



REPORT TO:	Full Council
DATE:	16 th December 2021
SUBJECT:	Approval of Boston Towns Funds Business Case Submissions and Addition to the Capital Programme
PURPOSE:	<p>To approve the business cases for externally managed projects where the Council is the accountable body and to include them within the capital programme.</p> <p>It also seeks approval for submission of our own managed schemes to the Boston Town Deal Board, subject to Full Business Cases being finalised. These schemes will then be brought back for final approval by the Council once agreed by the Boston Town Deal Board.</p>
KEY DECISION:	Yes
PORTFOLIO HOLDER:	Paul Skinner, Leader of the Council
REPORT OF:	Adrian Sibley, Deputy Chief Executive for Delivery
REPORT AUTHOR:	Adrian Sibley, Deputy Chief Executive for Delivery
WARD(S) AFFECTED:	Witham, Skirbeck, Station and Trinity
EXEMPT REPORT?	No

SUMMARY

Following the successful approval of the Towns Investment Plans, Government offered a Town Deal to the value of £21.9m for Boston. Further to the Heads of Terms issued on 3rd March and completion of the project confirmation tables submitted in May and following approval by the Boston Town Deal Board and Section 151 Officer, the Government confirmed the town deal grant including a list of projects they were content to support within the funding envelope. The Council has until the end of March to submit Business Cases for the 7 selected projects to the Department for Levelling Up, Housing and Communities (DLUHC). The DLUHC will then carry out a high-level assessment of the document before deciding whether to release earmarked funding on a project-by-project basis.

The Boston Town Deal Board has led communications and engagement with local communities and businesses, primarily through two Place Reference Groups, to co-create a clear vision and strategy that sets the direction for the economic turnaround of the towns, including economic recovery from the current crisis. The Town Deal Board has considered a range of suitable projects that are evidence based, align with the vision, and deliver the outputs and outcomes that support the strategy and where possible leverage match funding. These projects were approved for submission as part of the Town Investment Plans at the Council meeting earlier in the year.

Members are asked to approve the recommendations contained within the report so that work on each project can move through and beyond the planning stage to the delivery stage once the individual projects Full Business Case are approved by Government.

RECOMMENDATIONS

1. That the 7 projects listed below in section 2, totalling £21.9m of net Towns Funding, be included within the Capital Programme.
2. That subject to the Business Cases being approved, the Council agrees to be the accountable body for the 6 externally managed projects.
3. That the Council agree to the Business Cases for the internally managed Leisure project being submitted to Cabinet and the Town Deal Board for their approval and that once approved, they will be brought back for final sign off by Full Council.

REASONS FOR RECOMMENDATIONS

The schemes have so far been part of an initial selection, scoping and design phase. In order for the projects to be progressed to the delivery stage, approval needs to be given to adjust the Councils Capital Programme to add in each of these projects Each project will then form part of the Councils capital monitoring process going forward.

OTHER OPTIONS CONSIDERED

The Prospectus from DLUHC set out that agreeing a Town Deal with investment from the Towns Fund of up to £25m per place will be dependent on government receiving high-quality proposals that meet the objective of the fund and follow the further guidance published.

The Town Deal Board and Council has approved the projects for submission following an extensive consultation and selection process.

Failure to meet the agreed deadline or submit proposals or projects of insufficient quality which do not meet the criteria and conditions are likely to be deemed ineligible for this round of funding from the Towns Fund. It would also risk the positive working relationship established with Government departments. Without external funding these projects will not proceed as planned.

1. BACKGROUND

- 1.1.** Members will be aware that The Government invited an initial 101 places in England to develop proposals for a Town Deal, forming part of the £3.6 billion Towns Fund announced by the Prime Minister in 2019. The Towns Fund is at the centre of Government's ambition to level up this country and make it a better place for everyone to live and work.
- 1.2.** The Council was invited to act as Lead Authority in the preparation of a Town Investment Plan for Boston as the basis for entering into a Town Deal with Government. A fundamental prerequisite of a Town Deal is strong governance arrangements, which are exercised through a Town Board.
- 1.3.** Boston Borough Council established a Town Deal Board and supported the preparation of Town Investment Plans and approval of projects. The Board was structured to give full voice to local and community stakeholders by forming Place Reference Groups whose role was to promote and enhance "the uniqueness of place". Following the Heads of Terms offers, the Board has set-up technical sub-groups to evaluate and scrutinise the business cases for individual projects; their recommendations are presented at the Town Deal Board meetings.
- 1.4.** The Council is the accountable body and has taken responsibility for ensuring that decisions are made by the Town Deal Board in accordance with good governance principles. As the lead council, we have developed a delivery team, delivery arrangements and agreements to support the development of an evidenced based Town Investment Plan and engagement with stakeholders, businesses, and the local community.
- 1.5.** Following Full Council approval, Town Investment Plans were submitted to the Ministry for Housing, Communities and Local Government (MHCLG) in October last year (now the Department for Levelling Up, Housing and Communities). The plan included proposals for up to £25 million to invest in regeneration, skills, and connectivity to secure transformational levels of economic growth.
- 1.6.** The plans were successful and in March of this year Boston were awarded up to £21.9 million for a total of 7 separate projects. 6 of these projects are to be delivered by external partners and the Leisure project is to be delivered internally. In all cases, the Council is the accountable body and responsible for receiving and distributing the funding, whilst the Town Deal Board is responsible for agreeing the schemes and the Business Cases.
- 1.7.** The funding and hence the ability to take forward projects is subject to Full Business Cases being submitted for each individual project by the end of March 2022 which is within a year of the award.
- 1.8.** This report and Appendices summarise the business cases for each externally managed project and seeks approval for them to be included within the capital programme. It also seeks approval for submission of our own managed schemes to the Town Deal Board, subject to Business Cases being finalised. These schemes will then be brought back for final approval as and when they are agreed by the Town Deal Board.

1.9 The District Council has maintained an excellent relationship with Central Government in progressing the submission of Investment Plans and the subsequent Heads of Terms offer. As part of this process, the Council has already received an early release of 5% of the total award, based on the further work we have submitted back to Government on the outline business cases and financial profiles for all schemes and the additional quality assurances we have been able to demonstrate around our local governance arrangements for delivery. The intention of this early pre-payment is to help the Council as accountable body allocate sufficient resources to progress more detailed design work on the respective projects, as required and to be agreed at the local level. As such, it is recognised and expected by HM Government that this funding should be allocated towards progressing the detailed next stage works required to complete the full business cases on projects.

2. BOSTON PROJECTS – see Appendix A for a more detailed description of the projects

EXTERNALLY MANAGED PROJECTS

2.1 Mayflower. Led by Boston College, this will provide a haven for the whole community and provide space for voluntary services, careers advice and support skills development. It has an allocation of £10m of Towns Funding with £3.471m of indicative match funding.

2.2 Centre for Food and Fresh Produce Logistics. Led by the University of Lincoln in partnership with Boston College, the project will develop a food trade and logistics skills, knowledge and innovation hub with local, national and global outreach. It involves £2m of Towns Funding and £2m of external match funding.

2.3 Boston Train Station. This is a new community/retail café facility by developing the redundant unit between the ticket hall and the existing restaurant unit, providing a new welcoming hub to the centre of the station building. The project is led by East Midland Railways and involves £2.5m of Towns Funding and £0.187m of external match funding.

2.4 Healing the High Street. This involves the transformation of Boston's historic town centre and key gateway to visitors through a comprehensive town centre regeneration programme. Led by Heritage England, it has already received approval of its business case. The project involves £3.911m of Towns Funding and £0.687m of external match funding.

2.5 St Botolph's Library and Lighting. This involves the development of the medieval library and an upgrade and redesign of the lighting of St Botolph's Church interior and exterior. Led by St Botolph's, it involves £0.230m of Towns Funding and £0.110m of external match funding.

2.6 Blenkin Memorial Hall. This involves the repair, renovation, and redevelopment for multi-purpose community use. Led by St Botolph's, it involves £0.810m of Towns Funding and £0.336m of external match funding.

BOSTON BOROUGH COUNCIL MANAGED PROJECTS

2.7 Leisure Centre. A refurbishment of the Geoff Moulder Leisure Centre will connect to the Mayflower and Boston College and enable a transformation of our leisure and well-being offer. It involves £2.449m of Towns Funding and £2.5m of match funding

3. CONCLUSION

3.1 The 7 projects that make up the Towns Funds Deal for Boston will lever in £21.9m of government funding along with £9.291m of match funding. The projects will deliver enhanced and new facilities for skills, employment and improve the general well-being of residents and visitors. They go to the heart of the Government’s levelling up agenda and deliver investment into regeneration, skills, and connectivity to secure transformational levels of economic growth.

3.2 Approval of the recommendations and then the Business Cases will allow us to move from the planning stage to the delivery stage.

EXPECTED BENEFITS TO THE PARTNERSHIP

The recommendations will support the aims and ambitions in terms of increased growth, prosperity, and well-being.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCIL’S PARTNERSHIP

Future projects will be driven forward by the delivery directorate of the Partnership.

CORPORATE PRIORITIES

The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth, therefore the alignment of the delivery team is reflective of the Council’s strategy for economic development and growth.

STAFFING

The preparation of the Town Investment Plans and Businesses Cases have been a demanding piece of work that has required dedicated and specialist support. As the lead council, we have established a delivery team that facilitated all arrangements and agreements to support this work and the delivery of the projects.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

Procurement procedures will need to be followed for delivery of services and goods. Robust contracts will also be required for the transfer of financial risk when passporting funds to externally managed projects.

DATA PROTECTION

None

FINANCIAL

The financial implications are significant and have been detailed in the report. The 7 projects will lever in £21.9m of government funding along with £9.291m of match funding. This includes £2.5m of the Council's own contribution that will need to be allocated through the capital programme.

RISK MANAGEMENT

Risk has been considered as part of this report and any specific risks are included in the table below:

Category Risk – State if high medium or low	Action / Controls
<p>Low: Agreeing a Town Deal with investment from the Towns Fund of up to £25m per place will be dependent on government receiving high-quality proposals that meet the objective of the fund and follow the further guidance published.</p> <p>Low: Confirmed submission of the individual Business Cases, the deadline for which is March 2022. If proposals are not submitted by March 2022, then the town is likely to be deemed ineligible for this round of funding from the Towns.</p> <p>Medium: Expenditure is maintained within budget.</p>	<p>Employed proven expertise to support the creation of high quality proposals, which have gone through a robust check and challenge process with MHCLG.</p> <p>The Boston Town Deal Board has already approved several Business Cases. The remainder will be approved in the new year with Council managed projects then approved by Full Council in March 2022 in readiness for submission by the end of March 2022.</p> <p>Regular budget monitoring will be in place and overseen by the Project sponsor and working group. Quarterly reports will be presented to the Executive Board.</p> <p>For externally managed projects, a contract will be in place to transfer the risk to the external party.</p>

STAKEHOLDER / CONSULTATION / TIMESCALES

Significant consultation has taken place in respect of the projects selected. The final list has been driven by the Connected Coast Board.

REPUTATION

The successful delivery of these projects will be critical in terms of our reputation both with partners, the Government, and the public.

CONTRACTS

Full procurement procedures and subsequent contracts will need to be followed for delivery of services and goods. Robust contracts will also be required for the transfer of financial risk when passporting funds to externally managed projects.

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

Several of the projects specifically target health and well-being as outcomes.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

Investment from this fund should be aligned with the government's clean growth objectives where possible, while ensuring that projects deliver good value for money, and as a minimum must not conflict with the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.

ACRONYMS

None

APPENDICES	
Appendices are listed below and attached to the back of the report: -	
<i>APPENDIX A</i>	Summary Business Cases for Boston Towns Deal Projects

BACKGROUND PAPERS	
Background papers used in the production of this report are listed below: -	
Document title	Where the document can be viewed
Mayflower Draft Business Case	https://democracy.boston.gov.uk/documents/s13473/Mayflower.pdf
Centre for Food and Fresh Produce Logistics Full Business Case	https://democracy.boston.gov.uk/documents/s13469/Centre%20for%20Fresh%20Produce%20and%20Logistics.pdf

Boston Train Station Draft Business Case	https://democracy.boston.gov.uk/documents/s13467/Boston%20Train%20Station%20Redevelopment.pdf
Healing the High Street Full Business Case	https://democracy.boston.gov.uk/documents/s13470/HealingtheHighStreetFBC.pdf
St Botolph's Library and Lighting Full Business Case	https://democracy.boston.gov.uk/documents/s13472/StBotolphsLightingBusinessCase.pdf
Blenkin Memorial Hall Full Business Case	https://democracy.boston.gov.uk/documents/s13471/BlenkinMemorialHallBusinessCase.pdf

CHRONOLOGICAL HISTORY OF THIS REPORT

Name of body	Date
Full Council	October 2020

REPORT APPROVAL

Report author:	Adrian Sibley, Deputy Chief Executive for Programme Delivery, Adrian.sibley@e-lindsey.gov.uk
Signed off by:	As above
Approved for publication:	Councillor Paul Skinner, Leader of the Council

THE MAYFLOWER

Mayflower re-imagines the FE College, where botanical gardens provide a haven from the elements and where the whole community can find sanctuary, hope and future prosperity. The radical, biophilic Mayflower connects us with each other, with businesses, enterprise, innovation and new thinking and the natural world, providing space for the town's economic relaunch; tackling our communities' embedded low aspirations and skills through innovative living learning spaces enabling digital upskilling with on-hand support and tuition. Open, welcoming and nature-filled, Mayflower provides space for voluntary services, careers advice and health and wellbeing support as well as space to support skills development.

Page 9



Project Details	
Project Rationale Theory of Change	The need to support increased economic growth and productivity in the town is fundamental: to the town's future, to the Towns Deal and to the College's purpose and existence. Mayflower will provide an inspirational space to raise aspirations and super-charge community and employer engagement with the other critical investments that have been made at the College - specifically the Institute of Technology, the Engineering, Manufacturing and Technology Centre and the Digital, Transport, Logistics Academy. The focus of these buildings on the LEP's key priority sectors of Engineering and Ports and Logistics ensure that the College's provision is aligned with the economic priorities of the town and local area. If lockdown has done one positive thing, it has accelerated the move towards digital connectivity and highlighted the need to ensure that everyone is taken on the journey to digital literacy and confidence. This is especially important in Boston where LEP estimates are that across Lincolnshire just over 100,000 people aged 16 plus had either never used the internet or not used it in the last 3 months. This is around 11.3% of the local population compared to a UK average of 7.5%, demonstrating the scope of the challenge to get Boston ready for the fourth Industrial Revolution and to ensure that our local working age population are equipped with the skills that employers need (SAP Analysis Aug 2020 p15 and p27). Digital upskilling is another way in which Mayflower will encourage engagement with the local community by providing the skills that people need in an informal, flexible and motivating environment.
Alignment with Boston's Investment Plan Objectives	The project will deliver against skills and enterprise theme of the Boston Investment Plan. It is a flagship statement and commitment to driving forward a learning and growth agenda for the Town in a most ambitious and engaging way.
Town Fund Intervention Framework	Digital connectivity. Urban regeneration, planning and land use. Arts, culture and heritage. Skills infrastructure.
Town Fund Outputs	Provision of specialist digital technologies to meet the needs of specific sectors. Remediation and/or development of abandoned or dilapidated sites. Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites). Delivery of new public spaces. New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens. New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth. Increase in capacity and accessibility to new or improved skills facilities. Availability of new specialist equipment. Increased and closer collaboration with employers. Increase in the breadth of the local skills offer that responds to local skills needs. Increased benefit for the public education over the long term.
Town Fund Outcomes	The project will provide an improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access. Increased utilisation of digital channels by businesses to access and/or supply goods and services. Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors. Increased share of young people and adults who have relevant skills for employment and entrepreneurship.
Impact	The LEP has two main skills priorities: To inspire and support young people to stay and work in the area. To train and support people who are already working, or seeking jobs, so that they gain the skills needed to take up future job vacancies. This project will support both of these LEP priorities because the development of Boston with significant investment and national profile will encourage young people to stay in the area, or to return after university, and the Mayflower's encouragement of those already in the workplace that skills development is something that is achievable by them, and that the College is here to support people exactly like them, will be critical to the economy's success. Our target beneficiaries are already here, love Boston and have made it their home. One of the College's overseas agents told Ofsted: 'Studying at Boston College has been an enriching experience for our students and has helped them mature and broaden their horizons.' It is time for more of Boston's residents to experience this for themselves. We owe it to our local community to provide them with the opportunities they need to improve their life chances.
Ask and Match Funding	The project will require £19,346,000 to proceed and the ask from the Towns Fund is £10,000,000.
Timescales and Spend Profile	June 2021 to September 2024.

CENTRE FOR FOOD AND FRESH PRODUCE LOGISTICS

Led by the University of Lincoln in partnership with Boston College, the project will develop a food trade and logistics skills, knowledge and innovation hub with local, national and global outreach. The future prosperity of the sector is reliant on meeting higher-level skills and innovation needs to enable the wide-scale adoption of industrial digital technologies to drive supply chain efficiencies, access to global markets and advanced crop storage. The project cements and builds on the strengths of Boston College and the University's National Centre for Food Manufacturing (NCFM) as prestigious skills hubs of the Lincolnshire Institute of Technology (IoT), both having recently benefited from significant capital investment in new facilities to support the food and logistics sectors.

Page 10



Project Details	
Project Rationale Theory of Change	<p>The food chain in South Lincolnshire accounts for circa. 29% of employment in Boston and 42% in neighbouring South Holland (4% nationally). Lincolnshire and the Fens is the UK centre for fresh produce and along with the Midlands and East Anglia, the centre of value-added food processing. The Centre will enable the sector to embrace digitalisation and transformational technologies to improve productivity and deliver growth. It will deliver higher skilled and better paid jobs and support Centre for Food and Fresh Produce Logistics ambitions. The centre will have access to advanced digital technologies and will pioneer their use with students and local businesses.</p> <p>The sector has acute skills challenges, with 25% of employees classed as being in elementary occupations. Many operative roles are becoming increasingly obsolete as businesses invest in automation, driving higher level skills shortages, e.g. in engineering, ICT and digital, and increasing the urgency to invest in upskilling and encouraging new recruits. Industry also needs additional skills in logistics, trade and international marketing for the food chain to help it develop efficient logistics routes and grow trade. Post Brexit, local companies believe there is an opportunity to grow exports if they have the skilled staff to do this. Imports, which are a key input to South Lincolnshire's food processing cluster, also demand highly developed commercial skills to 'do the deals' and negotiate the best logistic and supply chain options. Boston College and the University will work collaboratively to develop these skills, both for new entrants and the existing workforce.</p> <p>Boston College has an exemplary reputation for the delivery of engineering, manufacturing and digital skills to Level 5 and beyond, whilst the NCFM is a specialist provider of apprenticeships from levels 2 to 7, research and innovation for the UK's Food Manufacturing sector. At the NCFM, IoT investment in digital teaching space on the Food Enterprise Zone complements the food robotics and automation research centre and 'learning factory' for apprentices. At Boston College, investment in the EMAT (Engineering, Manufacturing and Applied Technologies Centre) and the Digital, Transport and Logistics Academy (DTLA) and the IoT development provides the platform for developing a significant range of new provision. The partners will develop a full offer of skills training with full, part-time and distance learning options and with their strong partnerships with local academies, provide a pipeline of young talent with the right skills. The Centre will focus on engaging adults in the sector and 'hard-to-reach groups from within the local community.</p>
Alignment with Boston's Investment Plan Objectives	<p>The project aligns with our Skills and Enterprise strategic framework in that it provides increased:</p> <ul style="list-style-type: none"> • capacity and accessibility to new skills facilities and specialist equipment, • closer collaboration with employers • breadth of the local skills offers which responds directly to local skills needs • skills infrastructure and long-term benefit to public education.
Town Fund Intervention Framework	<p>Digital connectivity. Enterprise infrastructure. Skills Infrastructure.</p>
Town Fund Outputs	<p>Number of new courses developed with businesses: 20 Number of increased collaborations with employers/businesses supported: 100 Number of new learners assisted: 80 Number of learners on courses: 180 Number of innovation projects with businesses: 35 Number of businesses applying/securing funding for innovation: 13</p>
Town Fund Outcomes	<p>Increased share of young people and adults who have relevant skills for employment and entrepreneurship.</p>
Impact	<p>Increased digitalisation of businesses leading to productivity growth, supporting clean growth and Covid-19 recovery, including through job creation.</p>
Ask and Match Funding	<p>The total project value is £4m. This includes £2m ask from the Town Deal spread over 3 years (£1.175m revenue and £0.25m capital) to fund a project team with specialists in both skills delivery and in leading research and innovation with businesses, along with capital to install digital technologies. The project is supported by £2m of match funding secured through a mix of staff time, capital equipment purchases and overhead costs.</p>
Timescales and Spend Profile	<p>The project has the potential to be mobilised very quickly. We would aim to start in 2021 with the project of 4 years duration.</p>

BOSTON STATION

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

The exterior of the building and platforms will see some works in regards to aesthetics, with some refurbishment and painting works to the main canopy and over bridge, repair works to the lime render to create a uniformed appearance throughout. The sash windows will be repaired and restored with uniformed glazing throughout, along with repair to the render at the station entrance, new lighting to both the building exterior and canopy and refurbishment of the station British Rail sign, all working towards restoring the building back to its former glory. Further external works are proposed to the waiting shelters on platform 2, improved station and directional signage, installation of new Community Rail planters and proposal for a statue at the front of the station in the main planter. Works are also to be undertaken in order to regain the land on the Asda side back in to use as a station facility, providing car parking on the platform 2 side of the station.

Project Details	
Project Rationale Theory of Change	Creating a welcoming environment the principle is to encourage travel by train through investment in the railway infrastructure. With the East Midlands Railway franchise delivering improvements to the on train experience over the next 3 years with the increase in train capacities (all cars are minimum of 2 carriages as of May 2020) and the introduction of new rolling stock improving the on train environment, the investment in the station and it's environment will ensure a more positive experience for all. With this continued investment it is thought to create the ripple effect of people investing in Boston with improved perceptions of the rail experience and through positive work with the council and EMR marketing, positive perception of travel by train and close commuting links by rail to towns such as Grantham and Nottingham could improve inward investment through property purchase and relocation. The increase in footfall will then further enable the rail network to continue its onward investment in this station and other stations in the region, by utilising the increase in revenue generation, creating a positive cycle of investment for the future.
Alignment with Boston's Investment Plan Objectives	This is the flagship project within the Towns Fund portfolio in relation to the connectivity strand within the fund.
Town Fund Intervention Framework	Connectivity. Arts Culture and Heritage.
Town Fund Outputs	New revived and upgraded train stations. New upgraded or protected community hubs, spaces or assets where this links to local inclusive growth.
Town Fund Outcomes	Improved affordability, convenience, reliability and sustainability of travel options to and from places of work. Improved affordability, convenience, reliability and sustainability of travel options to and from places of interest. Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access.
Impact	Assumed 1 no. additional cleaner for increase in facilities. Assumed 4 no. café staff. Assumed 1 no SME employee per unit. Assumed 15 pupils per visit with assumed 6 visits per year (mix of primary/high school/college use). Assumed 2 SME businesses created utilising space on station and 1 Café business created. Assumed turnover of 1 SME per year after initial 18 month/ 2 year lease with anticipated movement in to larger facilities following initial development term with station facilities, releasing space for new SME each year. Floor space assumed 54m2 for café, 25m2 SME Office space. No assumptions included for labour during construction as this is anticipated to be short term employment only.
Ask and Match Funding	The project will require £2,692,400 to proceed and the ask from the Towns Fund is £2,505,600.
Timescales and Spend Profile	Implementation will be from March 2021 to June 2024.

HERITAGE CLUSTER

Please note this project now incorporates Shodfriars

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

Page 12



Project Details	
Project Rationale Theory of Change	<p>The project begins from the baseline of a town centre that despite its prominent location, is widely acknowledged to have seen better days; having been blighted in recent decades by a proliferation of uncontrolled signage and development. At its core the area has many buildings of historic value and which could be made more attractive and inviting and there is a growing appetite to see this brought to the fore.</p> <p>This intervention has the potential to make the town centre more attractive, less cluttered and more coherent, to the benefit of locals and visitors and to the wider economy.</p> <p>The project will bring about change by engaging with owners, the public and with wider stakeholders (e.g. local authority, local community groups) to increase appreciation of the town centre and its potential to offer a beautiful and welcoming environment for the many thousands who use it each year.</p> <p>The project legacy will be a far more attractive town centre helping to generate visitors year round. Shopfront improvements will be sustained for decades, with an element of revenue funding dedicated to developing a shopfront design guide and better protecting Boston town centre properties within the planning system by preserving the unique, but currently largely obscured, heritage town charm at its core.</p>
Alignment with Boston's Investment Plan Objectives	<p>This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund.</p>
Town Fund Intervention Framework	<p>Arts Culture and Heritage. Urban Regeneration Planning and Land Use.</p>
Town Fund Outputs	<p>Increased footfall. New jobs created. New learners assisted. New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth.</p>
Town Fund Outcomes	<p>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access. Properties improved and repaired. Increased breadth of local skills.</p>
Impact	<p>This forms a key component involved in realising the visitor potential and heritage appeal of Boston as a key economic driver.</p>
Ask and Match Funding	<p>The project will require £3,648,991 with a requirement of £1,830,491 the Towns Fund.</p>
Timescales and Spend Profile	<p>Implementation will be from March 2022 to April 2024.</p>

SHODFRIARS TRUST

Please note Shodfriars is now included into the Heritage Cluster project and led by Heritage Lincolnshire

Shodfriars is Grade 2* listed and officially At Risk.

We plan to preserve the medieval frontage as Phase 1, and the Victorian Hall as Phase 2.

The renovated building will have a wide variety of community uses, such as performances, events, dance studio, offices and café/restaurant.

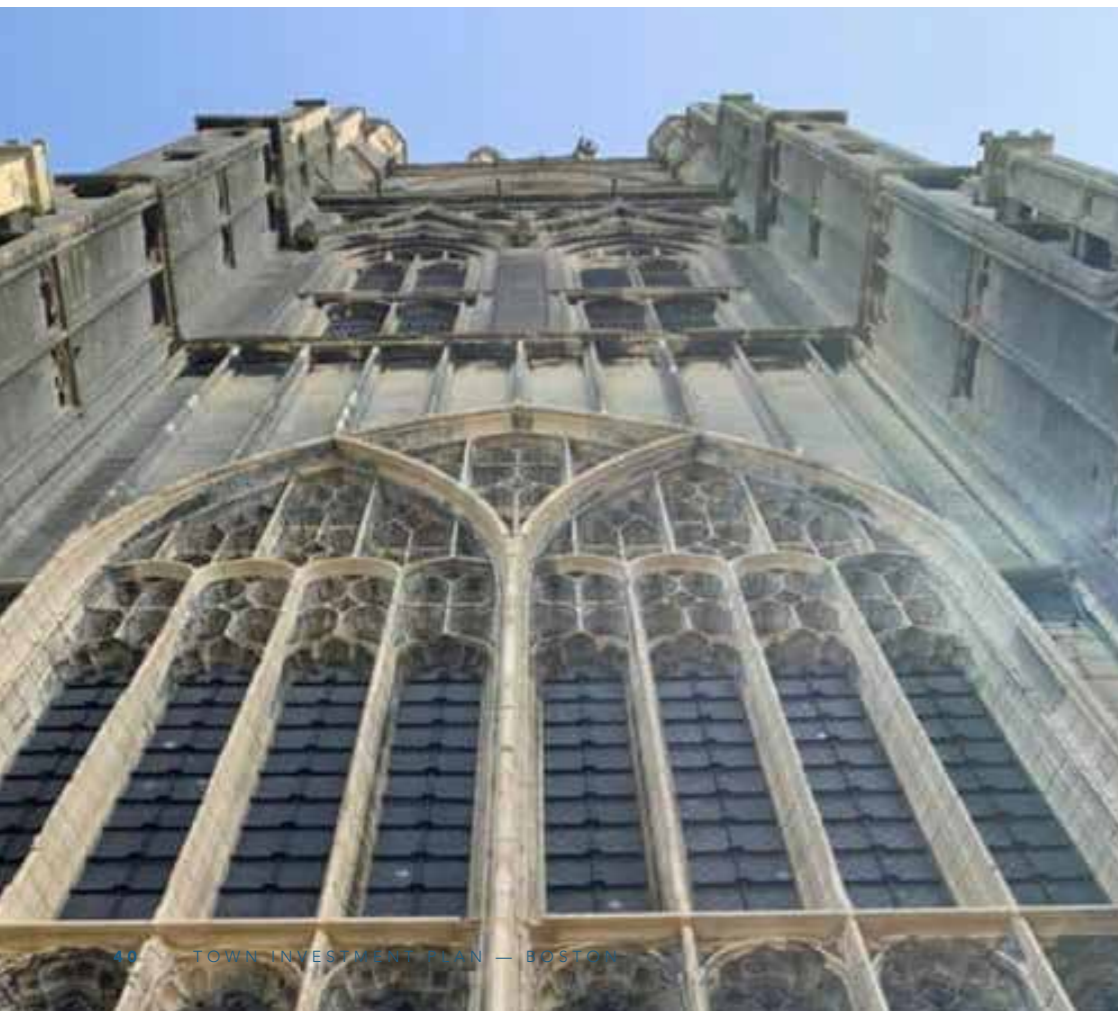


Project Details	
Project Rationale Theory of Change	<p>This is the only major heritage building of the Cultural Quarter that is not currently in use (the others being the Guildhall, Fydell House and Blackfriars), and the only one visible from the Market Place. It would therefore form an important link between the Market Place and the Cultural Quarter. We are already in close contact with the other heritage sites and intend to continue to co-operate with them to our mutual benefit to increase local engagement with use of the facilities as well as increase the current Boston's tourism offer. It is an iconic, grade 2* Listed Building within the town and which is currently listed as being "At Risk" by Historic England due to its lack of sustainable use and ongoing deterioration. The building itself is highly prominent and well-known within the town because of its stature and architecture and other assets within the Market Place. The building is therefore perfectly located to compliment the existing offer within the town and act as a key heritage anchor.</p> <p>The project itself will provide opportunities for work skills development developing strong links with Boston College.</p> <p>The project will convert a derelict building to a first class asset which will enhance the town centre for both locals and visitors and contribute to both day and night time economy. It will have direct benefit in improving Boston's sense of place, attracting tourists and people attending events such as theatre, comedy, concerts, conferences and dance.</p>
Alignment with Boston's Investment Plan Objectives	<p>This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund.</p>
Town Fund Intervention Framework	<p>Arts Culture and Heritage. Urban Regeneration Planning and Land Use.</p>
Town Fund Outputs	<p>New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth. New learners assisted. New jobs created - by providing opportunities for work and skilled development through the existing link with Boston College and increasing the range of work experience for students and adult learners.</p>
Town Fund Outcomes	<p>Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access. New businesses created. Heritage assets protected. Increased footfall.</p>
Impact	<p>This forms a key component involved in realising the visitor potential and heritage appeal of Boston as a key economic driver. This project would seek to secure the long-term, preservation and enhancement of this prominent heritage asset. This will be facilitated by securing its use for a variety of purposes including entertainment, the arts and culture, community uses alongside other commercial opportunities - ultimately the combination of which would secure the optimum viable use of the asset and provide a long-term future for the building based around sustainable stewardship/ownership. This approach would have the potential to enable the building to meet the needs of local people as well as visitors to the town, and support a combination of Towns Fund outcomes including, but not limited to arts, culture, heritage, skills and education.</p>
Ask and Match Funding	<p>The project will require £8,985,454 with a requirement of £2,074,566 from the Towns Fund.</p>
Timescales and Spend Profile	<p>Implementation will be from March 2022 to April 2024.</p>

ST BOTOLPH'S LIGHTING AND LIBRARY CONSERVATION

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

Page 14



Project Details	
Project Rationale Theory of Change	<p>The church's Parish Library, located over the south porch, is one of the most important in the country, containing nearly 1,200 books mostly printed in the Sixteenth and Seventeenth centuries although the earliest dates to the 12th century. This project will drive up pride of place and tourism interest through</p> <ul style="list-style-type: none"> • The preservation of the existing books through the control of temperature, the humidity and lighting. • The opening of the Library. Access to the Library to all visitors and the local community on a regular basis. The library is currently closed to due to the condition of the books. • Greater use of display cases to exhibit selected items from the collection on a rotating basis will bring the library to a wider public. • Training of staff and volunteers in conservation of books. New heritage learning experiences and interpretation will significantly improve the range and scale of formal and informal learning programs. • Interpretation scheme e.g. linking the books in the collection to the trade route from Boston to the Continent. • Lectures and guided tours of the Library and its contents. • Preservation of the Victorian tapestries and the hatchments some dating back to the reign of Charles I. • This project will turn what is the largest covered venue into a flexible space that is designed to accommodate a wide range of events and activities and that will draw both audiences and performers from across the world. • The new lighting scheme will also enhance the external lighting of the whole building allowing for outdoor displays and events to be arranged in conjunction with Arts based and community organisations, particularly when social distancing is required. • The new scheme will drastically reduce both maintenance and energy costs, which is part of our commitment be carbon neutral by 2030.
Alignment with Boston's Investment Plan Objectives	This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund.
Town Fund Intervention Framework	Arts Culture and Heritage. Urban Regeneration Planning and Land Use.
Town Fund Outputs	New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth. Increased footfall and value of visitor expenditure. New learners assisted.
Town Fund Outcomes	Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access. Reduction in carbon footprint. Secure a greater share of Lincolnshire tourism revenue. Preservation of a valuable heritage asset.
Impact	This forms a key component involved in realising the visitor potential and heritage appeal of Boston as a key economic driver.
Ask and Match Funding	The project will require £ 340,000 with a requirement of £230,000 from the Towns Fund.
Timescales and Spend Profile	Implementation will be from March 2021 to March 2023.

BLENKIN MEMORIAL HALL

The repair, renovation and redevelopment of the Blenkin Memorial Hall for multi-purpose community use, to provide a building that can be used, through personal development, education, entrepreneurial space, to enrich the lives of all who use it, to encourage life-long learning; as well as providing a self-sustaining future for this key and central historic building.



Project Details	
Project Rationale Theory of Change	<p>Responding to the regeneration challenges facing Boston, this project seeks to:</p> <ul style="list-style-type: none"> • Provide professional space -Flexible Office hubs for businesses - Coaching/mentoring/interview skills/CV skills workshops Training Centre. Bespoke office / meeting space to rent on an adhoc basis fully equipped with telephone, broadband and computers. Increasing number of people and businesses are working remotely and no longer require the overhead costs of a fixed office space. New businesses will be able to develop without the need of initial set up costs of fixed overheads. This will also allow for a culture to develop were businesses will meet more often have the opportunity to support each other and exchange good practices. Creating an environment that will allow businesses to network and exchange ideas and problem solve, regular seminar meetings with banks, investment brokers and IT and Marketing specialists. These business hubs will also assist in the leadership program and directly benefit from its success, as the next generation of business leaders emerge from it. • Provide space for mentoring, coaching and life skills by providing Individual and group workshops, particularly aimed at those who lack the skills or confidence to become entrepreneurial and future leaders. • Develop an 'Inspiring Leadership' course for young people. In partnership and consultation with local businesses and schools a leadership course for young people is going to be developed and based in the BMH. • Literacy and numeracy classes particularly to those who have slipped through the net of the current educational system and to the migrant population. • Provide facilities that will support activities that will encourage community integration and cohesion, providing volunteering roles with opportunities for ongoing training, with coffee and chat groups. Language skill development. • Provide emergency food and facilities for those in need. • Providing Rough Sleepers Breakfast Club - Involvement in the town's rough sleepers cascade of care arrangements Toilet and washing facilities. • Children's Holiday Lunch Club - National reports have reported that children in deprived areas often lose weight in the holidays because school meals are not available. Therefore, this summer we are establishing this club which will be based in the BMH and wish this to continue to support. • A new song school to be developed for children, young people and adults to help them develop their existing musical gifts as well as develop new ones. We have recently launched a Community Choir that is self-sufficient with circa 60 members We have recently established a children's choir with 12 members.
Alignment with Boston's Investment Plan Objectives	This is a key part of the pride of place agenda linked directly to the inclusive element of this aspect of the implementation of the Towns Fund.
Town Fund Intervention Framework	Arts Culture and Heritage. Urban Regeneration Planning and Land Use.
Town Fund Outputs	New upgraded or protected community hubs, spaces or assets, where this links to inclusive growth. Delivery of quality residential space. Jobs created. Training opportunities for learners and volunteers.
Town Fund Outcomes	Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access. Increased ability for individuals to work remotely/flexibly. Heritage asset protected. Increased breadth of local skills.
Impact	The redevelopment of the Blenkin Memorial Hall for multi-purpose community use will encourage people to continue to shop in the town, visit the key heritage buildings, lessen the economic impact of the shop closures as well as provide a self-sustaining future for this key and central historic building.
Ask and Match Funding	The project will require £ 1,146,000 with a requirement of £810,000 from the Towns Fund.
Timescales and Spend Profile	Implementation will be from March 2021 to March 2024.

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