



BOSTON TOWN DEAL BOARD

FRIDAY 28 FEBRUARY 2020 AT 10 AM

VENUE: The Granary, Elms Farm, Boardsides, Hubberts Bridge, Boston

Agenda

- 1 Apologies:

Clive Fletcher, Historic England
Phil Drury, Boston Borough Council
Councillor Eddy Poll, Lincolnshire County Council
- 2 Boston Town Board Vision, Strategy and Prioritisation **(Enc)**
(Ivan Annibal from Rose Regeneration will be joining the meeting via Zoom)
- 3 To agree the minutes from the last BTB Meeting held on 20 January 2020 **(Enc)**
- 4 Consultation **(Enc)**
- 5 #MyTown Suggestions **(Enc)**

AT THIS POINT OF THE MEETING THE CHAIR WILL ASK MEMBERS OF THE PUBLIC TO LEAVE THE ROOM AS THE NEXT ITEM OF THE AGENDA CONTAINS CONFIDENTIAL INFORMATION IN ACCORDANCE WITH CLAUSE 7.4 OF THE TERMS OF REFERENCE

- 6 Expressions of Interest for Interventions **(Enc)**

<p>NB: Dates for 2020 Meetings (all at 10-12noon - venues tbc):- 27 March, 24 April, 29 May, 26 June</p>



Board Report - Agenda Item 2

Date: Friday 28th February 2020

Title: Boston Town Board Vision, Strategy and Prioritisation

1. Executive Summary

A report to agree the Town Board Vision, the Project Appraisal and Criteria and agreement membership of a Sub-Group of the Boston Town Board to consider emerging interventions against the criteria.

2. Recommendations

- 1 Approve the Town Board Vision as set out in paragraph 4.3
- 2 Approve the Project Appraisal and Selection at Appendix 2
- 3 Agree the Technical Sub-Group of the Boston Town Board as set out in paragraph 4.7

3. Background

- 3.1 The Board agreed to delegate to subgroup the development of a Vision to be adopted by Board to inform the strategy and prioritisation of the interventions to support the Investment Plan.
- 3.2 The Board agreed for work to be completed on the development of a Project Appraisal and Selection Framework to inform the decisions of the Board in determining which interventions have merit to deliver the outcomes of the Towns Fund Prospectus.

4. Report

- 4.1 It should be noted that at the time of writing, there has been no further Town Deals Prospectus Guidance published, nor have any timescales been provided as to when that might be published. Therefore, the only information we have is that which is

contained within the Towns Fund Prospectus, which for ease may be found at Appendix 1.

The Vision

4.2 The Sub-Group comprising of Emma Hadley, Peter Issac, David Fannin all supported by Matthew Van Lier Michelle Sacks and Clive Gibbon, met to agree a first draft of the Vision for the Board. The group looked closely at the ambition set out in the Towns Fund Prospectus and how the Town Board would be a vehicle to deliver long term growth within the Town.

4.3 The first draft was circulated to the wider Board, additional observations were provided to the sub group, which met again to refine the final wording, which is as follows:-

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

This is believed to capture the key aspects that will inform the strategy for preparation of the Investment Plan and Schedule of Interventions.

Project Appraisal and Selection Criteria

4.4 In consultation with the Chair of the Board, Rose Regeneration Ltd, highly regarded economic practitioners with many years of experience, have been appointed to assist the Board. The lead consultant, Mr. Ivan Annibal has produced a report which may be found at Appendix 2.

Rose Regeneration will assist the Board in the following:-

- Development of a theory of change
- Establishment of deliverability criteria
- Creation of a Pro-forma
- Collation of data for all relevant projects
- Independent analysis and scoring
- Triangulation of the results
- Presentation of the results of the process

This will enable there to be objectivity when the Board considers the various proposed projects.

- 4.5 The report appended, sets out how projects must deliver long term change, what those outcomes will be, what will be the outputs and activities and what prompts the intervention.
- 4.6 The Pro Forma provides a framework for the detail that is required to demonstrate deliverability of an intervention to be assessed at one which may be taken forward. It may be summarised as being every intervention will demonstrate:-
- What is the problem that requires levelling up
 - What will the intervention that will be delivered
 - What changes will that intervention make
 - How will the impact of those changes be measured

A Sub-Group of the Board

- 4.7 Rose Regeneration have suggested that a small Sub-Group of the Board be created which will meet in addition to the monthly Board meetings, to review and consider emerging interventions, to enable the Board to have ownership of the process. The Board will consider who best to be represented on this Sub-Group at the Board meeting.
- 4.8 This group will be supported by officers of Boston Borough Council, Lincolnshire County Council and the Greater Lincolnshire Local Enterprise Partnership and other relevant personnel whose skills are required.

5. Conclusion

Noting the report, this represents significant progress, noting we do not have any further guidance but under tight deadlines to generate ideas, create meaningful projects that deliver solutions to the issues that Boston faces and enable the Town, it's residents, those who work, study, invest and visit, to share the benefits in creating growth and aspiration in our Town.

Appendices

1. *Towns Fund Prospectus*
2. *Project Appraisal and Selection Criteria*



Ministry of Housing,
Communities &
Local Government

Towns Fund

Prospectus





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November 2019

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Ministerial Foreword

Our country is home to some of the world's most innovative businesses, greatest universities, scientists and entrepreneurs and one of the most dynamic, business-friendly economies in Europe.

Unemployment stands at a 44-year low and, as we prepare to seize all of the economic opportunities that come with our departure from the European Union, we know that a bright and prosperous future lies ahead for the whole of the United Kingdom. However, for too long, the benefits of this unprecedented growth in many of our world-renowned cities has not been felt as strongly by communities in our towns and rural areas.

That's why the Prime Minister and I launched the £3.6bn Towns Fund to unleash the full economic potential of over 100 places and level up communities throughout the country.

We are working with local people to agree proposals for a significant investment of up to £25 million in each place.

This funding will help to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills and culture.

The private sector has an integral role to play in making these Town Deals a success – driving investment and value for money and ensuring that funding delivers the jobs, businesses and homes our towns need to thrive for generations to come. That's why we are asking that a Board be established for each Town Deal and for that Board be led by a representative of the local business community.

We want to help towns come forward with plans that support our strategies to help rebalance the national economy and level up our regions through the Northern Powerhouse, Midlands Engine and Oxford-Cambridge Arc.

This prospectus provides practical guidance and advice to help communities, businesses and local leaders develop their own ambitious proposals for growth while drawing on successful examples from towns who have spurred long-term investment and regeneration in their areas.

I'm excited to see what entrepreneurial and creative plans communities bring forward over the coming months as we realise a new era of growth and prosperity for every part of our country.



Local Government Secretary Rt Hon Robert Jenrick MP

1 Levelling up our towns

Background

- 1.1 Towns are home to some of our key businesses and employers, they host our world leading universities and are where the majority of the population live¹. They serve as important centres to their surrounding areas, with shopping and leisure facilities and other services drawing in people from villages and rural areas.
- 1.2 Successive Governments have often focused on cities as engines of economic growth. City Deals gave local leaders new powers and resources to address constraints on growth in their economies – an approach since emulated around the world. City regions were further strengthened through the creation of Metro Mayors, who have brought together local government and businesses to define a collective vision and attract global inward investment.
- 1.3 Struggling towns do not always have the fundamental building blocks of a strong local economy in place. The evidence shows they can face some significant challenges: an ageing population without the skills necessary to attract new firms²; fewer people going on to and returning from higher education, fewer economic opportunities in the surrounding region; and less direct foreign investment than in cities³. Growth is held back where this is compounded by poor transport and digital connectivity.
- 1.4 Through the Towns Fund we will work with more places to address growth constraints.
- 1.5 While some towns have prospered through their links to growing cities⁴, generally residential towns – including commuter towns – have seen declining populations. For those still living in shrinking towns, social mobility often falters, even when compared to the most deprived communities in cities⁵. Where this is accompanied by declining quality of employment opportunities that can be accessed in towns, it can lead to feelings of being ‘left-behind’. In addition, the decline in retail offer and business closures often leaves a very visible mark on town centres and the wider built environment.
- 1.6 Without a strong economy, leisure facilities, which bring people together and contribute to the quality of life, have been closing in recent times⁶. It is crucial to grow the economy of towns to bring back these facilities back, and drive improvements in living standards.

1

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/understandingtownsinenglandandwales/anintroduction>

² <https://commonslibrary.parliament.uk/insights/trends-and-inequalities-in-cities-towns-and-villages/>

³ <https://www.ey.com/uk/en/newsroom/news-releases/18-11-27-uks-largest-towns-and-cities-lure-international-investors-whilest-rest-of-the-country-gets-left-behind-brexits-calls-for-a-new-approach>

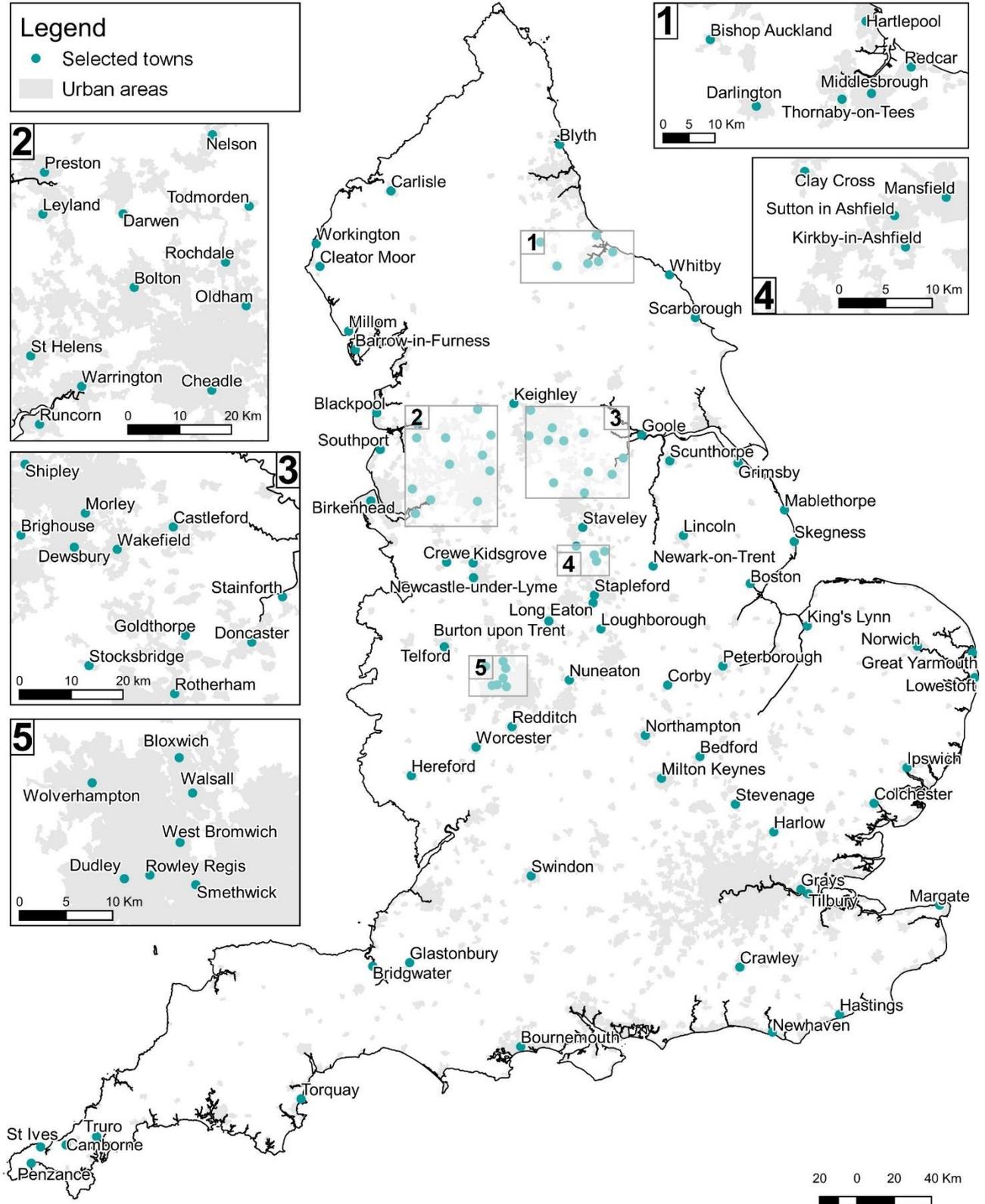
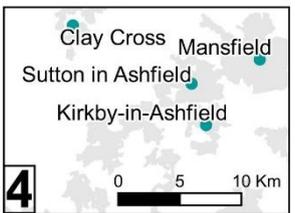
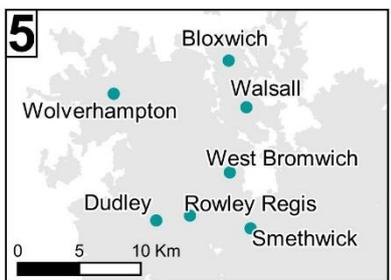
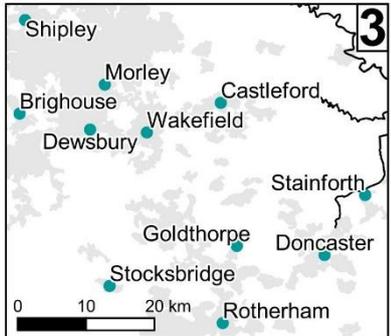
⁴ <https://www.centreforcities.org/reader/talk-of-the-town/direct-links-cities-towns/>

⁵ <https://www.gov.uk/government/publications/state-of-the-nation-2016>

⁶ <https://localtrust.org.uk/insights/research/left-behind-understanding-communities-on-the-edge/>

Legend

- Selected towns
- Urban areas



Creating a sustainable future for towns

- 1.7 We know that each town will have different assets, and a unique path to prosperity. While there are many factors that determine the strength of the economy, growth ultimately depends on the success of businesses in the town and wider region. Through the Towns Fund we're giving 101 towns the tools to design and deliver a growth strategy for their area.
- 1.8 Some businesses make long-term investments in a place or depend on the location of towns for success in the wider economy. These firms might need access to the natural environment e.g. access to the coast for an offshore wind energy business; low cost floor space e.g. logistics and manufacturing; or are tied to a particular place through historic investment in infrastructure and capital assets e.g. ports, heavy manufacturing equipment.
- 1.9 Where these businesses are growing and significant in the town economy, local leaders should support them to grow further and invest into the workforce. By engaging with their supply chains, towns can diversify the economy and bring new opportunities to the area. For instance, car manufacturers depend on a supply chain of smaller manufacturers and professional services that can be supported to sell into new international markets. Transport connectivity to larger urban areas and regional economic assets (e.g. ports, manufacturers) can be strong in these towns and should be capitalised on by ensuring that there is good local connectivity (e.g. through improving access to a railway station) to deliver opportunities for all.
- 1.10 These interventions are equally appropriate for towns whose main function is to provide services, including from the public sector, to smaller towns and villages in the wider region. This is often the case in rural areas, where towns serve as hubs for the wider economy. A major hospital in a town like this could provide opportunities to boost the local supply chain, and then diversify those businesses into new markets.
- 1.11 In some towns, these businesses are declining or have closed. However, there are opportunities for the local workforce to re-train to access new jobs. Investments in social infrastructure – town centres, community spaces, schools, libraries – can create spaces for people to meet and deliver projects that build on a spirit of pride that is often strong in towns, and will give a strong foundation to develop skills and health. Local leaders should then work with the significant employers and education providers in the wider region to unlock new opportunities.
- 1.12 Businesses in other sectors (e.g. creative industries, professional services, tourism) are more mobile and can be drawn to the heritage and cultural offer in towns, as well as their connectivity to larger urban areas. Understanding what attracts these firms, and the wider link between amenity value and economic development will be key, such as the quality of town centres, the culture on offer⁷ and access to quality green space which can improve health and wellbeing.

⁷ Parker, C., N. Ntounis, S. Quinn and S. Millington (2017), Identifying factors that influence vitality and viability

- 1.13 Substantial investment will be required to attract these types of business where they are not present, even if historically they have made a significant contribution to the local economy. In this context, local leaders should both build the skills of local people and make the place work for them, and take a strategic and long-term approach to attract new high value firms.
- 1.14 By harnessing a diverse range of perspectives – business, philanthropists, investors, universities, colleges, communities and civil society, as well as local authorities – towns can understand their assets, and, crucially, ensure they are all playing their part in growing the economy.
- 1.15 We know that coming together helps drive economic growth and capture imaginations and opportunities. This has been demonstrated through the success of the Northern Powerhouse, Midlands Engine and Ox-Cam Arc.
- 1.16 With the right support from government and strong local and community leadership, our country's towns can unlock their full potential; helping to raise living standards and productivity across the country.

Town Deals

- 1.17 Through the £3.6bn Towns Fund, we have announced 101 towns we will work with toward a Town Deal, building on the learning of the Greater Grimsby Town Deal.
- 1.18 We know that substantial public investment is already flowing into towns and the regions in which they are located. Aligning this investment alongside the activity of business, investors, education providers and civil society will further improve the ability of towns to realise their growth ambitions.
- 1.19 We will work with places to identify opportunities to align or rationalise public investment around key local priorities, as part of agreeing a Town Deal. Where possible, there may also be commitments by government or its agencies to work with the town more closely.
- 1.20 Bringing in private investment will be key to sustainably growing town economies. The Towns Fund will allow towns to address some of the key investment criteria identified by overseas investors as important when considering investing in regional locations, including transport, skills, real estate availability and local business support. Investors are also attracted to projects with strong local alignment, as well as the support of government as a whole. Town Deals will play an important role in giving investors the confidence to back projects, ensuring all communities can prosper.
- 1.21 This Prospectus sets out the first stage of agreeing a Town Deal. This will operate as a two-stage process. We will provide further guidance on the Stage 2 in due course.

Stage 1: providing capacity support to places to put the structures and vision in place in order to move to the next stage of agreeing a deal

Stage 2: places to use their locally-owned Town Investment Plan to put together a business case to apply for funding for interventions

The Towns Fund

1.22 The Towns Fund will provide the core public investment in Town Deals – additional funding may come from other sources or parts of government. The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:

- **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
- **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
- **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity

Urban regeneration, planning and land use

1.23 Perception of place is an important ‘pull’ factor in business location decisions and can affect a place’s capacity to attract and retain workers. Many towns already have a strong heritage and sense of place, and benefit from their cultural and civic assets which may make places more attractive to live, work, visit and invest in.

1.24 Investing in these cultural assets as part of an integrated regeneration strategy can rejuvenate places, leading to positive economic outcomes at a local level through helping to retain a highly skilled workforce, and attracting tourists who will bolster local businesses.

1.25 In post-industrial towns, there will likely also be opportunities to redevelop vacant sites for new business and leisure uses. By aligning this with other complementary investment, including transport, local leaders can ensure these developments support the economy into the future, and create wider strategic benefits. For example, agglomeration effects can occur when urban areas are dense and provide space for a mixture of uses, including housing.

1.26 Towns should explore strategies for bringing forward town centre regeneration, including making best use of brownfield sites or surplus land owned by central or local government. Having such a strategy in place will allow places to acquire strategic sites when opportunities arise and make use of them as part of long-term regeneration plans. Towns should work with public land owners and other land owners to identify and unlock land across the town and its periphery, creating a future land supply that will sustain the town’s development. All development should

be cognisant of flood risk and coastal erosion where relevant.



1 Bolton Town Centre

Case example: attracting private investment to the development of Bolton Town Centre

Private investment can unlock growth plans that are beyond the scope of public investment. Bolton town centre's regeneration masterplan is an ambitious vision that has identified key areas for investment in the town centre, building on the town's successes in retail, tourism, office space and housing, and identifying areas for intervention that will expand and develop the town's assets.

Through Invest in Bolton, which was developed in collaboration with the Department for International Trade and the Greater Manchester Growth Company, the local authority has actively sought private investment of up to £1 billion, building on the £100 million committed by Bolton Council to kickstart the regeneration.

Though a 15-year plan, the quality of vision laid out in the masterplan, and the commitment the Council has made to regeneration means that investment has already begun to flow into the town centre, and a number of key sites for development are in discussion to be brought forward. The investment will ensure the town centre is fit for the future and can provide the right environment for shops and offices to prosper.

Source: <http://www.investinbolton.com/why-invest/>

Case example: modernising historic assets to drive local growth

Historic England's cross Pennine project focused on the economic potential of vacant historic textiles mills. 20 target mills were identified and options explored to make them viable investments and ensure that wider regeneration benefits are captured. The project concluded that across West Yorkshire and the North West there is 3m sqm of untapped space which could provide 35,000 homes, 200,000 jobs, £9 billion GVA and £23 million per annum in business rates.

Sunny Bank Mills, Farsley, Leeds was a major employer for more than a century, it closed in 2008 and the owners, took an incremental approach to regeneration, establishing an employment centre and creating quality commercial space.

The individual character of the buildings and the site's history make it unique and appealing. It is now home to over 70 businesses including designers, textile artists and a children's play gym, providing 300 jobs overall. It also accommodates a café, art gallery and shop, and hosts an annual community festival, drawing thousands of visitors every year.

Source:

<https://assets.publishing.service.gov.uk/government/uploads/system/uploads/att>



2 Sunny Bank Mills, Farsley, Leeds

Skills and enterprise infrastructure

- 1.27 We have one of the most successful labour markets in the world with the employment rate at a near historical high. But we still face challenges in meeting business need for skills and these challenges can be especially acute in towns. Furthermore, in many post-industrial towns, office space and other employment land is affordable, but is not always well connected to workers or attractive to business.
- 1.28 Universities, colleges and other skills providers already often play a significant role in many local communities and collaborating with local businesses on skills and economic development, but we need to build on this. Collaboration between businesses (large and small) and education providers is important to deliver a more highly skilled workforce. This could be achieved, for example, through investment in buildings that provide both office space and also areas to deliver training. Improving business support facilities may also open up opportunities for local partners, government agencies and the private sector to collaborate more effectively in delivering business support, trade and investment advice.
- 1.29 Addressing the skills that local employers need is essential. Further education providers have the flexibility to deliver the skills provision most relevant to their local areas. In addition, government and local places (through Local Enterprise Partnerships and Mayoral Combined Authorities) have established Skills Advisory Panels and, in some areas, Local Digital Skills Partnerships, to bring together local employers, education providers and other key players to further build an understanding of local labour market and skills needs. Town Investment Plans should use this evidence to identify challenges that local people face and coordinate strategies for how people can be supported locally to meet labour market needs in a way that complements existing skills initiatives and funding streams.
- 1.30 We recognise it is important to ensure everyone has access to high quality education and skills provision in order to reach their potential. Government and places are working together to help create a world leading technical offer including through T-Levels, Apprenticeships and Institutes of Technology. For some towns, investment in education facilities can attract new people to develop their skills. Equally, getting local people qualified to level 3, and build skills around English, maths and digital will help people to access and progress in work.
- 1.31 Places should also consider how they might provide additional support to young people to help them access traineeships or apprenticeships so that they can access and progress in work, especially for those young people at risk of leaving schools and being NEET (not in education or employment or training).

Case example: connecting employers with education providers in the Black Country

The Black Country Skills Factory is an employer-led education and training collaboration which aims to address the shortfall of skills in the Black Country and increase the pipeline of suitably skilled staff to respond to growth. It has been a highly successful project in addressing skills shortages in the advanced manufacturing sector.

The aspiration is to fundamentally shift the relationship between employers and education providers to develop a networked approach to skills delivery: one that is needs-driven by industry demand for skills while also meeting general best practice standards.

Training and education courses are co-developed and co-delivered using shared facilities and industry trainers. This results in the provision of bite-sized skills training courses which fit the current and future needs of highly technical industries. The initial funding for training courses has now come to an end, with new funding being explored. Early findings show that the courses had a significant impact on Black Country businesses and their workforces.



Case example: supporting science intensive firms in Harlow

In 2015, Harlow Council acquired 10 hectares in Harlow to create a collaborative, progressive sci-tech community. The community will provide spaces for start-ups to grow alongside larger, more established firms.

The development is located within the UK Innovation Corridor, an area which already has a global reputation for excellence in scientific research. Harlow Council is working in partnership with Vinci Developments, one of the UK's largest construction companies, and Anglia Ruskin University to create a public health science campus, bringing together research, innovation and manufacturing.

A second development phase was announced in June 2019 for a range of mid-tech units combining office, research and manufacturing and assembly space, with funding of £7.2 million approved for the development. The facility will support small businesses in the area and bring new employment to the local population.

Source: <http://harlowez.org.uk>

Case example: bringing education and skills providers together to boost essential life skills

The Opportunity Area programme established a partnership of education and skills providers in Doncaster, which found that there was a gap in provision for children dealing with multiple disadvantage and vulnerability.

Combining local funding pots with £1m of additional investment from the Department for Education, an Essential Life Skills programme was put in place to develop non-cognitive skills in children, such as confidence, resilience and punctuality.

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/753695/DFE_-_Opportunity_Areas-One_Year_On_.PDF

Connectivity

- 1.32 High quality and well-designed infrastructure is critical to supporting local economies and sustainably improving living standards. Whether through improving the speed and reliability of transport connectivity or ensuring internet speeds are fit for the needs of businesses, infrastructure investment will be key to spreading prosperity in towns.
- 1.33 In many towns, there is a disconnection between where people live, and where jobs and leisure can be found⁸. For towns close to larger urban areas, strengthening transport within the town to regional transport links (e.g. through a bus network) will open up new opportunities for people in the area. All road-based investments should now include provision for bus priority and cycling, unless this can be shown to be inappropriate. Active travel schemes such as new cycle and walking paths, for example, those prioritised in Local Authority's Local Cycling and Walking Infrastructure Plans (LCWIPs), could have the added benefit of supporting the health of the population, as well as contributing to the net zero greenhouse gas emissions target.
- 1.34 While broadband access and speeds are increasing, we need to reduce the barriers to deployment of new gigabit-capable connectivity, including 5G and fibre connectivity to support our businesses to compete globally. For some firms (e.g. the creative industries or the area's start-up community) reliable digital infrastructure is a key determinant of their location of their jobs, and so digital infrastructure could underpin a new wave of entrepreneurialism to take root in our towns and cities. The deployment of digital, place-based infrastructure requires different local authority teams, for example highways, planning, estates, to buy into a single, cohesive vision for the area. Further support for local authorities can be found in the Digital Connectivity Portal⁹.

⁸ http://shura.shu.ac.uk/24128/1/tackling_transport-related_barriers_low-income_neighbourhoods.pdf

⁹ <https://www.gov.uk/guidance/digital-connectivity-portal>

Case example: strengthening transport links between towns and cities

Some towns suffer from disconnection to larger urban areas. Where there are transport links in place, towns should make the most of them by improving access from within the town.

For example, a project to improve cycling and walking access at Dewsbury and Huddersfield rail stations through information displays, safety measures and other enhancements was awarded £1.9 million through the Transforming Cities Fund, allowing more passengers to benefit from regional rail connections.

Towns can also help to strengthen transport networks in city regions, including through developing connections to other towns.

Sheffield City Region was awarded £4.2 million in March 2019, to take forward a suite of active travel measures that will better connect towns and villages across South Yorkshire. This includes plans for improved cycle and pedestrian routes connecting Doncaster's town centre, railway station, smaller towns such as Conisbrough and Thorne, and the new growth opportunities at Doncaster iPort; plus a new cycle route from Rotherham town centre that will help establish a sustainable transport link for around 2,400 new homes at the Bassingthorpe Farm site, beyond the town.



3 the Sheffield Rotherham tram-train trial

Photo © Andrew Tryon (cc-by-sa/2.0)

Case example: using transport infrastructure to give businesses a digital boost in Cambridgeshire

Towns have levers available to them to bring forward the digital revolution. In Cambridgeshire, a new 'Dig Once' policy has been put in place whereby all new major infrastructure projects (roads, cycleways, busways) must now include ducting to enable the fast and efficient installation of fibre.

Wider use of the assets is enabled by virtue of a new joint venture company between Cambridgeshire County Council and the University of Cambridge, Light Blue Fibre Ltd, which is licenced to make all new and existing duct and dark fibre assets commercially available on a wholesale basis (www.lightbluefibre.co.uk).

Alongside investment in digital connectivity for public sector buildings from which nearby firms can benefit, the scheme is bringing fast digital connectivity to businesses in the area, unlocking new growth opportunities.



Case example: opening access to retail in Telford

Retail and leisure businesses are often held back by poor access to the wider area. Addressing this can be complex when working with dense, built up areas, but we know that these schemes create a better, and more sustainable, foundation for local firms than out of town alternatives.

In Telford, a transport scheme reconfigured the Box Road: a high-speed, three-lane, one-way circulatory system surrounding and constraining the pedestrianised retail area and limiting growth of businesses in the area (pictured above).

The new design encouraged lower speeds, which allowed twelve pedestrian crossings to be installed, and new cycle-ways built.

Under the scheme, the shopping area was connected to a major public/private sector development, now completed at Southwater, including a cinema, hotel, bars and restaurants and other leisure attractions. The scheme was complex to design and deliver but puts Telford on a firm footing to grow into the future.

Source:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/648822/local-sustainable-transport-fund-impact-summary-report.pdf

2 Preparing for a Town Deal

- 2.1 This prospectus sets out the first stage of agreeing Town Deal, with the following steps:



- 2.2 We expect Unitary Authorities, District Councils, and Borough Councils in the areas for the towns selected (hereby referred to as ‘the Lead Council’) to develop a Town Deal Board no later than the end of January 2020, then produce a Town Investment Plan no later than Summer 2020. Further information on what we expect to see in both a Town Deal Board and a Town Investment Plan is below.
- 2.3 The Town Deal Board and Investment Plan will together inform the second stage of agreeing a Town Deal: which will include completing a business case based on the selected content of Town Investment Plans with government. We will publish further detail on how we will agree Town Deals in due course, including the amount of capital and revenue funding available, and the interventions that can be supported through the fund.
- 2.4 We know that in some towns, there are strong partnerships and proposals already in place. We expect to work with these places to agree a Town Deal more quickly. This, in turn, will allow others to take advantage of the support being offered by government to develop good proposals. Lead Councils will return a readiness checklist to government to gauge how quickly towns in their area will be able to prepare for a Town Deal.
- 2.5 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 to be published. If government is not content with the quality of proposals, including their alignment with the objective of the Towns Fund by the end of Summer 2020, then it is unlikely a Town Deal would be agreed.
- 2.6 In due course we will announce details of a competition for further towns to develop a Town Deal Board, a Town Investment Plan and have the opportunity to agree a Town Deal. While we will be looking at aligning this with other funds, including the Future High Street Fund, the purpose of these funding streams is different with the Towns Fund focusing on a wider geography than just one high street. In many places Town Deal funding will not necessarily be directed toward the high street.
- 2.7 Where towns are both preparing to agree a Town Deal and are already involved in the Future High Streets Fund, we expect plans to be aligned, whilst still meeting the separate objectives of the funds. We are not changing our expectations or timelines

for those places currently progressing through the Future High Streets Fund.

Capacity funding and support

2.8 Lead Councils will shortly receive capacity funding from government via a s31 grant to support the development of a Town Deal Board and Investment Plan for each of the shortlisted towns in their area. Funding is being allocated according to population size, using the Office for National Statistics' categorisation of small, medium and large towns. The full details are published in the annex of this prospectus.

Town Size	Population (Census 2011)	Capacity funding (£)
Small	5,000 – 20,000	140,000
Medium	20,000 – 75,000	162,019
Large	75,000 – 225,000	173,029

2.9 We would anticipate that this funding will be used for:

- Convening Town Deal Board
- Running business and wider community engagement events
- Developing Town Investment Plans
- Providing technical expertise for business case development

2.10 Places will also receive some support from within the MHCLG, from relevant departments across government, and from further sources to be announced.

The MyTown Campaign

2.11 It is vital that towns engage with communities to find out directly from the public what they love about their place and how they want to see it grow. To do this we are developing a communications and community engagement toolkit for Town Deal Boards. This will be complemented by a media campaign which will:

- Inform people in the 101 towns of the opportunities of the Towns Fund
- Encourage local people to get involved and to generate ideas

2.12 This campaign will support the community engagement and capacity building activity, detailed below.

2.13 To support the campaign, Lead Councils should nominate a point of contact to work alongside government, as part of completing the readiness checklist.

Town Deal Boards

The Town Deal Board will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan and inform the Town Deal, including the amount of investment secured through the Towns Fund.

The role of the Board is to:

- Develop and agree an evidenced based Town Investment Plan
- Develop a clear programme of interventions
- Coordinate resources and influence stakeholders

Which area should it represent?

2.14 The Lead Council should define the area the Town Deal Board will represent on a map. As a default, this should use the boundaries defined by the Office for National Statistics in their recent article¹⁰. This is important so that local communities and other bodies understand where the area of benefit will be. We expect that the geographical area should be continuous.

2.15 Any changes to the ONS boundaries will need to be discussed with government to ensure it includes, as part of the area, the town that was originally selected.

Role of the Lead Council

2.16 The Town Deal Board should be convened by the Lead Council. The governance structure and decision-making structures of the Town Deal Board should be made public by the Lead Council.

2.17 Where more than one town is coming together to develop a Town Deal (more detail on the Joint Town Investment Plans is below), both Lead Councils should have an equal role in the partnership.

2.18 Town Deal Boards can build on pre-existing governance structures and relationships at a local level, if they meet the guidance set out in this prospectus.

2.19 We expect the Town Deal Board to align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, and complaints.

Who should be represented?

2.20 We recognise that no two towns are the same, but that successful partnerships share some characteristics. We have therefore set out the following requirements and guidelines.

2.21 Town Deal Boards must include:

- **Other tiers of Local Government:** We expect all tiers of local government to be a part of the Town Deal Board:

¹⁰

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/articles/understandingtownsinenglandandwales/anintroduction>

- **Town and parish councils:** Town and parish councils have an important role to play in convening stakeholders and providing localised perspective, as they are closely connected to the communities they serve.
- **Upper-tier authorities:** bring crucial understanding of the important role towns play within the wider regional economy – as well as strategic leadership and powers that will be of value to the partnership.
- **Mayoral Combined Authorities and Combined Authorities:** provide a strategic overview of an area and many hold powers that will be critical to delivering the Towns Fund e.g. transport.
- **Members of Parliament:** The MP (or MPs) representing the town should be invited to engage in the process of designing and agreeing the Town Investment Plan.
- **Local businesses and investors:** Driving economic growth and building productivity will require entrepreneurship and investment from business. It will therefore be essential to draw on their leadership and capability to help understand challenges and develop the key proposals. Existing investors currently active in the area also have an important role to play; their experience of driving development in specific regions should be drawn on to identify the best uses of public and private funds. **We expect to see representation on Town Deal Boards through large employers and SMEs.**
- **Local Enterprise Partnerships (LEPs):** LEPs bring a strong specialism in economic development strategy, business engagement, and the local skills system – through Skills Advisory Panels – ensuring Town Investment Plans are informed by local economic strategies e.g. Strategic Economic Plans and Local Industrial Strategies.
- **Communities:** Each town will decide how best to involve their local community, building on the MyTown campaign. Communities should have a meaningful role in decision-making for the future of their town, and Town Deal Boards should draw on the local knowledge and insight that communities can provide on the barriers to driving local growth and productivity. We expect this to be achieved by including community representatives from prominent local civic and faith organisations in the governance structure, such as representatives from local community forums, voluntary and community sector organisations, or Councils of the Voluntary Sector.
- Communities are more likely to work to implement solutions, and be able to take advantage of the economic opportunities resulting from government investment if they engaged early and throughout the process of designing and delivering the Town Investment Plan.

2.22 Town Deal Boards may also include (either in their governance structure or in their engagement activity):

- **Business Improvement Districts (BIDs):** where they exist, BIDs work to improve commercial areas through additional services. They have close relationships with their business members and play a strategic role in place shaping

- **Jobcentre Plus:** provide information on working with people furthest from the labour market, and work closely with the voluntary and third sector to support people into work
- **Anchor institutions:** have strong convening power, as well as a significant role in the local economy. They may include:
 - The wider business community
 - Universities and Further Education colleges
 - Academies and Schools
 - Hospitals
 - Development corporations
 - Local sports teams
 - Cultural and creative institutions
 - Housing sector including housing developers and housing associations
- **Arms-length bodies and other non-departmental government agencies:** Such as Homes England, the Environment Agency, and the Historic England have expertise in delivering interventions, and existing place-based networks across the country, which can bring local expertise, as well as the ability to engage with issues at a regional level.
- **Other private investors and developers:** national or international private investors and developers should be engaged early to understand their requirements for investment and identify the best use of public and private funding.

How should it function?

2.23 The Lead Council should publish the Town Deal Board’s governance structure and ways of working, such as a statement for how the board will engage stakeholders and agree decisions over time. Lead Councils should set out how capacity funding will be spent, and how that will support the process of developing a good Town Investment Plan.

2.24 Whilst the Town Deal Board serves an advisory function to the Lead Council, we expect all members to adhere to the Nolan Principles¹¹, set out clear Terms of Reference, and agree to a Code of Conduct.

2.25 While we recognise that each place is different, Town Deal Boards should appoint a Chair. Where appropriate we expect this Chair to be from the private sector.

Town Investment Plans

2.26 Towns must develop a well-evidenced Town Investment Plan, which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.

2.27 The amount of investment from the Towns Fund will be determined based on the strength of the Towns Investment Plan amongst other relevant factors.

¹¹ <https://www.gov.uk/government/publications/the-7-principles-of-public-life>

What should it say?

- 2.28 The Town Investment Plan should set out investment priorities that could drive economic growth, supported by clear evidence and targeting investment into the economic infrastructure listed around the objective of the fund, as well as making full use of existing powers, particularly in planning.
- 2.29 Town Investment Plans should complement other pre-existing strategy documents that have been developed with local partners to avoid duplicating efforts, and where necessary build on these to meet the expectations set out in this prospectus. For instance, it will be important to align with Local Industrial Strategies, Skills Advisory Panel analysis, local environmental strategies, Local Plans and Spatial Development Strategies, and Local Transport Plans.
- 2.30 Plans should be cognisant of the wider strategic approach being taken through the Northern Powerhouse, Midlands Engine, Ox-Cam Arc and other pan regional strategies. The document should detail high Value for Money interventions that will drive economic growth.
- 2.31 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.
- 2.32 It should capture existing government and local initiatives and suggest ways of better coordinating investments within a place, where this could lead to further economic growth.
- 2.33 We expect the strategic element of Town Investment Plans to include:
- Background, context and evidence of need for suggested interventions
 - A vision for the town, complementing agreed or emerging local economic strategies
 - A high-level description of priority areas for the short, medium and long term, including:
 - Activity that can be locally funded
 - Projects that could be supported by public investment (including through the Towns Fund), with high level cost estimates
 - Ambitions for private sector investment and community involvement

Case example: aligning Walsall's regeneration with the wider region

Aligning the growth plans of towns with the wider area will mean every opportunity is being acted on. Walsall's regeneration has been developed to ensure it closely aligns to wider plans for the Borough and wider West Midlands Combined Authority. The regeneration of Walsall began in 2017 with the purchase of the Saddlers Shopping Centre – located in a key position on top of Walsall Railway Station. Its location and regional connectivity across the Black Country has resulted in Transport for West Midlands further investing in public transport provision in Walsall.

New Art Gallery Walsall is one of the most prominent buildings in the town centre, and has an international reputation. Walsall Council have therefore put the Gallery at the heart of their Town Centre masterplan. This plan leverages the Art Gallery, and other cultural assets to draw people into the reinvigorated public spaces in the town centre, and encourage footfall for the surrounding retail offer, whilst also attracting workers to the offices located there.

Walsall will play a key role in realising the West Midlands' ambitious housing plans, as part of the West Midlands' Local Industrial Strategy. From the development of homes, to the Walsall to Wolverhampton housing growth corridor, Walsall has an opportunity to attract private sector housing investment to improve attract high-skilled workers to the area and grow the economy.



4 New Art Gallery Walsall

- 2.34 In due course, additional guidance will be published on the interventions in scope for the Towns Fund, the capital revenue split, and business case guidance. At this point, Town Investment Plans will be further developed to add detail to the priorities that could be funded through the fund (where consideration to the economic, commercial, management and financial aspects of proposals should be given.) However, as this is about driving long-term transformative change to local economies, we expect to see capital projects at the core of projects submitted for Town Deal funding.
- 2.35 Lead Councils and Town Deal Boards should seek to engage private investors and developers early. As part of this engagement, opportunities for private investment should be identified collaboratively.
- 2.36 We recognise that Town Deal Boards may want support and advice in developing their Town Investment Plans. A number of departments are considering the best way to provide that support; we anticipate that it will include guidance on assessing the evidence base, and intervention design to ensure Value for Money. For example, Department for Culture Media Sport (DCMS) has already set out its Connected Growth Manual¹², providing guidance to Local Authorities and LEPs on what they can do to support the sectors that DCMS represents.

Joint Town Investment Plans

- 2.37 There is provision for local places to produce a joint Town Investment Plan. This is dependent on towns selected in the list of 101 towns agreeing to work collaboratively and sharing both a Town Deal Board and Town Investment Plan. It is for the local area to decide whether a case can be put to government on the benefits of clustering towns together. This could be within a single local authority, LEP or Combined Authority area. Reasons for this could be:
- The towns in question are next to each other and/or are part of the same continued urban area
 - The towns have significant overlap in terms of economic and social geography
 - The Board representatives of each town would significantly overlap
 - Having multiple smaller geography partnerships would dilute from a more strategic approach across multiple towns
 - There are not suitable levels of stakeholder engagement for a particular town (because it lacks suitable scale etc.) and would benefit from a joint approach
 - There are wider strategic benefits from bringing the towns together
- 2.38 Following this approach will not reduce the levels of capacity funding or the Towns Fund allocation. However, the Lead Council will need to agree this with government ahead of the Town Deal being agreed.

How is it agreed?

- 2.39 The Town Investment Plan must be agreed by the Town Deal Board in line with the Board's locally-agreed governance structure, which we would expect to be agreed

¹² <https://www.gov.uk/government/publications/connected-growth>

and published no later than January 2020.

- 2.40 The Town Investment Plan is a locally owned document and will not require sign off by government, however it will form the basis of deal negotiation and inform the amount of investment agreed through the Towns Fund. The Plan should explicitly set out how the Towns Fund is being used to crowd-in other local and private investment. It should also articulate how the interventions are driving economic regeneration and delivering value for money.
- 2.41 We encourage places to communicate with government departments (both through regular channels and through specific engagement that MHCLG will arrange) on the development of the Town Investment Plan and to discuss investment priorities.
- 2.42 Further guidance on the agreement of Town Deals will be issued in due course.

Learning, networking, and collaboration

- 2.43 We ask the Lead Council to be 'open by default' about their Town Deal Boards, Town Investment Plans and outline business cases, while acknowledging that commercially sensitive information will need to be protected (this should align with the Lead Council's on their process to handle information which is not to be published in the public domain). Town Deal Boards will make their governance structures, profiles on key stakeholders, meeting agendas and minutes (in accordance with the Local Government Act 1972), evidence and any supporting documents for Town Investment Plans publicly available. For instance, this could be published on the Lead Council's website.
- 2.44 We will actively facilitate learning between towns. For example, by running regional events, thematic learning events (e.g. around active travel interventions) and publishing products on 'what works' for local growth in towns. In partnership with the What Works Centre for Local Economic Growth and the What Works Centre for Wellbeing, MHCLG will publish materials and support events for those involved in delivering the Towns Fund, as well as those in other towns.
- 2.45 We will be appointing officials who will support collaboration – strengthening existing connections between towns and creating new ones. They will also support Town Deal Boards to connect with local partners. For example, in towns benefiting from the government's Opportunity Area programme are encouraged to connect with their local Opportunity Area partnerships, thereby ensuring that Town plans can build on local efforts already underway in improving education and skills. Contact details can be found in the relevant published Opportunity Area plans.
- 2.46 Alongside future guidance being published on the Town Deal process, we will set out our expectations for monitoring and evaluation, as well as guidance on when Town Investment Plans should be published online.

3 Annexes

Timeline for Lead Councils

Capacity funding distributed to Lead Councils	November 2019
Readiness checklist returned	19 th November 2019
All Town Deal Boards convened (including publication of town boundary)	End of January 2020
Further guidance published	Early 2020
All Town Investment Plans produced	Summer 2020
Town Deals agreed	2020-21
A competition for further Town Deals	2020

Capacity funding allocation per town

Local Authority	Town(s)	Town Capacity Funding Allocation (£)	Local Authority Total (£)
Allerdale Borough Council	Workington	162,019	162,019
Ashfield Council	Kirkby-in-Ashfield	162,019	324,038
	Sutton in Ashfield	162,019	
Barnsley Council	Goldthorpe	140,000	140,000
Barrow Borough Council	Barrow-in-Furness	162,019	162,019
Bedford Borough Council	Bedford	173,029	173,029
Blackburn with Darwen Borough Council	Darwen	162,019	162,019
Blackpool Council	Blackpool	173,029	173,029
Bolton Council	Bolton	173,029	173,029
Boston Borough Council	Boston	162,019	162,019
Bournemouth, Christchurch and Poole Unitary	Bournemouth	173,029	173,029
Bradford Metropolitan District Council	Keighley	162,019	324,038
	Shipley	162,019	
Broxtowe Borough Council	Stapleford	140,000	140,000
Calderdale Council	Todmorden	140,000	302,019
	Brighouse	162,019	
Carlisle City Council	Carlisle	173,029	173,029
Charnwood Borough Council	Loughborough	162,019	162,019
Cheshire East Council	Crewe	162,019	162,019
Chesterfield Borough Council	Staveley	140,000	140,000
Colchester Borough Council	Colchester	173,029	173,029

Copeland Borough Council	Cleator Moor	140,000	280,000
	Millom	140,000	
Corby Borough Council	Corby	162,019	162,019
Cornwall Council	Penzance	140,000	604,038
	St Ives	140,000	
	Camborne	162,019	
	Truro	162,019	
Durham County Council	Bishop Auckland	162,019	162,019
Crawley Borough Council	Crawley	173,029	173,029
Darlington Borough Council	Darlington	173,029	173,029
Doncaster Borough Council	Stainforth	140,000	313,029
	Doncaster	173,029	
Dudley Borough Council	Dudley (Dudley)	173,029	173,029
East Lindsey District Council	Mablethorpe	140,000	302,019
	Skegness	162,019	
East Riding of Yorkshire Council	Goole	162,019	162,019
East Staffordshire Borough Council	Burton upon Trent	162,019	162,019
East Suffolk District Council	Lowestoft	162,019	162,019
Erewash Borough Council	Long Eaton	162,019	162,019
Great Yarmouth Borough Council	Great Yarmouth	162,019	162,019
Halton Borough Council	Runcorn	162,019	162,019
Harlow District Council	Harlow	173,029	173,029
Hartlepool Borough Council	Hartlepool	173,029	173,029
Hastings Borough Council	Hastings	173,029	173,029
Herefordshire Council	Hereford	162,019	162,019
Ipswich Borough Council	Ipswich	173,029	173,029
Borough Council of King's Lynn and West Norfolk	King's Lynn	162,019	162,019
Kirklees Council	Dewsbury	162,019	162,019
Leeds City Council	Morley	162,019	162,019
Lewes District Council	Newhaven	140,000	140,000
Lincoln City Council	Lincoln	173,029	173,029
Mansfield District Council	Mansfield	173,029	173,029
Mendip District Council	Glastonbury	140,000	140,000
Middlesbrough Borough Council	Middlesbrough	173,029	173,029
Milton Keynes Council	Milton Keynes	173,029	173,029
Newark and Sherwood District Council	Newark-on-Trent	162,019	162,019
Newcastle-under-Lyme Borough Council	Kidsgrove	162,019	335,048
	Newcastle-under-Lyme	173,029	
North East Derbyshire District Council	Clay Cross	140,000	140,000
North East Lincolnshire Council	Grimsby	173,029	173,029

North Lincolnshire Council	Scunthorpe	173,029	173,029
Northampton Borough Council	Northampton	173,029	173,029
Northumberland County Council	Blyth	162,019	162,019
Norwich City Council	Norwich	173,029	173,029
Nuneaton and Bedworth Borough Council	Nuneaton	173,029	173,029
Oldham Borough Council	Oldham	173,029	173,029
Pendle Borough Council	Nelson	162,019	162,019
Peterborough City Council	Peterborough	173,029	173,029
Preston City Council	Preston	173,029	173,029
Redcar and Cleveland Borough Council	Redcar	162,019	162,019
Redditch Borough Council	Redditch	173,029	173,029
Rochdale Borough Council	Rochdale	173,029	173,029
Rotherham Borough Council	Rotherham	173,029	173,029
Sandwell Metropolitan Borough Council	Rowley Regis	162,019	486,058
	Smethwick	162,019	
	West Bromwich	162,019	
Scarborough Borough Council	Whitby	140,000	302,019
	Scarborough	162,019	
Sedgemoor District Council	Bridgwater	162,019	162,019
Sefton Council	Southport	173,029	173,029
Sheffield City Council	Stocksbridge	140,000	140,000
South Ribble Borough Council	Leyland	162,019	162,019
St. Helens Council	St Helens	173,029	173,029
Stevenage Borough Council	Stevenage	173,029	173,029
Stockport Metropolitan Borough Council	Cheadle	140,000	140,000
Stockton on Tees Borough Council	Thornaby-on-Tees	162,019	162,019
Swindon Borough Council	Swindon	173,029	173,029
Telford & Wrekin Council	Telford	173,029	173,029
Thanet District Council	Margate	162,019	162,019
Thurrock Council	Tilbury	140,000	302,019
	Grays	162,019	
Torbay Council	Torquay	162,019	162,019
Wakefield Council	Castleford	162,019	335,048
	Wakefield	173,029	
Walsall Borough Council	Bloxwich	162,019	324,038
	Walsall	162,019	
Warrington Borough Council	Warrington	173,029	173,029
Wirral Metropolitan Borough Council	Birkenhead	173,029	173,029
City of Wolverhampton Council	Wolverhampton	173,029	173,029
Worcester City Council	Worcester	173,029	173,029

Project Appraisal and Selection

Introduction

Since the announcement that Boston was eligible for Towns Fund support a significant amount of interest in projects has arisen. The Government has established a website called MyTown and the Borough Council has produced a project ideas pro-forma. To date over 80 responses of different size and scale have been received through these two routes. Many of the submissions are, at this stage very general and high level in nature.

The first task in sifting these projects has involved putting them into thematic groupings and investigating their feasibility and linkages by way of an initial sift. Once this is completed ideas will be allocated to discernable groups of interventions, from which deliverable and credible projects, consistent with the Towns Fund can be established.

Process

To ensure an independent oversight of this process we have retained Rose Regeneration an economic development agency with significant local insight and a well established track record in economic appraisal and evaluation. It is proposed that their work will cover the following phases:

Development of a theory of change – this involves a rapid audit of key documentation, consideration of the findings in relation the focus of the Towns Fund Prospectus, refined to take account of any more recent nuances from Government.

Establishment of deliverability criteria – this involves a consideration of the translation of the Green Book Guidance on project appraisal and any relevant material from the GLLEP outline business case guidance into a framework for analysis.

Creation of a pro-forma – this involves translating the deliverability criteria framework into a form, which captures all the requisite information required to effectively assess each project.

Collation of data for all relevant projects – this involves direct liaison with all project sponsors, post the initial sift of ideas, to capture the information required about their proposals. It is likely to involve individual briefings and fast moving support to complete the pro-forma in each case.

Independent analysis and scoring – this involves an independent appraisal of each project, applying the theory of change and evaluation framework to each proposal. It will involve some detailed liaison with individual project sponsors and potentially some liaison with third parties and statutory bodies to test some of the assumptions set out.

Triangulation of the results – to ensure that the process has been followed effectively and no crucial contextual details have been missed Rose Regeneration will develop, in liaison with the Towns Team at BBC, a small expert panel of key informants to consider the initial findings and test their validity. This will involve the development of a sub-group of the Board

based on individuals who are not “conflicted” by the submission of projects in which they have a specific interest.

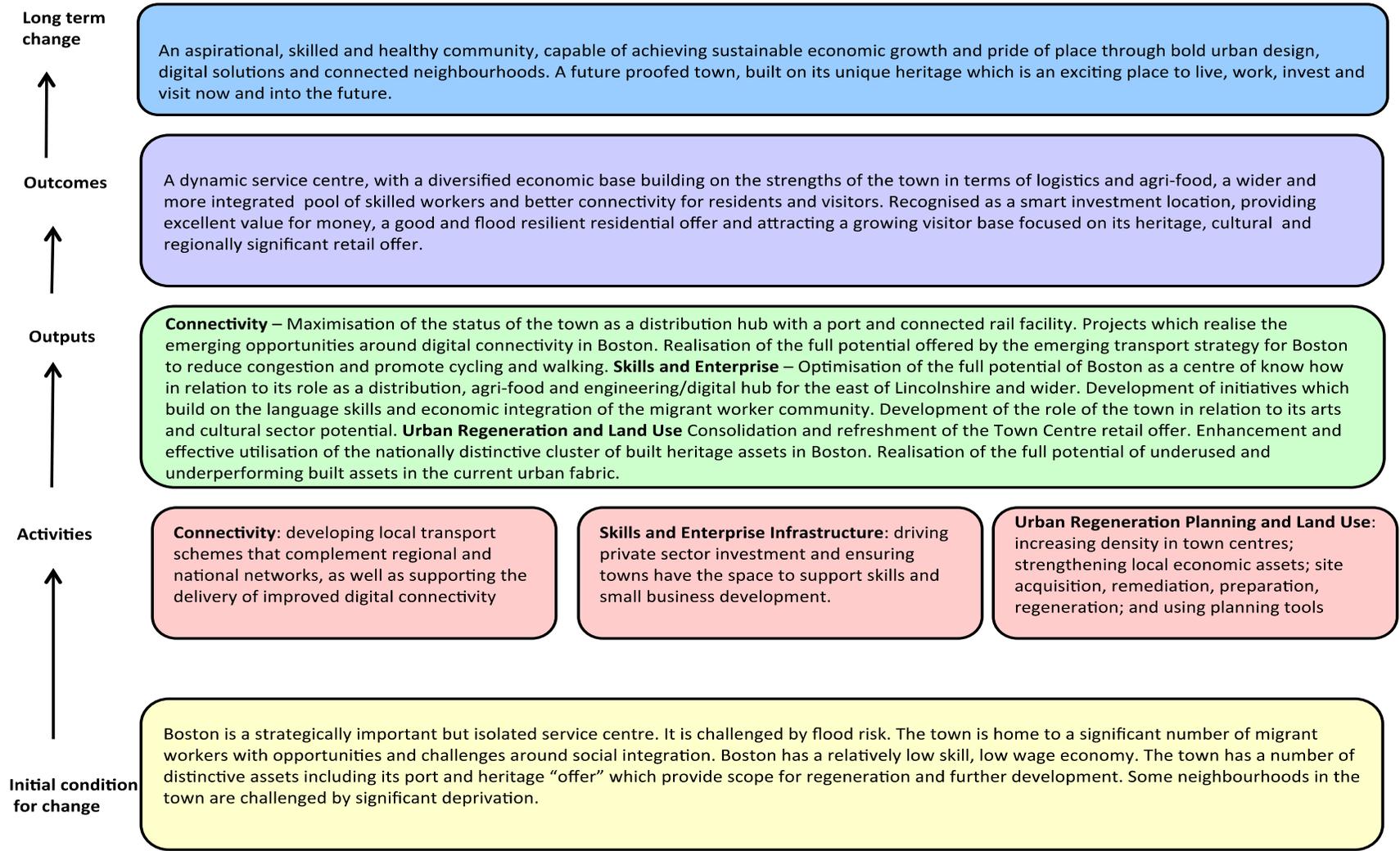
Presentation of the result of the process – the individual assessments will need to be converted into an overall report, setting out the rationale for the findings in each case. They will also need to be reported to the overall Town Board. Finally technical inputs to the preparation of the Town Plan will be required, working alongside the Town Team to ensure that the results are cogently and effectively incorporated into the Plan.

Documents for Consideration

This report sets out the emerging theory of change and proforma referenced above. The proforma is derived from the Greater Lincolnshire LEP outline business case documentation. It is also based on a discussion with other Towns Fund areas in Lincolnshire which are also using the GLLEP outline Business Case documentation as their starting point for project appraisal. The benefit of taking this approach, in the absence of a specific Towns Fund form, is that a project development approach, which is consistent with Government approaches to appraisal is being followed.

The Board are asked to consider these draft documents by way of helping to support their refinement. Once this has been achieved it will be possible to test emerging project ideas to ensure they:

1. fit within a sensible strategic framework for the overall regeneration of Boston taking account of the theory of change.
2. pass a series of deliverability tests. These tests are linked to a national appraisal process which the Towns Fund will require of all projects linked to a key document developed by HM Treasury called the Green Book.



Boston: PROJECT PROFORMA

Project Name		Project Ref:	
Project Base			

Brief Project Summary (100 words maximum)			
Total Project Value (£)		Town Deal Funding Sought (£)	

Lead Applicant		Organisation Type	
Applicant Address			
Main Contact Person			
Contact Email		Telephone	
Key Delivery Partners			

Fit with Town Deal Priority Interventions (can be more than one)	
<input type="checkbox"/>	Urban Regeneration, Planning & land use
<input type="checkbox"/>	Skills and Enterprise infrastructure
<input type="checkbox"/>	Connectivity

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>

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) <i>(please state source)</i>	Private Match Funding (c) <i>(please state source)</i>	Totals (d)	Contribution Rates (a)/(d) x 100
Capital					
Revenue					
Totals					

1. Project Scope	Score	Total
1.1 What additional services and/or facilities will be delivered by the project?		
1.2 Who are the target beneficiaries where is the recipient population(s) based?		

2. Project Solution	Score	Total
2.1 How will the project outcomes be delivered		
2.2 How will the project ensure due regard to advancing equality of opportunity for persons with protected characteristics as defined by the Equalities Act 2010 ?		

3. Project Delivery	Score	Total
3.1 Which organisation(s) is/are best placed to deliver the project, and why?		
3.2 What other key partners are required to ensure success of the project and how will they be engaged during the project design, development and delivery?		

4. Project Implementation	Score	Total
4.1 How will the project be delivered		
4.2 Please outline the key steps that have been, or will be, completed to ensure delivery of the project		

Milestone		Forecast Date		
Initial scheme design and feasibility works complete				
Detailed design and business plan complete				
Planning Permission and other consents secured				
Match funding secured				
Procurement contracts awarded				
Start of construction works				
Completion of construction works				
Start of operational activity				
Please provide any other key work stages that need to be completed to ensure delivery				
Milestone		Forecast Date		
4.3 Is the roll out of the project reliant on other dependencies (e.g. land assembly, off site infrastructure, expiry of existing arrangements)				
4.4 What other options have been considered?				

5. Proposed Costs						
5.1 Expenditure Profile						
	Previous years	Year 1 20**/**	Year 2 20**/**	Year 3 20**/**	Future Years	Total
i) Capital						
Total Capital						
ii) Revenue Costs						
Total revenue						
Total Project Costs						

5.2 Funding Profile						
	Previous years	Year 1 20**/**	Year 2 20**/**	Year 3 20**/**	Future Years	Total
i) Capital						
Town Deal						
Public						
Private						
Total Capital						
ii) Revenue Costs						
Town Deal						
Public						
Private						
Total Revenue						
Total Project Costs						
Total Town Deal Funding						

6. Critical Success Factors	Score	Total
6.1 How well does the project meet the objectives of the Town Deal Prospectus and fit with wider organisational or public sector objectives?		
6.2 How will the project deliver additional social, economic and environmental value in the target areas?		
6.3 How will the project works be procured? Are there local suppliers available to deliver the required services?		
6.4 How have the project costs been estimated and how will the project delivery be financed?		
6.5 How will the lead partners secure the necessary capability and skills to deliver the project?		
6.6 What are the key constraints to delivering the project? What mitigation measures are in place to manage and reduce key risks?		

7. Forecast Outputs							
7.1 Output Profile							
	20**/**	20**/**	20**/**	20**/**	20**/**	Future Years	Total
i) Core Outputs							
Public Investment Leveraged (£)							
Private Sector Investment Leveraged (£)							
Number of new Jobs Created (gross)							
Number of Jobs Safeguarded (gross)							
Commercial floor space refurbished/constructed and occupied (sqm)							
Number of businesses assisted to improve performance							
Number of learners supported							
Number of new businesses created							
ii) Others (please list) *							

7.2 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

7.3 Please outline how the project will gather and assess evidence of outcomes, results, and social value delivered.

Scoring Criteria

0	Completely unsatisfactory/unacceptable response No response to the question or serious deficiencies in meeting the required standards. The risk to the Town Deal Board is very high.
1	Poor response: The proposals provide only limited evidence that the requirements of the Town Deal Prospectus and relevant local strategies will be met and / or demonstrate significant omissions and / or demonstrate only a limited level of quality. The risk to the Town Deal Board is high.
2	Acceptable response in some areas: The response is sufficiently detailed in most areas, but in some areas falls short of the requirements of the Town Deal Prospectus and relevant local strategies. The proposals provide evidence that reasonable quality standards will be met, but with some material omissions. The risk to the Town Deal Board is medium.
3	Good response: The response is sufficiently and meets the required project standards. The proposals provide evidence that the requirements of the Town Deal Prospectus and relevant local strategies will be met, with reasonable quality and no more than minor omissions. The risk to the Town Deal Board is low.
4	Outstanding response The response is fully compliant, with no omissions, and a full understanding of the project requirements. The proposals provide strong evidence that the objectives of the Town Deal Prospectus and relevant local strategies will be consistently delivered to a high level of quality. The risk to the Town Deal Board is very low.



Minutes of the Boston Town Deal Board Meeting

Date: 20 January 2020

Present: **Board Members:** Jo Maher - Boston College, Nick Worboys - Longhurst Housing, Donna Watton - Donna Comm Ltd, Councillor Aaron Spencer - Boston Borough Council, Councillor Paul Goodale - Boston Borough Council, Emma Hadley - Boston Witham Academies Federation, David Fannin - CVS, Peter Isaac - Oldrids, Jacqui Bunce - NHS, Neil Kempster, Chestnut Homes, Alison Fairman, BEM - Community Representative, Richard Tory - Boston Big Local, Sandra Dowson - One Public Estate

Observers: David Reid - Wilmott Dixon, Matthew Van Lier, Boston Witham Academies Federation, Phil Drury - Boston Borough Council, Gary Sargeant - Boston Borough Council, Stephanie Dickens - Matt Warman's Office, Warren Peppard - Lincolnshire County Council

Boston Town Deal Delivery Team: Michelle Sacks, Clive Gibbon and Luisa Stanney

1 Apologies for Absence

Received from: John Harness - NHS, Andy Lawrence - Port of Boston, Rob Barclay - Shodfriars, Kingsley Taylor - CAB, Nick Heath - Wilmott Dixon, Simon Beardsley - Lincolnshire Chamber of Commerce, Matt Warman - MP, Norman Robinson - Environment Agency, Clive Fletcher - Historic England, Val Braybrooks, MBE - University of Lincoln, Alice Olsson - Metsa Wood, Greg Pickup - Heritage Lincolnshire and Councillor Eddy Poll - Lincolnshire County Council.

2 Declarations of Interest

MS asked all Board members to complete the declaration of interest form and return to LS within 28 days.

ACTION: ALL BOARD MEMBERS

3 Governance and Decision Making

(i) Approve the Board Membership

Membership of the Boston Town Deal Board, as set out in the Governance report, was moved by JM, seconded by RT and agreed by the Board.

(ii) Approve the Terms of Reference and Schedules

The Terms of Reference and associated schedules were proposed by AF, seconded by PI and agreed by the Board.

(iii) Appoint a Chair to the Boston Town Deal Board

It was moved by AS, seconded by NK and agreed by the Board that Jo Maher would be Chair of the Boston Town Deal Board.

(iv) Appoint a Deputy Chair to the Boston Town Board

It was proposed by PG that Neil Kempster should be Vice-Chair of the Boston Town Deal Board. It was recognised that this would be on a short term basis. NW seconded the nomination and it was agreed by the Board.

4 Expression of Interest for Interventions

The expression of interest form was circulated to Board members. Completed forms would provide a greater understanding of what a project was and would be anchored around the 3 core priorities - urban, regeneration and planning, skills and enterprise & infrastructure and connectivity. It was important to get the information out in the community for the public to understand what type of ideas to put forward and to capture those.

The form would be available on the Boston Town Deal website (which would go live on 20 January) and would be heavily promoted. The Government had not yet given a deadline for submission of interventions but had indicated it would be sometime in the summer. The Boston Town Deal Board would be the mechanism for capturing the ideas and agreeing those for submission to enable further feasibility work to be undertaken. JM asked all Board members to push the Boston Town Deal through their own social media and communication streams.

ACTION: ALL BOARD MEMBERS

Following a short conversation it was noted that:-

- A vision /corporate strategy should be established to give a direction of travel and to outline what was to be achieved from the interventions.
- Board members should aim for a June deadline. If the Government guidance (when issued) gave a later date, this would allow the Town Deal delivery team further time to work on the interventions.
- Any interventions should be able to deliver on growth, housing, jobs, infrastructure, etc. Any smaller projects could be delivered with partnership organisations.
- Interventions should show a link to Government priorities, strategic connections and visions.
- Further Government guidance on the Town Deal was due to be published in the near future, but no date had been given.

5 Workplan for the February Board Meeting

The direction for the February Board meeting would be to discuss and agree:-

- The Vision.
- Interventions - including "softer" community cohesion projects.
- Scoring matrix - required for formulating the ideas and priorities as a Board, which should also cross reference all strategic documents, i.e. Lincolnshire 2050, Industrial Strategy and Boston Transport Strategy.
- How to engage with the community to ascertain what they see as a vision/priority for Boston.
- Further guidance from Government (if available).

JM asked Board members to email MS if they had an idea of what they expected to see in a prioritisation spreadsheet.

AT THIS POINT OF THE MEETING THE CHAIR ASKED MEMBERS OF THE PUBLIC TO LEAVE AS AGENDA ITEM 6 CONTAINED CONFIDENTIAL INFORMATION IN ACCORDANCE WITH CLAUSE 7.4 OF THE TERMS OF REFERENCE.



Board Report - Agenda Item 4

Date: 28th February 2020

Title: Consultation Update

1. Executive Summary

Consideration of the consultation approach for the Town Board Engagement, noting current levels of engagement, numbers of suggestions on #MyTown, Call for Projects and general engagement and how this will feed into a more formal consultation exercise, if required.

2. Recommendations

1. Agree the proposed course of local consultation
2. Confirm members of the Board Sub Group to agree consultation questions
3. Agree to review at the next Board Meeting

3. Background

- 3.1 At the last Board Meeting there was a discussion about the need to appoint an external organisation to deliver consultation on the Interventions proposed by the Towns Board to attract investment from the Towns Fund.

4. Report

- 4.1 Since that meeting there has been much activity to promote Boston Town Deal and attract ideas from the public, by way of summary;
- 80 suggestions on #MyTown (at the time of publication)
 - 400 Year 9 pupils have been consulted (appendix 1) at World of Work Careers Fair
 - 22 Call for Projects with more expected (at the time of publication)

- Boston Town Deal Facebook Page generating interactions and comment
- A full page advert in the Standard newspaper
- A proposed meeting for 18 Parish Councils

At this time, the Board are not in a position to have determined which projects are likely to progress and therefore, it may be premature to appoint external facilitators until the Board have established the theme of the Investment Plan.

4.2 It is proposed to undertake a series of consultation with members of the public at set out in Appendix 2 and includes the following locations:

- Oldrids
- Guildhall
- Haven High Parents Evening
- Market Stall
- Municipal Buildings
- Geoff Moulder Leisure Centre

These events will include reference to Boston Town Deal Board, the ideas gathered so far and a series of 5 questions will be asked of participants on a range of issues. It is proposed that a sub group of the Board, to be agreed at the Board meeting, will agree the series of 5 questions for each event.

The results will be collated and used to inform the Board's decisions on which interventions will proceed.

5. Conclusion

- 5.1 There has been much activity to promote the Boston Town Board Call for Projects and suggestions to the #MyTown.
- 5.2 The decision to appoint external consultation providers to be deferred for one month.

Appendices

1. *Infographic from Year 9 World of Work Consultation*
2. *Consultation Proposal for local events*

Boston Town Deal Young People Consultation

This soundbite consultation took place during the World of Work event held at the Princess Royal Sports Arena on 12th February 2020. A 100 surveys were completed by groups of 4 or more year 9 students from all of our secondary schools.



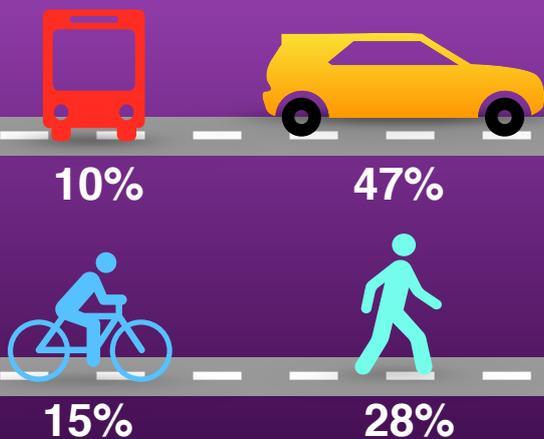
Headline Results

- 😊 70% of respondents came into town a least once a week
- 😊 47% of those came by car
- 😊 28% walk into town
- 😊 40% of all respondents would like more aged related entertainment, such as; Trampoline parks, Boxing clubs, Crazy golf areas to socialise more. They would also like to see shops like JD, make up shops, H&M, Primark

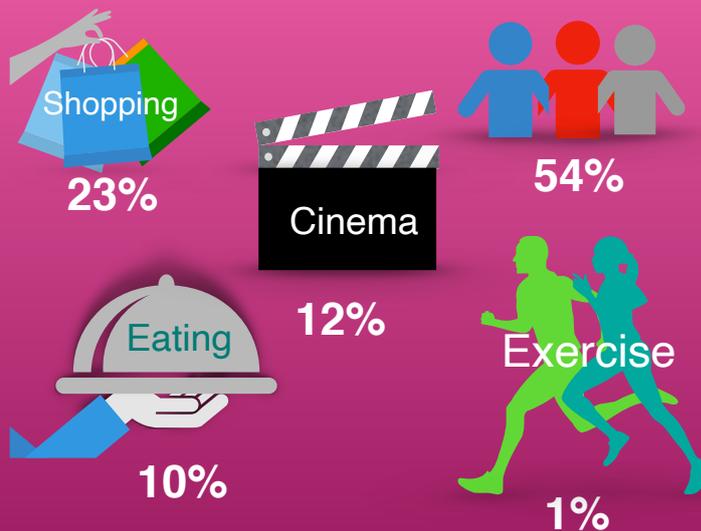
Q1: How often do you come into town?



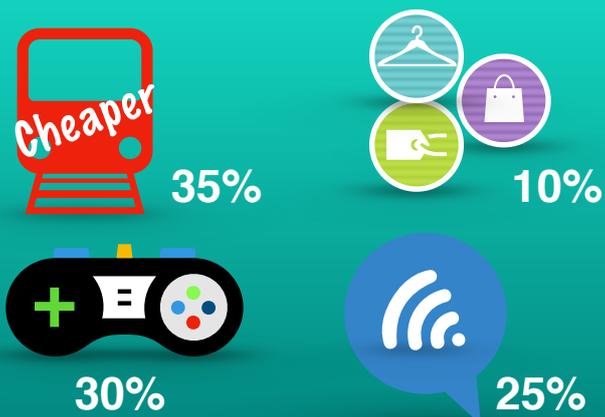
Q2: How do you get into town?



Q3: Why do you come into town?

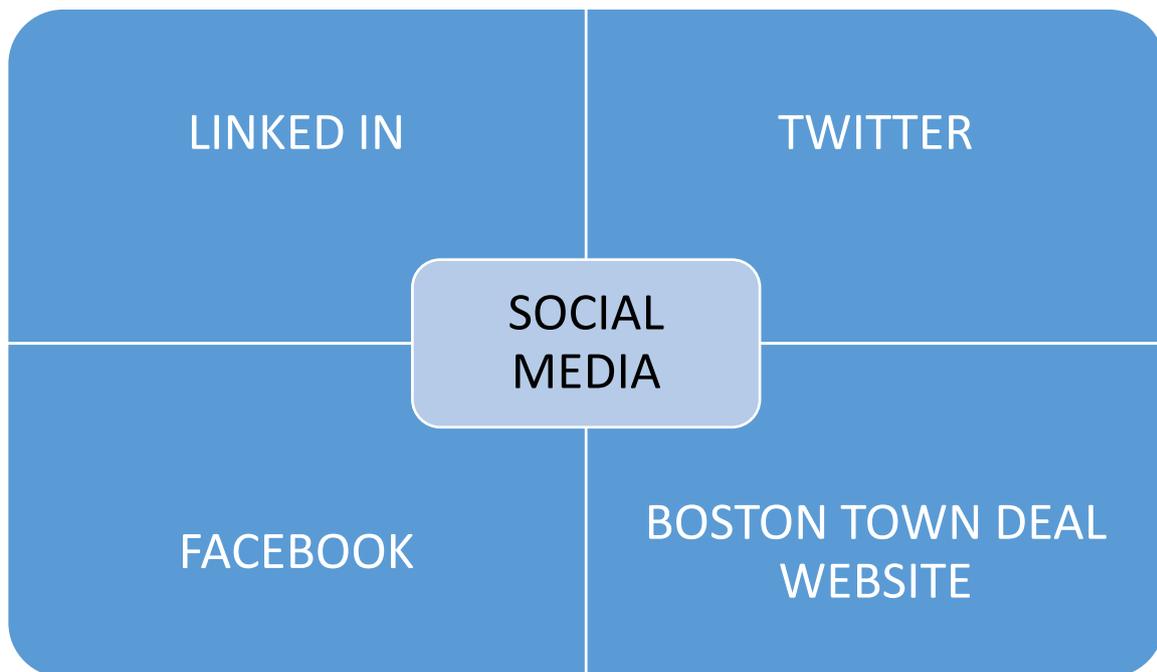
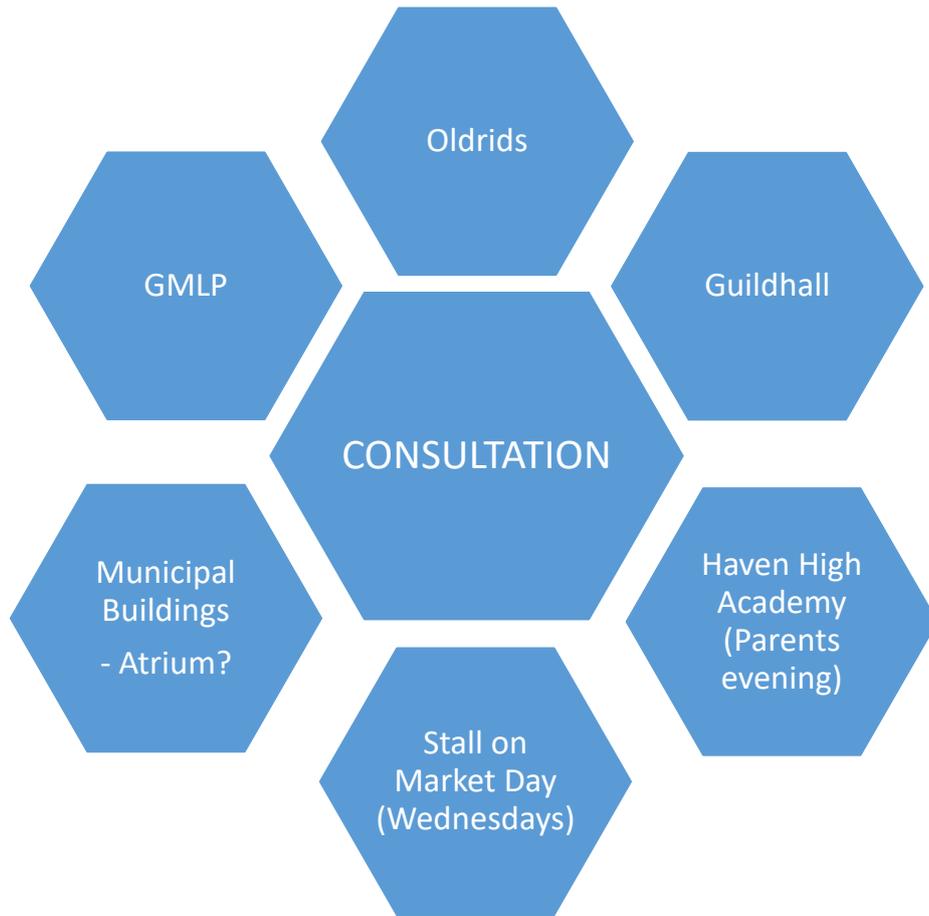


Q4: If you don't come into town, what would make you?



Top Three Wants!

- 👍 Cheaper transport
- 👍 Socialising space
- 👍 Entertainment/shopping





Board Report - Agenda Item 5

Date: Friday 28 February 2020

Title: Interim Summary of #MyTown Suggestions and Expressions of Interest for Interventions

1. Executive Summary

Since the launch of the Boston Town Deal on the 20 January, there has been a series of promotional activities designed to raise the profile of the Town Deal, the Expressions of Interest and the Boston Town Deal Board website where the link to #MyTown sits.

This report provides an interim summary of what has been submitted so far and it is this information collectively that will be subject to the application of the Project Appraisal and Selection Criteria that is set out in the Boston Town Board Vision, Strategy and Prioritisation Report.

2. Recommendation

To Note the summary of Expressions of Interest and #MyTown suggestion.

3. Background

3.1 The Towns Fund Prospectus prescribes that towns engage with their communities to find out directly what they love about their place and how they want to see it grow by encouraging local people to get involved and generate ideas.

3.2 The Communications activity to date is the subject of a separate report on the agenda, headed Communication. The Towns Fund Prospectus emphasises the #MyTown campaign and how this should be embraced by towns. This has been remarkably successful and at the time of publication of this report, Boston is No2 in the 100 Towns for the number of suggestions that have been submitted demonstrating that Boston is serious about engaging our community in the development of the interventions that will form the schedule to the Boston Town Board Investment Plan.

3.3 In addition, an Expressions of Interest form was agreed as a means to generate more detailed intervention proposals. This was in addition to the #MyTown but felt to add an additional layer of detail.

4. Report

4.1 There have been 38 Expressions of Interests received to date and an indication of additional proposals still to be submitted. It is for this reason that the Chair of the Board has agreed to extend the deadline for submissions to **Friday 13 March**.

4.2 As detailed above, there have been 78 #MyTown suggestions logged. **Appendix 1** contains details of those suggestions.

4.3 **Appendix 2** (which is **commercially confidential**) is a summary of the Expressions of Interest that we have received as of Tuesday the 25 of February. We anticipate further Expressions of Interest will be forthcoming prior to the revised deadline of **Friday 13 of March**.

4.4 General headline observations are as follows;

- There is a considerable spread of proposals/projects right across the 3 priority intervention areas of urban regeneration, skills and enterprise infrastructure and connectivity.
- Only a small number of projects currently have sufficient detail to move onto the next stage of project appraisal. Other projects will require more work including feasibility studies to be undertaken if they are to be included in the Investment Plan.
- The #MyTown suggestions need to be linked to a submitted Expression of Interest where possible and the suggestions can then be used to develop the Expression of Interest into a more comprehensive outline business plan for each specific project.
- A number of conversations have been held with potential project sponsors and hence the Chair of the Board has agreed to extend the submission deadline to **Friday 13 March**.

4.5 The next steps are to separate the proposals into distinct categories to assist the overarching interventions that are emerging;

- Skills and Enterprise
- Connectivity
- Town Centre/PE21
- Tourism and Heritage
- Sports and Leisure
- Single revenue projects

- Miscellaneous

4.6 This will be shared with Rose Regeneration Ltd as described in the earlier report on the agenda, Boston Town Board Vision, Strategy and Prioritisation and subject to a monthly report to the Board for consideration and debate.

5. Conclusion

It is positive to note the breadth and depth of ideas received so far and evidence that the broad communities of Boston are enthused and full of ideas on how to level up Boston and launch us into a new period of growth and prosperity.

Appendices

1. *#MyTown Ideas and Suggestions*
2. *Summary of Expressions of Interest. (COMMERCIALY CONFIDENTIAL)*

Ideas and Suggestions Submitted via the MY TOWN website – Appendix 1

No.	Project Name	Proposer	Summary	Priority Interventions	Match Funding	Partners	Comments
1	Revenue not just Capital		Needs for sustained effort and support initiatives which are delivered by people alongside capital interventions.				
2	Think Boston –think equality for disabled people	Ann A.	Disable and/or elderly people can be disproportionately affected by closure of facilities such as public toilets. Call for stand-alone accessible toilets.				
3	Free parking	Debby	Difficult to get into town because of congestion and then parking is expensive.				
4	La Scala		Restore the LaScala theatre with a community hub/café, soft play area. Could be used for arts and entertainment, pop up surgeries, promotional events and consultations. Theatre could be used for cinema screenings.				
5	Excite our Young People		<p>Our fantastic young people have one of the lowest aspiration rates in the region.</p> <p>We need more focus on the business we have in Boston building better connections with schools and our college so our young people can see the jobs they can aspire to. This would</p>				

			include revenue support for set projects.				
6	Hotel in Town Centre		The council did some consultation on regenerating the town centre and all of it is great but the hotel was suggested as being in a later phase. I think it needs to be in a sooner phase to allow the tourism sector to take advantage of the higher profile a new hotel would bring to the town centre. Especially as The Stump and Shodfriars increase the attraction for acts to come to Boston and those will attract people to stay overnight.				
7	Visitor Economy		We have great history and great stories to tell. The celebration of Boston MA in 2030 will be special for Boston UK because that Boston only exists because 10% of people emigrated from Boston UK to America. Please can we make sure we have the revenue support to enable a strong investment in the promotion of the visitor economy, to attract not just an increase of UK visitors, but to generate legacy projects (like genealogy and seeing how families have a link to Boston) to attract the American market.				
8	Multi use facilities		Having multi use areas/buildings in the town centre that incorporate				

			<p>offices, culture, restaurants, leisure, learning hubs, residential units, open spaces and health facilities will attract people in and they will then use the shops more.</p> <p>Is there anything that can be done with business rates? Shops are competing with online businesses in an unfair market.</p>				
9	Heritage and Tourism		<p>Boston's heritage is amazing. The history in the town so rich. And so relevant to today. I would like the town deal to investigate how to connect heritage to all communities and businesses, bringing people together, increasing access, strengthening relationships and investing in the towns tourism offer. Which in turn will increase a sense of place, pride, spend in the town and investment, attracting more people for business and pleasure.</p>				
10	Traffic		<p>If you really want to make a positive impact on the Boston Borough, then solving the traffic problem around the town centre is the primary issue. I understand that this town deal is not just an exercise to improve Boston's infrastructure, but it is a serious problem.</p>	C			

			My suggestion would be to first focus on improving the congestion. Maybe starting with subsidised public transport, regular routes, and maybe a flyover the railway to ease backlogs at peak rush hour.				
11	Diversity		It's a bit disappointing to see a lack of representation on the Board from other ethnic backgrounds, given the number of Eastern Europeans and other nationalities who run successful businesses in Boston. I hope their views will be actively sought as part of this initiative.				
12	Market Place	ND	<p>We need to make much more of the historic market place. Currently it's relatively stark and a free for all car park other than on market days. People love to socialise and watch the world go by but the atmosphere needs to be right. If we could close off the Market Place to traffic, green it up and encourage the café type culture in this area with outside seating areas/pavement cafes the area could compliment the many attractive building.</p> <p>Town centres cannot survive on retail shopping alone we need to mix up the offer and make it a pleasant place to visit and pass a few hours as well just a shopping area. If we can attract people to</p>	UR			

			spend time in town for whatever reason and increase footfall retail companies will follow. It's about creating that positive vibe.				
13	Better CCTV in town and areas	Harmonia	I would strongly put it out there that we lack CCTV in our town, there are areas where there is no coverage and crime goes on. Improve the CCTV quality, in town centre in Boston there is no biking signs yet all biker go through there without a care. We need to see more Police in town centre, or invest in street wardens to look after our town! There are so many empty shops in Boston, lower rents so businesses can afford to trade else this will become a ghost town.				
14	Signage		Vibrant signage/information boards to direct to the right areas				
15	Subsidised transport for young people		Lack of concessions making getting to college expensive and deterring young people coming into town centre.	C			
16	Health and Leisure		I really like the idea suggested by the Council and health services to have new leisure and health facilities in the town centre. This would also create new purpose to visit the town centre and breathe life back into the retail sector. Once people are there in				

			<p>the centre for health and leisure reasons, they are more likely to stay and visit other places.</p> <p>Boston has some of the worst health hotspots in the country, and pockets of real health deprivation. By creating a place that is modern and vibrant with other things to do, like children's play area, indoor soft play, space for young people and include more places to eat and drink, this would become a real focal point for Boston.</p> <p>The concept sees leisure and health merged into one building and means that health interventions can be made much sooner. This would encourage people to lead healthier lives.</p>				
17	Improve traffic flow and air quality, boost economy		<p>A previous plan was to replace the Swing Bridge with a road bridge. If a new bridge could be combined with a lock to give water level management, then traffic flow would improve, air quality would be better.</p> <p>The lock would give waterside development , boost the economy with visitors so the shops, visitor attractions would all benefit.</p>				

18	Make the town work together		<p>I think that Boston is a town with many great individual companies and organisations. I think that neither the town, district or region are fully aware of the diversity and impact of these businesses. The opportunity for 'brand Boston' to build and develop upon individual specialist companies and reach a higher profile should not be missed. To achieve this, some investment in 'brand Boston' to align the businesses based in the town and district.</p> <p>The benefit would be a much better profile for Boston, retaining talent and maximising use of the FE Colleges; attract new talent and companies as success attracts success; and celebrate how great the district is.</p>				
19	Spruce up the historical areas		<p>I suggest sprucing up the small lanes and alleys – Red Lion Street, streets parallel to Dolphin Lane and those that radiate out of Pump Square and Pescod Square, to name just a few. If they were in York we would have tourists flocking to them. If we could integrate its history with the ambitious PE21 initiative and celebrate both its past and its future, we could have a town everyone could be proud of.</p>				

20	Park and Ride		Provide a park and ride into town from both the East and West. One could operate from PRSA and the other from Pilgrim Hospital. Use of electric buses would reduce pollution and support the climate change agenda. If not viable to run on a full time basis, a service during peak periods, such as market days and event days, for example, the Christmas Market could be considered. Loss of carpark income could be offset by payment to use the park and ride.	C			
21	Buses		We need to ease congestion in the town. I believe the Intu Town bus service has been successful and this should be expanded to cover more areas of the town. Perhaps with the addition of real time info. at bus stops so people know when the next bus will be along rather than waiting in home. If we could couple the expansion with cleaner electric buses all the better.				
22	Indoor specialist market		The former M&S building could be refurbished to make space for small stalls or kiosks selling quality artisan food, arts and crafts, hand-made jewellery, specialist teas and coffees etc. It could also provide a tourist/general information point for residents and visitors.				
23	Business Start Ups		Many start-up businesses struggle to get off the ground because of				

			start-up costs, high rent and rates. Providing some small low cost units in a prominent location to allow businesses to test the market and take their first steps might help some flourish and then with confidence in the market move on to some of the many empty premises in the town.				
24	Trampoline Park		I would like to see more for children and young people to do in a safe environment and also with health benefits. The town needs a trampoline park/indoor inflatables to suit toddlers up to teenagers. This facility could also be used for exercise classes for adults. Also high ropes/tree top activities in a park setting to suit younger and older children.				
25	Football Facilities		Better range of football pitches across the town both indoor and outdoor.				
26	Haven Bank/Witham Bank		The rivers (Haven & Witham) that run through the centre of Boston are in my mind a missed opportunity to help showcase Boston and bring in extra investment, business opportunities as well as being a new attraction to bring more people into town for a visit. I believe previously it was a consideration to remove the tidal effect of the River Haven, I believe this is a missed opportunity and should be looked at again. River				

			side restaurants / cafes and pubs, sporting and leisure opportunities on the River Haven would be another reason people may want to visit Boston, similar to other towns who also have a river running them.				
27	Facilities for our young people		I am really pleased to see the investment and facilities that will be going into Central Park very soon, this will certainly improve facilities for our young people. However facilities such as all weather pitches or indoor large spaces that can be utilised, hired or used by groups of young people, especially by the great amount of cadet groups we have in the Town is sadly either expensive to hire or already booked up which means we need to look for other facilities outside of Boston or even the Borough. I would like to see investment within the town centre for facilities that can be utilised by and for young people to use. Unfortunately youth centres, county council or voluntary youth services have seen a decline over the years due to changes in funding / resources, I believe investment now for our young people will encourage them to reside, bring up their own				

			families and work to and for Boston in the future.				
28	Fit for tomorrow		Boston has a great history, which is often not widely appreciated. The Town Deal gives an opportunity to create a new legacy to enable the town to thrive in the 21st century whilst not losing sight of its significant heritage. Delivering a town centre that provides a vibrant place for current and future residents and businesses, and shows visitors the extent of Boston's proud past and its aspirational future, will allow those who use it to feel more connected to this unique place.				
29	Sports		4G pitch for the schools, youth groups, football teams, teenagers to be able to use				
30	Congestion		Boston traffic congestion is horrendous. Takes too long to navigate from one side of town to the other, train crossing add to the problems. Huge investment is needed, add fly overs / bridges so traffic can flow at the same time as the trains.				
31	If not LaScala what about M&S		As an alternative to restoring LaScala theatre, utilise the former Marks & Spencer Building to provide a community hub/café area. The café culture in the town is not necessarily suitable for older				

			<p>residents or young families. The hub could include a café, soft play area to attract families & offer events for older residents such as afternoon teas. The closure of Pensioners House has created a void for our older residents. Include a central meeting place, one stop shop area for town centre services, pop up surgeries and promotional events/consultations. The use of the M & S building would see a prominent town centre building back in to use. Visitors to the town would see a vibrant community building in use, rather than the current boarded up shop, which does not create a positive impression. A hub for all ages could help build a more cohesive community, transform an existing, unused significant building and provide a focus for the community directly in the Town Centre.</p>				
32	Joint family Activities		<p>An ice rink, Jump trampoline park, Summer paddling streams in Central Park. Arcade area in the park maybe.</p> <p>Places for all to use, young and older. We currently travel out of town to do these things that means our money is spent in other counties. Also costing us more in</p>				

			travel expenses to do the things our kids want to do.				
33	Leisure		Central leisure complex, swim, gym, park Food court, easy transport links, complete recreational area.				
34	One sided supermarkets		Instead of having all supermarkets on one side of town causing untold traffic congestion, why not build a supermarket on the other side of town too. Maybe somewhere near Boston bowl area. Never know it might just ease a little John Adams way congestion as we wouldn't all be trying to get to one side of town to do our food shops.				
35	Sport Community		Funding for local sports regardless of whether they're a charity or small business, to focus on building the sport from grassroots to Olympic standard. Making it easily accessible to all abilities and ages teaching the importance of health and fitness. Opportunities to develop existing facilities and sport coaches are needed, ie funding for courses, funding to purchase equipment etc.				
35	Field of Dreams		Fully integrate transport , including the waterways, so motorised vehicles are not king but it works for people, promoting walking and cycling. Let's get leisure and enjoyment at the top of the tree,				

			<p>create somewhere that people want to spend time in without the pressure of having to buy alcohol, especially during the evening. Let's celebrate our diversity and use it to offer a rich environment for all. And whilst it's the town deal, let's not forget everything that we can link into outside the town area that can also benefit</p>				
36	Engage the Young People		<p>Inadequate funding has led to loss of youth services and a lack of safe, supervised spaces for young people to meet. In turn, this has led to groups of teenagers meeting up in unsuitable surroundings with nothing to do and no one to care, leading to an inevitable rise in anti social behaviour and increased inter-generational rifts. Rather than foisting services/facilities on them, I suggest we engage with them and seek their ideas (beyond skate parks, football pitches etc).</p>				
37	Pavement Water Fountains	Yvonne Stevens	<p>Near the statue of Herbert Ingram, who brought piped water to Boston, we could install pavement water fountains. This, I feel on sunny days, would encourage families to use the centre of town enjoying this facility. Children love to splash in and out of water. Thus giving the town another purpose....enjoyment.</p>				

38	Activities		The town is in desperate need of an activity hub/facility that accommodates young people of all ages. The lack of facilities compared to other larger towns and cities is very apparent with the number of young people seen hanging around in large groups and at times causing ASB.				
39	Food Court	Barrie Pierpoint	Due to the diversity of the population of Boston a tourist and local destination attraction would be A Food Court for consumers to experience a range of cuisine in specialist cafes and restaurants for dining, shops for purchasing a range of foods, an exhibition hall to hold specialist food markets, exhibitions, learning areas about other cuisines, tasting sessions and promotional opportunities too.				
40	Transport		A move towards greener public transport provision. More separate cycle routes, not just on the sides of already busy roads. Long term plan could be along the lines of Peterborough's Green Wheel – to encourage people to get out on their bikes (health & well being) but with links to the centre for commuting (reducing congestion) Secure cycle storage, with showering/storage lockers facilities – similar to what was provided at South Kesteven DC. Locations				

			<p>could include in-town and at the hospital. Would need full and overt CCTV coverage of the cycle storage to prevent theft and enforcement.</p> <p>Park and ride provision for the busiest commuter routes.</p> <p>Reduce the access for cars in the Market Place – make the pedestrian sectioned-off area stretch across the whole width with access to the in-town bus only on a clearly marked route (using barriers similar to those off Ashton Hall Drive). Parking should be clearly marked and fully enforced.</p>				
41	Attracting businesses& visitors		<p>The town has some fantastic businesses and an excellent college. It should be investigated why our young people have such low aspirations. We need to give them good reasons to stay if we are to prevent the town from dying.</p> <p>Provide co-working space with excellent broadband and networking opportunities for start-ups. If this is in town, maybe in the old M&S or Poundstretcher building it would bring more people into town. The multi-storey is close by, perhaps concessions could be provided.</p>	UR			

			<p>Whilst redeveloping the old Scala cinema could be beneficial, it should not be to the detriment of existing facilities. Blackfriars, Sam Newson, the Guildhall and the redevelopment of Shodfriars should be fully supported. Blackfriars in particular attracts people in with their shows and events, and they are likely to spend money on food or drink in town.</p> <p>Shops should not be allowed to have full decals in their windows as is the case on West Street.</p>				
42	Improving the town centre		<p>People will only come into town, particularly at night, if they feel safe. There should be obvious enforcement presence in the town, backed by more obvious CCTV. Whilst there has been more prosecutions for spitting and littering lately, this needs to increase and be publicised as a deterrent.</p> <p>Fly tipping in all areas of the borough needs to be tackled. Prosecutions must happen. A lot of tipping (mattresses etc) seems to come from the private rented housing. Regular engagement with landlords of private rented properties and multiple occupancy houses.</p>	UR			

			A landlord registration scheme should be introduced for all private rented homes so that the authorities know who manages a property. More resources needs to be allocated to this as it seems that a lot of problems stem from a minority of unscrupulous landlords spoiling things for the law abiding public (eg fly tipping, anti social behaviour, littering, noise, etc).				
43	Better health facilities		<p>An NHS walk-in centre in the town could alleviate the pressure on A&E. It could also be a centre for dentists, pharmacy, mental health care and could run alongside a community hub that would bring people together – multi-agency working!</p> <p>A multi-storey car park at the hospital would help solve the lack of parking. It should be back under NHS control & could be built at the side of the main hospital, releasing the main car park at the front for expansion of the hospital facilities.</p> <p>A multi-storey at the hospital could be part of a park and ride scheme into town.</p>	UR			
44	Visitor and resident information	Richard Austin	Boston needs to make much more of its many assets to increase the visitor economy and to make residents proud of where they live.				

			Boston has more than 20 major things for both visitors and residents to enjoy but they could be better promoted and advertised. There needs to be easier and clearer 'signposting' to what is on offer.				
45	Traffic		I would suggest that something is done in regards to the mass amount of traffic that is in Boston on a day to day basis. It takes at least 30 minutes to get out of town around 4:45-6.	UR			
46	3g/4g football/sports pitch	Lee Waddington/Lathan Millar	I would like to suggest a 3g / 4g artificial all weather pitch for the town. This sort of facility can be used for multi sports.				
47	Wyberton FC		3g pitch which would benefit all members of Wyberton football club				
48	The Market Place		The market place is a fantastic space. Nestling under the mighty Stump, but full of random cars that no one can tell where they are going...it would be fantastic if we can get rid of the cars, they can still come over the bridge and go past Boots, but no parking in the market place. Change the area into a place for entertainment, and outside cafes. Make it feel continental and that would encourage people to come and linger and enjoy the fabulous	UR			

			heritage of Boston (and tidy up the buildings a bit too, like Hoppers)				
49	Electric Buses		<p>Can both Boston and the County councils work together to get electric buses in our town.</p> <p>I have seen the new fund promoted by government and rather than the money always going to the big cities, what about Boston?</p> <p>We have air quality issues in the town centre (2 Air Quality Action Orders are in place) which has impact on health of people who live in these areas.</p> <p>We are a rural place that desperately needs good public transport to keep our people working and getting to town centre and health providers.</p>	C			
50	One chance to make a first impression	George Bell	<p>Creating a sense of arrival with attractive (and well maintained) tree planting alongside main routes into town is a cost effective way to say this is a pleasant place to visit and live in. It creates some consistency, softens the impact of any ugly structures and in setting a high standard can encourage everyone to care more and there</p>	UR			

			are studies that show a smart green-scape can also reduce crime. This would also supplement the Boston in Bloom work. Planting schemes could also improve retail and business parks helping attract new investment.				
51	Central Park – A tourist attraction		A paddling pool type area (similar to Sutton on Sea) in Central Park (would also support the Beach in the Park events) and a proper café, including an indoor seating area. The Park is a great space, but isn't used to it's full potential. It should be a tourist attraction for visitors and somewhere for locals to take their children for the day, rather than going to the coast. Other ideas might include a bandstand for summer time concerts, or impromptu entertainment, deck chair hire, crazy golf, etc. Could a small feasibility study be done to see what works in other areas.	UR			
52	Market Place		Repurpose the Market Place to encourage people to visit Boston day & night. Demolish the Marks & Spencer building and create an area on that site to house the current Wednesday & Saturday markets. Also erect wooden type chalet huts for independent craft/food companies to sell their	UR			

			<p>goods (such as York/Notts Christmas Markets) which would then create a natural flow for people to shop in Pescod Square/Oldrids. As the town has adequate car parking elsewhere, pedestrianise the Market Place which would allow cafes/pubs to have more space for tables/chairs outside. Develop a café culture that would encourage other major restaurant chains to come into the town and create a vibrant night-time economy. As per other suggestions the former Poundstretcher shop houses the former Scala Theatre & could be refurbished and allocated for either community use/office accommodation/health appointments/MP & Councillors surgeries or a Cosy Club type restaurant/pub (similar to the one in Lincoln).</p>				
53	A more welcoming town		<p>I'd like to see a more welcoming town. Teaching people how to live and embrace where they live. Perhaps something like town ambassadors who could give people looking to either move to Boston or work in Boston. There could be a Facebook page dedicated to it where people can look for the page and then find</p>				

			ambassadors for food, drinks, entertainment, shopping etc...				
54	Activities for teenagers	Emma	Something for teenagers to do in an evening. Maybe a youth club in the town centre or a sports centre with bowling, pool, snooker, air hockey that kind of thing.				
55	Walkovers on John Adams Way	Stephen Kirkham	Take away traffic lights haven bridge and build a few linked walkovers. Keep traffic moving	C			
56	More things to do for kids		More things for kids and families to do in Safe Environment away from street drinkers and drunks – basket ball courts / all weather pitches for teens etc – ice rink / bowling alley actually in town?				
57	Activities for teenagers		Boston need something like a trampoline park, or high ropes, or something within the town centre that teenagers will be able to have activities to do within the town.				
58	Environmental Action		Please ensure that the Boston Town Deal is able to be carbon neutral and environmentally friendly. Not only this, but trees and other green open spaces have been proven to improve mental health. Recycling bins should also be available.				
59	Engage young adults, attract visitors		An activity hub of some sort/Internet cafe. Lots of teenagers are hanging around in Mc Donald's in the evening as it's the only safe warm place for them				

			<p>to go. Some sort of Internet cafe would give them this safe place to go. This would also give a target area for careers advice, health advice etc a safe, but fun place for young adults helping to bring together the younger generation so that we have a more inclusive town as adults.</p> <p>More attractions so that people come to our town to spend money rather than just driving through it to get to others. Just some of the reasons people travel:</p> <ul style="list-style-type: none"> *Indoor shopping mall * Trampoline parks *Arcades *Primark *fairy dell/picnic area <p>Also a supermarket Boston bowl side of town to help traffic congestion.</p>				
60	Easing Congestion	Peter Mills	<p>Instead of piecemeal cycle way addition there should be a concerted effort right across the Borough to create a cycling hub. At present our town, for bikers, is only fit for experienced people and pavement cowboys.</p>				

61	More seating area in Central park		<p>Additional benches, in bright colours and colourful bins, even focused kids playground bins. Brighten the area up and encourage more people to use the space.</p> <p>Even if they were benches that were used from May – Sept so weather does not damage them as much – so include a storage facility in the Park to house these over the winter months.</p>				
62	Legal Graffiti Wall	Kristina	<p>Located in several parks around the Town, literally a wall, that people can create artwork on. Try to encourage ownership of the wall, by the surrounding young people to monitor it, let them have some responsibility and by them looking after it. Could be painted over twice a year?</p>				
63	Treasure trails and app games	Kristina	<p>A trials/treasure trial/games – getting out and about you using a smart phone. The app is free to use and you can set different games, quizzes, trials up for all to get involved in.</p> <p>As it is an app people can come and go as they please, their is several out there already on the market to tap into and bring to Boston.</p> <p>Gives people something else to do when they are here.</p>				
64	Promote the Boston to Nottingham Rail Line		<p>We are SO LUCKY to have a train station in Boston.</p>				

			<p>Travel across the country is notoriously difficult to achieve but we have a fantastic train line, with numerous stops between Boston and Nottingham.</p> <p>We should have better promotion of what that means for people to take advantage of these links.</p> <p>Living in Boston but potentially working in Nottingham.</p> <p>Boston has affordable housing, a college that is ranked 5th in the UK, great schools, access to open countryside, beautiful coast, the Wolds, fishing, biking etc. A fabulous place to live for great work like balance.</p> <p>Equally, Nottingham provides additional culture and activities to what we have on offer, and the rail line creates access to city entertainment in an easy way.</p> <p>Shout louder please and promote this great facility. The more we use it the more services can be provided.</p>				
65	Parents and Young Children – The Former M&S		<p>There is no where in town centre that has a parent friendly area to bring small children to play.</p>				

			<p>If we had something like Fun Farm in the town, it would be a place for parents to meet, allow their children to socialise from a young age, be active (time away from screen) and perhaps access advice and assistance, a bit like the old Sure Start Centres.</p> <p>This would provide parents with support, a place to meet friends and reinvigorating the town centre as a destination to do something other than shop.</p> <p>The retailers could then work out what they need to do to provide customer experience to encourage those extra people in to their stores.</p> <p>Outcomes</p> <p>Improved mental health for parents</p> <p>Increased activity for babies, toddlers and young children, improving the obesity figures</p> <p>More footfall in the town centre</p>				
66	Town Centre Signage		There are insufficient signs in our town centre.				

			<p>We need signs to direct to nearest carpark, directions to tourist attractions, did you know etc.</p> <p>These should be digital and current.</p> <p>This could help with traffic flow and reduce congestion on John Adams Way.</p> <p>This will improve traffic flow and improve air quality leading g to better outcomes for those who live in the town centre.</p>				
67	Boston Bikes		<p>Encourage more cycling through the town as a means of transport by using the same concept as Boris Bikes in Boston.</p> <p>Create strategic cycle banks across the town, such as train station, bus station, market place, Boston College, Haven High, outer town car parks, Pilgrim Hospital and some village locations such as Wyberton, Fishtoft and Frampton.</p> <p>Improve cycle ways and cycle networks to encourage usage.</p> <p>Outcomes...</p> <p>Improved Connectivity</p>				

			Improved air quality as less traffic Improved health as more mobile population and better air quality.				
68	Transport Links - Boston to London		<p>Midland Rail and the County Council work together to deliver a bus service for commuters that picks up in Boston at one of the more out of town car parks and takes to Spalding train station to promote the connectivity between Boston and London.</p> <p>Picks up 6:15 for 7am train and 7:15 for 8am train.</p> <p>Collects at Spalding at 6, 7 & 8pm for connections back.</p> <p>The Borough council provide permits – Tunnard Street you can park all day for £2 but perhaps have monthly permit for £25</p> <p>As part of morning service include a newspaper, tea/coffee and continental breakfast – attractive for business travel.</p>				
69	Levelling up the Witham		<p>One of Boston’s USPs is the river Witham that runs through the town. If the river could be made freshwater from the Port to the Sluice Bridge this would create a unique opportunity to make a feature of the river, this</p>				

			would be attractive to tourists, more attractive for residents and residential riverside developments. Rather than creating an ugly division between West Street and the Market Place.				
70	Community Hubs		Many of our local village halls are under used or lack facilities. They should be central to our communities, with investment in green technologies to make them more affordable to run. Investment in facilities to enable a multitude of uses and attract a wider age range of users.				
71	Masterplan		Development of a masterplan for the town centre focussing on the vacant M&S building and incorporating the adjacent open space with a view to repurposing the town centre to make the town centre more attractive to a broader range of users. It would be useful to understand pedestrian flows, demographics and opportunities to improve the public realm to enable this.				
72	Redevelop Boston's Crematorium		Re develop or re new Boston's Crematorium.				
73	Additional lighting – Central Park		An event earlier in the year we hosted, festoon lights were placed along the walk way down the side of the playground. This was a temp measure to light this area but looked				

			<p>very attractive and pretty. Not sure if something like this could be fitted on a permeant basis with additional lighting to make the area more appealing at night and also could draw additional people to holding evening events in the Park as lighting would be on site.</p>				
74	Electricity Supplies		<p>Boston is delivering more and more events if we were able to enhance the electricity supplies and make more available in the Town Centre locations for events/markets/Christmas lights. There is currently limited supplies and this can be a block for additional stalls on the market or directs locations driven by the infrastructure. Additional supplies that can be used by people wanting to host events, the market, and could even allow extension of Christmas Lights in the Town. Allowing extra supplies in the Park would enhance this area a lot and maybe more appealing to external event suppliers.</p>				
75	Revamp our bus stops		<p>Revive and recreate a better experience for people getting on and off the bus. Could revamp include move more, activities to do whilst waiting to get on the bus.</p>				

			Inspiration for what people could cook for tea/ideas for crafting? Or Get local people involved to design the artwork, younger the better. Let them recreate the look.				
76	Neon streets		Not wanting to move away from the lovely heritage we host in Boston but a great idea to brighten up a street in South Philly was neon art. So in the day the building/street looks as is but at night it comes alive and creates a destination that people want to visit, making an area that used to be a no go because it was quiet so was an ideal hang out – a highly populated area with visitors and people walking past. Making the area more attractive 24/7.				
77	River Witham		The river barrage being constructed should now have the second phase commenced which will provide a permanent higher River Witham water level adjacent to the town centre				
78	A great market town		Boston is a great market town. There are many positive attributes and many could be improved and developed to make them even better. Many of the good folk involved are working hard to achieve these positive goals. However, I feel that one of the biggest issues that is				

			<p>holding back the town is the traffic problem. I know it is very difficult to resolve given the road infrastructure that exists and how little money there is to make the changes needed. The town gridlocks when trains come in or shunt goods to the Port. There are no bridges over the railway like they have in Donington, Quadring, Gosberton and Pinchbeck. Oddly enough Spalding suffers in the same way, it also gridlocks when the trains come in or through. So what is the answer, a bridge or two maybe ? Would this be affordable, practicable, cost effective ? Would this then exacerbate problems elsewhere ? Maybe worth considering. If you can “unchoke” something to let it “breathe” then it will likely thrive and flourish.</p>				
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