



BOSTON TOWN DEAL BOARD MEETING

THURSDAY 14 JANUARY 2021 AT 10 AM

VIA ZOOM

AGENDA

- 1 Welcome and Apologies for Absence
- 2 Minutes of the Boston Town Deal Board meeting held 16 October 2020 (*Enc*)
- 3 Matters Arising
- 4 Status Update - Town Investment Plan (*Verbal*)
- 5 Next Stages of Town Deal and Board Membership (*Encs*)
- 6 Governance (*Encs*)
- 7 Accelerated Projects Update (*Enc*)
- 8 Any Other Business



Minutes of the Boston Town Deal Board Meeting

Date: 16 October 2020

Present: **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Claire Foster (Vice-Chair) - Boston College, Andy Lawrence - Port of Boston, David Fannin - Lincolnshire CVS, Jacqui Bunce - NHS Lincolnshire, Councillor Paul Goodale - Boston Borough Council, Councillor Paul Skinner - Boston Borough Council, Rob Barclay - Shodfriars, Sandra Dowson - One Public Estate, Professor Val Braybrooks, MBE - University of Lincoln, Richard Tory - Boston Big Local, Matt Warman, MP and Greg Pickup - Heritage Lincolnshire

Observers: Warren Peppard - LCC, Stephanie Dickens - Matt Warman's Office, Matthew Van Lier - Boston Witham Academies Federation, Jo Dexter and Mick Lazarus - BEIS, Councillor Danny McNally - LCC, Rob Barlow - Boston Borough Council

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

1 Welcome and Apologies for Absence.

NK welcomed everyone to the meeting.

Apologies for absence were received from: Nick Health - Willmott Dixon, Kingsley Taylor - CAB, Norman Robinson - Environment Agency, Nick Worboys - Longhurst Group, Simon Beardsley - Lincs Chamber of Commerce, Alison Fairman, BEM - Community, John Harness - NHS, Donna Watton - Donna Comm Ltd, Alice Olsson - Metsa Wood and Councillor Eddy Poll - LCC.

2 Minutes of the Boston Town Deal Board Meeting held on 5 October 2020

Agreed as a true record - proposed by Greg Pickup and seconded by Councillor Paul Skinner.

3 Matters Arising

There were no matters arising.

4 Draft Town Investment Plan (TIP)

IA explained that the draft TIP circulated was in word form but would be converted into a presentational style once agreed. The TIP set out 3 elements - context analysis, key opportunities for the town strategy and engagement and delivery. It also listed the key projects and referred in detail as to how they would be delivered.

The TIP had gone through the check and challenge session with ARUP and the key refinements taken on board. Final tasks that had been flagged up to complete prior to submission included - explaining the benefit cost ratio for each project, demand and market failure and a summary table which highlighted outputs and deliverables. None of these tasks changed the core of the TIP. There was still a chance to refine the TIP, therefore any comments made at the meeting would be taken into account.

The list of final projects totaled £27.5m, therefore IA/Town Deal Team convened a meeting of the Chair and Vice-Chair of the Board and came up with a range of suggestions based on rationale and agreed adjustments to meet the £25m threshold, which were listed in the report for Board approval. The projects had been assessed to meet the Towns Fund specific criteria and also assessed against the HM Treasury Green Book criteria.

When discussing the projects it was noted that there was relatively limited information and capacity support for 3 of the projects on the list. Therefore the decision had been taken to remove these from the TIP, with the proviso that they may be considered for funding further down the process, should other projects' funding requirements reduce.

NK thanked IA for the update and asked the Board to look at two specific elements - the table of projects and the wording of the TIP. Simon Beardsley had sent his apologies for the meeting, but had submitted a number of comments. JB had also sent a number of comments on the TIP in relation to the PE21 project. The Town Deal Team had responded to these comments and the responses circulated to the Board prior to the meeting.

It was noted that the scoring of the projects took into account the continual flow of further information from project sponsors in respect of pro formas which meant the scoring matrix had been regularly updated. The Technical Sub Group had been key in contributing to prioritisation and delivery but practically could not meet weekly to undertake the review - which is where the professional role of the Town Deal Team had been utilised, together with the feedback of the Check and Challenge process.

The following comments were noted:-

- VB - felt that it was more appropriate to call the Port of Boston project "Centre for Food and Fresh Produce Logistics" - whilst the project was intrinsically linked to the Port, the focus was on the food and fresh produce logistics. AL seconded this and whilst the link to the Port was important, it did not necessarily need to be in the title of the project. MS agreed that the Port was a major asset and with its link to the food valley, coupled with the announcement that Greater Lincs had been designated as a high performing opportunity by the DoTI, would be outlined in the TIP.

- NK referred to SB's comments and sought clarification in terms of the Mayflower project and asked whether a highways traffic assessment had been completed. MS confirmed that any highways issues would be considered formally as part of a later planning application and would form part of the detailed business case in the development process. However CF had already undertaken a feasibility study for the site and a lot of work had already been carried out.
- The Mayflower/PE21 project were linked in terms of the leisure pool and JB explained that both projects would seek to remove the barriers to health and wellbeing and encourage people to be more active, wherever the pool was located.
- GP stated that overall there was a strong list of transformational projects in the TIP and gave credit to the Town Deal Team for putting the document together. In relation to the 3 projects on the "reserve" list - there could possibly be other funding streams for these to apply for, i.e. lottery funding and this should be explored.
- MW indicated that this was not a Council led initiative, nor solely Town Board projects, but a set of strong and coherent projects to be delivered across the community. Collectively the projects would benefit Boston in a way that would also bring the public on board through continuous engagement. Whilst there were concerns about moving the pool and the two projects attached to that, it was crucial to allay the misconceptions of the projects and move forward as quickly as possible and MW would do what he could to help with the process.

NK thanked the Board for their comments, which would be taken into account when finalising the TIP.

Mayflower Project - CF took the opportunity to show the Board the 3D plans for the Mayflower centre. There would be events space for large gatherings and critically, to maintain safeguarding, an electronic gated system that would allow only students to have access to certain parts, with a completely managed system. There would also be shops and office space and a digital learning area with superfast broadband which not everyone has access to, along with a swimming pool.

NK thanked CF for the update which gave an insight as to how the concept was evolving. Following on from a discussion on the project, the following was noted:-

- Entire floor space for the project was 5,800sq metres, but would be a two-storey building and would take up the space which was currently the Geoff Moulder Leisure Centre (GMLC). The length of the new pool would be 25m.
- Further additions could be added to the pool, i.e. a lazy river using the Centre Parcs model, to make it a destination for people to visit, but it would depend on the budget/funding available.
- The current GMLC had the functionality of a leisure and training pool. SDi was concerned that the project would not achieve both. However, it was important for the town to have access to a swimming pool for health benefits. MS

explained that the project was evolving at a fast pace and today's decision was about the funding bid and thereafter the business case would follow.

- RT expressed concern as to the local swimming club that used the training pool and paid a fee to do so.
- MVL felt if the Mayflower was going to be a leisure destination it would need to look more like that and whilst he was not aware of the profit and loss of swimming pools, was aware that they are expensive to run and the income generated would need to cover costs. The vision was to bring down levels of obesity and increase levels of activity and any building would need to attract people to want to use it. The relevant engagement should be carried out with people to ascertain whether it should be a swimming pool -v- a fitness centre. However, the vision for the building was fantastic, but would need to be a financially viable project to deliver. CF confirmed that a pool was expensive to maintain and it was clear that there should be provision for a pool but it would either have to be a private venture or Council function.
- PG personally felt that the plans were very exciting and that looking at the art of the possible would certainly deliver a striking building and facility. However, speaking on behalf of the members of BTAC (Boston Town Area Committee) they would like to see a new facility similar to what is already available - either on the Mayflower or PE21 site - but that was a Council matter and for discussion at a later date. There were other swim facilities in town but most people could not afford to use them, therefore it was important to have a municipal swimming pool. PG was happy to support the concept and took the opportunity to congratulate CF for the design of the Mayflower project, but had serious reservations about the way forward.
- PS was aware that there were a number of users of the training pool at the GMLC, but this was about how best to support the whole community and an finding agreeable solution for the way forward.

NK reiterated that today's meeting was not to make decisions for the final scheme for each of the projects, but to put forward a funding bid and the processes and discussions on each project would take place afterwards. ML agreed and confirmed that when the projects got to the stage of Heads of Term/Business case, if there were significant risks and the projects were not viable, there would be the opportunity to swop the funding from one project to another.

PS recommended that the Board approve the current list of projects totaling £24,968,119, which was seconded by GP and unanimously agreed by the Board.

PS recommended that delegation be given to the Chair and Vice-Chair of the Board to sign off the final TIP, taking into account the comments received in writing from SB and JB and those discussed at the meeting today, which was seconded by DF and unanimously agreed by the Board.

NK thanked the Board for their input and work on the TIP. The Town Deal Team would now work on the TIP and include images and infographics to bring it to life and ensure all the wording was correct. The final TIP would be circulated to the Board.

5 Board Development - Next Stages

IA circulated a paper to the Board which outlined the emerging agenda for the Board going forward. Once the TIP was submitted there would be a feedback period in early 2021, followed by a negotiation period. The Board does not end with the submission of the TIP, but moves forward in a different way and would be a dynamic and inclusive group going forward.

Further meetings of the Board will be arranged where the structure of the Board can be discussed in further detail, once guidance has been issued from the Government. The Board will be responsible for promoting the overall vision of the TIP, updating stakeholder engagement and looking at how projects are developing.

MS had talked on many occasions about the platform created by the Town Board and the discussions and interests that the town deal had generated. The Board had got a future to continue to develop that interest and to develop relationships with organisations such as the Greater Lincolnshire LEP to ensure that the ideas and projects are captured and other funding streams utilised as they come on board.

AL was concerned about projects going over budget. IA explained that each project would have a Programme Manager to look at the risks and budgets and work through them with the Board. However ultimately it was the project sponsor's responsibility to ensure the project remained within budget.

DF and GP suggested that there should be migrant worker/youth ambassador representation on the Board. The Board agreed that this was something to be explored further.

The Board agreed to note the contents of IA's report and discuss it further at the next meeting, date to be agreed.

6 Any Other Business

NK thanked the Board for their input at the meeting which had been invaluable. The Board had a TIP that they could be proud of and it was something that would make a difference to Boston.



Board Report - Agenda Item 5

Date: 14 January 2021

Title: Next Stage of Town Deal and Board Membership

These stages are detailed in the Towns Fund Further Guidance (June 2020)

Consideration of Town Investment Plans:

1. Town Investment Plans are considered in two stages. The first stage will consist of a review of the TIP in its entirety (sections 1 and 2). Where there is clear evidence of all the standards being met, TIPs will progress to the second stage where individual project proposals in section 2 will be reviewed in more detail.
2. Where the TIP is of the required standard, government will assess the projects listed in the plan to decide on an initial funding offer. The exact amount offered, however, will depend on the total of all the projects that are assessed as viable.
3. Following the review of TIPs and assessment of projects, government will offer a Heads of Terms to be considered by the Town Deal Board. The final decision on Heads of Terms offers rests with Ministers.

Towns are required, however, to set out the process of business case development and appraisal which they will undertake, including the identification of an appropriate accountable body with tried and tested local assurance mechanisms for government investment. We would also like towns to indicate the extent to which business cases have already been developed.

In the Town Investment Plan for Boston, we have incorporated this assurance of our capacity to deliver:

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

Developing detailed projects and business cases:

1. Following the agreement of Heads of Terms, we will have up to one year to develop agreed projects in detail, complete and assure comprehensive business cases, and submit a Summary Document to MHCLG to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms.
2. This phase will build on the strategy in the TIP, taking steps towards its realisation, and getting the agreed projects ready to implement. This work will include the development and assurance of business cases.
3. During this phase, Towns will be in close contact with their named Towns Hub lead. They will also be receiving capacity support and guidance from the external supplier which MHCLG appointed in May 2020. The Towns Hub will ensure support is available to towns who need it most.

Business case assurance:

Towns with agreed Heads of Terms for a Town Deal will be required to produce a fully costed business case for each of the agreed projects, setting out the details of how each will be delivered. They should be sufficiently detailed and robust to pass through local assurance mechanisms.

Producing and submitting a Town Deal Summary Document:

Once detailed business cases have been developed for each project, towns must submit a Town Deal Summary Document to the Towns Hub. This should include:

- A list of agreed projects (including BCRs)
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan
- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approval of planning applications
- Letters of approval from the Town Deal Board and Lead Council

Town Deal Board Roles and Responsibilities:

Town Deal Boards are responsible for producing Town Investment Plans, including putting forward suitable projects which align with the objectives of the Towns Fund, and for overseeing compliance with the Heads of Terms Agreement with government.

The Town Deal Board will sign off each stage of a Town Investment Plan and Town Deal. The Board is responsible for:-

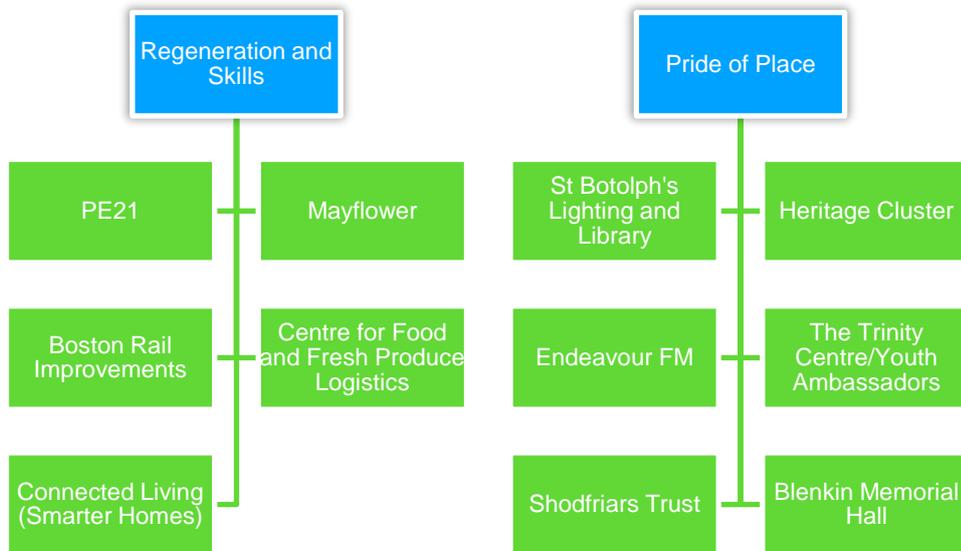
- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing and agreeing an evidence-based Town Investment Plan
- Establishing a clear programme of interventions
- Embedding arrangements in local plans (where appropriate), undertaking Environmental Impact Assessments and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty.
- Coordinating resources and engaging stakeholders
- Ensuring communities' voices are involved in shaping design and decision making at each phase of development

- Ensuring diversity in its engagement with local communities and businesses
- Helping develop detailed business cases
- Overseeing each step of agreeing a Town Deal, and overseeing compliance with the Heads of Terms Agreement with government

Summary:

The Board is asked to consider the membership and roles for the next delivery stages of the Towns Fund including the structure and the role of the technical sub-group.

We propose splitting the technical group to align to the projects and Towns Fund objectives as follows:



LOGIC MAP Context

Market Failures to be addressed

Project objectives

Intended impacts		
Impact Description	Baseline	Target

Outcomes		
Impact Description	Baseline	Target

Outputs		
Impact Description	Baseline	Target

Rationale	Inputs	Activities

Blenkin Memorial

Context

The repair, renovation and redevelopment of the Blenkin Memorial Hall for multi-purpose community use, to provide a building that can be used for personal development, education, entrepreneurial space, to encourage life-long learning and to enrich the lives of all who use it. Blenkin will also provide a self-sustaining future for this key and central historic building within the Town Centre for residents and visitors to use. The existence of Covid 19 and the way that has affected people and the local economy has created a different set of challenges, many of which this project seeks to address, particularly in creating work for the local building industry, supporting small businesses with office space to suit their requirements, creating safe community areas for people of all ages and backgrounds.

Market Failures to be addressed

The project will provide both economic and cultural regeneration for the town and protect a Grade 2 listed building in need of significant repair. Enhancing the relationship between education providers and local businesses particularly in those areas of the community who feel disenfranchised through cultural or economic barriers. The redevelopment of the BMH for multi-purpose community use will encourage people to continue to shop in the town, visit the key heritage buildings, lessen the economic impact of the shop closures as well as provide a self-sustaining future for this key and central historic building.

Project objectives

Save an important cultural asset

Increasing footfall to the town and attracting visitor numbers

Improving skills by providing lifelong learning and retraining including English and leadership

Upgrade digital connectivity and increase ability of remote working

Provide a community meeting place and volunteering roles

Intended impacts

Impact Description	Baseline	Target
Creating a safe community area for people of all ages and backgrounds		
Preservation of a grade 2 listed building		
Increase town centre footfall		

Outcomes

Impact Description	Baseline	Target
Number of enterprises utilising high quality, affordable and sustainable commercial spaces		4
Number of new learners assisted		520
% of learners gaining relevant experience/being 'job ready' (as assessed by employers)		20

Outputs

Impact Description	Baseline	Target
Redevelopment of a heritage building for multi purpose community & business use.		1
Increase in the amount of shared workspace and innovation facilities		4
Increase in the breadth of the local skills		20
Training opportunities to learners and volunteers		520
Jobs created and safeguarded		6

Rationale	Inputs	Activities
The Boston Borough Council Economic Development Strategy identifies as a priority the need to develop the built environment by improving the appearance of the town, maximising tourism opportunities and improved marketing. Boston is a town where there has been significant change over the past 10 years in the cultural and ethnic mix. The project will aim to confront the negative perceptions of migrant communities and seek to bring the communities together whilst providing training and lifelong learning opportunities.	Funding from town deal request £0.81m Match funding £0.336m (Len Medlock. Boston Stump restoration Trust and Coastal Revival fund)	Building and detailed design - Dec 2020. Match funding & business plan - Mar 2022. Tendering process - early 2021 with procurement contract awarded in April 2021. Construction work start Jun 2021.

Boston Railway Station

Context

Redevelopment of Boston Railway station to create a gateway to Boston town. The development is designed to create community space and enhance the provisions and appearance at the station to deliver a worthy rail transport gateway to the town. The project will see the redevelopment and improvements to the Grade II listed building, including but not limited to the creation of community/SME spaces, café/retail facilities, improved waiting facilities and ticket hall and toilet facilities. Alongside this it will see the improvement to the external façade of the property with works to the canopies, waiting shelters and building exterior.



Market Failures to be addressed

The station has very few facilities for passengers and there is no gateway to the town centre for tourists arriving in Boston. Facilitating the station to become a hub of activity by regenerating the area will ensure that the station will improve accessibility, community and the overall passenger experience, connectivity to Boston Town centre and the commuting avenue between Boston and other destinations.

Project objectives

Increase in people using connecting services

improved building infrastructure

Increase in tourism numbers

Improved access to the station

Creation of small business space and community space

Intended impacts

Impact Description	Baseline	Target
Imporved facilities		
Providing a gateway to the town centre		

Outcomes

Impact Description	Baseline	Target
Perception of the place by residents/visitors		tbc
Number of trips by person and main mode		tbc
Number of enterprises using high quality, affordable and sustainable commercial spaces		3

Outputs

Impact Description	Baseline	Target
New, revived, or upgraded train and tram lines and stations.		1
Remediation and/or development of abandoned or dilapidated sites. Delivery of residential of commercial space in key locations		1
New, upgraded or protected community hubs, spaces or assets, where this links to inclusive growth		1
Other schemes to support enterprise and business productivity and growth		2

Rationale

The relocation of existing toilet facilities will create opportunities to enable the release of space to the far end of the station to be utilised as secure space for Rail, Community and SME use, creating up to 4 units for use, including private accessible toilet. This will provide low cost rental space for start up business to operate from in order to establish businesses who will then move on to larger premises once established. The works to the buildings, platforms and station entrance will restore the building back to its former glory and become the community hub it once was.

Inputs

Funding from Town Deal £2,505,600
Match funding £186,800 (£150k unconfirmed - Rail Heritage funding)

Activities

Finalise the design and the construction costs, EMR recruitment for Project specific project manager. Full competitive tender process. Listed building permissions, and full detailed design approval from Network Rail.

Centre for fresh food and logistics

Context

Led by the University of Lincoln in partnership with Boston College, the project will develop a food trade and logistics skills, knowledge and innovation hub with local, national and global outreach. These exemplary facilities will facilitate higher level skills provision with access pathways and wide-scale engagement of the community and businesses to drive forward skills and business partnered enterprise, innovation and research, creating high quality career opportunities for local people and the improved connection of local, regional, national and international markets.

Market Failures to be addressed

The future prosperity of the sector is reliant on meeting higher-level skills and innovation needs to enable the wide-scale adoption of industrial digital technologies to drive supply chain efficiencies, access to global markets and advance crop storage.

The sector has acute skills challenges, with 25% of employees classed as being in elementary occupations. Many operative roles are becoming increasingly obsolete as businesses invest in innovation, driving higher level skills shortages and increasing the urgency to invest in up-skilling and encouraging new recruits.

Project objectives

High quality career opportunities for local people and improved connection of local, regional, national and international markets.

The Centre will be a crucial enabler of the ambition for Boston Port's transformation into a Food Port and global centre of excellence in food logistics.

Intended impacts

Impact Description	Baseline	Target
Meet the demand for skills required in the food trade and logistics sector		

Outcomes

Impact Description	Baseline	Target
Number of new learners assisted		80
% of working-age population with qualifications		240
Business counts		100

Outputs

Impact Description	Baseline	Target
Availability of new specialist equipment		1
Increased closer collaboration with employers		100
Increase in the breadth of the local skills offer that responds to local skills needs		20
Increased benefit for the public education over the longer term		240

Rationale

The food chain in South Lincolnshire accounts for circa. 29% of employment in Boston The Centre will enable the sector to embrace digitalisation and transformational technologies to improve productivity and deliver growth. It will deliver higher skilled and better paid jobs and support Boston's Food Port ambitions.

Inputs

£2m request from Towns fund
Match funding of £2m from public capital and public revenue funding

Activities

Start in September 2021. Sept - Dec 2021, the project infrastructure in place to include staff appointments/training & operational processes.

Connected Living

Context

To roll out smart home technology in the social housing sector which is a combination of hardware and software to create automation in the home. The proposed technology supports independent living through enhanced monitoring and early warning systems using devices that act as sensors and detectors. Real time health testing such as ECG, blood pressure and blood sugar levels can be relayed directly to GPs. Energy savings can be made with an average of 50% and reactive interventions are provided to maintain the fabric of the building with early warning signals to prevent events such as gas and water leaks.

Market Failures to be addressed

Fuel poverty

Residents not able to maintain independent living impacting on resources in social care.

Lack of early interventions in health especially since COVID-19

Voids in housing due to maintenance issues

Lack of skills in digital technology

Project objectives

Partnership working with a social housing provider to pilot 50 homes with a view to roll out to more homes and the care sector.

Working with Boston college to provide the skill base required to implement the technology in homes and provide the maintenance.

Increase jobs in smart homes technology implementation, maintenance and customer service.

Provide real time health indicators for GPs to provide early intervention.

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Intended impacts

Impact Description	Baseline	Target
Tackle fuel poverty		
Improve independent living		
Improve skills in the digital sector to meet demand		
Improve the quality of accomodation provided by RSLs		

Outcomes

Impact Description	Baseline	Target
Number of people who work remotely at least some of the time		pilot
% of working-age population with qualifications		pilot
Number of new learners assisted		pilot

Outputs

Impact Description	Baseline	Target
Provision of specialist digital technologies to meet the needs of specific sectors.		Pilot
Delivery of quality residential space.		Pilot

Rationale

People have better health outcomes when they remain independent and are able to take early intervention for health issues.
 Reduction in fuel poverty and more effective monitoring of people living on their own to enable them to have a better quality of life.
 Benefits for the local housing provider include longevity in the fabric of the building and savings in maintenance and repairs.
 The provider is committed to working with local training providers and establishing a customer support centre in Boston generating employment opportunities.

Inputs

£250k request from Towns Fund

Activities

Partnership working with Boston College for providing skills base in digital technology, social care services to provide devices for residents and social housing to input devices and sensors in 50 pilot homes and GPs for real time health monitoring

Digital Radio

Context

Creating a Digital (DAB) Radio Station broadcasting from Boston to all of Lincolnshire to put Boston at the centre of the commercial radio scene creating opportunities, engaging communities and changing perceptions of Boston. The project will increase the geographical coverage area, increasing advertising revenue which will drive social outcomes including jobs and training for young adults.

Market Failures to be addressed

There is a significant audience across Lincolnshire that isn't catered for.

Promotion of Boston outside of the Borough and throughout Lincolnshire to attract people to live, work, visit and train.

Project objectives

1. Deliver a new radio station in Boston that broadcasts on DAB Digital Radio to Lincolnshire.
2. A new media outlet championing Boston and boosting the town's image as a place to live, visit and work.
3. Providing new industry standard, local training opportunities in Radio Broadcasting which will open doors to employment roles in a variety of back-office and broadcast disciplines; presenting, producing, interviewing, audio editing.
4. More volunteering positions available for those that wish to get involved, ranging from those on further education, between jobs, retired or NEETs.
5. Apprenticeships and work experience will be offered.
6. Providing affordable advertising options

Intended impacts

Impact Description	Baseline	Target
Promote Boston in a wider geographical area		
Provide services to an increased audience		

Outcomes

Impact Description	Baseline	Target
Perceptions of the place by businesses		70000
Internet access and usage by businesses		1
% of learners gaining relevant experience/being 'job ready' (as assessed by employers)		175

Outputs

Impact Description	Baseline	Target
Jobs Created		5
New Commercial Floor space		60m2
New Learners Supported		175

Rationale

Endeavour FM has already broadcast a successful, self-sustaining radio station for 4 years so the experience and knowledge is there to take the station to the next level and enable it to promote Boston, provide jobs and skills through apprenticeships as well as a community hub for listeners.

Inputs

£82,463 request from Town Deal
Match funding £18509

Activities

Application to Muxco.
Obtain necessary licences.

Heritage Cluster

Context

Through this project we will be supporting building owners to bring at least 30 buildings in the town centre back to their former glory, carrying out repairs and shopfront reinstatements through the means of grants.

The Town Deal will ensure that money is invested into the repairs these buildings require and ensuring that they are repaired to uphold the conservation of the town's historic buildings within the designated scheme area.

Alongside the capital works, we will continue to deliver the Boston Youth Ambassadors Initiative for committed to improving personal, professional and the creative development of young people aged 16 to 25 and support the development of traditional building skills and training through the delivery of the Boston Heritage Skills Festival.

Market Failures to be addressed

To tackle the issue of empty shops by investing in current and new businesses to move into the buildings and creating a more vibrant and busier town centre for all to enjoy.

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

Project objectives

Work with building owners to revitalise and regenerate up to 30 of their properties in the Market Place, Pump Square and Dolphin Lane.

An uplift in business rates from vacant floor space will be brought back into use and at least 5 empty properties brought back into active use.

More mixed-use spaces within the scheme area will also create more job opportunities and flexibility for businesses enabling the development of small businesses within the town that may not otherwise feel able to make this transition within their business.

Supporting skills and enterprise infrastructure which will drive private sector investment and ensuring Boston have the space to support skills and small business development as well as supporting the local employment through procurement of local building contractors, craftspeople and encourage the development of heritage skills.

Intended impacts

Impact Description	Baseline	Target
Decrease number of empty shops in town centre		
Improve the attractiveness of the town centre and increase visitors		

Outcomes

Impact Description	Baseline	Target
Perceptions of the place by businesses		Improved
Number of visitors to arts, cultural and heritage events and venues		10,000+
Number of new learners assisted		20

Outputs

Impact Description	Baseline	Target
Properties improved and repaired		30
Jobs created and safeguarded		100+
Training opportunities linked to construction contract		20
Improved condition of buildings and enhanced attractiveness of key town centre area		40+
Year round visitation increased		10,000+

Rationale

This investment will encourage current and new businesses to move into the buildings, meaning less empty shop fronts and overall creating a more vibrant and busier town centre for all to enjoy. Spaces in the buildings above the shop fronts will be adapted to provide shop living facilities and increase the bed stock required by the town which means it will support local economy by retaining the local spending pound within the town. This will ultimately encourage longer stays from visitors and tourists which will also support the generation of economic growth and tourism back into the town.

Inputs

£1,830,491 request from Town Deal
£1,118,500 match funding from public sources
£700,000 match funding from private sources

Activities

Engagement with business owners and/or occupants to make them aware of the funding available
Planning consents for alterations
Designs to be developed in conjunction with conservation officer and planners.

Trinity Centre Community Hub and Boston Youth Ambassadors

Context

The project will provide a new upgraded community hub linked to inclusive growth and transform the Trinity Centre into an attractive, dynamic, well-equipped, sustainable multi-functional community hub.

Upgrading the Trinity Centre will increase training and volunteering opportunities, create an 'incubator' environment, nurture future inclusive growth and support employment pathways for young people, students, and job seekers.

The project will enable the Boston Youth Ambassadors to help young people start their career paths, support workforce development, help businesses and community where need is identified and nurture future leaders of commerce and civil society.

Market Failures to be addressed

This is central to Inclusive Growth and its ambition of enabling access for training and skills-based learning for all, encouraging connectivity and creating community hubs and spaces for collaboration and building of social capital. This will be the foundation for addressing the long-term wider determinants of health and wellbeing and building skills and confidence as a foundation for creating long-term social and economic value.

Young people don't always have access to development opportunities and the project aims to reach and engage young people to enable them to enhance their education and provide career opportunities.

Project objectives

Transform the Trinity Centre into an attractive, dynamic, well-equipped, sustainable multi-functional community hub.

Enable the Boston Youth Ambassadors to help young people start their career paths, support workforce development, help businesses and community where need is identified and nurture future leaders of commerce and civil society.

Strengthen links with other Inclusive Growth projects.

Link in with Boston College to collaborate on, and join up the offer at the Trinity Centre with, the iconic Mayflower proposal.

Intended impacts

Impact Description	Baseline	Target
Improve skills and training for workforce development		
Provide job opportunities for young people		

Outcomes

Impact Description	Baseline	Target
Perceptions of the place by residents/visitors		90
Number of new learners assisted		125
% of learners gaining relevant experience/being 'job ready' (as assessed by employers)		75

Outputs

Impact Description	Baseline	Target
Upgraded community hub with multi-use sports facility		1
Increase in the breadth of the local skills offer that responds to local skills needs		125
Increased and closer collaboration with employers		15
Local groups and charities supported to increase skills-based learning and employability pathways, including schools and Boston College		25

Rationale

Re-modelling and refurbishing the building's infrastructure and sports hall will create an attractive, flexible space and increase use by church and community groups. It will enable ongoing input into children, young people and families to thrive, whilst providing a modern facility for activity, training and skills-based learning for all, encouraging connectivity across a network of community assets and facilities across Boston and supporting mental health and economic wellbeing in the community.

Boston Youth Ambassadors will upskill and prepare young people for the job market, nurture future leaders and enable a strong culture of active local communities. The Youth Ambassadors will develop practical leadership, communication, and other transferrable skills.

Inputs

£365,000 request from Town Deal
£95,000 match funding

Activities

The Trinity Centre's project team will appoint a project manager and consultants will be appointed to design and tender the works. Dashboard of metrics to be agreed by project partners

Mayflower

Context

Mayflower seeks capital support to regenerate the area currently the site of a council leisure facility to provide an holistic learning and entrepreneurial environment that connects business and the community to the existing campus of Boston College. The proposed space is 5830msq.

The project will deliver a compelling and accessible digital and employability skills offer to those who are not traditional participants in learning.

The space will be a civic hub including hospitality, retail and health facilities within a life-affirming botanical garden, re-purposing a rundown area of the town, regenerating a key space with an iconic yet purposeful building.

Market Failures to be addressed

To assist participants in learning and who are daunted to engage due to the negative connotations between 'formal' learning institutions and measurements of academic success or failure.

To improve access to learning by offering flexible opening hours, including weekends and evenings to facilitate skills advice, learning-related employment opportunities, and involve the direct delivery of small 'chunks' of learning in both a structured and ad-hoc basis.

High number of people in Boston not using the internet at least once every 3 months which is an issue due to the impact of COVID and reliance on digital connectivity.

Qualifications at NVQ level 3 is 20% lower than the national average and wages that are £90 a week lower than the national average.

Boston has 20 new businesses emerging per 10,000 population, this equates to only a third of the England average.

Project objectives

In terms of enterprise and innovation, Mayflower will provide a calm and thoughtful natural environment to encourage creative and solution-focused thinking, linking innovators with investors to provide a kick-start a growth-based economy for the town.

The building will provide a sensorial space for connection and collaboration, for entrepreneurs to access the support they need to initiate and develop their ideas to build new, resilient businesses with potential to scale.

The Mayflower forms part of the initiative to develop the port, logistics and associated business for example in the fresh food produce sector.

The building will provide space and an anchor-point for businesses to connect with ideas and solutions that will protect and grow business to negotiate and overcome challenges to their sustainability in an increasingly competitive environment.

Intended impacts

Impact Description	Baseline	Target
Improve access to learning		
Improve digital usage		

Outcomes

Impact Description	Baseline	Target
Perceptions of the place by businesses		?
Number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces		?
% of learners gaining relevant experience/being 'job ready' (as assessed by employers)		?

Outputs

Impact Description	Baseline	Target
Increase in capacity and accessibility to new digital skills facilities. Numbers accessing facility p.a.		2000
Increased collaboration with employers resulting in number of emergent projects per year		5
Increase in the amount of incubation and shared innovation facilities by metre sq		500
Business facilities attracting number of new businesses to the area per year		7
New community hubs, spaces where this linked to local inclusive growth		1000m sq

Rationale

Providing opportunities for digital upskilling of those looking to retrain in a calm and yet motivating environment.

Mayflower will deliver information, advice, guidance and training to people to enable people to access employment. A pathway for new business development, enabling people to design and test new, more resilient business concepts and ultimately develop to their full potential.

The current site occupies an area that has limitations for use and as an offer is well-below the standards of a public leisure facility. With this and a linked investment within the town, the area will be significantly regenerated in terms of its use and its aesthetic appeal.

Inputs

£10m Town Deal request
Match funding £9.46m

Activities

Business case development. Heads of terms for release of the site (generated). Completed feasibility study (in progress). Planning application and grant. Access to residual funding required.

PE21

Context

The PE21 area is a core cluster of buildings in a central part of Boston which forms a natural regeneration cluster, providing scope to repurpose and redevelop the Town Centre offer taking account of covid-19 and the challenges of developing a sustainable long term future of the town centre as a physical and health setting. This project will open up, improve and re-balance the relationship and connectivity between east and west side of the River Haven. Accessible routes will link the railway station to the town centre through pedestrian oriented and better designed footways, green spaces and reduced vehicle movements.

The first stage of the project will support, a new NHS Health Centre hosting a combined facility to support 29,000 patients and engage them more widely in skills and personal development activities .

Market Failures to be addressed

The town is struggling with its health outcomes and is in the lowest third of all areas in England for this indicator. (English Indices of Deprivation 2019). It has marginally more over 65s as a proportion of its population (21% compared to a national average of 18%).

We know from qualitative research that a significant number of migrant workers are not able to fully exploit their skills and are working in lower grade jobs than their potential.

This is a core cluster of buildings in a central part of Boston which forms a natural regeneration cluster, providing scope to repurpose and redevelop the Town Centre offer

There is a significant differential as evidenced by the English Indices of Deprivation between the employment outcomes in Boston compared to the England average.

It will address a number of covid related challenges particularly in terms of providing a new non-retail anchor for the commercial core of the Town.

Project objectives

The development of a health hub which can act as a multi-agency base for engaging people in a dialogue which will address their health and employability challenges.

It will also provide scope to support migrant workers in working to their full potential by engaging them in a wider person centred dialogue stemming from their initial engagement with the facility in the context of their health.

Additionally the facility will bring a number of highly skilled and well paid health and well-being related jobs into the heart of the Town Centre.

This investment will begin the process of redeveloping the whole PE21 area and help to demonstrate to investors the key locational opportunities and benefits associated with the area as a key location in the evolution of the Town Centre.

Intended impacts

Impact Description	Baseline	Target
Improve health and wellbeing for the community		
Regenerate the town centre		
Enable migrant workers to fulfill their potential		

Outcomes

Impact Description	Baseline	Target
Perceptions of the place by residents/visitors		20000
Number of new learners assisted		400
Land values		5%

Outputs

Impact Description	Baseline	Target
New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens		1
Remediation and/or development of abandoned or dilapidated sites		1
Increase in the breadth of the local skills offer that responds to local skills needs		1

Rationale

A vibrant and attractive place for residents and visitors will give them access to better educational facilities (Town Fund project) and help them live healthier lives.

PE21 will lead to increased connectivity within the town by creating footfall and income generation through a variety of uses including a new combined health and leisure facility in partnership with NHS Lincolnshire CCG, much-needed town centre living, retail opportunities and community facilities.

Boston has significant health challenges which provide economic impediments and opportunities.

Inputs

£4.75m towns fund request
£2.5m match funding

Activities

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

[]

[] funding proposal. []

Shodfriars

Context

Shodfriars is Grade 2* listed and officially At Risk. The Steering Group is forming a charity to preserve the building, promote re-use of the hall and advance heritage education. The plan is to preserve the medieval frontage as Phase 1, and the Victorian Hall as Phase 2. The result will be a Café/restaurant/reception and varied activities such as room hire for community groups and cohesive / creative working space for small businesses, exhibitions and heritage education. We see the spectacular Great Hall as a multi-purpose large space with many possible configurations. Potential uses include stage performances (this will be larger than nearby Blackfriars Theatre meaning that it will cater for larger shows and so not be in competition), events including exhibitions, weddings, conferences and heritage education including regular school visits.

Market Failures to be addressed

The project will convert a derelict building, which is officially at risk, into a first class community centre
Despite its prominent location the town centre is widely acknowledged to have seen better days. At its core the area has many buildings of historic value. The project looks at bringing new life into an abandoned, at risk building for the residents of Boston and the surrounding areas.

Project objectives

To preserve Shodfriars Hall, Boston, a building of historic and architectural significance.

To promote the re-use of the Hall in an appropriate and sustainable way.

To advance the education of the public in the heritage of Boston.

To provide opportunities for work and skill development.

To take advantage of green technologies for its long term usage, incorporating green energy solutions where possible.

The project will help deliver economic benefit for the Town Centre and High Street.

Intended impacts

Impact Description	Baseline	Target
Preserve a grade 2 listed building		
Improve skills and work opportunities		
Increase the facilities in the building to ensure long term viability		

Outcomes

Impact Description	Baseline	Target
Number of visitors to arts, cultural and heritage events and venues		20,000+
Perceptions of the place by residents/businesses/visitors		Improved
Number of new learners assisted		1000+

Outputs

Impact Description	Baseline	Target
New Jobs Created		55
Businesses assisted to improve performance		26
Learners supported		1016
New Businesses created		6
Casual employment for functions		120

Rationale

Regeneration – One of Boston’s most noticeable buildings would be saved and brought into full use. It would enhance the town centre for both locals and visitors and contribute to both day and night time economies. It will have direct benefits in improving Boston’s sense of place, attracting tourists and people attending events such as theatre, comedy, concerts, conferences and dance, and generally attract workers and businesses to the town and help to retain them.
Culture – It will strengthen Boston’s cultural asset base. It will bring about a significant improvement in the variety and range of events and performances available in Boston.
Skills/jobs – The project itself will provide opportunities for work and skill development. Social value – Shodfriars will become a major feature of the town centre, and the area generally.

Inputs

£2,074,566 request from the Towns Fund
£6,910,888 match funding

Activities

Preserve the medieval frontage as Phase 1, and the Victorian Hall as Phase 2. These phases will be preceded by a preliminary phase, which we expect will be funded by Historic England to make the building sound and watertight.

St Botolph's Library & Lighting

Context

Conservation and preservation work to the 17th century Parish Library. This project will help provide urgent conservation work alongside extensive interpretation to improve the general public's accessibility to the treasures held within the Parish Library. Upgrade and redesign of the lighting of St Botolph's Church interior and exterior that will enhance this architectural and cultural asset for the town. It will provide a superior quality of illumination within the church, protecting the books from being damaged, increase the overall lighting levels for the general lighting, feature lighting and the architectural feature lighting giving greater flexibility with the everyday use of the lighting system and improved and extended lamp life, reduced long term maintenance and energy running costs within a practical and architecturally sympathetic lighting scheme.

Market Failures to be addressed

Boston's primary visitor attraction is St Botolph's Church, attracting around 50,000 visitors each year with high levels of visitor satisfaction. Despite this, Boston somewhat under performs in terms of visitor revenue compared to the rest of the County with just 5% of the County's tourism revenue being spent in the Borough.

Some books in the library already show signs of deterioration through mould, pest and inappropriate lighting. The library is currently closed due to the condition of the books.

Preservation of the Victorian tapestries and the hatchments some dating back to the reign of Charles I. The current lighting is both unsympathetic and damaging and will be lost to future generations.

Project objectives

This project will turn what is the largest covered venue into a flexible space that is designed to accommodate a wide range of events and activities and that will draw both audiences and performers from across the world which will in turn increase Boston's tourism revenue.

The new scheme will drastically reduce both maintenance and energy costs, which is part of our commitment be carbon neutral by 2030.

Upgrade and redesign of the lighting internally and externally to enhance outdoor displays and events as well as preserve the books and artefacts.

Access to the library for visitors and the community.

Intended impacts

Impact Description	Baseline	Target
Increase tourism revenue for the town		
Long term protection for historical artefacts		

Outcomes

Impact Description	Baseline	Target
Number of visitors to arts, cultural and heritage events and venues		20000
Number of new learners assisted		60
% of learners gaining relevant experience/being 'job ready' (as assessed by employers)		50

Outputs

Impact Description	Baseline	Target
Preservation of a valuable heritage asset		1
Year round visitation increased		20000
Increased footfall and value of visitor expenditure		£1,000,000
Training opportunities to learners and volunteers		120
Reduction in carbon footprint		30%

Rationale

The project will see the conservation of a valuable historical and heritage asset and allow for the first time all the people of Boston and its visitors to access it, to both enjoy it and to learn from.

The project will promote both the local community and tourist engagement in heritage and in the wider town. The Library will become an educational resource both for the town and the country. The flexibility of the lighting scheme will create an arts venue that will create a sense of pride within the town and foster the work of local artists.

The increase in visitor number from across the country will see a potential £1M added to the visitor economy. The sizeable environmental contribution in the reduction of our carbon footprint will be a legacy for generations to come.

Inputs

£230k request from Towns Fund
£110k match funding

Activities

The initial scheme design and feasibility works were completed in March 2020. Detailed designs are in progress and will be complete by December 2021.

Trinity Centre Community Hub and Boston Youth Ambassadors

Context

The project will provide a new upgraded community hub linked to inclusive growth and transform the Trinity Centre into an attractive, dynamic, well-equipped, sustainable multi-functional community hub.

Upgrading the Trinity Centre will increase training and volunteering opportunities, create an 'incubator' environment, nurture future inclusive growth and support employment pathways for young people, students, and job seekers.

The project will enable the Boston Youth Ambassadors to help young people start their career paths, support workforce development, help businesses and community where need is identified and nurture future leaders of commerce and civil society.

Market Failures to be addressed

This is central to Inclusive Growth and its ambition of enabling access for training and skills-based learning for all, encouraging connectivity and creating community hubs and spaces for collaboration and building of social capital. This will be the foundation for addressing the long-term wider determinants of health and wellbeing and building skills and confidence as a foundation for creating long-term social and economic value.

Young people don't always have access to development opportunities and the project aims to reach and engage young people to enable them to enhance their education and provide career opportunities.

Project objectives

Transform the Trinity Centre into an attractive, dynamic, well-equipped, sustainable multi-functional community hub.

Enable the Boston Youth Ambassadors to help young people start their career paths, support workforce development, help businesses and community where need is identified and nurture future leaders of commerce and civil society.

Strengthen links with other Inclusive Growth projects.

Link in with Boston College to collaborate on, and join up the offer at the Trinity Centre with, the iconic Mayflower proposal.

Intended impacts

Impact Description	Baseline	Target
Improve skills and training for workforce development		
Provide job opportunities for young people		

Outcomes

Impact Description	Baseline	Target
Perceptions of the place by residents/visitors		90
Number of new learners assisted		125
% of learners gaining relevant experience/being 'job ready' (as assessed by employers)		75

Outputs

Impact Description	Baseline	Target
Upgraded community hub with multi-use sports facility		1
Increase in the breadth of the local skills offer that responds to local skills needs		125
Increased and closer collaboration with employers		15
Local groups and charities supported to increase skills-based learning and employability pathways, including schools and Boston College		25

Rationale

Re-modelling and refurbishing the building's infrastructure and sports hall will create an attractive, flexible space and increase use by church and community groups. It will enable ongoing input into children, young people and families to thrive, whilst providing a modern facility for activity, training and skills-based learning for all, encouraging connectivity across a network of community assets and facilities across Boston and supporting mental health and economic wellbeing in the community.

Boston Youth Ambassadors will upskill and prepare young people for the job market, nurture future leaders and enable a strong culture of active local communities. The Youth Ambassadors will develop practical leadership, communication, and other transferrable skills.

Inputs

£365,000 request from Town Deal
£95,000 match funding

Activities

The Trinity Centre's project team will appoint a project manager and consultants will be appointed to design and tender the works. Dashboard of metrics to be agreed by project partners



Board Report - Agenda Item 6

Date: 14 January 2021

Title: Governance

At the end of October we received a letter from the Ministry of Housing, Communities and Local Government (**attached**) advising the Towns Hub had carried out a governance review of all Boards for towns in the second cohort of Town Deals. Following their assessment Boston scored as a Pass with Amends. Their review of the Boston Town Board and website identified some gaps in the mandatory criteria, which have been addressed and included:

The Boston Town Board governance arrangements to be published on the Town Deal website covering:-

- Remit of the Board including terms of reference
- Decision-making processes
- Board membership and roles
- Chair/vice-chair term and responsibilities
- Board structure including sub-committees and reporting arrangements
- Accountable Body arrangements
- Terms of Reference setting out who the vice-chair is and if the board has agreed terms for them and the chair.
- A section setting out that all members have submitted their register of interests and that they are available on request.

The declarations of interest must be completed before MHCLG can offer Heads of Terms. **Therefore, it is critical that all Board members provide their declarations of interest to Luisa Stanney or Sharon Warner if they wish to continue as members of the Town Deal Board.**

The Terms of Reference for the Board are also attached for ease of reference.

MHCLG have also issued further 'Towns Fund guidance (stage 2): business case development' with project adjustment form which is attached to this report.



Ministry of Housing,
Communities &
Local Government

**Ministry of Housing, Communities and
Local Government**

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Michelle Sacks

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Dear Michelle

As you are aware, the Towns Hub has carried out a governance review of all Boards for towns in the second cohort of Town Deals. Following our assessment we have scored Boston as a ***Pass with Amends***.

Our review of the Boston Town Board and website identified some gaps in the mandatory criteria, these are set out below;

The Boston Town Board governance arrangements to be published on the Town Deal website covering;

- Remit of the Board including terms of reference
- Decision-making processes
- Board membership and roles
- Chair/vice-chair term and responsibilities
- Board structure including sub-committees and reporting arrangements
- Accountable Body arrangements
- Terms of Reference setting out who the vice-chair is and if the board has agreed terms for them and the chair.
- A section setting out that all members have submitted their register of interests and that they are available on request.

These must be completed before we can offer you a Heads of Terms. Therefore, if you have not already done so, please can you publish this information by **Friday 6 November** and inform mick.lazarus@beis.gov.uk when you have done so.

We look forward to receiving your Town Investment Plan.

Best wishes

The Towns Fund team

BOSTON TOWN DEAL BOARD

TERMS OF REFERENCE

ADOPTED BY RESOLUTION OF THE BOARD ON 20 JANUARY 2020 AMENDMENTS AGREED ON 5 NOVEMBER 2020

The Boston Town Deal Board (BTDB) is not a formally constituted body and shall hold no monies or assets. These Terms of Reference shall constitute the formal Constitution of the BTDB.

1. CONSTITUTION

The Board was constituted at a full meeting of the Boston Town Deal Board held on 20 January 2020.

2. DUTIES AND TERMS OF REFERENCE

2.1 The BTDB is a strategic body created as a vehicle following Boston being identified as a Town that may benefit from the Towns Fund. The BTDB brings together the private, public and voluntary sectors to provide strategic leadership to develop and deliver an Investment Plan and schedule of interventions to secure government funding, and which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges. It will be the vehicle through which the vision and strategy for Boston is defined.

The BTDB will provide strategic insight on the challenges and opportunities facing the area by:

- a) Championing the BTDB economic vision and promote bold, deliverable interventions that will define the Investment Plan;
- b) Communicating with the business community and residents around economic growth and delivery of the interventions;
- c) Sharing knowledge practice and intelligence within the BTDB area and beyond, both regionally and nationally, and;
- d) Proposing allocation of resources to deliver economic growth, secure finance and encourage local and national bodies to match resources to achieve the BTDB's ambitions.

2.1 The Board shall:

- a) Develop and oversee the delivery of an evidence based Investment Plan.
- b) Co-ordinate public, private and third sector activity to develop and deliver the interventions in using the framework of the Towns Fund Prospectus and any further guidance that may be issued.

- c) To have regard to the three strands of the Prospectus and develop the interventions and maximise the impact of those interventions;
- (i) Urban Regeneration, planning and land use
 - (ii) Skills and Enterprise
 - (iii) Connectivity

Schedule 1 sets out how stakeholders will be engaged through development of these themes.

- a. Promote Boston as a prime location for inward investment, international trade and to proactively help more locally based companies export their goods and services.
- b. Actively promote equality and diversity to ensure a strong gender balance.
- c. Respond to opportunities that arise from government initiatives to support economic development within Boston;
- d. Support the localisation agenda by negotiating freedoms and flexibilities with government on actions which encourage more local devolution and accountability;
- e. Co-ordinate and influence government and others on matters that benefit the economy.
- f. Attend public consultation events
- g. Attend events to promote the TBDB Investment Plan and emerging interventions.

2.2 The Board's priorities are:

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

2.3 The Board Shall:

Delegate to the Chairman of the Board the authority to make urgent decisions, having consulted by way of email with Board members, where a Board cannot be convened in a timely manner to consider a matter. The decision shall be published as soon as practically possible once taken.

3 Membership

3.1 The members of the Board shall be appointed by the Board and may be removed at any time by the Board.

3.2 The BTDB shall comprise of representatives of;

- (a) All tiers of local government
- (b) The Member of Parliament for the constituency including Boston Town
- (c) Local Business and Investors
- (d) The Greater Lincolnshire Local Enterprise Partnership

- (e) Prominent members of civic, faith organisations and voluntary organisations
- 3.3 The BTDB may comprise of representatives of;
- (a) Universities and Further Education Colleges
 - (b) Academies and Schools
 - (c) NHS
 - (d) Development Corporations
 - (e) Local Sports Teams
 - (f) Cultural and Creative Institutions
 - (g) Housing Sector, including developers and housing associations
- 3.4 The BTDB may comprise of representatives from Arms-length bodies and other non-departmental agencies such as, but not exhaustively;
- (a) Homes England
 - (b) Environment Agency
 - (c) Historic England
- 3.5 The BTDB may comprise of other private sector representatives and developers who operate on a national and international platforms who understand the requirements for investment and can help identify the best use of private and public funds.
- 3.6 Applications for new Board Members shall be determined by the Board following a report from the lead officer of the BTDB Delivery Team.
- 3.7 A Board Member shall cease to be a member of the BTDB in the following circumstances;
- a) Such Board Member gives written notice to the Chair of their notice of resignation;
 - b) Such Board Member's death;
 - c) Such Board Member's bankruptcy making of any arrangement or composition with their creditors, or liquidation, or in the case of an organisation, winding up, liquidation, dissolution or administration or anything analogous to any of the foregoing occurring in relation to a Member in any jurisdiction;
 - d) Such Board Member is removed from membership by a resolution of the Board that it is in the best interests of the Board that the membership is terminated.
- 3.8 Board Members may be removed from the BTDB as set out in Schedule 2 (Boston Town Deal Board Code of Conduct). Any Board Member removed may not be reappointed.

4 The Chair and Deputy Chair

- 4.1 The Board shall appoint the Chair and Deputy Chair who will serve for a period of 24 months before re-election.
- 4.2 In the absence of the Chair, the Deputy Chair will assume the responsibilities of the Chair.
- 4.3 In the absence of both the Chair and Deputy Chair at a formal meeting of the BTDB, those present for the meeting of the Board will vote and appoint a Chair for that meeting only.
- 4.4 The BTDB Delivery Team will consult the Chair from time to time on progress of works required to be undertaken on individual interventions and the developing Investment Plan.
- 4.5 The Chair may convene an informal meeting of all or some of the Board Members to inform progress of a particular matter arising under the development of individual interventions.
- 4.6 The Chair may meet third parties and attend events on any matter pertaining to the Investment Plan and individual interventions to progress activity and outcomes.

5 SUBSTITUTES

- 5.1 There shall be no substitutes at the Board meeting with the exception of the representative of Boston Borough Council, the Leader of the Council.
- 5.2 The Leader of Boston Borough Council shall designate a formal deputy in writing to the Chair.
- 5.3 Where the Leader of Boston Borough Council will not be in attendance and not exercising a proxy vote, they must notify the secretary to the Board no later than 24 hours before the Board meeting.

6 ATTENDANCE AT MEETINGS

- 6.1 The Board will meet monthly until submission of the Investment Plan and thereafter quarterly. The Board may meet at other times during the year as agreed between the members of the Board and may approve recommendations via written procedure.
- 6.2 Formal Board meetings will take place in public where all formal decisions of the Board will be taken, subject to emergency provisions as set out in 2.3.
- 6.3 Informal Board Meetings may take place from time to time. These will be in private and not open to the public. Other persons and external advisers may be invited to attend all or part of any meeting as and when appropriate as

observers and shall be entitled to speak at the meeting with the prior permission of the Chair but shall not be entitled to vote.

- 6.4 With the prior agreement of the Chair, any Board Member may participate in a meeting by means of a conference telephone or similar communications equipment whereby all persons participating in the meeting can communicate with each other and participation in a meeting in this manner shall be deemed to constitute presence in person at such meeting and shall be entitled to vote and be counted in a quorum accordingly.

7 NOTICE OF MEETINGS

- 7.1 Meetings of the Board shall be called by the secretary to the BTDB at the request of the Chair of the Board. The agenda and papers for meetings shall be approved by the Chair.
- 7.2 Unless otherwise agreed, notice of each meeting confirming the venue, time and date together with an agenda of the matters to be discussed at the meeting shall be forwarded to each member and any other person required to attend no later than 3 business days before the date of the meeting. Any supporting reports and/or papers shall be sent to each member of the Board and other attendees (as appropriate) at the same time and minutes published on the website.
- 7.3 The agenda and reports (that are not exempt under legislative arrangements) shall be published on the BTDB's website.
- 7.4 There will be occasions when the business of the meeting will be subject to confidentiality for reasons of commercial confidentiality or sensitivity, information provided by the government in confidence, information pertaining to individuals or third party information that is subject to common law duty of confidentiality. This list is not exhaustive. On such occasions, the notice of the meeting will highlight the reason for confidentiality pertaining to a particular agenda item. At the appropriate time of the meeting, in the event there are public present, the Chair will request those members of the public leave the meeting before that item is discussed and voted upon.

8 QUORUM

- 8.1 A quorum shall be 5 Board Members present in person.
- 8.2 Where a decision must be taken under the provisions of 2.4 and 10.6 there must be a quorum of 5 in responses received from Board Members.

9 DECLARATION OF INTEREST

- 9.1 Arrangements for declarations of interest are found within the BTDB Code of Conduct (Schedule 2).

10 VOTING ARRANGEMENTS

- 10.1 Each member of the Board shall have one vote which may be cast on matters considered at the meeting by a show of hands. Votes can only be cast by members attending a meeting of the Board, or by proxy vote (Proxy Vote Procedure Appendix 3).
- 10.2 The general rule about decision-making by the Board is that any decision of the Board must be a majority decision at a meeting (or a decision taken in accordance with paragraph 2.4 and 10.6 of these terms of reference).
- 10.3 Where a conflict of interest exists as set out in the BTDB Code of Conduct, a Board Member may take part in the debate but may not vote.
- 10.4 Save where they have a personal interest, the Chair will have a casting vote. In this context, this refers to whoever is present and discharging the function of the Chair for the purpose of the meeting.
- 10.5 A resolution in writing, sent electronically to all Board Members entitled to receive notice of a meeting of the Board and signed by a majority of the members shall be valid and effectual as if it had been passed at a meeting of the Board duly convened and held and may consist of several documents in materially the same form each signed by one or more Board Member in the event a Board Meeting may not be convened in a timely manner.

11 REPORTING

- 11.1 The proceedings and resolutions of meetings of the Board, including the names of those present and in attendance, shall be minuted by the secretary of the Board. Draft minutes of each meeting will be circulated promptly to all Members of the Board.
- 11.2 Minutes of meetings of the Board shall be approved in draft form by the Chair and disseminated to Board no later than ten working days following the meeting. Minutes shall remain in draft until approval by the Board at the Board's next meeting.
- 11.3 Approved minutes of the Board shall be published on the website of the Boston Town Deal, with the exception of minutes relating to items deemed confidential as set out in 7.5 above.
- 11.4 The Board shall produce an annual report about its activities.

12 The Board's Relationship with Boston Borough Council (BBC)

- 12.1 The Board is responsible for;
 - a) Developing and agreeing an evidenced based Town Investment Plan
 - b) Developing a clear programme of interventions

c) Coordinating resources and including stakeholders

- 12.2 BBC remains the accountable body for all monies received through capacity funding and any other funding that will be allocated throughout the Towns Fund.
- 12.3 BBC will be represented on the Board by the Leader of the Council and provides the link between the two bodies in the development of outcomes under those functions set out in 12.1.
- 12.4 The Board will be supported by the Boston Town Deal Board Delivery Team, which will be in the employment of BBC.
- 12.5 The Board will from time to time attend both formal and informal Cabinet of BBC and attend as required meetings of BBC's Scrutiny Committee to provide updates and information pertaining to the development of the Town Investment Plan, programme of interventions and stakeholder engagement.
- 12.6 BBC's Cabinet will receive reports on the progress of activities through its established quarterly performance monitoring.
- 12.7 The Board may make recommendations to the Cabinet of BBC from time to time and prior to the submission of the Town Investment Plan.

13 GENERAL MATTERS

- 13.1 Board Members should make themselves available from time to time to meet the Cabinet of Boston Borough Council both formally and informally, and to attend meetings of the Council's Scrutiny Committees as and when invited.
- 13.2 Board Members shall duly sign and return the BTDB's Code of Conduct (Appendix 2) and Declaration of Interests on an annual basis.
- 13.3 The Board may be provided with appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis
- 13.4 The Board will have access to officer resources in order to carry out its duties through the Boston Town Deal Delivery Team.
- 13.5 The Board shall be entitled to invite relevant third parties to attend any meeting of the Board as observers and they may be entitled to speak at a meeting of the Board with the prior permission of the Chair but shall not be entitled to vote.
- 13.6 The Board shall give due consideration to all laws and regulations as appropriate.
- 13.7 The Board will, from time to time, consider projects and proposals of a "commercial in confidence" or sensitive nature that will not be for publication under existing legislative provisions (Data Protection and Freedom of Information). All Board Directors and invited third parties will observe the need for confidentiality in this respect.

- 13.8 The BTDB will be subject to the privacy legislation contained within Data Protection Act 2018, Freedom of Information Act 1998 and the Environmental Protection Regulations (various). Such requests will be serviced by BBC in accordance with BBC policies and procedures.
- 13.9 Members of the public may wish to contact the BTDB. Any such contact will be managed by the Boston Town Board Delivery Team and contact details will be published on the Boston Town Deal website. The Delivery Team may where appropriate, engage with the Chair and/or wider Board.
- 13.10 A sub-group will be required to prioritise the projects and look at how they fit with the 3 themes of the Town Deal Fund, assess against the criteria and make recommendations to the Board. The sub-groups will not require voting mechanisms and are advisory to the Board. The sub-group will consist of members of the Town Deal Board and will be supported by the delivery team and minutes will be recorded by the secretary of the Board for all meetings, which will form part of the agenda papers together with appropriate reports for the Town Deal Board meetings. Members of the sub group will adhere to these Terms of Reference.

14. Review

- 14.1 The Government may publish further guidance on the operation and function of Town Deal Boards and these Terms of Reference must be reviewed in accordance with any such guidance.
- 14.2 The Board may amend these terms of reference at any time and will be reviewed on an annual basis.

Boston Town Deal Board Terms of Reference Ratified on 20th January 2020 and 5th November 2020



Ministry of Housing,
Communities &
Local Government

Towns Fund guidance (stage two): business case development

16 December 2020

1. Introduction

- 1.1. Once Heads of Terms has been agreed, towns are required to develop business cases for each project and submit a Summary Document to Ministry of Housing, Communities and Local Government (MHCLG). MHCLG will need to review and be satisfied with the Summary Document before funding can be released.
- 1.2. This guidance covers the development and appraisal of business cases for the Towns Fund, and other requirements related to project development and submission of the Summary Document. MHCLG and the Towns Fund Delivery Partner will provide support and guidance throughout this phase.

2. Overview of requirements

- 2.1. After agreeing Heads of Terms, towns have **two months** to confirm which projects will be taken forward as part of their Town Deal, this should include the following information on each project:
 1. Towns Fund ask
 2. match-funding total and breakdown
 3. expected outputs and outcomes
 4. plan for addressing key conditions
 5. whether the project will be fast-tracked
 6. proposed financial profile and the Revenue/Capital split (approval at MHCLG's discretion)
- 2.2. This information should be presented in the project confirmation table at Annex A, and submitted to the Towns Fund central inbox (towns.fund@communities.gov.uk) within two months of the deal being agreed. MHCLG will review and, if suitable, approve this information.
- 2.3. Towns should develop full business cases for each agreed project in line with [HM Treasury's Green Book](#)¹.
- 2.4. The accountable body (as identified in the Town Investment Plan) will be accountable for implementing the Town Deal. The Town Deal Board should have an ongoing role and have sight of decisions as projects are developed in more detail or possible changes are made. The nature and degree of the Board's oversight should be agreed locally.

¹ <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

- 2.5. Locally, ultimate decision-making responsibility will lie with the accountable body, but the Town Deal Board Chair will be a signatory to the Summary Document and should make decisions in partnership and collaboration with the Town Deal Board.
- 2.6. A business case must be developed for each selected project in line with the conditions agreed in the Heads of Terms. Each business case should cover one project, as submitted in the project template. If a project consists of a package of smaller interventions, these can be grouped into one business case, as long as a strong strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole, but each intervention must be costed in the Financial Case.
- 2.7. Public Sector Equality Duty (PSED) should be fulfilled through a programme-level impact assessment; relevant project-level impact assessment should also be undertaken. It is recommended that this is undertaken by the accountable body. A summary of this work should be included as part of the Summary Document. Relevant Environmental Impact Assessments should also be undertaken.
- 2.8. Accountable bodies should work with appropriate partners to ensure effective delivery. For some individual projects it may be appropriate for other local delivery bodies (for example upper-tier authority or university) to lead on the development of business cases and on the delivery of the project. Where this is the case, a clear agreement should be made between the accountable body and the delivery body (for example in the form of a memorandum of understanding) for the allocation of any Towns Fund monies. All grant payments from the Towns Fund will be made to the accountable body.
- 2.9. All business cases should pass through local assurance mechanisms with oversight from the Town Deal Board: a plan should be in place to enable this. MHCLG also reserves the right to call in any business case to be assured centrally.
- 2.10. MHCLG will need to review and be satisfied with completed Summary Documents before funding can be released.

3. Guidance on developing business cases

3.1. Green Book compliant business cases should be developed for each project in order to allocate government funds. MHCLG may only require sight of the Summary Document, although MHCLG also reserves the right to call in any business case to be assured centrally. We expect business cases to include:

- a. The evidence for the intervention using rigorous analysis of quality data and the application of best practice.
- b. An assessment of value for money. Attention should be given to how different types of projects will be compared and assessed. Typically, this would include the following considerations at a level proportionate to the scale of funding required for the proposal:
 - i. a clear economic rationale that justifies the use of public funds in addition to how a proposed project is expected to contribute to strategic objectives
 - ii. clearly defined inputs, activities, outputs and anticipated outcomes, ensuring that factors such as displacement and deadweight have been considered
 - iii. benefits that exceed the costs of intervention using appropriate value for money metrics
 - iv. appropriate consideration of deliverability and risk along with appropriate mitigating action (the costs of which must be clearly understood).

3.2. Recognising the diversity of market conditions and the acute nature of the Covid-19 impact in some localities, no minimum value for money threshold is set for Towns Fund projects. However, to follow best practice, all business cases must contain robust value for money assessments. If value for money values are low, then additional justification should be provided. A variety of measures can be used to summarise value for money, this includes estimates for:

- a. **Net Present Social Value** - defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option.
- b. **Benefit-Cost Ratios** - defined as the ratio of the present value of benefits to the present value of costs. It provides a measure of the benefits relative to costs.

3.3. Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.

- 3.4. Business cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book. The Green Book has recently been updated to ensure the methodology supports the delivery of Government's levelling up ambitions and other policy priorities. These updates include a much stronger emphasis on the strategic case backed up by rigorous theory of change analysis, and renewed clarity on what constitutes value for money. The full conclusions drawn from the review can be viewed in a [HM Treasury report](#)².
- 3.5. Business cases should be developed to meet the assurance requirements of the accountable body. In addition to the Green Book, other appraisal guidance should be followed for specific thematic interventions where available.
- 3.6. The five cases in the Green Book are:
- I. **strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.
 - II. **economic case** – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. “Do nothing” should always be an option. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for money is ideally demonstrated in a credible Benefit-Cost Ratio, but where some of the costs and/or benefits cannot be monetised at the present time, the economic case should proportionally capture these impacts and specify a partial value for money measure. Wider benefits and costs should be considered and specified where these are sizeable, compared with the direct impacts. Towns should decide how to treat Covid-19 impacts.
 - III. **commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.
 - IV. **financial case** – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.

² <https://www.gov.uk/government/publications/final-report-of-the-2020-green-book-review>

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

- 3.7. Accountable bodies must ensure that the commercial, financial and management arrangements are appropriate for effective delivery. Where applicable, appropriate resources should be consulted for situation specific project appraisals. To assist with this, the Infrastructure and Projects Authority have produced a [Project Initiation Routemap Handbook](#)³ and associated modules which provides a framework to support infrastructure providers to improve the delivery of their projects and programmes. For analogous best practice guidance on the delivery of projects and programmes we also advise you to refer to the [Infrastructure and Project Authority's Project Delivery Functional Standard](#)⁴.
- 3.8. [MHCLG's Appraisal Guidance](#)⁵ provides more information on how the department assesses the value for money of property and land use projects.
- 3.9. The Department for Transport have produced [transport analysis guidance \(TAG\)](#)⁶ on the principles of cost-benefit analysis and how they should be applied in the context of transport appraisals.

4. Business case assurance

- 4.1. For each business case, the accountable body should follow their local assurance processes. This should include sign off from relevant individuals and groups within the council (for example the S151 officer and cabinet). It is important that the organisation responsible for developing business cases does not have sole responsibility for appraisal.
- 4.2. MHCLG may carry out spot checks on projects during the business case development stage. This will be in the form of a working-level conversation targeted at those projects where there are concerns or risks to confirm that the business case is being developed in line with this guidance.
- 4.3. Where a project is deemed novel or contentious (for example if it does not fully align with the intervention framework) or if the project value is over £25

³ <https://www.gov.uk/government/publications/improving-infrastructure-delivery-project-initiation-routemap>

⁴ <https://www.gov.uk/government/publications/project-delivery-functional-standard>

⁵ <https://www.gov.uk/government/publications/department-for-communities-and-local-government-appraisal-guide>

⁶

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940962/tag-a1-1-cost-benefit-analysis.pdf

million, MHCLG reserves the right to appraise business cases centrally to assess project viability and value for money.

- 4.4. Following assessment, if existing concerns are not addressed, or if new ones arise, MHCLG may hold a working-level challenge conversation to provide the town with another opportunity to demonstrate the viability and value for money of the project. An improvement plan may be agreed for the project which the accountable body will be responsible for implementing.
- 4.5. Once the funds are allocated to a specific purpose, following the local or central approval of a five-case business case, it is the responsibility of the accountable body to spend these funds for the purpose they were given. The procurement policies of the accountable body should be transparent and fair but need not require contractors to argue a five-case business case.

5. Project changes and adjustments

- 5.1. There may be circumstances where towns wish to make adjustments to projects, or indeed replace them with alternatives. Accountable bodies should engage with their Town Deal Boards to discuss any changes and must be proactive in consulting their local Towns Fund lead on any potential changes to approved plans.
- 5.2. Adjustments can be made following a Heads of Terms offer before the final list of projects are agreed, up to two months after Heads of Terms offer. In most cases a project adjustment form is not required at this stage, but updated information should be provided as listed in paragraph 2.1. However, any change should be made clear and any change outside of the list in paragraph 2.1 should be made using a project adjustment form at this stage (the stage when submitting final projects information at the two months after Heads of Terms are offered). The local Towns Fund lead should be consulted in the first instance.
- 5.3. Changes may also be made between agreeing the final list of projects and completing the full business case, where there has been a change in circumstances- a project adjustment form is required.
- 5.4. The local Towns Fund lead should be consulted in the first instance. Then, having agreed in principle with the town lead, an email should be sent to towns.fund@communities.gov.uk setting out the intended change and rationale, as well as confirming the agreement of relevant stakeholders. A template form is at Annex B.

- 5.5. Approval will be at the discretion of MHCLG. Adjusted projects will be reassessed against the original project assessment criteria to determine what effect the adjustment has had on the project. If concerns are not addressed, the town will have the opportunity to make a more detailed case for the adjustment in a working-level challenge conversation with MHCLG.
- 5.6. If no additional concerns arise, and if the rationale for adjustment is well evidenced, the adjustment will be accepted. Where adjustments are accepted, the town will be asked to submit an updated project confirmation table (Annex A) reflecting the changes that have been made.
- 5.7. No additional funding will be allocated if new or adjusted projects are of higher value.

6. Timing for all business cases

- 6.1. Towns should regularly engage with their local lead on the development of business cases. Once business cases have been developed and appraised, a summary of all this work in the form of completed Summary Documents, should be submitted to MHCLG within 12 months of the Heads of Terms agreement.
- 6.2. The Summary Document will contain an overview of each business case and confirmation that key conditions have been addressed (where applicable). The Summary Document will be assessed by MHCLG before funding is released.
- 6.3. The Summary Document template is provided at Annex C.

7. Fast-tracked projects

- 7.1. Some projects may already be well developed by the time Heads of Terms has been agreed. Where this is the case, these projects can be fast-tracked for funding provided the business case development and appraisal meets all criteria in this guidance before all the others.
- 7.2. Where towns intend to fast-track projects, it will be indicated in Heads of Terms. Towns should keep their local leads informed of the status of business case development for fast-tracked projects.

- 7.3. A Summary Document for fast-tracked projects should be submitted to MHCLG as soon as possible, and following MHCLG's assessment, funding may be released. Projects should be grouped together as much as possible when submitting the Summary Document.

Note: the accountable body is responsible for ensuring that all templates submitted to MHCLG are accurate and complete representations of current circumstances.

Annex A: project confirmation table

Please complete the table below for each project and send to the Towns Fund central inbox, towns.fund@communities.gov.uk, within two months of agreeing Heads of Terms.

Project confirmation table					
Project name					
Date:					
Towns Fund ask (£ million)					
Match funding total and breakdown					
Expected outputs and outcomes					
Plan for addressing key conditions					
Fast-tracked project (Yes or No)					
Capital/revenue split					
Nominal Financial profile (£ million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer					

Annex B: project adjustment form (this will be provided in Excel format)

After confirming projects (after annex A information has been agreed), where towns propose to make changes to a project please send a completed form to towns.fund@communities.gov.uk.

Project details	Original proposal	Adjusted proposal (where applicable)	Rational for adjustment (where applicable)	Details of how the Town Deal Board and relevant stakeholders have been consulted on changes (where applicable)
Project name				
Project description including: - rational and strategic fit; - how the project addresses need and opportunity - alignment with other plans and strategies				
Towns Fund ask (£ million)				
Total project cost (£ million)				
Outputs				
Outcomes				
Match funding total				

Match funding breakdown				
Capital/revenue split				
Financial profile				
Project completion date				

Annex C: Summary Document template

Towns should submit a completed Summary Documents for each project to MHCLG as soon as they are ready and within 12 months of agreed Heads of Terms.

Notes on the Summary Document template:

General conditions table: provide evidence of how general conditions, where applicable, have been addressed.

Project summary table: towns should complete this for each project. Set out what assurance has been carried out and confirm whether and how towns have addressed project-specific conditions.

Summary Document template

General conditions table

General conditions table
TIP improvement condition <i>Set out TIP improvement conditions as agreed in Heads of Terms</i>
Evidence <i>Provide evidence of how conditions have been addressed</i>
Public Sector Equality Duty (PSED) <i>Provide a summary of programme-level PSED analysis</i>
Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer

Project summary table

Project summary table					
<u>Project name</u>					
Business case appraisal <i>Provide details of how the business case has been appraised</i>					
Is this project being fast-tracked?					
Total project value (£, million)					
Towns Fund funding allocated (£, million):					
Outputs <i>Provide a list of the final projected outputs, they must be clear and quantified</i>					
Outcomes <i>Provide a list of the final projected outcomes, they must be clear and quantified</i>					
Cost-benefit projection (for example BCR or NPSV)					
Public match funding <i>Provide the total (£, million) and breakdown of sources</i>					
Private match funding <i>Provide the total (£, million) and breakdown of sources</i>					
Nominal Financial profile (£, million)					
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
Actions taken to address project conditions <i>Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below</i>					

Delivery plan

Including details of:

- *partnerships*
- *timescales*
- *planning permission and other milestones*
- *interdependencies*
- *risks and mitigation measures*

Monitoring and evaluation plan*

Provide details on:

- *how spending and delivery will be monitored against expected milestones and outputs and outcomes*
- *what Key Performance Indicators will be used*
- *arrangements for sharing of data*
- *the levers that are available to address any performance issues*
- *who will be responsible for evaluating success*

Signature of Town Deal Board Chair and accountable body's Chief Executive Officer or S151 Officer

* Further guidance on monitoring and evaluation requirements will be provided in January 2020.



Ministry of Housing,
Communities &
Local Government

Towns Fund: Project Adjustment Form

A project adjustment form is required where changes may be need to be made between agreeing the final list of projects and completing the full business case. Liaise with your local area lead in the first instance and then submit to towns.fund@communities.gov.uk

Project details	Original proposal	Adjusted proposal (where applicable)	Rationale for adjustment (where applicable)	Details of how the Town Deal Board and relevant stakeholders have been consulted on changes (where applicable)
Project name				
Project description including: - rational and strategic fit;				
Towns Fund ask (£m)				
Total project cost (£m)				
Outputs				
Outcomes				
Match funding total				
Match funding breakdown				
Capital/revenue split				
Financial profile				
Project completion date				



Board Report - Agenda Item 7

Date: 14 January 2021

Title: Accelerated Projects Update

Accelerated Funding was received and an agreed set of projects is in progress, including:

<i>Lead organisation:</i>	<i>Project:</i>	<i>Funding:</i>	<i>Contact:</i>
Haven High Academy	3G Pitch Development	£120,000.00	Matthew Van Lier
Boston College	Digital, Transport and Logistics Academy	£182,976.00	Claire Foster
Heritage Lincolnshire	Boston Town Heritage	£277,700.00	Greg Pickup
Boston BC	Experience Boston	£80,000.00	Luke Skerritt
Boston BC	PE21 Feasibility	£89,000.00	Michelle Sacks

An update on these projects will form part of our ongoing public engagement and communication.

We have included a status review for the Board on each project as follows:

3G Pitch Development:

- Planning permission was granted for the construction of the new £750,000 3G pitch at Haven High Academy in November 2020.
- The BWAFF Trust finance board has agreed to release £100,000 from academy funds, as their agreed contribution to the project.
- In addition, the Medlock Foundation has committed funding which will cover more than the £10,000 charity contribution.
- Awaiting the outcome of the Football Foundation Board Meeting scheduled for 14 January with the final confirmation of funding for the balance £500,000+.
- Construction will commence as soon as possible.
- Working with local football clubs to look at future plans regarding football development in the town, as well as undertaking further consultations with local residents to enable them to take on board their views about our 3G pitch project.

Digital, Transport and Logistics Academy (from Boston College):

- Interior of building completed.
- Exterior cladding due to arrive 8 January (this is the only part that has been held up).
- Groundworks around building will be completed when cladding in place.
- Handover scheduled for end of January (COVID dependent).
- Equipment for teaching is on order and has started to arrive.
- Driving simulator for transport sector (Tenstar Long-Hauler Simulator - Tenstar Simulation).
- HGV & electric/ hybrid training rigs to support the training.
- Digital resources to support training from basic IT skills to mixed reality HoloLens 2 – supporting the training and digitisation of local employers in preparation for Industry 4.0.
- Ongoing consultation with employers to ensure that the training offered targets the skills shortages they currently face whilst looking also looking longer term.
- Additional to above we are working with STEM to raise the profile of the Agri/Food sector to the younger generation linked to career prospect.

Boston Town Heritage:

- Grant of £101,340.00 offered and accepted on 16 Market Place, owner contribution - £47,594.00. Work to commence in the New Year.
- Grant of £61,792.00 offered and accepted on 17 Market Place, owner contribution - £25,412.00. Work to commence in the New Year.
- Grant offer - £74,672.00 on 8 Dolphin Lane, owner contribution - £15,313.00.
- Further push to other business/property owners in order to get more grant schemes lined up for the when these ones are complete.
- Discussions to take place on quotes for highways work by Lincolnshire County Council.
- Activities taken place - 'Boston Heritage Skills Festival' took place from the 7th- 16th October with a total of 6 events, Historic Tours of Boston, Building Recording, Earth Building Masterclass, Building Materials of Boston and a talk on the Maintenance, Sustainability and Retrofit of Historic Building.
- 'Historic Boston (UK) Trump Cards' has been launched.
- Art project (mosaic installation) - hoping to commission Transported to lead and deliver the project.
- Project extended until March 2023.
- Social media/engagement improving.
- Evaluation consultant being advertised to support the evaluation of the project. Hoping to appoint in January.

Experience Boston:

- A report went to Boston Borough Council Cabinet on 2 December to request that a £60K procurement exemption be made for contracting the delivery of the interpretative element of the scheme. Purchase orders have now been raised to commence project delivery.
- The scheme will be split in commissioning between two complimentary programmes.
- Firstly an extension of signage and interpretative public realm interventions, which will engage and inform on the towns historic environment, its heritage and its influence.
- Secondly the commissioning of an arts trail through the town inspired by the same underpinning themes.

- Boston Borough Council will work with existing arts delivery partners 'Transported Arts' and their accountable body, the University of Lincoln who will procure, manage and deliver the artist commission.
- Working directly with 'Placemarque' the deliverers of our successful 'Boston: Explore and Discover' to deliver the consultancy, design, manufacture and installation of the interpretative signage element of the project.
- The interpretative element of the programme will account for £60K of the total project cost with the artist commissioned trail costing £16K and the remainder covering contingency and anticipated resources including trail and guide development.

PE21 Feasibility:

The initial three stages of this project have been completed, including:

1. Updated Masterplan (£39,850)
2. Land ownership plan and assets analysis (£4,500)
3. Initial plans for leisure and health component (£15,900)

The next steps include:

- Consultation on the leisure options - an initial project board meeting took place on 7 January with colleagues from the NHS to ascertain their requirements and establish a programme for business case development for the leisure and health provision.
- An acquisition strategy.
- Engagement plan.