincoln, employers and FE Colleges across Greater Lincolnshire to develop higher level skills in digital technologies, advanced engineering and manufacturing for Lincolnshire's key sectors including the Agri-food industry.

Together the partners will work to develop a suite of courses to enable Boston's community to develop the higher-level technical skills needed by businesses, notably in key digital technologies as they relate to the agri-food, ports and logistics to include the use of Sensors, Artificial Intelligence, Robotics,

Machine Learning, Data Analytics, Batteries technology by example along with the management and leadership skills required by businesses. At the heart of the curriculum will be the development of skills for carbon net-zero sustainable food production, logistics and distribution, ensuring that students are equipped with the skills they need to help the sectors meet their goals for carbon reduction. This involves building carbon literacy into curriculum at all levels as a core skill that will be required by the sector's employees going forward. As well as focussing on employed learners, the College will focus on engaging 'hard-to-reach groups and target youth unemployment.

Employers are at the very heart of this project. 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 and we will use our shared business development expertise to engaged Boston's Agri-food supply chain and businesses. Businesses will access the project via a diagnostic interview to identify individual business needs, mapping out a pathway bespoke to each client to realise the growth potential and ambition for each business. The support will be conducted by a team of specialists in Agri-food business finances and planning, scientific and technical experts, well versed in understanding advances in science and technology, supply chains and market opportunities as well as the financial and business planning needs of industry. Skills needs will be identified alongside business growth and innovation needs. Businesses will be cross-referred to other local support services i.e. the Growth Hub, Barclays' Eagle Lab (early business growth services).

The project will be based at Boston College with core team members working across the premises of employers and liaising with the team at NCFM and LIAT as required. Skills delivery will be largely focussed in the College's EMAT (Engineering, Manufacturing and Applied Technologies Centre) and Digital, Transport and Logistics Academy at the College or on the premises of employers and at the NCFM as required. The University, as the accountable body, will oversee the project's delivery through a Project Governance Group and Programme Management Board, the makeup and operation of which are detailed in section 6.3.

Specific Activities Undertaken as Part of the Project:

Businesses – 100 businesses supported

The project will support 90 SMEs of which 70 will be new or micro businesses. 10 large businesses will be supported where investment can be shown to benefit the local supply chain with an expectation that larger businesses will co-fund any support they receive. The support will average 5 days of support per business with 10 businesses receiving support of between 10 and 20 days to help them advance specific technologies, or more if the project can resource it. Business support is available free of charge to SME businesses through the voucher system and they will be able to access the following types of support:

- **Support with Innovation and Applied Research** – helping businesses to take concepts and ideas to market, investigate solutions and plan for future growth. The range of support available is extensive and could involve support to develop a new food product to take advantage of the growing market in plant-based protein foods; automating a manual production line; implementing digital sensing systems to reduce energy use or exploring new methods of crop storage to add shelf life to products for example.

- **Commercial Trials** – to provide businesses with the scientific and consumer evidence of demand they will require to enabling them to launch new commercially viable products and services into the market.
- **The Virtual Food SME** – virtual access to a one-stop-shop set of business support and innovation services
- **Specialist, Sector Specific, Business Growth Advice** – support from recognised industry experts and leading academic subject specialists and business growth and investment specialists.
- **Knowledge Exchange** – enabling business networking opportunities to encourage the sharing of expertise between businesses across the supply chain via producers, manufacturers and technology providers, universities and research institutions.
- **Knowledge Transfer Events, Workshops, Demonstrations & Masterclasses** – enabling businesses to identify potential ways to develop and advance by demonstrating future technologies and showcasing best-in-class businesses for example.
- **Workforce development planning and staff training** – training needs analysis and support for upskilling employees undertaken by workforce development experts from the College.
- **Signposting – to other sources of support** e.g., The Growth Hub, Barclay’s Eagle Lab, other research centres and the wider services of the College and University.
- **Grants for businesses to purchase equipment** – up to £5K maximum grant with 50% contribution to the cost of the equipment to be made by the businesses (supported by an investment plan to evidence growth potential) to enable for example: the adoption of new IT systems and digital technologies; improve the energy efficiency of transport and cold storage; develop and implement a low carbon plan for Net Zero; develop additional capacity/deliver efficiency gains through purchasing small items of high-tech innovative equipment.

Skills support

- **Career awareness** - campaigns to raise awareness of Agri-food and Logistics careers amongst young people and the wider community
- **Talent pipeline** - building partnerships and shared curriculum with schools to fuel the talent pipeline, building on local initiatives such as the Primary Engineer.
- **Access courses specifically designed to aid access for new entrants into the sector** – targeting youth unemployment and the hard-to-reach (80 individuals) with a tailored offer of skills to aid employment in the sector.
- **New curriculum development** – new digital, carbon literacy, green logistics and vertical farming courses developed for example, existing courses enhanced to meet the needs of employers, full-time, part-time, distance learning and virtual delivery and apprenticeships (140 individuals).
- **Employer engagement in skills** – development of employers as skills mentors
- **Green careers** – preparing for a net-carbon world, green logistics, growing and manufacturing
- **Skills fore-sighting** - The Centre will draw on the University’s research standing in Agri-food technologies to support a pipeline of well-trained people with skills aligned to future manufacturing technologies as well as current skills needs

Sector development and building capacity

- **Strategic partnering to build the Town’s and sector’s capacity** – UK Food Valley and Boston as a Food Port. The knowledge, investment and strengthening of supply chain relationships generated by the Centre will help to build the capability of the sector across South Lincolnshire, enabling Boston Town to

play a pivotal role in achieving Greater Lincolnshire's LEP's Food Valley ambitions, which in turn will bring long-term benefit to Boston's Agri-food sector.

- **Strategic partnering in skills** – building relationships with national key sector bodies to inform policy and advance the skills landscape for local employers and the community
- **Strategic partnering to build the research and innovation infrastructure** – building partnerships with leading UK and international universities and research institutes in support of Boston's businesses

Civic engagement

- **Raising awareness of food sustainability and healthy eating** - a program of civic events to engage the community to include a series public lecturers.

2. Project Need

2.1 Why is the project needed?

The Boston Town Deal Investment plan⁵ charts Boston's history as a major hub for commerce and the food sector. Today, Boston is still major hub for the food and logistics sector but the economic prospects of the town trail when compared to other parts of the UK in the level of skills attainment and average salaries. The Town Deal celebrates the great character of the Town whilst recognising the need to kickstart economic growth to act as a catalyst for future investment to realise the undeniable potential in the area.

The food chain employs some 44,000² people across the South Holland, Boston and East Lindsey council areas, 33% of the area's 135,000 strong workforce. The food sector is therefore at the heart of the future economic growth of Boston and the surrounding area. The GLLEP area faces significant challenges, with productivity being 22.8% below the national average. Lincolnshire is ranked as the 3rd lowest LEP for total business expenditure on research and development and efforts to support businesses of all shapes and sizes to drive innovation levels and impact are essential. Boston and the GLLEP area face significant challenges with productivity and low wages. If Greater Lincolnshire's economy was performing at the national average, it would result in an increase of 45% of the total economy.¹ Therefore Achieving growth in GVA across all Agri-food businesses including the key clusters in the South Lincolnshire is of paramount importance. The Agri-food sector offers a strong foundation for growth as new technologies arise and new processes develop and investing in food processing productivity and workforce skills will help to address these issues, it will create higher value, higher skilled jobs which will benefit the local indigenous workforce.

Whilst the future prosperity of the whole of Lincolnshire is dependent on ensuring a vibrant and competitive the food chain, the fortune of South Lincolnshire is even more reliant on the sector's success. The Agri-food sector faces both significant challenges and opportunities. Trading in a post-EU world and the Covid-19 pandemic has changed the wider political and industrial context with government committed to 'Build Back Better' with a major focus on levelling up, low carbon growth and better-quality jobs. UK retailers are planning for net zero supply chains by 2030-35. These changes will impact on the food industry for decades to come and cannot be delivered without investment in science, technology and skills.

⁵ Boston Town Deal Plan (October 2020)

The food sector has shown its resilience during the Covid-19 and Brexit challenges and has continued to grow with significant new investments being made locally with new food processing facilities in Boston and major horticultural and logistics investment. The GLLEP businesses are poised to benefit from food manufacturing businesses seeing continued growth in retail sales (helped by record on-line sales) and Government strategies to increase exports, deliver net carbon and improve the health of the nation in a post-Brexit world. However, the sector's challenges are immense and there remains a need to ensure businesses have ready access to scientific and technological research, digital technologies and a pipeline of talent to address the widely publicised acute skills gaps faced by the sector. It is therefore essential that businesses are equipped with the skills and access to innovation and technology to address its challenges and exploit these opportunities.

Most important is recognising the growth opportunities afforded through inward investment and the potential for Boston, the FEZ and the food cluster in South Lincolnshire and the Fens, to catalyse the development of the 'UK Food Valley' concept as a hub with local, national and global outreach holding widescale appeal, supported by the Higher Potential Opportunity (HPO) status afforded by the Department for International Trade, the University's increasing global reputation, alignment with and the ambitions of partners through the UK Fresh Produce Network, Boston Town Deal, the Catapults and others and the success of and growing global reputation of our local businesses. The Centre for Food and Fresh Produce Logistics will be a key enabler of this strategy in allowing businesses to access the innovation and skills they need to take advantage of this strategic opportunity.

2.2 What research or evidence has been undertaken to demonstrate the need , demand or impact of this project? Please attach or provide links to completed studies and impact assessments where available.

The Boston Town Deal Plan⁵ provides a substantial case for investment in the Town. In addition, there is an extensive body of work to support continued investment in Greater Lincolnshire's Food Chain and the South Lincolnshire Food Enterprise Zone along with Boston, as strategically vital to ensure the success of Greater Lincolnshire's Food Chain.

The **GLLEP's: Agri – Food Sector Plan**¹ and **Local Industrial Strategy**⁶ identify the benefits of having the UK's largest and most progressive food sectors and their associated supply chains, the significant productivity challenges faced and the opportunities the Agri-food sector offers as a strong foundation for growth in GVA, creating higher value, higher skilled jobs for local people and sustainable and thriving communities. In response to the changed economic environment, Greater Lincolnshire LEP has recently updated its economic plans in consultation with the district authorities. **The Covid Revival Plan for growth 'Protecting Progressing Prospering'**⁴ published in spring 2021 builds on and unites the LEP Economic Strategy, the Local Industrial Strategy and Covid Recovery. Agri-Food, Ports and Logistics are identified as priority growth sectors, with the plan committing to championing automation and resource efficiency in the sector and to becoming the UK's Food Valley, a world-class food sector and major investment hub. The Covid Revival Plan aligns with Government strategies for food and the

⁶ GLLEP Local Industrial Strategy (2019)

environment, to include the emerging **National Food Strategy**⁷, the **UK Innovation Strategy**⁸, the **Levelling Up Fund**⁹ and the **Environment bill** which is making its way through parliament.

The plan has been informed in consultation with the Boston Port, Gateway to Growth, a partnership between the GLLEP, LCC, Boston and South Holland Brought Councils, the University and the UK Fresh Produce Network Lincolnshire (an employers' organisation supported by the Chamber of Commerce with representation from the leading fresh produce businesses), working collaboratively to secure the future of the areas fresh produce sector through securing investment in infrastructure, including port access. The **Port of Boston, Gateway to Growth Initial scoping study**¹⁰ evidences the growth opportunities available and the need for continued strategic investment in skills and infrastructure within Boston Town.

In South Lincolnshire, South Holland District, East Lindsey District and Boston Borough Councils announced on 3rd August 2021 that they were forming the **South & East Lincolnshire Councils Partnership**¹¹. Protecting the Agri-food industry in the local area against significant competition from other areas of the UK, Europe and along with international competition is a key priority for the new partnership, with its collaborative approach providing a role model for local government cooperation.

In 2020/21 the significant investment which has taken place across South Lincolnshire is outlined in **South Lincolnshire Food Enterprise Zone, Contextualised Update**¹², the report providing evidence of the growth potential of the sector if expansion can be sustained. The key investment themes identified are all pertinent and will enable Boston's Town's business to lead or share in future growth opportunities, either as primary investors or supply chain partners. Key themes include:

- Fresh produce - where a desire to source more UK produce by supermarkets on account of increased costs for imports after Brexit have combined to increase investment in UK production, notably an increase in glasshouse production to replace imports.
- Plant protein products - where a combination of rapid market growth and South Lincolnshire's historic strength in pea and bean production have supported increased investment.
- Logistics and distribution - is growing in importance as costs rise faster than food prices and Brexit leads to longer delivery times, whilst the doubling of online food sales, is leading to growth in new delivery channels and efficiency.
- Cold storage and the cool chain - where the demand for more efficient cool chain solutions and carbon reduction are driving renewed investment.

Boston Town and District have benefited directly from these major investments in 2020/21:

⁷ The National Food Strategy – The Plan (2021)

⁸ UK Innovation Strategy – Leading the Future by Creating It, UK Government (2021)

⁹ Levelling Up Fund Prospectus – UK Government (2021)

¹⁰ Port of Boston, Gateway to Growth, Initial Scoping Study, Collison Associated (2020)

¹¹ Lincolnshire councils agree ground-breaking new partnership - East Lindsey District Council (elindsey.gov.uk)

¹² South Lincolnshire FEZ, Contextualised Update Summer 2021, South Holland District Council (unpublished)

- Plant and Bean - launched a new 65-acre production site in Boston in March 2021¹³. Europe's largest plant protein production site, it has a capacity of 55,000 tonnes per year and will employ 500 people. It supports the UK Food Valley's focus on 'naturally good for you food' and protein transition and compliments other investments across the LEP area in plant protein.
- Dyson Farming - opened a World leading glasshouse fruit farm¹⁴ at Carrington in spring 2021. This development focuses on both technical performance and environmental sustainability at a 6-hectare glasshouse unit supported with technical input on energy and robotics by the University of Lincoln.

Helped by the Town Deal, Boston businesses will be supported in exploiting opportunities to join the supply chain of these and other major invest.

The University works closely with the GLLEP and regional partners to support the Agri-food sector and has representation on the **GLLEP's Food Board** and **Skills Advisory Panel** and is well versed with the needs of businesses through these forums. The University is also represented on national bodies championing skills in the sector. In October 2019 the Food and Drink Sector Workforce and Skills Working Group, published their report '**Preparing for a Changing Workforce; A Food and Drink Supply Chain Approach to Skills**¹³'. The report highlighted the increasing need for digital skills as a barrier to food businesses accessing innovation to transform their businesses.

The College works closely with the Department of Work and Pensions (DWP) to help and support the needs of the local businesses and help people into work. Circa. 2525 individuals in the Boston Authority area were deemed unemployed in August 2021 of which 395 were aged 16 to 24 (Ref: DWP Claimant Count). The project will provide a package of support and specialist skills training to assist the transition of this section of the community into employment in the sector.

The University works with over 250 companies on agri-food skills development, industrially linked research and innovation projects. As such the University is in receipt of a **significant level of directly generated intelligence** as to the needs of businesses. Key industry collaborators include: Nestle, Bakkavor, Princes, ABB, Heineken, Coca-Cola, Tesco, Siemens, ABB, Dell, Food & Drink Federation, Asda, IMS Evolve, BPI, Berry Gardens Growers, G's Fresh, Flamingo Group, Saga Robotics, OAL Group, National Farmers Union, Environment Agency, Agriculture & Horticulture Development Board. The large corporates and multi-nationals are particularly relevant to this programme of activity as they are providing access and encouragement to their supply chains. The University also has a direct contact with over 130 SME Agri-food businesses.

2.3 Please explain how the project will deliver the strategic objectives of the Town Fund. How will the project support the key principles of sustainable development – including Equality and Diversity assessments.

In developing a University led Agri-food Knowledge and Innovation Hub in Boston, the project will achieve major positive economic impact across the Boston area, driving 'levelling-up' for residents by

13. Preparing for a changing workforce in the Agri-Food and Drink Supply Chain, FDF (2019)

enabling businesses to address the huge challenges currently faced and exploit the significant growth opportunities.

The project will provide both established and fledgling, entrepreneurial Agri food and related technology businesses with specialist business services and scientific and technical support for innovation, equipment grants along with knowledge sharing and peer support from flagship Agri-food businesses to:

- enable key productivity challenges to be addressed and innovative products closer to the market
- promote investment in innovation and research that is directly applied to Boston's businesses
- support the shift from low paid, low skilled employment, to higher paid and higher skilled through skills development and the creation of opportunities through business growth
- grow the capacity of Boston's businesses to contribute to the export market
- help to facilitate the global standing of Lincolnshire's Agri-food sector as the UK's Food Valley and Boston's status as a major food port and hub, through strategic partnership working.
-

Businesses are often reluctant to engage in business support services. The barrier to engagement for many is what is perceived to be the multiplicity of different services and schemes, all with a different offer. The integrated approach provided by the Centre is unique with businesses able to access business and technical support, test facilities, training and grant aid via one platform. The programme will be un-bureaucratic, simple to navigate and have a low barrier to entry for businesses, aided by an approachable team of subject experts.

11% of UK power consumption is associated with the food cool chain alone and nearly 30% of road freight by volume is food chain related. The UK food industry is committed to low carbon growth. UK retailers are seeking to achieve carbon net-zero supply chains by 2030-35. These changes will impact on the food industry for decades to come and cannot be delivered without investment in science, technology and skills. Through the project, we will be at the helm of this transition, helping businesses design their factories, products, manufacturing, packaging, resources, supply chains and logistics to meet this ambitious target to ensure the competitiveness of the UK's Agri-food sector.

The programmes will be designed so that businesses progress through a structured programme with simple hurdles to move between stages for example this may be accessing a masterclasses and technical/scientific support so businesses can gain new skills and develop new services or products; progressing to business support and grant funding so businesses can purchase machinery to take advantage of the previous gains in stage one; before moving onto a final stage of apprenticeship and training support so that they can afford to take on and train additional staff. The objective is that most businesses will remain engaged throughout the programme and develop within it as opposed to business engagement being comprised of a multitude of one-off interactions, however beneficial a singular engagement might prove to be. This will allow a real cluster effect to be developed over time and support the wider cluster development to bring sustained benefit to Boston's businesses.

The NCFM has recently completed a very successful project which has been used as a model to inform the CFFPL. The University Enterprise Zone project successfully supported 60 SME businesses by providing a one-stop-shop for business services which included direct support for innovation, financial planning and a range of masterclasses covering topics relevant to the businesses. The size of businesses supported focused overwhelmingly on smaller enterprises with 9 or less employees accounting for 80% of the businesses supported.

An externally commissioned report showed that the project had helped over 50% of the businesses to increase their turnover and improve efficiency and profits¹⁵: Learnings from the UEZ project has been used to inform the offer and operation of the CFFPL. Two case studies from businesses who were assisted through the UEZ project are provided below as an example.

**NATIONAL CENTRE for FOOD MANUFACTURING - UEZ FUND PROGRAMME
BUSINESS CASE STUDY**

'Clever Candy provides a healthy option'

Lou Lou's Lollies - Clever Sweets Limited t/a is a start-up business which creates confectionery that is tooth friendly, sugar free, sweetener free, made with real fruit and enhanced with Vitamins C and D to meet daily requirements.

Initially, the business had to rely on a third-party manufacturer in Spain whilst striving for the creation of a manufacturing facility in England. Clever Sweets turned to the University of Lincoln's National Centre for Food Manufacturing (NCFM) for support and partnership working and subsequently joined the UEZ Fund Programme.

The lead product, a best-selling lollipop, was improved significantly with the expertise of the science base in sensory evaluation and testing for efficacy. The programme provided technical and scientific support plus mentoring and training in financial management and food safety. This led to the creation of a plan towards its first operation and the award of a UEZ Fund Programme Capital Grant to support the purchase of manufacturing equipment. The items included cooking vessels, a depositor with bespoke moulds and a bunch wrapper. These were sourced in England following research by NCFM which led to suggestions for the most suitable equipment and suppliers.



Clever Sweets Director Louise Carr-Smith said: "The strategic funding of businesses with real growth potential is recognised as a mission in which NCFM truly excels."
Pictured: The Loynds Mini Candy Lollipop Bunch Wrapper.

Lead scientist at NCFM, Janet Bellamy said: "technical and scientific support from NCFM enabled the business to drive greater operational and cost efficiencies by identifying strategic pieces of equipment that would automate the manufacturing process. The process was mapped and areas where added value could be created were identified."
This has delivered cost benefits back to the business in the form of faster and consistent production."

**NATIONAL CENTRE for FOOD MANUFACTURING - UEZ FUND PROGRAMME
BUSINESS CASE STUDY**

**'New flavours finding favour'
'Pretty Gorgeous Jams'**



Award winning speciality cake manufacturer Cynthia Stroud wanted to change her business direction to become a supplier of high-quality jams with interesting flavours. With the support of NCFM's UEZ Fund Programme her aspirations have become reality and 'Pretty Gorgeous Jams' is up and running.

So, whilst continuing her main career as a TV Personality in the UK and Canada, Cynthia is also becoming well known as a purveyor of quality preserves. Initial support was around some essential business elements including Marketing, Finance, Website and Product Photography. This led to technical and scientific advice and guidance on packaging, labelling, ingredient choices, export potential and processes.



NCFM technical and scientific support was able to identify strategic pieces of equipment that would improve efficiency and productivity in the manufacturing process. Equipment specifications were validated for suitability and hygienic design to ensure that they conformed to current legislation and would meet the business needs. In addition, work was completed to support product recipe development and ensuring that the product labelling conformed to both UK and overseas requirements. NCFM was able to advise on label content plus nutritional and compliance requirements for the USA and Canada, supporting growth for the business through exports to these countries to complement sales through the usual channels such as local retailers.

The UEZ Fund Programme Capital Grant was used towards the purchase of the essential equipment previously identified to enable larger batch sizes and speedier production with more consistent quality and reduced wastage. This included machinery such as Bottle Fillers and Automated Jam Kettles.



www.lincoln.ac.uk/ncfm
ncfm@lincoln.ac.uk



A key objective of the programme is to prepare businesses to apply for and secure follow-on funding for innovation from a range of sources. In November 2017¹⁶, Government committed to increase investment in R&D to 2.4% of UK GDP by 2027, compared to 1.7% in 2016. In 2018, UK Research and Innovation launched the £90m Transforming Food Production (TFP)¹⁷ programme to encourage collaborative research projects which brings together businesses, farmers and academics to collaborate to aid the development of new, highly efficient, high-value food production systems that maximise productivity and improve environmental performance. Related schemes which seek to advance productivity in the food chain have and are currently being promoted by DEFRA, the LEPs and other organisations.

The University through LIAT and NCFM has been highly successful in securing funds from Government to support Agri-food sector innovation with its industrial partners, securing over £20m of funding in the last 3 years. One such project is the 'Trusted Bytes' project, a partnership between the University and businesses in South Holland which has led to £2.8m of government investment to develop novel

¹⁵ A Review of the University Enterprise Programme for NCFM, Collinson Associated (2021)

¹⁶ Prime Minister's Office (20th November 2017), Record boost to R&D and new transport fund to help build economy fit for the future, press release (Quoted in 12 by Collinson)

¹⁷ <https://www.gov.uk/government/news/transforming-food-production-funding-and-events> (Quoted in 12 by Collinson)

digital technology to help the flow of goods across international borders. The University has also previously supported a small number of Boston based SMEs with their innovation needs through EU funded projects. One such small-scale intervention with Warden Farming, a Boston based Agri-food business, has led to the business receiving over £100K of government investment through the Knowledge Transfer Partnership (KTP) to develop a novel process to reduce food waste in partnership with the University. A key objective is to generate follow on funding of this type in partnership with several Boston's businesses through the CFFPL.

The transitioning of supported businesses into larger premises to accommodate growth will be a key marker of success and notably, fuelling a pipeline of young businesses into the Mayflower's business community when the Centre opens for business in 2024.

The programme will also help to address the acute skills shortages faced by local businesses and provide high value career opportunities for residents. On the multiple indices of deprivation Boston is ranked 112th of the most deprived constituencies reflecting the low level of attainment in adult population. The Agri-food sector has acute skills challenges, with 25% of employees classed as being in elementary occupations. A high proportion of Boston's residents are EU or former EU nationals who are employed in the Agri-food industry in these low skilled, low waged occupations. Investment in technology is driving the replacement of these low skilled roles with highly skilled roles and the project will provide opportunities for Boston's residents to develop their skills and occupy these higher quality and higher paid roles, driving social mobility and the 'levelling up' of opportunity.

The most recent Greater Lincolnshire Covid-19 economic recovery plan highlights that young people, 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. Developing strategies to address youth unemployment, BAME participation and support people who are economically inactive.

Ofsted's requirements dictate that equality and diversity across the staff and student bodies is regularly monitored against stretching KPIs. In this way the equality and diversity monitoring are well embedded within the operations of both organisations. We will also monitor equality and diversity within participating businesses and will work with employers to create opportunities for wider inclusion and address imbalances where we can.

Both the University of Lincoln and the College have robust Equal Opportunities policies. As an example of our commitment to equality and diversity, all University staff undertake an Equality and Diversity online training package; supported by bespoke guides to equality and diversity in practice and how to manage bullying and harassment in the workplace.

The University has also been recognised for its commitment to advancing women's careers in STEMM academia with an Athena SWAN (Scientific Women's Academic Network) Bronze Award. This recognises UK University science, engineering and technology departments which aim to assist the advancement and promotion of the careers of women in science, technology, engineering and mathematics in higher education and research.

All proposed marketing materials (website, print literature, hand-outs etc) will be checked to ensure that they are prepared in accordance with the highest principles of equal opportunities, and that they will be readily accessible for all. Where necessary they will seek support from the University's Marketing Department who have specific skills and experience in preparing materials to ensure the

widest degree of accessibility. In keeping with the project's digital credentials, much of the project's promotion will be undertaken virtually with great care taken to ensure that the University's digital marketing protocol is observed.

The University and College are committed to supporting the 'Green Revolution'. Our Sustainability Strategies sets out our ambition, both for our campuses and the culture of sustainability which we promote through our working practices, education and research, along with the projects which we lead or collaborate in. Through our skills strategy we will ensure that our curriculum is predicated on promoting low carbon and sustainable practice.

3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project

Please provide details on any other key work or stages that need to be completed (by when) to ensure delivery

Milestone	Forecast Date	Comments
Project starts	1 st December 2021	Preparations are being made to ensure the project can get off to a rapid start.
INFRASTRUCTURE ESTABLISHED		
Stakeholder engagement and project planning.	31 st January 2022	Project plan in place identifying activities, interim milestones, final outcomes, timing and monitoring and reporting arrangements. Risk assessment and partner delivery agreement in place.
Business development infrastructure.	31 st January 2022	Project paperwork/digital systems and processes in place for business engagement.
Marketing, promotion and communications.	28 th February 2021	Communication and marketing plan in place, web page, marketing materials, social media plan in place agreed and delivered in partnership with the College, BBC etc.
Office space	31 st December 2021	Base office for team and project signage in place
Existing staff seconded, briefed, and trained.	31 st December 2021	Academic and support team seconded and active in the project's delivery.
New staff recruited, briefed and trained	1 st December 2021 to 1 st December 2022	New academic and support staff active in the project's delivery.
Equipment grants	31 st January 2022	Processes for applying for and appraisal of capital grants in place.
Business support commences, innovation	1 st January 2022	Businesses supported in accessing the project's services. Large business will be engaged where

services and access to courses.		benefits to SMEs in the supply chain can be evidenced. 100 businesses engaged 90 SMEs engaged (70 start-up and micro businesses) Evidence <ul style="list-style-type: none"> • 13 new jobs created within the projects timeframe (including apprenticeships) • 30 new future jobs • Growth in GVA in 10 businesses • New products and services created – 30 • New SME and large business collaborations – 10 • New SME collaborations – 10
Seminars and masterclasses	1 st January 2022	Programme of masterclasses in place to build knowledge of new technologies, innovative practice, opportunities for collaboration and peer learning 15 seminars delivered with 200 participants
Demonstration events	January 2022	Programme of demonstration events to showcase new technologies in place. 10 events with 80 participants
Capital grants	February 1st 2022	Capital equipment grant applications invited. A minimum of 15 businesses apply for grants (50% contribution)
Careers events	2th February 2022	Careers events commence. 10 events engaging 300 students in a range of activities
Access programme initiated with first recruits	May 2022	New access programmes designed and promoted. 80 new learners from hard-to reach groups
Existing courses accessed and new courses developed and launched with employers.	January 2022	Participation in ‘off-the-shelf’ courses commences from January 2022, March 2022 for tailored course offers. 140 learners access courses providing opportunities for local young people and adults. Stretching success rates to be agreed and monitored as a core KPI.
Community engagement events	March 2022	Events and public lecturers raise awareness of food and health amongst the local adult community. 5 events engaging 30 people on each (180 participants)
WIDER BENEFITS TO BE ACHIEVED		

Enhanced SME capability to seek and apply for funding for innovation		Businesses apply for follow-on funding to support innovation from a range of sources both independently and in collaboration with other businesses. 20 businesses make applications with 40% success 2 KPT projects secured with local businesses £1 million of research funding levered to support Boston's businesses over 4 years
Strengthened relationships and supply chain collaboration benefit start-ups		Case studies evidence small businesses being supported by larger businesses, new opportunities and supply chain collaboration. 3 case studies
Increased productivity and GVA in start-ups		Case studies evidence productivity growth and GVA and jobs created. 10 case studies
Research infrastructure strengthened		The project's resources are used and further added to by the University to provide on-going support to businesses located in Boston. Boston's businesses are familiar with the University and the extent of the local resources available to support them and routinely draw on the services of the South Lincolnshire FEZ, NCFM, LIAT and the wider University. 20 research collaborations with Boston businesses and the University continue after the project concludes
Additional strategic investment levered, resulting from project's success and complementary initiatives.		The project fuels further investment through initiatives e.g. Shared Prosperity Fund aiding the development of strategic initiatives relating to the Food Valley and Port. Evidence of the CFFPL influencing investment decisions and the future of the Centre is seen as integral to future strategic plans for the Agri-food sector
Project is successful with space in demand from fledgling businesses		Start-up growth - start-ups locate to the Mayflower centre as a direct result of the project or to other 'grow-on' space. 5 businesses
Employer investment in skills		The project fuels employer investment in skills (beyond just accessing the provision) Evidence: Employers supporting the College as guest lecturers/equipment donation/hosting visit
DISSEMINATION		

Project Report		1 externally commissioned, published report post-completion of the project to share the project's outcomes and learning with local and national stakeholders. One formal event held to share findings and publicised through a range of communications channels.
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4. Options Analysis

4.1 Rationale for Town Fund funding?

The Town Plan clearly identifies Boston's strongly distinctive feature in terms of its port and associated food and logistics sector and the imperative of building on this aspect of its economic potential to complement the already successful initiatives which have secured the investment of large businesses in Boston area and enable Boston Town to play a pivotal role in achieving Greater Lincolnshire's LEP's Food Valley ambitions, bringing long-term benefit to Boston's Agri-food sector and the town's community.

In this challenging economic environment, the University of Lincoln and the College have made significant investment in their estates in South Lincolnshire to play pivotal roles as 'anchor' institutions' underpinning the economic development of the Agri-food sector. The College is also committed to supporting the financing of the May Flower, a flag-ship project for the Town Deal. The finances of both institutions are regulated by the Office of Students and the ESFA respectively and with committed borrowing, both institutions are constrained in making further investment. In addition, recent uncertainty around student fee levels, (which account for the majority of the University's and College's income), levels of recruitment as a result of the pandemic and the major risk to student accommodation fees and income posed by the Covid situation necessitates the need for co-investment.

Whilst there will be a Private sector match funding contribution from businesses, the Private sector cannot fully fund this programme, for a range of reasons:

- Most are SMEs with limited cash investment capability
- The technologies and research are leading edge, and so need a pre-competitive research environment for their development
- The technologies are not yet adopted by the agri-food sector, they would not generate the profits required to make them investable without initial research and development and commercialisation/application work by a University or research institution

4.2 What other funding or delivery mechanisms were considered to deliver the proposed activity?

Both the University and Boston College have explored the use of their own resources and as stated above this is not currently an option beyond our commitment to the level of match funding through staff and resources identified.

Whilst the Agri-food sector and associated supply chain might provide a match-funding contribution, they operate at low margins and have been historically cautious of dedicating the required level for funding for a programme of this ambition.

4.3 Additionality: What will the project deliver above and beyond what would happen anyway?
The project facilitates the extensive collaboration and partnership working that a productivity step change in a diverse range of businesses and rural community requires. Without the project funding, small interventions from the University or the College can only bring benefit to individual businesses, whilst the project brings extensive benefits to the whole of the business community in Boston, whilst its contribution to the South Lincolnshire's Food Cluster and 'UK Food Valley' will generate long-term sustained investment in the sector for decades to come. The evidence of the success of the CFFPL is that the Centre influences strategic investment decisions and the future is seen as integral to future long-term plans for the Agri-food sector in Greater Lincolnshire.
4.4 Scalability: What would happen if reduced Towns Fund funding was available?
Reduced funding would likely mean that we will need to remove or significantly reduce the level of support available to businesses which would dilute the offer and subsequent impact on business growth and productivity improvement, and this is something we would very much wish to avoid.

5. Proposed Costs

5.1 Funding Profile

	Previous years	Year 1 2021/22	Year 2 2022/23	Year 3 2023/24	Future Years	Total
i) Capital						
Towns Fund		261,250	283,000	198,000		£742,250
Public		80,000	110,000	130,000		£320,000
Private		60,000	60,000	60,000		£180,000
Total Capital		401,250	453,000	388,000		£1,242,250
ii) Revenue Costs						
Town Fund		306,642	460,161	471,146		£1,237,948
Public		422,100	443,924	477,750		£1,343,774
Private		50,000	40,227	66,000		£156,227
Total revenue		778,741	944,312	1,014,896		£2,737,949
Total Project Costs		1,179,991	1,347,312	1,402,896		£3,980,199
Total Towns Funding		567,891	743,161	669,146		£1,980,198

5.2 Please provide more detail on what Towns Fund funding will be spent on

Town Deal funding will be spent on a mix of revenue and capital expenditure. Revenue funding is split between staff costs (62%) and non-staff costs including overheads (38%)

Staffing - A core team of businesses support, scientists and innovation specialists will be funded directly to deliver the project's offering directly to businesses and to coordinate the input of specialists from

the NCFM or LIAT, whose services are provided as match-funding. Funded appointments include the following FTE (full-time equivalent) appointments are:

- 001 FTE Project Governance (with additional support provided via match funding) to provide senior management time for the project's oversight and governance (existing)
- 0.5 FTE Innovation Lead/Project Director – an Associate Professor and food and drink manufacturing and logistics expert, this individual will lead the project's innovation agenda and have overall operational responsibility for achieving the project's outcomes (existing)

With a large number of fresh produce businesses the project will have a high demand for experts in crop storage/processing and packing along with experts in the application of robotics and digitalisation and hence it is proposed that the project will fund the following posts:

- 0.2 Crop Storage expert – bringing world leading crop storage expertise to the project in an advisory capacity in Year 1. (new)
- 1 FTE Industrial Scientist – a Fresh Produce and Horticultural expert who will work with businesses directly to solve their challenges, bring new technologies to their attention, support training activities and coordinate the support of experts in LIAT and NCFM (new)
- 0.5 FTE Robotics/Digital Technologies Scientist – to provide advice/run trials and support innovation and training activity related to the application of robotics and digital technologies (new).
- 2 FTE Research Assistants (from year 2) – Year 1 of the project will identify common areas where greater scientific understanding is needed. In year 2, 2 Research Assistants will be assigned to the project to work on specific technologies that have proven to be applicable to several businesses e.g., it may be a specific block-chain or energy saving technology (new)

The project will fund the 0.6 Administrator to provide administration and marketing support (with an additional support provided via match funding) (new)

The project will employ the following teaching staff at Boston College to deliver the skills and careers support programme

- 2 FTE Lecturers (existing)
- 1 FTE Lecturer (from Year 2) (existing)

Temporary jobs created during the project implementation – 4.3 FTE

Non-pay budget and over-heads

- This includes consumables to support trials, marketing costs, staff travel, office rental, office costs with overheads. The budget also includes consultancy monies to pay for the services of specialists to provide businesses and scientific services.

Capital equipment

£180K of this is allocated to SMEs for the purchase of equipment (which will be match funded through a 50% contribution from the businesses (the nature of this equipment is outlined in Section 1.2).

£70K is allocated to equipment to support teaching and learning and will be located within the College to provide ready access to learners. This will be used by the College to purchase drone technologies to pilot applications in direct distribution to customers, and for the University to purchase digital technologies for demonstration purposes once employer demand is known.

£489,250 is allocated to the purchase of equipment/digital infrastructure and its development and other equipment that is identified as being needed to support the innovation needs of businesses.

Investment will only be made in equipment that has applications that can benefit several businesses and can be made readily accessible to them.

Where the technology required is business specific or patents sought, then the beneficiary businesses will be asked to meet the cost, although the project may contribute expertise depending upon the individual context.

5.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.

NCFM has recently delivered 2 highly successful projects of a similar nature, one funded by ERDF (£6.5 m Greater Lincolnshire Agri-food Innovation platform) and a second, the University Enterprise Zone Project (£1.8 m) funded through Research England. It is this previous experience that has informed the requirements of the innovation element of the project and the associated capital. The CFFPL funding is comprised approximately one quarter support for skills (£1m) and 3 quarters innovation (£3m).

A cost comparison of the research and innovation costs has been made with 2 projects of a similar nature and with similar objectives that the University completed delivery of in 2021. Both were successful. Making a direct comparison between the projects on every level is difficult but when the overall value of the project is divided by the number of businesses supported then the CFFPL demonstrates very good value for money. GLAFIP cost £55K per business intervention and UEZ £60K. The CFFPL provides a more extensive service to business than the above programmes at a cost of £30,000 per business supported (£3 million/100), with economies being achieved largely on account of the close-proximity of the project base and the University's resources to the businesses that the project will support. The quality of the programme will be informed by a range of metrics developed from our experience of delivering these 2 earlier programmes.

Teaching and learning costs have been calculated on a full-cost delivery model as it is intended that the project complement ESFA (Education and Skills Agency) funded programmes and does not replace them. This will avoid any risk of double funding and ensure that Boston's learners and their employers' benefit from the additionality and an enriched learning experience. As an Access programme, it is intended that learners will progress to mainstream programmes aided by the project's investment and this will be a metric through which the programme's success will be measured. The quality of provision more generally will be measured through a series of metrics which are visited monthly by the programme team. Metrics include employer and learner satisfaction and learner progress into jobs or promotion amongst others.

5.4 State the source(s) of your match funding, whether it is in place and if not, when is it likely to be confirmed?

Match funding is comprised of several sources. Whilst only the staff match and overhead contribution are secured, the other sources of match funding are not deemed to present risk to the project and will be formally secured once the project is operational. The highest risk relates to the research income but there is every confidence that this will be achieved with the Government's focus on investment in sustainability in the Agri-food supply chain. However, the risk will be managed and mitigated accordingly.

Capital equipment £320K – This is University and College equipment that the institutions will purchase or make available to the project. Where existing equipment is made available, a value will be attributed as to what that piece of equipment would cost to lease or rent on the open market. In addition, **£180K** of capital monies will be made available from SME employers as their 50% contribution to the cost of purchasing capital equipment.

Staff and overheads £913,774 – the project will draw on a number of team members from NCFM, LIAT and the College to deliver its activities and provide the complete range of expertise that the project necessitates. Match funded staff includes the lab technicians at NCFM who will undertake routine product testing as well as leading

professors and academic staff who will support the delivery of the science and technology, staff supporting schools engagement and other activities and technician time to facilitate the on-going development of the Virtual Agri-Food SME platform. The College and University have reduced their normal overhead costs to the project and will contribute the difference as match funding.

Skills income £150K – the project’s learners will not be funded by the ESFA, but a measure of success will be the progress of learners onto apprenticeships, mainstream courses and short courses not funded by the project. As this funding will evidence the programme’s success it will be presented as a contribution.

Employer contribution to innovation, skills and other project costs £156,277– some employers will seek to access services above what can reasonably be expected to be met from the project and this additional income will support the project as match. Employers will also contribute their facilities and time to the project and this will be used as a match funding contribution where it can be appropriately evidenced.

Research funding generated from the research councils £146 K– the project aims to develop the competence and confidence of SME businesses in applying for funding grants and a key objective is to evidence businesses making applications for funding to support research and innovation because of the support they have received through the project. Including this funding in the project shows the level of confidence that the University has in the project’s ability to transform employer’s approaches to innovation. We have identified £146K of match funding secured via these means within the project period. Beyond the project period we envisage the amount of funding to be generated with the University’s support to be much greater circa. £1 m within 4 years of the project competition.

SKILLS AND ENTERPRISE INFRASTRUCTURE	2021/22	2022/23	2023/24	2024/25	Future Years	Total
i) Core Outputs						
Temporary jobs created during the project implementation	2.3	2				4.3
Number of new Jobs Created (gross) through the project		3	10			13
Number of Jobs Safeguarded (gross)						
Number of earners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses		50	55			105
Closer collaboration with employers (businesses assisted to improve performance)	25	35	35			100
Increase in breadth of local skills offer – new courses		10	10			20
Increased benefit for public education – new courses and public lecturers		10	10			20
New learners assisted (learners on courses who are new to the sector, typically hard-to reach)	20	30	30			80
Working-age population with qualifications (number of learners supported)	50	90	100			240
Business counts	25	35	35			100
ii) Others (please list) *						

6.2 Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project's activity and objectives. Please explain your method for calculating the target levels

The wider activities that contribute to the delivery of the outcomes are identified within the operating plan on page 6.

The assumptions that have been made in establishing the outputs for 6.1 have been based on-

- An assessment of the demographics of the population and businesses community of Boston (supported by BBC)
- The extensive knowledge held by the College of the community and learners along with an assessment of data from the DWP to help inform targets for hard-to-engage learners
- The College's and University's knowledge of local businesses
- The experience on the part of the University in delivering SME innovation in previous projects which utilise large scientific and technical facilities (GLAFIP and UEZ projects as reference in 5.3)
- The experience of both the University and Boston College in working with employers and funding bodies to develop skills provision over many years.
- Assurances from external parties and auditors on previous projects confirming value for money has been achieved on externally funded projects delivered by the parties.

6.3 Please outline how the project will gather and assess evidence of outputs.

We recognise the need for strong governance for the project on account of its complexity - the project is multifaceted with a core team of staff funded directly through the project, routinely interfacing with employers, and match funded team members supporting the project's businesses based at NCFM and LIAT.

Project Governance Group – This group will be created to oversee the delivery of all targets, to ensure that robust governance arrangements are in place and that the delivery meets the requirements of the Town Fund. This group will meet every three months and will be chaired by the Dean of NCFM with representation from the Project Directors and senior representatives from the College, the Town Board along with industry representation to ensure the project is meeting the expectations of Boston's business community and its funders. Membership includes –

- Dean of NCFM – Chair
- Boston College – Director level representation
- Deputy Head of NCFM – responsible for the oversight of the skills provision
- Deputy Head of LIAT – innovation leadership
- Associate Professor and Projects Director – over-arching programme management
- Town Board member representation (2)
- Boston Borough Council Officer
- GLLEP representation – to ensure synergy with other strategic Agri-food Initiatives
- Employer representatives (2)
- Financial assurance representative

Project Management Group – The project operation's group will meet every month to review progress against plan. Membership will be drawn from the project team and will be chaired by the

Project Director. The group will agree any changes to the delivery plan, based on the lessons learnt and feedback both from learners and employers.

The project governance and management will be overseen in accordance with the University's financial and institutional regulations, with the Dean of NCFM the accountable senior manager and project sponsor.

The University will implement an appropriate suite of documentation to capture all necessary information from the project's businesses to ensure that any intervention will deliver the required outcomes for the business and the project and that the business is eligible to be supported i.e. is not trading illegally and that outputs can be collected and reported upon.

7. Management & Control

7.1 Please describe whether or not the necessary team is in place to carry out the proposed activity and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.

In order that the project can commence immediately, existing staff members with a strong track record of successful delivery in this type of project will be seconded to the project, notably the Project's Innovation Lead/Director. A number of staff with the right skills to make an immediate impact are already employed by the College and the University with their services being afforded as match funding (including the Dean of NCFM). There are several new appointments to be made but we recognise that these posts may well appeal to existing, experienced staff from the College and University as progression opportunities. We also recognise that the Project will appeal to industry professionals located in our area who may be looking for a change in career. We are therefore confident that we have existing expertise required and can secure additional expertise without undue risk to the delivery of the project's quality and outcomes.

7.2 Please explain the key risks identified for the project and how these will be managed and mitigated throughout the project. Please attach separate risk register, if available.

Risk	Owner	Probability	Impact	Mitigation
SME businesses do not come forward for benefit from the support and capital grants available through the project	Project Sponsor	Low	High	A robust marketing campaign and effective use of businesses networks to raise awareness working with large businesses to identify potential beneficiaries in their supply chains, the Growth Hub, Chamber of Commerce, FSB etc.
The range of technical business support available does not match the needs of Boston's SMEs and larger businesses as University's resources and capability is not aligned.	Project Sponsor	Low	High	Robust business intelligence of needs, sector challenges, opportunities, emerging technologies.
Businesses are unable to maximise the inputs of the project due to lack of follow-on funding.	GLEPP and BBC	Medium	High	Building start-ups knowledge of financing innovation and applying for more substantial research grants through Innovate UK etc.
The project is unable to recruit to the positions required to provide the expertise needed	Project sponsor	Low	High	Second staff with relevant expertise for key roles and provide cover from within existing resources

				until positions can be filled.
The project fails to deliver the skills offer required by employers and recruit to target	Project sponsor	Low	High	Ensure regular liaison with employers, monitoring of delivery of agreed outcomes and effective marketing to ensure recruitment targets are met.
The project fails to deliver its targets for inclusion for 'hard-to-reach learners, the young unemployed, BAME, female learners and other groups.	Project sponsor	High	High	Ensure appropriate programmes and levels of support are in place to engage learners and work with agencies to support learners into training and employment.
The project fails to secure the identified level and profile of match funding	Project sponsor	Low	High	Regular recording and monitoring of match funding contributions and action taken to mitigate variance.



Board Report - Agenda Item 5

Date: 13 October 2021

Title: Full Business Case Centre for Heritage Cluster

1. Introduction

It is a requirement that the Board signs off all the Full Business Cases before submission to the Council Section 151 Officer and Government. Where possible the relevant sub-group also needs to be engaged in considering each FBC in detail prior to the Board. As a consequence of good progress in working up the agenda for the release of funding it has been possible to submit an FBC for approval in time for the October deadline of the Board. In view of the timescales it has not been possible to fit in a Board Sub-group meeting to consider the FBC, it has been agreed in view of the benefits of keeping momentum up in relation to the delivery of the Towns Fund to bring this FBC by exception straight to the Board.

2. Progress

A copy of the FBC form is attached as Appendix B. If the FBC for the project is signed off there is just time to submit it to the Government Office for the release of funds in December 2021. Members will see from the financial profile set out below that the spend associated with the project is scheduled for a phased draw down of funding over the next 4 years. The former Shodfriars project is also subsumed within this project and good progress is being made in progressing this with the owners Lindum Construction . A meeting with Lindum is scheduled for 2 November 2021. A Benefit Cost Ratio for the project is currently being prepared by Amion Consulting.

4.1 Project Budget

Please provide a breakdown of the project costs by year.

	Year 1 21/21	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Total
i) Capital						
Capital Grant Scheme		150,000	487,500	412,500	75,000	1,125,000
Private Sector Match		49,819.76	422,324.42	199,867.82	15,000	687,012
Public Realm				65,000		65,000
Shodfriars Grant			1,555,924.50	518,641.50		2,074,566
Professional Fees	35,040.34	54,653.87	59,355.07	62,224.40	31,634.34	242,908
Inflation and Contingency		34,098.79	68,197.59	68,197.59		170,494
Total Capital	35,040.34	288,572	2,593,302	1,326,431	121,634	4,364,980
ii) Revenue Costs						
Revenue shared costs - staffing, PR/promotion, activities, legal/shopfront guides etc	33,321.33	43,867.52	46,036.29	48,313.50	22,430.36	193,969.00
Total revenue	33,321.33	43,867.52	46,036.29	48,313.50	22,430.36	193,969.00
Total Project Costs	68,361.67	332,439.94	2,639,337.87	1,374,744.81	144,064.70	4,558,948.99

Boston Town Deal

Stage 2: Detailed Business Case

All projects selected to be taken forward as part of the Boston Town Deal needs to complete a project business case. Your business case should capture the rationale for investing in the project, how it fits into the overall strategic context of Boston's development, as well as the benefits it will deliver. Your business case should also explain how the project will be financed, procured and managed.

Some of the information requested in this form has already been provided in your Expression of Interest Form, included as part of the Town Investment Plan (Section 2). This detailed business case requires you to expand on this information, to address any specific conditions pertinent to your project and included within the Heads of Terms agreement and to ensure that all 5 cases identified within the Green Book are addressed to a satisfactory standard to give confidence to the Accountable Body, Town Deal Board and MHCLG that the scheme is deliverable.

This business case template is based around the Green Book five case model. The five cases in the Green Book are:

strategic case – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.

economic case – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. "Do nothing" should always be an option. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for money is ideally demonstrated in a credible Benefit-Cost Ratio

commercial case – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.

financial case – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.

management case – of how the project is going to be delivered

Proportionality needs to be considered and the level of detail required in each of these cases needs to be proportionate to the scale of funding required for the proposal. Key questions that need to be considered in determining the level of detail required include:

- Size of project
- Whether the project is of regional or national significance,
- Whether the project is particularly complex or innovative
- Whether your organisation has experience of delivering similar projects

Please seek guidance from your Accountable Body contact on the level of detail expected in your business case.

Part 1 – Introduction

Project Name	Healing the High Street of Boston.		
Project Location	(please include site plan as appendix)		
Site ownership	3rd Party Private Ownership		
Planning Application Ref			
Total Project Value (£)	4,558,948.99	Town Funding	3,871,936.99

Lead Applicant	Heritage Lincolnshire
Applicant Address	The Old School, Cameron Street, Heckington, Lincolnshire NG34 9RW
Main Contact Person	Greg Pickup
Contact Email	Greg.pickup@heritagelincolnshire.org

Executive Summary
Please provide an introduction to your project, its contribution to the Boston Investment Plan and a summary of the Business Case
<p>i) Economic Impact</p> <p>This project will deliver economic value to Boston through the perception of place as a ‘town transformed’. This project will ensure that Boston Town Centre is seen as an asset not a liability; attracting visitors and locals, new and existing businesses, and engendering pride in our town’s past and future.</p> <p>This will be achieved by supporting 30 businesses to improve their buildings and businesses through repair and reinstatement works transforming the look of historic Boston’s town centre. The project aims to boost the local economy by uplifting business rates from vacant floorspace brought back into use with at least 5 empty properties brought back into active use regenerating buildings within the town successfully with the hope that businesses or building owners are encouraged to do the same. The scheme will create new jobs locally through new business and increased business activity. The project hopes to repair and reinstate shopfront that are fully occupied to vacant buildings for a variety of uses under one roof. Adapting spaces creatively ensure that the building is sustainable moving forward, mixed uses include retail, commercial and residential use to benefit a wide range of needs within the town as well as economic growth. Further economic benefits include job creation during the scheme as well as after.</p> <p>In recent years we have seen the decline of the high street in towns such as Boston, this project will change this reality for Boston by investing in the town and its people. This project gives the town the chance to level up in terms socially and economically to ensure it is not a left behind town allowing for an increase in visitor footfall due to increased business activity and value. This is vital for the town’s prosperity given the recent Covid-19 pandemic and the economic uncertainty which will follow. In 2019 33 shops were reported as vacant in the General Business Area in Boston town centre and this has seen a steady incline since 2010. 26.3% of shop units within Boston are currently vacant as of 2020 which has increased from 20.5% in 2019.</p>

To summarise this project will:

- Transform the Perception of place – Boston Town Centre is seen as an asset not a liability; attracting visitors and locals, new and existing businesses, and engendering pride in our town's past and future.
- 10 businesses supported to improve their buildings and businesses.
- 10 historic building frontages repaired transforming the look of historic Boston's town centre.
- Increased visitor footfall due to increased business activity and value.
- Supporting local employment in building contractors and craftspeople, building heritage skills.

ii) Delivery of Towns Fund Priorities

The Boston Townscape Heritage Project aims to revitalise and regenerate up to 30 historic buildings within Boston's Town Centre through the reinstatement, repair of historic shopfronts and reuse of vacant buildings; making Boston a more attractive place to live, work, visit and invest in.

The benefits of this urban regeneration scheme include:

- Perception of place transformed – Boston Town Centre is seen as an asset not a liability, attracting visitors and locals, new and existing businesses, and engendering pride in our town's past and future.
- 30 businesses supported to improve their buildings and businesses. Economic impact of transformations; more appealing to visitors, aesthetics, brand etc.
- 30 historic building frontages repaired transforming the look of historic Boston's town centre.
- Uplift in business rates from vacant floorspace brought back into use; at least 5 empty properties brought back into active use. Support the local council and encourages other businesses to set up shops within the local town area.
- Increased visitor and tourist footfall due to increased business activity and value.
- Encourage and support 'above shop living', maximising on floor space within these buildings. A bigger local economy with people living and working in the town to spend /put back into the local economy
- Increasing activity within Boston supporting local events including the Christmas Market and Boston UK May Fair Event and Hanse Day and a weekly Flea Market.
- Encouraging living above shops within the town centre benefiting the environment, local economy and creating a more vibrant town centre.
- Supporting skills and enterprise infrastructure which will drive private sector investment and ensuring Boston have the space to support skills and small business development.
- Support mixed use spaces within the scheme area creating more job opportunities and flexibility for businesses enabling the development of small businesses within the town.
- Uplift in business rates from vacant floorspace brought back into use; at least 5 empty properties brought back into active use.
- Supporting local employment in building contractors and craftspeople, building heritage skills.
- Create new jobs locally through new business and increased business activity.
- Delivery of the Boston Youth Ambassadors Initiative for committed to improving personal, professional and the creative development of young people aged 16 to 25.

Project Start Date <i>date from which eligible expenditure</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation's activities described in</i>
01/04/2021	01/03/2021	31/03/2026	31/03/2026

Funding Summary				
	Town Funding (a)	Public Match Funding (b) – please state	Private Match Funding (c) Please state	Totals (d)
Capital	3,678,340.15		687,011.99	4,364,980
Revenue	193,596.85			193,596.85
Totals			687,011.99	4,558,948.99

Part 2 – The Strategic Case

2.1 The Case for Change Please explain: Why is the project needed in Boston? What is the current context / challenges / opportunities? What research or evidence has been undertaken to demonstrate the need, demand or impact of this project? How does covid influence this evidence of need?
<p>Boston is a large market town, despite its large catchment area it is suffering from the same high street issues as the rest of the country. A lack of investment, or poorly considered investment, property vacancy, particular on upper floors, and cluttered and run-down appearance are all contributing to a negative perception of the high street and its offer.</p> <p>This project is needed so that investment can be seen within the Town Centre to encourage residents and visitors to appreciate and engage with the area, whether that be for day-to-day activities such as shopping, or utilising the wider offer. The Town Deal investment will ensure that people can really see the transformations and visibly see investment is taking place within their town centre to encourage the revival of the High Street shopping. Seeing something visibly happen can make a huge difference to morale and perception of place. If these buildings and spaces look more attractive to people, it will encourage businesses to invest and will ultimately provide a knock-on effect where people will see the shop empty units filling up and want to visit.</p> <p>This also enables us to look at the use of these buildings and not just being shops. Transforming the upper floors of the buildings into rentable apartments for holiday lets, or permanent residency, increases the bed-stock within the town centre, and commit to longer stays. This ultimately allows people to use their cars less to move around, and so decreases town centre congestion and pollution. From a public realm perspective, there is currently a lack of consistency. The town deal will allow the realisation of the resurfacing works envisaged through the Boston Townscape Heritage Project., enhancing the character and appearance of the area. Lincolnshire County Council invested in a detailed</p>

project brief and are willing to match the funding with a minimum £130,000, taking the additional risks of any changes in costs.

Historic England noted that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

Now, more than ever (post-Covid) we need to support our high streets. To remove barriers to accessing the grant present in traditional delivery models, it is proposed that design, tendering and cash flow is completed centrally and applicants will only be required to invest a small amount to secure a grant. Town Deal funding presents a once-in-a-generation opportunity for Boston town centre, which has suffered from years of underinvestment. Grant funding will provide an incentive for owners to invest, set the standard for future development and bring Boston's historic town centre back to its former glory.

This project will deliver additional services and facilities including:

- Carrying out repair and shopfront reinstatements with 30 buildings transformed, creating a more vibrant town centre which will make it more attractive to existing business owners/new businesses to move into Boston's town centre. The project will invest money into the repair and conservation of historic buildings within the scheme area which will allow businesses to invest smaller amounts of money into their building whilst benefitting economically from more shoppers and visitors.
- Sympathetically adapt and change the buildings to create accessibility for those with disabilities.
- Provide above shop living facilities, creating separate entry ways safeguarding the residential space whilst ensuring clear differentiation between the two different spaces. This will increase the bed stock for the town which means it can support local economy by keeping the local spending pound within the town. This will ultimately encourage longer stays from visitors/tourists which will also generate economic growth and tourism back into the town.

Uplift in business rates from vacant floorspace brought back into use; we are targeting at least 5 empty properties brought back into active use. Taking into account the demand for retail, residential and commercial units within the town.

The target beneficiaries of this project include:

Community of Boston - is experiencing great change and including social and demographic flux including:

- Migrants who live and work in Boston from across the world, many of which were born in European countries including; Poland, Latvia, Romania and Lithuania. Many of which create new businesses within the town.
- Low income individuals and families, Boston is an area experiencing high deprivation with many people on low income wages.
- Boston lacks general activities for people in the community and lacks spaces for people to hold their local events and host their clubs.
- The general morale within Boston is low. The community and its visitors need enriching facilities, activities and events gaining a sense of place and united community within the town.

- The Covid-19 pandemic has shown a need for local facilities, as many people have spent a lot more of their time at home. The local economy is stronger as people are now more likely to stay within their town to enjoy events/places that are within their local area. They spend money with local businesses and not have to travel further for their day out shopping as they have everything on their doorstep. This ultimately helps carbon footprint by travelling less and sustains local businesses and the area.

Visitors/tourists:

- Visitors from within the county and across the UK
- Tourists from abroad
- The High Street and Market Place of the town has many vacant buildings within the Town Centre including the Market Place and Wide Bargate. The closure of key retailers; Marks and Spencer's, Clintons, Clarkes has significantly impacted regular shoppers and visitors and the decline of Boston's high-street has created a gap that needs to be filled.

Historic England notes that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

Retaining and creating a wider tourism offer within the town encouraging longer stays which will boost the local economy.

2.2 Partners and Stakeholders

Please provide a list of delivery partners and their role in delivery

Please provide a list of stakeholders and their role / interest in the project

How have stakeholder views influenced the project?

Boston Borough Council: Have committed themselves to the scheme and provided match-funding for the existing town centre project. As the accountable body Heritage Lincolnshire have worked closely with Boston Borough Council to ensure that the project reflects the needs of the local area.

The National Lottery Heritage Fund: The National Lottery Heritage Fund (NLHF) grant fund the Boston Townscape Heritage Project, which is the sister project to Healing the Heart of Boston. The Heritage Fund meet with representatives from both Heritage Lincolnshire and Boston Borough Council for quarterly project progress meetings. Allowing the National Lottery Heritage Fund to monitor the project and ensure they are happy with the decisions being made on the project. The Heritage Fund are also kept up to date with regular updates which covers the day to day running of the scheme. This additional oversight will support the positive work and intervention happening across the town.

Building owners: Are already engaged through the scheme, a number of which are lined up to prepare plans on how to proceed. Case studies have already been created from High Street and Market Place that can showcase what has already been achieved and how the additional funding will be used. As part of the Town Deal funding we would seek to engage building owners from outside of the THI area, such as Wide Bargate using proven techniques that have already attracted building owners within the TH area.

Local stakeholders: We currently hold a Boston Townscape Heritage Grants Panel, which includes updates about the project as well as sharing ideas it is attended by local stakeholders committed to Boston's Heritage such as the Boston Preservation Trust, Boston Big Local and Boston Borough Council.

We are open to the idea of creating a steering group where we can discuss and approve funding requests with input from local stakeholders who are already a part of the Grants Panel.

2.3 Policy Alignment

Please explain how the project will deliver the strategic objectives of the Town Deal Programme and the Boston Investment Plan and will demonstrate alignment with other local growth priorities.

The overarching aim of the project is to drive the sustainable economic regeneration of the town to deliver long term economic and productivity growth including Covid-19 recovery. By offering direct grant funding to carry out necessary improvements to building and public spaces, and highways to encourage more people back to our High Street. This capital investment will support a number of design and construction jobs during the project delivery, but the finished product will also create a better atmosphere for new businesses to develop and thrive. Thus, delivering on all 3 Town Deal pillars. All properties in the area will be eligible for this grant funding, and all given the opportunity to be involved in any Grant Panel and Steering groups established to manage it.

The project delivers against the key aims of the Town Investment Plan as well as a raft of other local growth priorities:

- Skills and education – the project will provide opportunities to upskill the local workforce in more highly skills and paid traditional construction techniques that are appropriate for historic properties. The scheme will include opportunities to share these skills through training events. A wider programme of activities will share the history of the town centre with locals and visitors and encourage learning about the area’s rich heritage.
- Regeneration – schemes of this nature are tried and tested in terms of the regeneration outcomes they can deliver (see for example <https://historicengland.org.uk/content/docs/local/derby-psica-legacy-report-pdf/>). The scheme will prompt investment in quality high street frontages and properties, securing increased footfall, visitation and dwell time. Improvements to vacant upper floors will bring under-performing properties in terms of yield back into use to benefit the local economy. The project will prompt significant private sector and match-funding investment; grants are offered only on match-funded basis, with dozens of owners investing in the town as a result of the scheme. Increasing the attractiveness of core town centre and high-street properties is an established way of encouraging visitation; for our coastal towns in particular this will encourage out-of-season visitation by improving the offer within the town for visitors year-round.
- Clean growth and connectivity – town-centre regeneration is at the heart of a clean-growth strategy to encourage walking in favour of driving, based on the idea of walkable-communities with attractive centres that people want to visit. The approach is inherently sustainable, focussing on repair of existing properties (with their embedded carbon, vs the environmentally costly new build). Flood defence will be considered during frontage improvements, and material sourcing guidelines issued to encourage sustainable construction.

Partners

All partners involved in the Project and other associated projects including national, local stakeholders, suppliers, local authority and funding bodies adhere to the same ethos of Heritage Lincolnshire and will ensure that they abide by the policies outlined within Heritage Lincolnshire’s policies.

2.4 Vision and Objectives

Please provide the overall vision for the project

Please set out the SMART Objectives for the project (specific, measurable, achievable, realistic and time-bound)

Our vision for the project is to return the town centre to its former glory; securing investment in the core town-centre, making a more attractive space for locals and visitors and supporting our traditional high street businesses and business owners. The project aims to restore pride in the town centre, increase the attractiveness of the centre, improve perceptions of the area by visitors and locals, ultimately securing increased year-round footfall, visitation and spend. We have set a number of clear and measurable objectives

- £3.2m Public Investment
- £275k Private Investment
- C. 82 jobs created or secured
- 60+ businesses supported through heritage grants
- 60+ Buildings in better condition and of greater quality
- 280 people have learnt new skills
- Perception of place improved as evidenced by surveys
- Business owners report increased trading as a result of works carried out.

2.5 The Proposed Investment

Please provide a description of the project – the specific activities that will be undertaken

Where will the project take place?

What are the expected outputs and outcomes?

Who are the beneficiaries of the project?

What are the expected impacts of the project for the different beneficiaries?

This funding will enable us to invest into Boston Town Centre, building on past and existing initiatives. Whilst these initiatives (the Historic England funded Partnership Schemes in Conservation Areas and the ongoing National Lottery Heritage Fund Funded Boston Townscape Heritage Project) have had success more investment is required to turn the tide of the declining high street.

This project will deliver environmental value by the reuse of vacant/part occupied buildings, not only ground floor shopfronts but to provide living accommodation on the upper floors of buildings. This is to be a shell fit out point to allow for affordable accommodation for tenants. Being within the town centre the tenants will use cars less which adds to a positive environmental impact and encourages them to stay local to shop. Post-Covid, shopping locally is vitally important to the local economy and encouraging people to do so within their local areas. This will increase footfall as well as visitors to a more attractive town centre area enabling the recovery of the High Streets to continue.

Similar schemes have been very successful across the UK in recent years and Heritage Lincolnshire have worked on Boston's current Townscape Heritage Project in particular transforming shop fronts within the Town Centre. Other schemes include the Kasbah PSiCA scheme in Grimsby and Derby (whose impacts have been evaluated here <https://historicengland.org.uk/content/docs/local/derby-psica-legacy-report-pdf/>), and Cleethorpes Townscape Heritage Project, which have all proved highly successful.

Specifically,

- The project will take place across the whole of Boston Town Centre, but will target Wide Bargate specifically, which is an area that has seen little investment. This can be seen on the attached location map -
- The expected outputs and outcomes are:

- The Economy of Boston grows through heritage-led regeneration supporting local independent small and medium-sized businesses to grow
- A revitalized High Street created by the reinstatement of historic details and repair of 40+ buildings
- A vibrant town centre at all times of the day and through the year by encouraging more residential use of upper floors for a variety of offer
- People feel proud to live in Boston because of the revitalized high street and new activities that happen in the town
- People have learnt heritage skills because opportunities for the local community to learn heritage skills and how to care for historic buildings are provided through the scheme
- Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
- The project benefits all different parts of the community of Boston.
- The expected impacts of the project for the different beneficiaries are:
 - Through grants businesses are supported to grow,
 - those who visit the town benefit from an enhanced environment and
 - local people have opportunities to learn new skills and can feel proud of their town.

2.6 Risks, Constraints and Dependencies

Please set out the key risks, constraints and dependencies of the project, the probability, impact and mitigation approach to each

Risk, Constraint or Dependency?	Description	Owner	Probability (High, Medium or Low)	Impact (High, Medium or Low)	Mitigation
Risk	Covid-19 impact on the current/future UK Economy	All partners	Med	High	Uncertainty about the future trading conditions may causing owners to not be able to invest in the project due to other financial obligations. We will mitigate this by keeping the grant rate under review making it an attractive offer dependent on how the

					economy shifts.
Risk	Ensuring that enough building owners and occupiers to sign up to the scheme	All partners	Medium	High	The mitigation of current / past works to engage them in the project.
Risk	Delivering all requirements of the project within the time frame	Heritage Lincolnshire	Medium	Medium	We have already engaged with interested parties that are willing to take part in the scheme this will create momentum in gaining interest from other building owners. If we receive the funding as part of this application, we will have the means to obtain extra capacity from Heritage Lincolnshire ensuring the successful delivery of the project.
Risk	Professional support throughout the process	Heritage Lincolnshire	Medium	Low	The scheme will require additional skills to see that the project is completed such as architects, quantity surveyors and other services.

Part 3 – The Economic Case

3.1 Why should the project receive Town Funding? Please explain and provide evidence of why a privately provided solution would fall short of what is optimal (market failure).

This funding will enable us to invest into Boston Town Centre, an area that has received some investment previously, but not enough to focus the issues surrounding its high street decline. This project will deliver environmental value by the reuse of vacant/part occupied buildings, not only ground floor shopfronts but to provide living accommodation on the upper floors of buildings. This is to be a shell fit out point to allow for affordable accommodation for tenants. Being within the town centre the tenants will use cars less which adds to a positive environmental impact and encourages them to stay local to shop. Post-Covid, shopping locally is vitally important to the local economy and encouraging people to do so within their local areas. This will increase footfall as well as visitors to a more attractive town centre area enabling the recovery of the High Streets to continue.

Without Town Deal funding this project would not take place. Market Failure and the conservation deficit to bring back quality to the High Street and bring properties back into good condition preclude solutions from the private sector. To achieve the transformational change that this opportunity brings has to be incentivised to achieve the scale of change needed.

The Boston Town Centre Transformation Project aims to revitalise and regenerate up to 40 historic buildings within Boston’s High Street through the reinstatement, repair of historic shopfronts and reuse of vacant buildings; making Boston a more attractive place to live, work, visit and invest in.

The benefits of this urban regeneration scheme include many aspects that will help to assist in the British High Street and Post-Covid recovery.

The sense of place will be transformed as currently Boston’s town centre has a low public perception and to transform the local area will mean attracting more visitors and locals to use the area, create new and bolster existing businesses, and stimulate pride in our town’s past and future.

Similar schemes have been very successful across the UK in recent years and Heritage Lincolnshire have worked on Boston’s current Townscape Heritage Project in particular transforming shop fronts within the Town Centre. Other schemes include the Kasbah PSiCA scheme in Grimsby and Derby (whose impacts have been evaluated here <https://historicengland.org.uk/content/docs/local/derby-psica-legacy-report-pdf/>), and Cleethorpes TH, which have all proved highly successful.

3.2 Options Assessment
 Please outline all options that have been considered, the option assessment process, and specify the rationale for discounting alternatives
 The options analysis must include a ‘do nothing’/ ‘do minimum’ option
 Why was the preferred option chosen?

The options considered for Boston Town Centre were:

1. Do Nothing – this was discounted because the decline seen in the town would continue. The lack of strategic public regeneration in the Town over a significant period has fostered the conditions of decline in the town.
2. Leave change to the Private Sector – slow improvement of design quality and the repair of individual buildings can happen through the private sector and positive planning policies. However, this is incremental and unstrategic and therefore the option has been discounted
3. Town Deal - Strategic publicly funded Heritage-led Regeneration. This once in a lifetime opportunity to regenerate the centre of Boston using heritage will raise design quality throughout the time; improve townscape quality and repair and renovate historic buildings. Heritage-led regeneration has been demonstrated in different economic contexts to promote growth, restore pride and an enhanced townscape.

3.3 Preferred Option

Please describe the Preferred Option and identify how this aligns with the objectives set out in the Strategic Case.

The preferred option is to secure public funding to be able to strategically invest in Boston, taking a once in a lifetime opportunity to transform Boston Town Centre. The project has been scoped at the level of intervention included within this business case to balance value for money and the level of impact necessary to sustainably tip the balance to continue to grow the town and enhance the townscape for those who live and work in the town and those who visit the resort. This level of intervention is achievable within the funding package to create a transformational change with Boston. The target area selected within this business case has been chosen because it is the heart of the historic town, with Wide Bargate in particular forming a key gateway to the north of the town centre. It is also one of the areas of highest vacancy within Boston enabling the greatest possible impact. The town is designated as a conservation area, but is currently on the Historic England “At Risk” register, due to its low quality investment and declining character. Therefore, the opportunity provided by the Town Deal is a fantastic opportunity to secure funding in Boston for a heritage-led regeneration.

We are committed to the completion of this project and are proactively seeking funding to extend and complement it. This includes uplift in funds towards public realm improvements from the highway authority, 3rd party grant recipient funds and other cultural and heritage focused funds such as the national lottery.

If the level of overall funding was to decrease, we will not be able to target as many buildings as originally proposed. This will cause a decline in the economic targets and benefits that were originally proposed as part of the scheme. Which include new business, mixed use and the tourist economy, potentially causing a further decline in use of buildings, the death of the high street and low tourism and visitor economy.

3.4 Assessing the Options

Please provide a summary of the overall Value for Money of each of the options considered including the 'do nothing' option. This should include reporting of Benefit Cost Ratios and a consideration of:
Additionality – what the project will deliver above and beyond what would happen anyway
Displacement – whether the proposed intervention lead to a reduction in economic activity elsewhere
Leakage – whether any of the expected benefits will be felt outside of the City

Assessing the options:

1. Do Nothing – the cost and impact of this option are nothing; however, this option would lead to the further decline of the city leading to poor economic, environmental and health and well-being outcomes
2. Leave change to the Private Sector – relatively low cost but also very low impact and any change would be unplanned. It is likely that if this option is chosen there would be further decline.
3. Town Deal - £3.8m of investment within Boston will transform the town with a multiplier value of approximately 160%. This would change perceptions of the town within and without; stimulate growth and improve health and well-being outcomes. The rise in the quality of the townscape will encourage others who do not want to participate in the scheme to make their own change. This is often seen in large national high street brands who wish to define their own timelines and designs. These large multiples often take the cue from heritage-led regeneration schemes once they have completed. The schemes are designed to support small scale local independent businesses raising design quality causing the leakage of different benefits to neighbouring areas. The scheme is bespoke to Boston building on its character and helping support the growth of existing businesses.

Without Town Deal funding this project would not take place.

The Boston Town Centre Transformation Project aims to revitalise and regenerate up to 40 historic buildings within Boston's High Street through the reinstatement, repair of historic shopfronts and reuse of vacant buildings; making Boston a more attractive place to live, work, visit and invest in.

The benefits of this urban regeneration scheme include many aspects that will help to assist in the British High Street and Post-Covid recovery.

The sense of place will be transformed as currently Boston's town centre has a low public perception and to transform the local area will mean attracting more visitors and locals to use the area, create new and bolster existing businesses, and stimulate pride in our town's past and future.

Up to 40 businesses will be supported to improve their buildings and businesses and the economic impact through historic building frontages repaired and transforming the look of historic Boston's most significant area's of townscape, which will mean that it will become more appealing to visitors, aesthetics, and improve the brand of the town.

An uplift in business rates from vacant floorspace will be brought back into use and at least 6 empty properties brought back into active use. This will support the local council and encourages other businesses to set up shops within the local town area as they join a vibrant community of shop owners who feel supported and proud of their local area. This will then increase visitor and tourist footfall due to this increase in business activity and value.

With the recovery of the British High Street and post Covid, this will encourage and support 'above shop living', maximising on floor space within these buildings and increase much needed bed stock to the area. A bigger local economy with people living and working in the town to spend and put back into the local economy. It will also benefit the environment, local economy and create a more vibrant town centre for people. More mixed-use spaces within the scheme area will also create more job opportunities and flexibility and resilience for businesses enabling the development of small businesses within the town that may not otherwise feel able to make this transition within their business.

Supporting skills and enterprise infrastructure which will drive private sector investment and ensuring Boston have the space to support skills and small business development as well as supporting the local employment through procurement of local building contractors, craftspeople and encourage the development of heritage skills. This will also create new jobs locally through the new businesses as the activity and requirement of them increases with the project.

SCALEABILITY - Due to the current pandemic (Covid-19) it is unlikely any similar project would take place in the near future. As stated earlier, Boston is a Conservation Area "At Risk". If Town Deal funding was reduced, then this would mean that less properties would be able to benefit from the scheme and as this is such a large area within the town centre, smaller investment would not achieve the visual impact needed for people to see the results or act as a catalyst.

The size of the scheme is based upon detailed estimates and will be scale-able to the level of take up from business and building owners. Assuming 70% of the high priority shop fronts (51 highlighted and costed) proceed with funding, 36 shop fronts will be regenerated. For medium priority shop fronts (51 shop fronts highlighted and costed) and 50% of owners take up the funding a further 25 properties will be regenerated.

For Upper Floor Works, it has been estimated that 50% of highlighted properties receive Upper Floor Works funding, will equate to 10 properties being able to regenerate this area of the building.

Within these estimates and costings, we have presumed that not everyone eligible for the grant will take up the opportunity.

3.5 Assessment Methodology

Please describe the approach used to assess the impacts of the scheme, describing both the quantitative and qualitative methods used

A framework for monitoring the scheme has been developed and the indicators recorded are attached. These will look at a variety of quantitative metrics such as new jobs, investment, the increase in footfall, uplift in rental and sales values, the amount of additional floorspace brought into use and the numbers of new dwellings created. They will also record qualitative metrics to show the changing perceptions of the town including perceptions of crime.

Internally indicators for applicants will be captured by a new internal CRM system enabling the most effective use of resources.

At the inception of the project a baseline will be recorded to compare the final impacts of the scheme. Finally, the impact of the scheme will be independently evaluated at the conclusion of the scheme.

3.6 Inclusive Growth: What difference/ impacts (positive or negative) will your project have in terms of promoting equality, diversity, inclusion and human rights?

The Boston Towns Fund Programme needs to follow the Public Sector Equality Duty. In this respect, please explain how your project will eliminate discrimination, advance quality of opportunity, and foster good relations between different people. Further guidance can be found here:

<https://townsfund.org.uk/resources-collection/meeting-the-public-sector-equality-duty?rq=equalities>

Please also complete the Equality Impact Assessment at Appendix B

All of the impacts with the Town Deal will be subject to the Public Sector Equality Duty and the Equality Impact Assessment in appendix B. The application process for a heritage grant will be open, transparent and fair with clear published criteria and scoring by the Independent Grants Panel (Project Board). The grant scheme will be open and promoted to all communities to give equality of opportunity to apply for public funding.

Heritage Lincolnshire is committed to advancing equality and diversity as a key feature within all its activities. We have a commitment to maintaining a culture of respect and dignity in the workplace. We will work within all current and relevant anti-discrimination laws, revising our policies, procedures and practices as appropriate. All staff, trustees and volunteers have a responsibility to be proactive in their approach to equality and diversity, and in tackling unlawful discrimination using the principles of the Equality Duty.

Heritage Lincolnshire's Policy Statement

Equality and Diversity is about respecting people's differences and different views and creating an environment that people can thrive in. Equality is about protecting people who have a 'protected characteristic' of age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity. This also includes political or trade union activity or unrelated criminal convictions. Diversity goes beyond equality and the groups covered by anti-discrimination legislation. It is about recognising and valuing the differences and individual contribution that people make, whether at work or in the community. It is about being valued and treated with respect and ensuring that all people maximise their potential and contribution.

The aims of the Policy Statement and underpinning principles

- The Trust recognises and accepts its legal obligations under the Equality Act 2010. Under this Act, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation are protected characteristics. Employees, applicants for employment, volunteers, learners and prospective learners who have one or more of these characteristics are protected from all forms of unlawful discrimination, including direct and indirect discrimination; discrimination by association; discrimination by perception; discrimination arising from disability; harassment; and victimisation.
- The Trust will use its best endeavours to provide an environment free from unlawful discrimination because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- This policy and principle of non-discrimination applies equally to the treatment of our volunteers, partner organisations, clients, visitors, customers, suppliers by our staff and the provision of goods and services.
- The Trust will monitor and review the operation of this policy and will implement any changes required by law or to improve its effectiveness.

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3.7 Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments in relation to delivering Net Zero carbon emissions and improving air quality.
You may find it useful to refer to the Boston Sustainable Toolkit which can found at: <https://spark.adobe.com/page/Ap3p9fYrHWHF/>

Heritage can help address the UK Government’s objectives and commitments to delivering Net Zero. The most sustainable buildings are those already standing as the amount of embodied energy contained in a building that has stood for a hundred years is great. This has been detailed by Historic in Heritage Counts [Carbon in the Built Historic Environment | Historic England](#) , which brings together their research over a number of years to evidence how heritage can help us to achieve Net Zero commitments. Within the grant scheme long-term mitigation for the impacts of coastal flooding will be incorporated into designs for new shopfronts. This approach was very successfully developed in Cockermouth following the 2009 floods. The Cockermouth Shopfront Heritage Grants ensured there was future resilience for businesses from the impact of flooding. Guidance on flooding and historic buildings from Historic England is available here [Flooding and Historic Buildings \(historicengland.org.uk\)](https://historicengland.org.uk/flooding/) .

3.8 For capital projects, please explain how environmental legislation is being considered and adhered to as part of your projects.
How is Environmental Impact Assessment (EIA) and Habitats Regulations Assessment (HRA) has or is being addressed through your project. Please see more guidance here: <https://townsfund.org.uk/resources-collection/addressing-your-planning-eia-and-hra-needs-in-your-business-case>

The projects will all be below the threshold for requiring an Environmental Impact Assessment. All projects will comply to national regulations and legislation, such as the Habitats Regulations Assessment process.

3.9 Wider Impacts
Please describe what other non-monetised impacts the project will have, and provide a summary of how these have been assessed.

The wider benefits of this project include:

Community Impact;

- The Covid-19 pandemic has shown a need for local facilities, as many people have spent a lot more of their time at home. The local economy is stronger as people are now more likely to stay within their town to enjoy events/places that are within their local area. They spend money with local businesses and not have to travel further for their day out shopping as they have everything on their doorstep. This ultimately helps carbon footprint by travelling less and sustains local businesses and the area.
- The planned activities within the Town Deal project will help to change local people’s perceptions of Boston fostering a pride in the town.
- The Heritage-led regeneration scheme will harbour a sense of place in Boston.
- Finally, the scheme will address skills shortages in the town by providing heritage skills training through the project and planned activities

Visitors/tourists:

- Visitors from within the county and across the UK
- Tourists from abroad
- The High Street of the town has many vacant buildings within the Town and the closure of key retailers has significantly impacted regular shoppers and visitors and the decline of the high-street has created a gap that needs to be filled.

Historic England notes that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

Retaining and creating a wider tourism offer within the town encouraging longer stays which will boost the local economy.

Part 4 – The Financial Case

4.1 Project Budget						
Please provide a breakdown of the project costs by year.						
	Year 1 21/21	Year 2 22/23	Year 3 23/24	Year 4	Year 5	Total
i) Capital						
Capital Grant Scheme		150,000	487,500	412,500	75,000	1,125,000
Private Sector Match		49,819.76	422,324.42	199,867.8	15,000	687,012
Public Realm				65,000		65,000
Shodfriars Grant			1,555,924.50	518,641.5		2,074,566
Professional Fees	35,040.34	54,653.87	59,355.07	62,224.40	31,634.34	242,908

Inflation and Contingency		34,098.79	68,197.59	68,197.59		170,494
Total Capital	35,040.34	288,572	2,593,302	1,326,431	121,634	4,364,980
ii) Revenue Costs						
Revenue shared costs - staffing, PR/promotion, activities, legal/shopfront guides etc	33,321.33	43,867.52	46,036.29	48,313.50	22,430.36	193,969.00
Total revenue	33,321.33	43,867.52	46,036.29	48,313.50	22,430.36	193,969.00
Total Project Costs	68,361.67	332,439.94	2,639,337.87	1,374,744	144,064.70	4,558,948.9

4.2 Please provide more detail on what Town funding will be spent on including a detailed breakdown of the financial position of the project, incorporating all values and costs directly associated with delivery of the scheme.

Please explain how risk has been factored into the costs

The grant scheme will support building owners/occupiers in the town centre, and particularly Wide Bargate and Straight Bargate to carry out improvements to the façades of up to 40 buildings, replacing signage, introducing high quality shopfronts, repairs and works to bring vacant upper floors into use. Buildings have been prioritised based on the potential impact of the proposed development on the street scene. A draft scheme of works for each property has been costed which has been used to estimate overall project spend.

The average grant spend on the capital grant scheme will be £25k; however, there will be different levels of interventions through the scheme from simple decluttering, stripping back and repainting to major repair and reinstatement of historic details. This will enable transformational change which will encourage others to take low-cost measures even if they do not want to take a grant. Through heritage-led grant schemes the uplift in the quality of the townscape is sustained by future owners wanting to replicate the quality of the grant scheme to gain similar benefits.

Public realm enhancements will potentially include improved planting and seating, alongside the redecoration of other areas of public realm (fencing, signpost etc). Investment in public spaces encourages individuals to come together as a community and experience a place, it increases safety and wellbeing and being more attractive to visitors and locals alike creates economic and social development.

As part of the funding, we will also work within the community to engagement local people in the project

4.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.

A high-level budget has been set aside for public realm improvements. This has come about from conversations with the local highway authority. In Round 1 of the delivery, a scheme will be developed which meets this budget alongside any additional match needed from the highway's authority maintenance budget.

Buildings have been prioritised based on the potential impact of the proposed development on the street scene. A draft scheme of works for each property has been costed which has been used to estimate overall project spend. During the first round, grant properties will be fully designed and costed.

The size of the scheme is based upon detailed estimates and will be scale-able to the level of take up from business and building owners. Within these estimates and costings, we have presumed that not everyone eligible for the grant will take up the opportunity.

4.4 Funding						
Please provide a breakdown of the sources of funding for the project. Annual totals must match those set out at 4.1						
	Year 1 20/21	Year 2 21/22	Year 3 22/23	Year 4 23/24	Year 5	Total
i) Capital						
Town Deal	35,040.34	238,752.66	2,170,977.1	1,126,563.4	106,634.34	3,677,967.9
Please specify match						
Private Sector Match		49,819.76	422,324.42	199,867.82	15,000	687,012
Total Capital	35,040.34	288,572.42	2,593,301.5	1,326,431.3	121,634.34	4,364,979.9
ii) Revenue Costs						
Town Deal	33,321.33	43,867.52	46,036.29	48,313.50	22,430.36	193,969.00
Please specify match						
Total revenue	33,321.33	43,867.52	46,036.29	48,313.50	22,430.36	193,969.00
Total Town Deal	68,361.67	282,620.18	2,217,013.4	1,174,876.9	129,064.70	3,871,936.9
Total Match Funding		49,819.76	422,324.42	199,867.82	15,000	687,012

4.5 Affordability
 Please set out the current position with regards the funding available to the project
 Is all match funding confirmed, to you have a full funding package in place?
 Are you able to proceed with the project once this Business Case is approved?

Match funding will be funded by the property owners as they will need to invest into their own buildings with at least 10% of the costs involved. This will be secured in advance of works starting on site.

The model of third-party grant schemes is tried and tested regionally and nationally. Within the development of schemes, the ability of owners to pay their contributions are tested before contracts are entered and all grant payments are paid in arrears following the payment of contractors after different project milestones or practical completion are met.

Part 5 – The Commercial Case

5.1 Demand

What evidence do you have of demand for the project? Have you undertaken any consultation or market analysis / testing to provide evidence of market demand?

Historic England noted that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

At Town Deal Prospectus stage we engaged with local business and property owners to identify priority buildings and gather interest. In Boston there has been significant local interest registered (many of these owners of multiple or larger properties). From this interest we will now begin to engage with them again to see which are able to come forward for round one grant funding, hopefully to be designed, costed and permissions put in place for an early 2022 delivery.

Now, more than ever (post-Covid) we need to support our high streets. To remove barriers to accessing the grant present in traditional delivery models, it is proposed that design, tendering and cash flow is completed centrally, and applicants will only be required to invest a small amount to secure a grant. Town Deal funding presents a once-in-a-generation opportunity for Boston town centre, which has suffered from years of underinvestment. Grant funding will provide an incentive for owners to invest, set the standard for future development and bring Boston's historic town centre back to its former glory.

5.2 Viability / Sustainability

Outline how the scheme will be commercially viable/financially sustainable beyond the initial funding period. Please append further documentation as outlined in Part 8 to support the case as required.

Historic England noted that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

Now, more than ever (post-Covid) we need to support our high streets. To remove barriers to accessing the grant present in traditional delivery models, it is proposed that design, tendering and cash flow is completed centrally, and applicants will only be required to invest a small amount to secure a grant. Town Deal funding presents a once-in-a-generation opportunity for Boston town centre, which has suffered from years of underinvestment. Grant funding will provide an incentive for owners to invest, set the standard for future development and bring Boston's historic town centre back to its former glory.

The direct legacy of the grant-funded projects will be managed by Boston Borough Council through the planning system. There will be grant conditions to avoid removal of the shopfronts in the short-term through the clawback of grant aid. Heritage-led regeneration schemes also have a legacy in the uplift of quality of works and the durability of the reinstated details. This often leads to people caring more for their shopfront and those who have not taken part in the scheme attempting to replicate the same quality to compete with grant-aided businesses. The value of these projects as a catalyst for changes has sustained in the examples in Grimsby, Derby, Nottingham and Boston.

5.3 Procurement

Please set out your procurement approach for the project.

Why has this approach been selected?

How does it provide best value for money?

Does social value form part of the procurement strategy?

Heritage Lincolnshire already deliver a number of publicly funded multi-million-pound heritage-regeneration schemes on behalf of local and national funders and are therefore required to follow public-procurement guidance. A procurement strategy for each project sets out how this applies to the unique circumstances of individual projects and ensures compliance.

Heritage Lincolnshire have already delivered heritage-led regeneration schemes locally at Boston as well as a string of Heritage at Risk projects, such as the recently opened Old King's Head at Kirton. For each project a bespoke procurement strategy is developed to be compliant funders and local authority procurement rules and requirements. This approach has previously been selected to ensure compliance with funders and approving bodies.

The bespoke procurement strategy for the Boston Town Deal will be written before the commencement of the project and will be approved by the Boston Town Deal Board. Best Value will be achieved by competitive tenders for each element of the scheme over a low threshold. Social value implications will be part of standard tendering documents.

Grant application processes will be open, fair and transparent with regular funding rounds established, clear thresholds and guidance. Decision making on grants will be through formal decision panels with

established mechanisms for good governance; clear terms of reference, funding criteria and forms, minuted meetings and suitably qualified and independent membership.

5.4 What evidence can you provide that processes meet, or will meet, the public procurement requirements, including:

- Advertising contract opportunities to the market; and
- Evaluating bids in an open transparent and non-discriminatory manner.

A procurement framework was recently developed with partners for the Greyfriars Project in Lincoln. This will be shared to give an example of the type of framework we use. We will have a very similar document which will detail the open and transparent tendering processes that are required with clear criteria and an open scoring. Within that there is a policy regarding declarations of interest.

5.5 Subsidy Control

The accountable body is required to ensure that funding complies with the rules on subsidy control or state aid. State aid is any advantage granted by public authorities through state resources on a selective basis to any organisations that could potentially distort competition and trade. If your project proposal constitutes state aid we will be unable to fund it unless you can demonstrate that it is outside the scope of or exempt from subsidy control or state aid rules. Please explain how the project will be delivered in line with Subsidy Control as per UK Government Guidance

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

Our programme will take independent recorded advice prior to award of first grants and produce a subsidy-control-compliance document on the scheme, however we are confident in our ability to comply with subsidy controls guidance. In particular, we expect grants to individual owners/properties be largely under the £350,000 updated “de minimis” guidance and for funding to meet the updated BEIS subsidy control objectives; namely:

- subsidies should pursue a public policy objective
- subsidies should be proportionate in terms of what is necessary to achieve the objective
- subsidies are necessary to bring about a change in behaviour
- the beneficiary would not have funded the project otherwise
- the objective could not have been achieved through other means
- the positives of the subsidy outweigh the negative

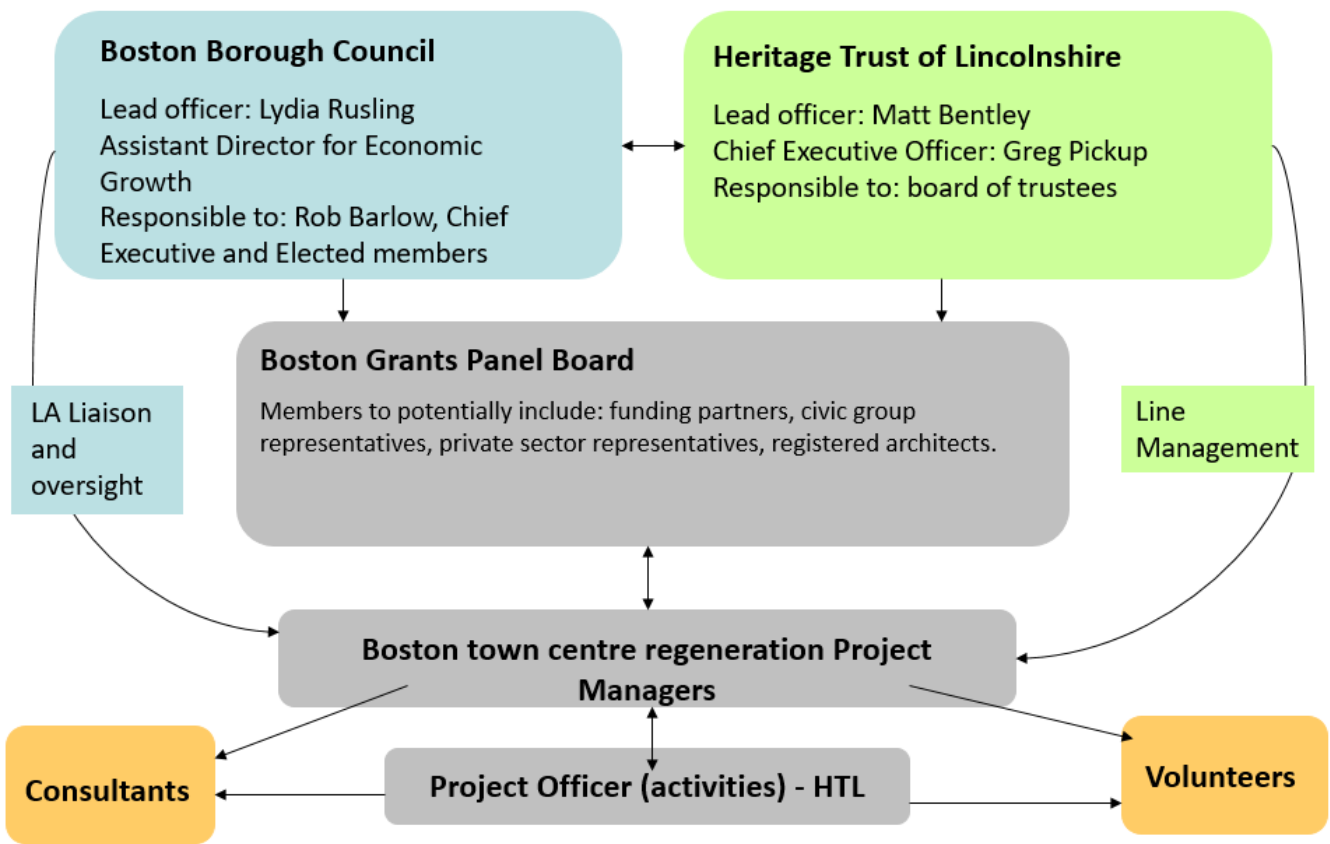
The above priorities will all be assessed through the grant application process and documented through decision-making panels and minutes. In line with guidance, award of grants will be documented to ensure thorough recording of compliance. For business owners offered grant funding there will be a specific subsidy control section in each grant contract which will detail the implications of grant funding for individual beneficiaries.

Part 6 – The Management Case

6.1 Project Management and Governance
 Please set out how the project will be managed
 Please describe whether or not the necessary team is in place to carry out the proposed activity and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.

The project will be delivered by a dedicated team of Capital Project Managers, alongside project designers who will be tendered for each round of grant delivery using a pre-agreed framework. Capital Project managers will be working over 3 schemes (Boston, Skegness and Mablethorpe) to enable a greater skill base and flexibility within the delivery of the scheme.
 Schemes will be taken by the Project Managers to the Grants Panel for approval. The Grants Panel will be the project board and include local authority representation. Updates will be provided regularly to the Town Deal Board, Heritage Lincolnshire’s Board of Trustees and its Buildings Advisory Committee and the Local Authority.

Boston – “Healing the Heart of Boston” : Project Management Structure



This project will deliver additional services and facilities including:

- Carrying out repair and shopfront reinstatements with up to 40 buildings transformed, creating a more vibrant town centre which will make it more attractive to existing business owners/new businesses to move into Boston’s town centre. The project will invest money into the repair and conservation of historic

buildings within the scheme area which will allow businesses to invest smaller amounts of money into their building whilst benefitting economically from more shoppers and visitors.

- Sympathetically adapt and change the buildings to improve accessibility for those with disabilities.
- Provide above shop living facilities, creating separate entry ways safeguarding the residential space whilst ensuring clear differentiation between the two different spaces. This will increase the bed stock for the town which means it can support local economy by keeping the local spending pound within the town. This will ultimately encourage longer stays from visitors which will also generate economic growth and increase tourism in the town.

Uplift in business rates from vacant floorspace brought back into use; at least 5 empty properties will be brought back into active use. Taking into account the demand for retail, residential and commercial units within the town.

Heritage Trust of Lincolnshire is a local charity committed to conserving the rich history of the county for the benefit of people who live and work in the area. We work to advance our understanding and appreciation of archaeology, historic buildings, traditions and culture, whilst working with a wide range of partners.

As an active Buildings Preservation Trust we have experience in securing funding for the conservation of historic buildings at risk. Over the past 29 years the Trust have successfully saved 8 buildings from dereliction, preserving them to be enjoyed by future. We also offer a diverse range of opportunities for education, volunteering, and leisure activities, all of which encourage people to explore the heritage of the area and to become actively involved in its conservation.

Design will be tendered.

6.2 Approvals and escalation procedures

Specify the reporting and approval process for the project for example, how will key decisions be agreed / signed off?

The Grants Panel for the Town Centre Transformation of Boston is the primary decision-maker determining whether projects are grant-aided and acting as the Programme Board. There will be regular meetings as required to enable the efficient delivery of the grant scheme. The approval process is shown with the flow chart above.

In addition, quarterly reporting of the scheme will be distributed to the Town Board, Heritage Lincolnshire's Board of Trustees, Boston Borough Council, DLUHC and the Conservation Advisory Group. Boston Borough Council will have accountability for the scheme, and any decisions made by the grants panel will need to be signed off by the council's s.151 officer.



Boston “Healing the Heart of Boston” Project Grant Process

The Project Manager visits site to discuss the proposal with the applicant.



The Project Manager writes to confirm eligible works and the % grant available in principle and clarifies what is required in order to proceed with an application including the need, where necessary, to appoint a professional adviser to plan and oversee works. An application form will be enclosed together with ‘guidance’ and details of materials and workmanship as required.



Follow up meeting(s) with appointed professional together with any clarification in writing as necessary.



The application is submitted, together with specifications and estimates as required.



The Boston Grants Panel/Heritage Partnership Board considers applications for approval with reference to Detailed Scheme Plan.



Application approved and signed off by Boston Borough Council Head of Service.



Formal grant offer made and accepted.



Building works undertaken and monitored.



Grant payment is made against completed works (or stage payments as agreed in offer letter).



Project Manager to collect feedback from property owner to inform project evaluation and publicise the completion of the capital works.

6.3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project. Please note key milestones will be incorporated into the funding agreement and form the basis for formal monitoring of the project.

Milestone	Forecast Commencement /Submission	Forecast Completion/ Award Date	Comments
Initial scheme design complete (Phase 1)	Completed		Phase 1 Completed
Feasibility work completed (Phase 1)	Completed		Phase 1 Completed
Acquisition of statutory powers (Phase 1)	01/03/2021		
Detailed design completed (Phase 1)		01/04/2021	
Planning Permission submitted (Phase 1)	01/06/2021		
Match funding secured (Phase 1)		01/01/2021	Phase 1
Procurement process issued (Phase 1)	01/03/2021		
Procurement contracts Awarded		01/11/2021	
Start of construction (Phase 1)	01/03/2022		
Completion of construction (Phase 1)		01/12/2022	
Start of activity (Phase 1)	01/01/2023		

Please provide details on any other key work or stages that need to be completed (by when) to ensure delivery

Milestone	Forecast Date	Comments
Phase 2 Initial Scheme design and feasibility	Completed	
Phase 2 Detailed design and business plan complete	01/06/2021	
Phase 2 Planning Permission and other consents secured	31/12/2021	
Phase 2 Match Funding Secured	01/06/2022	

Phase 2 Procurement Contracts awarded	01/11/2022	
Phase 2 Start of construction works	01/03/2023	
Phase 2 Completion of Construction works	01/04/2024	
Phase 2 Start of operational activity	01/05/2024	

<p>6.4 Risk management strategy Please describe the risk management strategy for the project</p>
<p>A risk management log and strategy will be developed before the commencement of the scheme. The full project Risk Register assesses risk on a prioritisation matrix determining the severity and impact of risks and developing mitigation strategies to reduce the risk to an acceptable level or close them off. The Project Risk Register will be a standing item on the Grants Panel’s agenda so risk will be constantly monitored and addressed.</p>
<p>6.5 Please outline the financial management and control systems that would be used for the project, including the process for compiling and authorising claims for payment?</p>
<p>Heritage Lincolnshire already have control systems through their financial procedures. Heritage Lincolnshire have been set up to deal with multi-million-pound capital projects. For each project there are clear procedures authorisation and delegation limits based on the requirements of the funder but enabling control of transactions and the efficient while safe delivery of the scheme. As a charity Heritage Lincolnshire annually publish full management accounts.</p> <p>Financial controls relating to the grant scheme ensure due diligence processes make sure the schemes are delivered. Due Diligence including credit checks, verifying bank details and VAT status are made for applicants before contracts are entered into to ensure that they have the necessary funds to deliver the project. Grantees are paid in arrears when evidence of the payment of contractors is provided. This secures the scheme and makes sure project milestones are met before payments are made. To reduce the risk of schemes being jeopardised by contractors going bust, Heritage Lincolnshire will conduct credit checks on architects and contractors before their use is approved.</p> <p>Finally, Heritage Lincolnshire have an Anti-Fraud policy and are developing an Anti-Money Laundering policy. All staff will receive Anti-Money Laundering training.</p> <p>The scheme will also be cash-flowed and signed-off through Boston Borough Council. As such the scheme will be subject to scrutiny and internal controls where required.</p>
<p>6.6 Only eligible and defrayed expenditure can be included in a claim for Town Funding. Please explain how the project will manage its cash flow throughout the project’s lifetime</p>

The project will be cash-flowed through Boston Borough council, utilising the same methods of payment and drawdown established through the Boston Townscape Heritage Project.
All payments of grants are made in arrears.

6.7 Publicity: Please explain what media and communication arrangements you will use to raise awareness of the project and use of Town funding?

Please refer to the Towns Fund Communications and Branding Guidance
<https://townsfund.org.uk/resources-collection/communications-and-branding-guidance>

Communications and Press will be used throughout the scheme to highlight positive change and acknowledge the positive impact the investment from HM Government has had on Boston. There is a budget for promotional material including banners and signage. We will also use activities such as the murals created in the activity plan to be able to make a lasting acknowledgement of our funders. Traditional and Social Media will be used to let the local community know about the great transformation that is happening. All Communications and Branding will follow the Towns Fund guidance. In house branding using the guidance will be produced by Heritage Lincolnshire’s in house graphic designer.

6.8 Outputs: Please set out in the embedded spreadsheet, the projected outputs of the project and when you expect these to be achieved? Some outputs are mandatory, please complete these plus details of other outputs your project deliver, referencing Appendix A.

6.1 Output Profile

	2021/22	2022/23	2023/24	2024/25	2025/26	Future Years	Total	
i) Core Outputs (Strategic Economic Plan)								
Public Investment Leveraged (£)	68,361.67	282,620.18	2,217,013.45	1,174,876.99	129,064.70		3,871,936.99	
Private Sector Investment Leveraged (£)		49,819.76	422,324.42	199,867.82	15,000		687,012	
Number of new Jobs Created (gross)	5	10	10	15	15			55

Number of Jobs Safeguarded (gross)	2	8	10	10	8			38
Number of new housing units completed								
ii) Local Strategic Outputs								
Commercial floorspace refurbished/constructed and occupied (sqm)	0	245	245	245	245			980
Number of businesses assisted to improve performance	0	7	8	8	7			30
Number of learners supported	0	30	70	70	70			240
Number of new businesses created	0	3	4	4	3			14
GVA Uplift								
iii) Others (please list) *								

6.9 Please describe the rationale and assumptions you have made in establishing the outputs above. This must link clearly to the project’s activity and objectives. Please explain your method for calculating the target levels

Heritage Lincolnshire have previous and current experience of delivering the Partnership Scheme in Conservation area (Historic England) and current Townscape Heritage (National Lottery Heritage Fund) Project in Boston and this has put us in good stead to be able to offer the scheme to more business owners in Boston. The results have already been extremely positive for those businesses and the new funding in this area of Boston will provide a positive impact to the area for residents and visitors. Vacancy levels of properties within the Town Centre are increasing due to Covid with some key High Street retailers no longer trading in Boston. Typically, the vacancy rates have been low for the region. That said any recently vacated properties will be targeted ahead of each round of funding to encourage participation in the scheme. Given the majority of those properties vacated recently have been larger national chains which are much more difficult to find new tenants due to their size the grant offers an opportunity to split these back into single more rentable units.

6.10 Please set out the outcomes you expect the project to deliver – referencing Appendix A

The Project outcomes are:

- The Economy of Boston grows through heritage-led regeneration supporting local independent small and medium-sized businesses to grow
- A revitalized High Street created by the reinstatement of historic details and repair of 40+ buildings
- A vibrant town centre at all times of the day and through the year by encouraging more residential use of upper floors for a variety of offer
- People feel proud to live in Boston because of the revitalized high street and new activities that happen in the town
- People have learnt heritage skills
- Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors

There are several ways in which we will assess evidence of outcomes, results and social value delivered. We are already responsible for the Boston TH Project and as part of that project we have in place regular meetings with the current public funders; The National Lottery Heritage Fund and Boston Borough Council. These meetings allow us to monitor the project and ensure they are happy with the decisions being made. We currently hold a Boston Townscape Heritage Grants Panel, which includes updates about the project as well as sharing ideas it is attended by local stakeholders committed to Boston’s Heritage such as the Boston Preservation Trust, Boston Big Local and Boston Borough Council.

Ongoing documentation within Heritage Lincolnshire will ensure that we are on target with the number of businesses that the scheme will support. We will log data on the key measurables as we progress and will measure ourselves against these targets, taking corrective action where necessary

The Boston BID will be able to give footfall metrics.

6.4 Monitoring and Evaluation

Please outline how the project will gather and assess evidence of outputs and outcomes. Please set out your evaluation plan and timescales and how this feed this into the overall evaluation of the Boston Town Deal.

There are several ways in which we will assess evidence of outcomes, results and social value delivered. We are already responsible for the Boston TH Project and as part of that project we have in place regular meetings with the current public funders; The National Lottery Heritage Fund and Boston Borough Council. These meetings allow us to monitor the project and ensure they are happy with the decisions being made. We currently hold a Boston Townscape Heritage Grants Panel, which includes updates about the project as well as

sharing ideas it is attended by local stakeholders committed to Boston’s Heritage such as the Boston Preservation Trust, Boston Big Local and Boston Borough Council. This has worked well over the project so far and will be utilised as part of the Boston Town Deal Project to ensure I’s continued success.

Ongoing documentation within Heritage Lincolnshire will ensure that we are on target with the number of businesses that the scheme will support. We will log data on the key measurables as we progress and will measure ourselves against these targets, taking corrective action where necessary. The indicators in the attached spreadsheet will be used to monitor the impact of the scheme.

Part 8 – Supporting Information

7. Supporting documents checklist		
Where applicable, please submit the following documents with your Business Case		
Document	Supporting Notes	Applicant’s comments
Project Site Plan and copy of relevant planning permissions	Showing clear boundaries of all areas to be included in project	YES
Red Book valuations to support site acquisition/ assembly cost and completed scheme value. Valuation reports produced should be no more than six months old.	Required where funding is being sort to acquire sites/properties, and/or for completed scheme value, against which any clawback liability will be assessed.	
Detailed cashflow and breakdown of budget	To demonstrate a) cost items are in line with the TIP submission b) the forecast cost c) how the costs will be profiled across the project lifetime.	YES
Scheme plans, Cost Plan/Bill of Quantities. Development appraisal to be provided. If this information is not available a breakdown of all scheme costs, supported with data/assumptions to be provided. Costs should be no more than six months old	The due diligence assessment requires analysis by independent cost consultants to ensure costs are relevant, realistic, market facing, evidence based and thus reliable before a funding agreement can be put in place	INDICATIVE COSTS IN CASHFLOW
Explanation of match funding arrangements and estimated timescale for approval	We will need to understand where match funding will be sourced from in order to demonstrate deliverability of the overall scheme	EXPLAINED IN TEXT
If applicable, proof of irrecoverable VAT on eligible costs	Please supply proof of irrecoverable VAT on eligible costs	SOUGHT FRFOM APPLICANTS

7. Supporting documents checklist		
Applicant organisation's relevant policies, including Equality & Diversity Policy, Sustainability Policy	You are responsible for ensuring any Delivery Partners hold a policy	ATTACHED
Gantt Chart	To reflect the key milestones during project set-up, implementation and closure.	MB
Organogram	An up-to-date organisation chart and / or project delivery structure Also, for delivery partners, if applicable.	ATTACHED AND MB
Subsidy Control	Evidence of independent legal advice that the payment of the Towns Fund Grant shall not result in a breach of Subsidy Control rules	TO COME
Applicant's procurement policy if available	Note that public procurement rules supersede organisation's procurement policy	BESPOKE PROCUREMENT POLICY FOR A SCHEME IN DEVELOPMENT
Other	Any other key, relevant, documents you consider should be submitted including project feasibility studies and impact assessments.	IMAGES OF HERITAGE-LED REGEN SCHEMES

Appendix A

The table below outlines the interventions in scope for the Towns Fund. For proposed interventions, towns will need to align with:

- **Outputs:** This sets out the kinds of intervention outputs that will be considered acceptable.
- **Alignment:** We would expect interventions to align with each of the policies and programmes listed, where these apply to your town.
- **Outcomes:** This lists the acceptable outcomes that we would expect to flow from your chosen interventions. Towns will be required to clearly demonstrate, through a Theory of Change (with supporting evidence and assumptions clearly set out), how your proposed projects will deliver one or more of the outcomes in the table below.
- **Outcome indicators:** These are the indicators that will be used to set targets and measure progress and determine whether the outcomes have been delivered.

	Outputs	Alignment	Outcomes	Outcome indicators
Local transport	<ul style="list-style-type: none"> • New, revived, or upgraded train and tram lines and stations • New or upgraded road infrastructure • More frequent bus services or infrastructure upgrades e.g. digital bus shelters 	<ul style="list-style-type: none"> • Beeching reversals and fund for rail improvements • Local Transport Plans • Transforming Cities Fund projects • Policies on low carbon and air quality • Local Industrial Strategy 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Average time taken to travel to work by usual method of travel • Commuter flows • Number of trips by purpose and main mode • Vehicle flow

	Outputs	Alignment	Outcomes	Outcome indicators
	<p>with Real Time information.</p> <ul style="list-style-type: none"> • New or upgraded cycle or walking paths. • Wider cycling infrastructure such as cycle parking. 	<ul style="list-style-type: none"> • Transforming Cities Fund projects • National transport plans and associated strategies e.g. HS2 growth plans • £250 million emergency active travel fund • Local Growth Fund 	<p>from places of interest (especially shops and amenities)</p> <ul style="list-style-type: none"> • Reduced congestion within the town • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians 	
Digital connectivity	<ul style="list-style-type: none"> • Provision of specialist digital technologies to meet the needs of specific sectors • Infrastructure to support 5G or full fibre connectivity, where this is appropriate for the LA role, and with a clear outline of how proposals do not duplicate other national programmes and initiatives 	<ul style="list-style-type: none"> • 5G testbeds and trials • Local Full Fibre Networks Programme • Industrial Strategy Challenge Fund 	<ul style="list-style-type: none"> • Increased utilisation of digital channels, by businesses, to access and/or supply goods and services • Increased ability for individuals to work remotely/flexibly 	<ul style="list-style-type: none"> • Internet access and usage by businesses • Perceptions of the place by businesses • 5G coverage • Number of people who work remotely at least some of the time • Broadband speeds

	Outputs	Alignment	Outcomes	Outcome indicators
Urban regeneration, planning and land use	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Future High Streets Fund projects or other relevant government regeneration schemes Local Industrial Strategy High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund Youth Investment Fund Local Growth Fund 	Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors	<ul style="list-style-type: none"> Perceptions of the place by residents/businesses/visitors Land values
Arts, culture and heritage	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Discover England Fund High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund Cultural Development Fund Arts Council National Lottery Project Grants Arts Council Creative People and Places Local Growth Fund Coastal Community Fund Coastal Revival Fund 	<ul style="list-style-type: none"> Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access 	<ul style="list-style-type: none"> Number of visitors to arts, cultural and heritage events and venues Perceptions of the place by residents/visitors

	Outputs	Alignment	Outcomes	Outcome indicators
Skills infrastructure	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Local skills plans. • Skills Advisory Panels • Further Education Capital fund (<i>details to be confirmed</i>) • T Level Capital Fund • Local Growth Fund • The Adult Education Budget (devolved to MCAs/delegated to GLAs) • National Careers Service • Where appropriate, Opportunity Areas and Opportunity North East • Local Digital Skills Partnerships • JCP Network (including the flexible support fund) • ESF investment • Youth Investment Fund • Cultural Development Fund • Civic University Agreements • National DfE policies including T-levels, apprenticeships, and Institutes of Technology 	<ul style="list-style-type: none"> • Increased share of young people and adults who have relevant skills for employment and entrepreneurship 	<ul style="list-style-type: none"> • Number of new learners assisted • % of learners gaining relevant experience/being 'job ready' (as assessed by employers) • % of working-age population with qualifications

	Outputs	Alignment	Outcomes	Outcome indicators
Enterprise infrastructure	<ul style="list-style-type: none"> • Increase in the amount (and diversity) of high-quality, affordable commercial floor space • Increase in the amount of shared workspace or innovation facilities • Other schemes to support enterprise and business productivity and growth • Programmes of grants to local SMEs or employers in key sectors 	<ul style="list-style-type: none"> • Local Industrial Strategy • DIT international trade advisors and associated activity • DIT Capital Investment work • DIT Export Strategy • DIT Foreign Direct Investment support • Enterprise zones, business improvement districts etc 	<ul style="list-style-type: none"> • Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces 	<ul style="list-style-type: none"> • Business counts • Number of enterprises utilising high quality, affordable and sustainable commercial spaces • Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces • Business births, deaths and survival rates

Appendix B Equality Impact Assessment

Name of project:	Healing the High Street of Boston.
Project objectives: (describe the project's aim as it relates to protected characteristics)	<i>[Note: N/A if no protected characteristics are directly targeted.]</i>

Consideration	Protected Characteristics (Part 1)				
	Age	Disability	Gender reassignment	Marriage and civil partnerships	Pregnancy and maternity
Baseline situation <i>(describe only where different to the national average, or where otherwise relevant)</i>					
Assessment text <i>(summary of how the proposed project affects the protected characteristic)</i>	The project is accessible to all ages and has a specific Boston Youth Ambassadors Initiative. Skills training is open to all	The capital grants give the opportunity to create level access into buildings from the public realm	Trans people will have equal opportunity to access the skills training and capital grants	There will be equal opportunity to access the skills training and capital grants regardless of marital status or whether the people are in a civil partnership	Pregnant people and new parents will have equal opportunity to access the skills training and capital grants
Is the effect positive/negative/mixed? <i>(add an explanation)</i>	+VE / M / -VE +VE – improving personal, professional and the creative development of young people. Giving Opportunities for all ages to gain new skills	+VE / M / -VE +VE – opportunity to improve access to shops	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment

Consideration	Protected Characteristics (Part 1)				
	Age	Disability	Gender reassignment	Marriage and civil partnerships	Pregnancy and maternity
	and have investment in businesses and the environment				
If the effect is negative or mixed:					
Is the effect significant? <i>(add an explanation)</i>	Y / N	Y / N	Y / N	Y / N	Y / N
What embedded mitigation does the project contain?					
What residual significant effects remain?					
Is there an in-combination effect across multiple protected characteristics (across both Part 1 and Part 2 of the assessment table)? <i>(e.g. the proposed project has minor effects across several protected characteristics which, when</i>	Demographic information for all activities will be monitored to evaluate if any people from different protected groups are not choosing to participate. If groups are identified they will be engaged through local networks and non-traditional media.				

Consideration	Protected Characteristics (Part 1)				
	Age	Disability	Gender reassignment	Marriage and civil partnerships	Pregnancy and maternity
<i>considered together, have a more significant impact)</i>					
What action is required? Who will be accountable for it? <i>(this could include further mitigation measures or re-prioritisation of projects)</i>					

Consideration	Protected Characteristics (Part 2)				
	Race	Religion or belief	Sex	Sexual orientation	'Family Test' (if used)
Baseline situation <i>(describe only where different to the national average, or where otherwise relevant)</i>					
Assessment text <i>(summary of how the proposed project affects the protected characteristic)</i>	People from all races and communities will have equal opportunity to access the skills training	People of faith or none will have equal opportunity to access the skills training and capital grants	Male and Female people will have equal opportunity to access the skills training and capital grants	Lesbian, Gay and Bi people will have equal opportunity to access the skills training and capital grants	

Consideration	Protected Characteristics (Part 2)				
	Race	Religion or belief	Sex	Sexual orientation	'Family Test' (if used)
	and capital grants				
Is the effect positive/negative/mixed? <i>(add an explanation)</i>	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE
If the effect is negative or mixed:					
Is the effect significant? <i>(add an explanation)</i>	Y / N	Y / N	Y / N	Y / N	Y / N
What embedded mitigation does the project contain?					
What residual significant effects remain?					

Consideration	Protected Characteristics (Part 2)				
	Race	Religion or belief	Sex	Sexual orientation	'Family Test' (if used)
Is there an in-combination effect across multiple protected characteristics (across both Part 1 and Part 2 of the assessment table)? <i>(e.g. the proposed project has minor effects across several protected characteristics which, when considered together, have a more significant impact)</i>					
What action is required? Who will be accountable for it? <i>(this could include further mitigation measures or re-prioritisation of projects)</i>					



Board Report - Agenda Item 6

Date: 13 October 2021

Title: Work Programme Update

1. Introduction

This report updates the Board on progress with meeting the programme management requirements associated with the Towns Fund.

2. Financial Profiling

An opportunity to resubmit initial financial profiles, based on detailed discussions with individual projects was provided by the Government Office. The Towns Fund team took advantage of this opportunity and the revised profile, based on detailed discussions with each project sponsor was submitted on 27 September 2021. This is provided as an additional annex with these papers.

3. Business Case Scheduling

Arising from this reprofiling exercise and in conjunction with the schedule for the submission of FBCs the following schedule of FBCs is proposed and has been confirmed with individual project proposers:

- Leisure Project (formerly PE21) - March 2022
- Mayflower - March 2022
- St Botolph's Library - submitted
- Centre for Food and Fresh Produce Logistics - October 2021
- Blenkin Memorial Hall - submitted
- Healing the High St (inc Shodfriars) - October 2021
- Connected Living - project withdrawn
- Boston Station - January 2022

In conjunction with the local assurance framework meetings of Board Sub-Groups and the Board itself will need to be arranged for January and March 2022 to consider the FBCs for the projects.

4. Early Release of 5% of Funding

All Towns Fund areas have been provided with an early release of 5% of their total project funding. In the case of Boston this equates to £1.095 million. This funding can be deployed flexibly to support programme implementation but is an early release not addition to the £21.9 million awarded. Where advanced to projects (an FBC is not needed) it will be deducted from the total amount of funding agreed for each project. It is proposed that this funding is allocated

to support the detailed project planning and preparation work associated with the implementation of the Leisure and Mayflower Projects (more information is set out in the project update section of the Board papers). It is not possible to draw down any further Towns Fund resources until this allocation is spent, however to avoid Boston being disadvantaged by the early progress of St Botolph's Library and Blenkin Memorial Hall which would absorb all the funding our Towns Fund contacts have kindly arranged for the funding for these projects to be released in addition to the 5% allocation. There is also scope to meet some of the operational and consultancy costs associated with the delivery of the Towns Fund programme from this allocation.

5. Monitoring and Evaluation Plan

All projects were required to set out their outputs and outcomes. An evaluation framework was supplied by the Government Office and it was possible to complement this with bespoke specific outcomes chosen in respect of individual projects. As the drawdown of funding proceeds it will be important to record project outcomes. A training session has been organised by Government Office on the use of the Delta system which is an online system for the collection of outcomes. Details of the Boston data to be collected are set out below:

Train Station			
£ spent directly on project delivery (either local authority or implementation partners)*	2,505,600	£	Every 6 months
£ co-funding spent on project delivery (private and public)*	186,800	£	Every 6 months
£ co-funding committed (private and public)*	186,800	£	Every 6 months
% of full-time equivalent (FTE) permanent jobs created through the projects*	57	Number of FTE jobs	Annually
% of full-time equivalent (FTE) permanent jobs safeguarded through the projects*	11	Number of FTE jobs	Annually
Number of new community/sports centres	1	Number	Annually
Amount of floor space repurposed (residential, commercial, retail)	38	m2	Annually
Blenkin Memorial Hall			
£ spent directly on project delivery (either local authority or implementation partners)*	810000	£	Every 6 months
£ co-funding spent on project delivery (private and public)*	336000	£	Every 6 months
£ co-funding committed (private and public)*	336000	£	Every 6 months
% of full-time equivalent (FTE) permanent jobs created through the projects*	6	Number of FTE jobs	Annually
% of full-time equivalent (FTE) permanent jobs safeguarded through the projects*	20	Number of FTE jobs	Annually
Number of improved community/sports centres	1	Number	Annually
Amount of new office space	TBC	m2	Annually
% of learners/trainees/students enrolled at improved education and training facilities	TBC	Number	Annually
% of heritage buildings renovated/restored		Number	Annually

St Botolph's Lighting and Library			
£ spent directly on project delivery (either local authority or implementation partners)*	230000	£	Every 6 months
£ co-funding spent on project delivery (private and public)*	110000	£	Every 6 months
£ co-funding committed (private and public)*	110000	£	Every 6 months
% of full-time equivalent (FTE) permanent jobs created through the projects*	4	Number of FTE jobs	Annually
% of full-time equivalent (FTE) permanent jobs safeguarded through the projects*	10	Number of FTE jobs	Annually
% of learners/trainees/students enrolled at improved education and training facilities	TBA	Number	Annually
% of heritage buildings renovated/restored	1	Number	Annually
Number of improved cultural facilities	1	Number	Annually
Centre for Food and Fresh Produce Logistics			
£ spent directly on project delivery (either local authority or implementation partners)*	2000000	£	Every 6 months
£ co-funding spent on project delivery (private and public)*	2000000	£	Every 6 months
£ co-funding committed (private and public)*	2000000	£	Every 6 months
% of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	TBC	Number	Annually
Mayflower/Leisure			
£ spent directly on project delivery (either local authority or implementation partners)*	£10m	£	Every 6 months
% of full-time equivalent (FTE) permanent jobs created through the projects*	8	Number of FTE jobs	Annually
Number of new community/sports centres	1	Number	Annually
% of potential entrepreneurs assisted to be enterprise ready	TBC	Number	Annually
% of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	TBC	Number	Annually
£ spent directly on project delivery (either local authority or implementation partners)*	2199343	£	Every 6 months
£ co-funding spent on project delivery (private and public)*	2500000	£	Every 6 months
£ co-funding committed (private and public)*	2500000	£	Every 6 months
Number of new community/sports centres	1	Number	Annually
Healing the High St			

£ spent directly on project delivery (either local authority or implementation partners)*	3905057	£	Every 6 months
£ co-funding spent on project delivery (private and public)*	1818500	£	Every 6 months
£ co-funding committed (private and public)*	1818500	£	Every 6 months
% of full-time equivalent (FTE) permanent jobs created through the projects*	55	Number of FTE jobs	Annually
% of full-time equivalent (FTE) permanent jobs safeguarded through the projects*	38	Number of FTE jobs	Annually

6. Project Contracting Agreements

The next stage of the implementation process, as projects come on stream is to establish a contract to ensure they are fully appraised on their obligations in return for the funding they have received. Funding will be paid to the local authority and then post local assurance checks made available to the project. It is important to note that should a project fail the resources which have been allocated will be lost to the programme and cannot be replaced by Government. Project sponsors may also face clawback. A contractual format based on an example used in Norwich and supplied by Government Office is currently being used to develop a Towns Fund contract for Boston.



Board Report - Agenda Item 7

Date: 13 October 2021

Title: Project Status Report

1. Introduction

This paper updates the Board on progress in relation to each of the individual projects within the Towns Fund Programme.

2. Projects

Leisure Project (formerly PE21)

This project is in the early stages of development. Alliance Leisure have been retained to support the design process and will work closely with the team being assembled by Boston College to progress the Mayflower Project. There are deep interdependencies between the two projects as the Mayflower project cannot proceed until the relocation of the swimming pool, which is at the heart of this initiative has been achieved. A proposal to draw down funding from the 5% associated with the delivery of the towns fund (see work programme update above) has been received and it is currently being analysed. A detailed follow up meeting with Boston College to progress discussions further has been scheduled for early November.

Mayflower

A detailed fee schedule to take this project to RIBA stage 5 has now been developed by Boston College. Discussions are currently in train to identify the costs and the basis on which the funds will be released from the allocated 5% early advance of Town Fund resources. There are very strong interdependencies between this project and the Leisure and planning for the implementation of the two projects is being advanced in a connected manner. It is anticipated, because of the complexity concerned, that FBCs for both projects will not be completed until March 2022.

St Botolphs Library and Lighting - submitted

The FBC for this project has now been completed and signed off. The resources to implement the project are to be received imminently. The contractual details associated with the delivery of the initiative are currently being finalised with St Botolphs.

Blenkin Memorial Hall - submitted

The FBC for this project has now been completed and signed off. The resources to implement the project are to be received imminently. The contractual details associated with the delivery of the initiative are currently being finalised with St Botolphs.

Centre for Food and Fresh Produce Logistics

The FBC for this project was considered on 7 October 2021 by the Skills and Regeneration Sub-Group. Details of their recommendations and the next stage of the project will be discussed at the Board Meeting – a copy of the background material associated with the FBC is attached to these papers as an Appendix

Heritage Cluster/Healing the High St (inc Shodfriars)

The FBC for this project is planned for presentation to this Board Meeting. A copy of the background to the FBC is attached to these papers as an Appendix. One key element of this project is the progressing of the redevelopment of Shodfriars Hall and a detailed discussion with Lindum Construction who are the current owners of the building has been scheduled for 2 November 2021.

Connected Living

After a considerable amount of dialogue with both the project proposer and the proposed implementer (Longhurst Housing) for this project it is clear that it is not deliverable in the timescales and at the level of funding proposed. It has been necessary therefore to withdraw it from the programme and it is proposed that the resource is reallocated to the Leisure (formerly PE21) project.

Boston Station

Very good progress is being made with this initiative. It is anticipated that the FBC for this project will be completed in January 2022. It may be that there is an interest in drawing down funding from the 5% advance to support the technical development of this project in terms of progressing to RIBA stage 4/5.



Board Report - Agenda Item 9

Date: 13 October 2021

Title: City Status

Introduction

The following excerpt from a recent report from Boston Borough Council sets out the work of the Council in the context of the application for City Status.

City Status Update

1.0 Introduction

- 1.1 City status in the United Kingdom is granted by the monarch of the United Kingdom to a select group of communities: as of 2014, there are 69 cities in the United Kingdom - 51 in England, six in Wales, seven in Scotland and five in Northern Ireland. Although it carries no special rights, the status of city can be a marker of prestige and confer local pride.
- 1.2 Other places intending on applying in 2021 include: Bangor, Irvine, Merthyr Tydfil, Oban, Guildford, Warrington, Southend-on-Sea, Newport, Reading, Dudley, Swindon, Medway, Wrexham and Middlesbrough.
- 1.3 Boston Borough Council will be working with partners to submit an application for the town to receive City Status as part of a competition launched to celebrate Her Majesty the Queen's Platinum Jubilee next year.
- 1.4 Boston's City Status application supports the following priorities in **Boston's Corporate Strategy**:
- 1.5 Priority 1 - People Focussed: City Status will raise the profile of Boston as a place to live, visit and invest in. We will use it to work collaboratively to support improvements to the area's connectivity, through transport and broadband. It will support Boston's ambition to be a leading visitor destination by highlighting its wealth of heritage assets and worldwide connections, as well as building on its arts, culture and events opportunities.
- 1.6 Priority 2 - Future Prosperity, Regeneration and Inclusive Growth: City Status for Boston will support the Town Investment Plan (Town Deal) and bolster the growth objectives as a regional sub-centre of the County – championing skills development and learning, supporting businesses, promoting trade and inward investment opportunities, and equipping Boston and its centre for the future (adapting to the

changes on the high street and recovery from the Covid impact on retail, leisure and hospitality).

- 1.7 Why apply? In June 2011, the BBC published an article - 'Why do towns want to become cities?' - <https://www.bbc.co.uk/news/magazine-13841482>
The article referenced Dr Steve Musson from the University of Reading and his research on the economic impact of city status. He stated: "Bidding for city status is often linked to bigger regeneration and promotion programmes that will continue in the future." – <https://www.reading.ac.uk/news-archive/press-releases/pr437981.html>

2.0 Resourcing

- 2.1 Minimal budget requirement; the Government is asking local authorities to submit their entries in a standard size and format, as detailed in the application form and guidance (see Appendix A and B). This is intended to help local authorities minimise the expense of entering the competitions and to provide the Government with a fair basis for comparison and assessment of the entries received.
- 2.2 Promotional activities can be integrated into existing contracts, including the Pride of Place work and the Town Deal PR and Communications support.
- 2.3 Resource and information can be gathered from the following:
- Support from the Communications team
 - Boston Town Deal Board
 - Social Change (Empowering Healthy Communities) and the Community Champion Network
 - Local Businesses
 - Transported, Boston BIG Local and Community Groups
- 2.4 An internal project team has been established and meets regularly and follows an action plan for preparation of the bid and to enable communications and engagement.
- 2.5 The internal team is led by Lydia Rusling, Assistant Director for Economic Growth and includes Roxanne Warwick, Sharon Warner, Matt Bentley, Karen Stengel, Emma Staff, Polly Wilkinson, Nichola Holderness, Dan Lewis and Clive Gibbon.

Partners/stakeholders identified include:

Boston Town Deal Board members, Boston United FC, Matthew Van Lier/Haven High, Social Change, St Botolph's, Transported, Community Champion Network, Boston BIG Local, Boston Hanse Group, Boston in Bloom, NHS/CCG/Pilgrim Hospital, Boston College, Boston Port, Boston Grammar, local businesses and community groups. EMR (Train Station) and Brylaine Transport, Destination Lincolnshire (DMO), Lord Taylor, Matt Warman MP.

- 2.6 Planned communication/engagement commenced with Boston's intention to apply for City Status.

It was launched in July and was picked up by Lincolnshire Live:

www.lincolnshirelive.co.uk/news/local-news/town-boston-city-status-bid-5619983

Further media coverage has included:

<https://www.itv.com/news/calendar/2021-09-14/calls-for-boston-to-become-lincolnshires-second-city>
<https://www.lincolnshirelive.co.uk/news/local-news/a-first-class-market-town-5684221>
<https://thelincolnite.co.uk/2021/07/boston-city-council-preparing-bid-to-earn-city-status/>
<https://lincolnshiretoday.net/mag/boston-to-develop-bid-for-city-status/>

A communications and engagement plan will be supported by the project team and will ensure engagement with all partners and stakeholders. A partnership approach to Boston's application will utilise existing and established networks, including the Boston Town Deal Board, Boston Borough Council communications team and the Community Champion Network.

Existing contracts for Pride of Place and the Town Deal will support the delivery of a proactive communications and engagement plan.

An engagement/comms plan/activity will be provided for Cabinet Briefing (see Appendix C).

3.0 Timeline

3.1 Boston launched its intention to apply for City Status at the beginning of July:
www.mybostonuk.com/boston-to-develop-bid-for-city-status-for-the-queens-platinum-jubilee

3.2 Milestones:

- Internal team 'working group' established - 20 June 2021
- Group Leaders briefing - 24 August 2021
- Boston Town Deal Board - 9 September 2021
- Stakeholder Engagement - September/October 2021
- Cabinet Briefing - 29 September 2021
- Cabinet - 20 October 2021
- Council - 22 November 2021

3.3 End date: Application deadline is 8 December 2021.