



BOSTON TOWN BOARD MEETING

Friday 25 July 2025 at 10.00am

**Venue: Committee Room, Boston Borough Council,
Municipal Buildings, West Street, Boston or via TEAMS**

AGENDA

- 1 Welcome
- 2 Apologies for Absence
- 3 Declarations of Interest
- 4 Minutes of the Boston Town Board Meeting held on 9 June 2025 **(Enc)**
- 5 Actions from the Meeting of Board Members on 7 July 2025 **(Enc)**
- 6 Towns Fund Project Update incorporating Healing the High Street **(Encs)**
- 7 Rosegarth Square Update **(Enc)**
- 8 Partnership Funding Programme Update **(Encs)**
- 9 Communications & Engagement Update - Verbal Update
- 10 Michael Dow - Introduction
- 11 Regeneration/Neighbourhood Plan Progress Update (pre Michael) **(Enc)**
- 12 SPV/CIC **(Enc)**
- 13 Any Other Business



**Minutes of the Boston Town Board Meeting
held on Monday 9 June 2025 at 3pm
at Boston College, Skirbeck Road, Boston, PE21 6JF**

Present: **Board Members:** Jo Brigham (Chair), Claire Foster (Vice Chair), Councillor Anne Dorrian - Leader of Boston Borough, Neil Kempster - Chestnut Homes, Tracey Stringfellow - Heritage Lincolnshire, Alison Fairman, BEM - Community Representative, Jurate Matulioniene - Boston Lithuanian Community, Marc Jones - Police Crime Commissioner, Michael Morris - Tonic Health, Emma Tatlow - Active Lincolnshire and Jacqui Bunce – NHS

Town Board Delivery Team: Pranali Parikh, Matthew Hogan, Jon Burgess, Michelle Gant, Shaun Gibbons and Luisa Stanney

1&2 Welcome to New Members & Apologies for Absence

JB welcomed new members to the Board. Apologies for absence were received from Andy Lawrence, Abdul Hamid Qureshi, David Fannin, Debbie McLatch and Richard Tice.

The meeting was originally planned as a workshop, but JB decided that with new members joining the Board, the meeting needed to have a focus on introducing them to the Board's operations, roles and objectives. Key topics included the Neighbourhood Plan, its themes and the creation of an engagement plan. It was emphasised that whilst the Board was in a transition phase, responsibility for overseeing historic funding streams must remain a priority. The next meeting in July would focus on maintaining progress and ensuring continued momentum.

3 Declarations of Interest

There were no new declarations of interest. All previous declarations stood as recorded.

4 Discussion on Terms of Reference and Naming for the "Interim Board"

The Board discussed the need to continue overseeing the original projects funded through the Town Funds. It was reiterated that monitoring and reporting on these projects remained a key function of the Board. The preparation of the new Neighbourhood Plan was also highlighted as a key responsibility, with all Board members playing an active role in representing various sectors both within and outside of the Board. Members were reminded of their ambassadorial duties, including gathering and relaying public feedback. It was noted that the degree of representation and engagement would vary depending on individual Board members and the themes of the Neighbourhood Plan.

The Board reviewed the Terms of Reference for the Town Funds, acknowledging that these would be extended and nuanced as necessary to accommodate the development of the Neighbourhood Plan.

Confirmation was received that the Government had assessed the Neighbourhood Plan, including boundaries, which had been submitted on 22 April. As a result, the next tranche of capacity funding had been released.

In relation to the naming of the Board, it was agreed that the name should only change if mandated by the Government, as it may confuse the public.

5 Update on MHCLG Returns

The Board reviewed the progress of historic Town Fund projects, covering the period from October to March, with the Spring 2025 return to be signed off by the S151 officer. Content for the return had been provided by the respective project sponsors and the programme was deemed to be in a good position.

It was noted that, whilst money had been allocated and several projects were completed, there were concerns regarding the benefit realisation of some projects. The expected outcomes and benefits were not always being fully realised and this was something the Board needed to continue to monitor, to ensure that stated benefits were achieved and/or where appropriate “optimism bias” applied to future proposed projects..

Shodfriars Development: The building, owned by Scorer Hawkins, was progressing with regular monitoring meetings taking place. The first small claim had been submitted and tendering for associated works was underway. Visible activity on-site was expected soon. The primary risk identified was road closures by LCC highways, which could impact progress. A potential phased approach to scaffolding works was under discussion and the bulk of works were expected to be completed by March 2026. However, any work linked to grant funding must be contracted by March 2026.

The Chair expressed gratitude to the team for their ongoing efforts.

The CFFP project was complete, alongside the Blenkin Memorial Hall development and the final claims had been received. Both the Railway Station and Mayflower projects were on track for completion, with main works at the GMLC set to begin in August, with activity already visible on-site. A letter of intent was issued in March.

NK raised concerns regarding contractual disputes on the Railway Station project, particularly the contractor’s notice on Skegness, which posed the largest risk to the programme. However the Boston scheme was expected to be completed on time in mid-July.

The Board also discussed the Healing the High Street initiative, highlighting the due diligence being conducted around remaining funding, with some projects potentially not receiving approval. There was a possibility of reallocating funds, with fortnightly meetings held with TS’ team to monitor progress. Lawyers had been appointed to discuss subsidy controls, particularly regarding 6a Pen Street, Pilgrim House, and Fydell House. Tender prices for the remaining projects were being evaluated, with a focus on high risk properties such as the Red Cow Hotel.

TS noted that the uplift in tender prices had been averaging around 30%, but funding was available in the pot to cover these increases. If the uplift was agreed, the team would return with a proposal for how the remaining funds could be allocated. If funding could not be justified, the funding would be reallocated to the leisure project.

NK emphasised the importance of ensuring value for money with the heritage projects, urging that any grants should not cover massive overspends. He stressed the need to know exactly what the funds were being spent on and to ensure that the grants remained within the terms and conditions of the funding agreements. The team confirmed that these matters were and would be considered.

6 Update on Various Programmes - Towns Fund, Levelling Up Fund and Levelling Up Partnership Funding

The Board received an update on the progress of various ongoing projects.

Levelling Up - Rosegarth Square: The former B&M building had been demolished and the site was now clear. CCTV had been installed and works on the new Crown House were scheduled to commence in June 2025, with full completion expected in August 2026. The development included improvements to the public realm and a handover would occur to facilitate the commercial fit out of ground floor spaces. Contracts for this phase were being finalised and good progress had been made across all areas of the project.

Levelling Up Partnership - GFA Agreements: The Board noted that the Levelling Up Partnership had progressed to the stage of finalising the Grant Funding Agreements and completing due diligence. However, the Destination Lincs contract was still being worked through and the Board was informed that MHCLG had been fully briefed on the implications of the project not progressing as initially intended.

Haven Wharf Project: CF updated the Board that negotiations were still ongoing regarding the price of the site, with a continued emphasis on ensuring value for money. Work on securing planning permissions and finalising partnerships was also underway.

First Homes and Jakemans Stadium Project: NK provided an update on the first homes initiative, where properties had been sold to local residents and the properties were expected to be ready for occupation in July. The stadium project was also awaiting finalisation of the GFA, but all necessary planning permissions were in place and the project was ready to proceed.

7 Update on “Plan for Neighbourhood Funding” including the use of Capacity Funding, Resourcing and Next Steps

The Board received an update on the Plan for Neighbourhood funding and the associated capacity funding.

Funding Overview:

- A total of £20 million had been allocated over 10 years, with £450k of capacity funding allocated over the past two financial years.
- A meeting with the MHCLG had taken place, with more detailed guidance expected to be produced soon. The key message was that the oversight requirement from MHCLG would be minimal. The Plan was initially intended to be submitted by the end of this year, but the timeline was now expected to be either in the winter or early next year, with approval to be sought by the end of the financial year.
- It was confirmed that capacity funding would be used to prepare the Plan, including identifying initial "quick wins" and engaging with the community. This approach had been confirmed by MHCLG.

Spending and Progress:

- £28-30k had been spent in the previous year to develop the LTPFT submission, with an evidence base in place. Ivan Annibal had been engaged to assist in preparing the new plan.
- Following board approval in January funding had been allocated as follows:
 - £50k for consultancy services.
 - £80k for external expertise.
 - £20k for MG's role in engagement and promotion.
 - £20k contingency fund.
 - £100k for Community Rangers, who had now been appointed.
 - £50k remained allocated for work on empty shop fronts and related consultation efforts to identify local priorities.

Procurement and Plan Preparation:

- The Board was informed that the role of Plan Manager (shared between the three Town Boards within SELCP) had been offered, with the appointed individual responsible for preparing the Plan, procurement work and collating evidence. It was expected that the new manager would start by the end of the month, with the actual preparation of the plan to begin shortly thereafter. In the meantime, background work, including retail and skills studies, was ongoing.
- A SharePoint site was being considered for the Board to access and review the evidence base as it was developed. While the formal Neighbourhood Plan had not yet commenced, the groundwork was being laid and relevant information already held by the Council would be utilised.
- PP highlighted that there was a wealth of data and information already available (to be reviewed in light of further consultation) and that departments within BBC had lists of potential interventions "ready to fit" to the priorities and plan.
- JB emphasised that Boston must ensure value for money within the Neighbourhood Plan, especially in terms of regeneration. The regeneration plan, which would focus on Boston's retail sector and long-term opportunities and would feed into the 10-20 year regeneration strategy. The Plan must address existing issues and lay the foundations for the longer-term.
- A detailed plan was being developed for the first four years, aiming to spend £8 million, with a 75% capital and 25% revenue split.

Consultation and Community Engagement:

- The Board was informed that just over 300 individuals had been consulted previously, but the approach needed improvement for future plans - the emphasis was on co-creation. The first four-year plan would be informed by both the long-term regeneration aspirations and immediate community needs.
- Adding to previous activity, community consultation was agreed as a starting point. The Board agreed that where possible, future consultation would be aligned with partner consultation to ensure consistency.

- ET provided an update on the Sport England's sport prevention programme, which was starting to consult with the community. The aim was to explore how this initiative could be integrated into broader community engagement efforts. The Arts Council was conducting similar work.
- JB stressed the importance of consistent messaging and genuine interaction with the public and highlighted that the consultation should extend beyond surveys to ensure meaningful community involvement.
- The Board discussed the need to agree on the messages and questions for consultation. AD endorsed ET's comments, emphasising the need for independent, meaningful community engagement. The consultation should be designed to give ownership of the Neighbourhood Plan to the community, ensuring their voices were heard and respected.

Next Steps:

- The Board agreed that the engagement approach should be finalised by the next meeting. Specific questions needed to be identified to ensure that the consultation process would yield meaningful answers, feeding into the key themes of the plan.
- JB proposed that the Board provide the necessary questions for consultation. A sub-group would be established between meetings to assist MG with this task.
- Board members were asked to let LS know if they wished to be on the Sub-Group.

JB expressed the Board's collective passion for ensuring the best outcomes for Boston. The data pack for Boston had just been issued and efforts would be made to ensure value for money.

8 Summary of Retail Evidence

JB discussed the work done by the Positioning Boston Sub Group and the long-term vision for the town centre. PP provided an update on the research into the current state of the town centre, identifying existing knowledge gaps and key areas of focus. The study focused on town centre occupancy, the retail sector's performance, the profile of people shopping in the town and the challenges related to increasing footfall and spending in the area.

MH had been tasked with investigating which sectors should be introduced to the town centre and assessing the impact of changing retail trends. The focus was on understanding the health of retail, hospitality and leisure in the town centre. JDM had been brought in to assist with this work, leveraging their experience with major retail property firms and direct connections with potential end-users for the town.

Town Centre Footfall and Retail Trends:

- The town had lost 150,000 sq ft of retail space, with most of this loss attributed to consumer choices rather than necessity. Current retail space was deemed too large for the town to maintain long-term, with Boston having 22% more floor space than other towns of similar size, which was reflected in a higher vacancy rate.
- However, advice indicated that there remained a need for retail, hospitality and leisure in the town, as spending continued within the area. Some retailers were still investing

and expanding in towns like Boston and it was important for the Board to be strategic about how to approach this opportunity.

- There were identified gaps in the retail offering, especially in clothing, food and beverage sectors. These were outlined in the report, with recommendations for how to address these gaps.
- The report suggested considering a zoning approach to optimise the use of space, such as repurposing areas like Pescod Square to shift focus from traditional retail to food and beverage offerings. The strategy proposed creating a new anchor for the town centre, such as a fashion retailer like Primark or a similar high-street brand. This anchor could bring additional retailers to the area and strengthen the town centre's offering.
- It was noted that Primark did not offer an online service, making it a strong candidate for the town. It was also mentioned that JDM had highlighted the potential to grow the smaller independent retail offer.
- The Board discussed the importance of carefully considering the town's identity, focusing on a mix of independent shops alongside larger retail brands.
- TS queried how retailers like Primark identify new locations. It was noted that data driven approaches could help target retailers, presenting evidence on the town's potential to attract them. Structured campaigns aimed at persuading retailers to consider Boston were also discussed.
- JB questioned whether Primark or fashion should be the anchor for the town or whether Boston needed to consider differentiating itself. The Board agreed to review the evidence and determine the best pitch. Most towns required a mix of offerings and working with the right property owners to facilitate and coordinate efforts was deemed crucial. A positive example of this was the Cornhill District in Lincoln, owned by Co-op, where a similar approach had been successful.
- The Board discussed the importance of defining Boston's identity, whether as a retail hub, a town focused on heritage, or a blend of both. Tourism was also seen as a key element, but it was emphasised that efforts should be made to re-engage the local population and ensure they "fell back in love" with their town.

10 Any Other Business

Spark Fest: would take place on 5 July and was a free family event featuring stalls, live bands, etc. It would commence at 11am through to 7 pm, with activities marking the College's 60th anniversary.



Summary of actions & key discussion points arising from an informal meeting of the Boston Town Board on 7 July 2025 at Boston College, Skirbeck Road, Boston

In attendance - Jo Brigham, Claire Foster, Councillor Anne Dorrian, Michael Morris, Tracey Stringfellow, Alison Fairman, Richard Tice, Neil Kempster, Marc Jones, Inspector Ian Cotton, Stuart Wharf, Ivan Annibal, Michelle Gant and Luisa Stanney

Apologies - David Fannin, Andy Lawrence, Emma Tatlow and Jacqui Bunce

- Support - Ivan Annibal from Rose Regeneration (present) had been appointed to support the Board and Michael Dow (not present) had joined the team at Boston Borough Council as Interim Plan for Neighbourhoods Manager. Michael would also be supporting Skegness and Spalding with their Neighbourhood Plans.
- MHCLG had released the guidance and the Neighbourhood Plan had to be submitted by 28 November 2025 - a 10 year vision document together with an initial 4 year investment plan. A lot of work was already underway and the Plan would be presented to the Community prior to being submitted to the MHCLG.
- The Regeneration Plan would be populated with local data and outline the case for change, vision, priorities and the types of interventions likely to be pursued. The 10-year Vision document (similar to the LTPFT requirement) and 4-year investment plan did not require project level detail by 28 November 2025 – this was effectively a “checkpoint”.
- CF had drafted a “strawman” vision (to be used as the 250 word vision statement) and JB had expanded upon that to meet MHCLGs requirement for a detailed vision. The vision was based on evidence and community input to date but would be revised based on community feedback. It was agreed that this “strawman” vision would be presented for discussion to the next Board meeting.
- The first tranche of priorities (based on evidence and community feedback to date) would be discussed at the next Board meeting on 25 July.
- Monthly meetings - from August until March there will be monthly meetings of the Town Board to ensure that focus is retained on the 10-year Vision and Neighbourhood Plan. JB proposed that the existing portfolio (Town Deal, etc) continues to report every 2 months - other than for key issues or risks - to ensure that there is not an increasing demand on the team. It is likely that a number of Vision/Neighbourhood Plan items on the agenda will be reported or updated verbally given the anticipated pace of progress. Rather than create a sub-group it was agreed that Teams meetings (for members as available) would take place between formal meetings as required to maintain momentum.

- Community engagement - Boston College students had completed 560 surveys at the Spark Fest event. A further 86 completed surveys had already been received. iPads had been loaded with the questionnaires and were available from LS should anyone be able to undertake consultation.
- Community/Partner Funding - The main focus for the capacity funding should be on supporting engagement in the community and building capacity in the community as well as leveraging partnerships to support the development and delivery of the plan. This includes small grants to partners and community groups to lead on engagement and support engagement.
- Addition resource - it was agreed that additional dedicated resource from the capacity fund through BBC or a partner organisation should be secured. This was to compliment and supplement existing resource - focussing on Boston specific activities - rather than cross - over. JB/CF would look at requirements and discuss with PP and MD as appropriate.
- **Proposals - the following was agreed:**
 - Further procurements and activity (funded through capacity funding) for Positioning Boston work-streams is paused.
 - Up to £25K for building the capacity of/formal basis for the Boston Business Forum was agreed as long as this was on the basis of building a capability within the business sector and as a critical channel to the Town Board to help determine, shape and deliver the 10 year Vision and Neighbourhood Plan.
 - The £21K proposal to secure resource to assist in the generation of Commercial sponsorship for Events was not approved at this time. The Board is keen to look at this at a later stage and within a broader context/remit. It was agreed that the way forward was to establish the type of events the communities of Boston want to see, develop a plan and programme of events on that basis enabling an understanding of the sponsor opportunity. Alongside this there is a need for us to consider sponsorship of community projects, match funding projects, attract inward investment and bid for funding from central government and agencies as appropriate. The Board agreed to look at this in a broader sense rather than sponsorship for any currently planned or unplanned events. It was understood that the Mayor or BBC may wish to progress this sponsorship project without capacity funding.
 - The Board agreed that the option to transfer to an SPV/CIC should be considered. Further work would be undertaken to better assess the options and enable a “first gate” decision by the Board.



Board Report - Agenda Item

Date: 25 July 2025

Title: Portfolio Update for Towns Fund Projects

Introduction

This report provides a narrative breakdown of the progress made by the Towns Fund projects in Boston. It should be read in conjunction with the finance, risk and output spreadsheet which accompanies this report.

Overview

All projects are progressing and at various stages of delivery. Projects are continuing to drawdown funds.

Project	Project Status
Boston Leisure	<p>Good progress is being made on site with enabling works completed and demolition works well underway. Internal strip out will be completed this week with main demolition following on. The Leisure pool was closed to the public on 7 June and is expected to remain closed for around 12 months.</p> <p>Value of the Letter of Intent has been increased to keep works progressing whilst contract completion discussions are ongoing. Phase 2 Community Volunteering and Wellbeing Hub project design to RIBA Stage 3 is almost complete with application to vary the planning permission to include for this development, due to be submitted in July.</p> <p>The plaza scheme is sub-phase 4 of the main project phase 1 contractors work programme and is currently programmed to be undertaken August-October 2026. Whilst defrayal of the allocated £3m TD funds will be achieved for end March 2026, the plaza scheme elements will not be fully completed until later in the year. There will, however, be contractual commitment to the delivery of the plaza in the coming weeks and certainly before end March 2026.</p> <p>Additionally, the proposed scheme for the community art project has now been consolidated by the Transported Art team and is being discussed with key stakeholders ahead of presented to the Town Deal Board for sign-off.</p>
Healing the High Street/Shodfriars	<p>This project will be discussed as part of the Board meeting under a separate discussion.</p>

Boston Railway	<p>Taziker have completed work on site, there are a small number of minor works that were excluded from the contract to avoid further variations and instructions due to the overall contractual position. The areas where construction works are completed and are awaiting practical completion dates are the Community Room, the Accessible WC serving the new start up offices, the Cleaners Store, Café Store, Changing/Wet Room and Shower, the Gent W/C, Ladies W/C, the Parent and Baby room and the Café.</p> <p>The works included damp proofing, new wall linings, steel work, boarding and plastering, mechanical and electrical works along with the new liquid DPM floors. All the rooms are now in a finished state and the Network Rail AMP 16 (snagging) walk out was completed 3 July 2025 and the snagging items associated with the walkout have been completed. This will be checked 18 July 2025 for sign off, with a view to bringing them into use, we are still awaiting handover of the Health and Safety file (including the O&M files) and the As Built drawings, the Fire Strategy needs finalising with Network Rail. A small number of remedial works are required as part of the Fire Strategy, all the DRN comments have been received, discussed and agreed in an interdisciplinary meeting. WSP are working through these to produce a final version for Network Rail sign off.</p> <p>The site has had a deep clean and there will be some before and after filing taking place at Boston on 15 July 2025, which is also being used to highlight the opportunities available regarding the start-up offices and community café.</p> <p>Lincolnshire County Council did not secure internal approval for the community café proposal, despite agreeing Heads of Terms and making local arrangements. A change in administration followed by departmental reorganisation and reprioritisation is thought to be the main contributing factor. We are exploring other options and developing a strategy to promote the available spaces, the filming and photography scheduled for 15 July 2025 will help to support this. The newly renovated Boston Railway station was awarded First Place at the Pride of Boston Awards. The TDF project has also been entered into the rail heritage awards, we are in the process of arranging site visits for the judges.</p>
The Mayflower	<p>The anticipated completion date was pushed back to 8 August 2025 (from 11 July 2025) due to slippages in roof works and wet weather. There is now a further delay from the legal agreements required for the substation for power, this is due to there being a legal charge on the site from Boston Borough Council (as part of the funding agreement). This is being worked through and forms allocated to the Council for sign off, releasing the land to enable the substation works to be completed and the required power to be connected. This has pushed the anticipated completion date back further to 31 August 2025. All parties are working through this urgently and so completion may be sooner. The College will still be able to fit out the Mayflower throughout the summer and it is still expected the Mayflower will be ready for opening in September 2025.</p> <p>Ongoing progress this month includes:</p> <ul style="list-style-type: none"> • Installation of Atrium arch roof • Drylining and plaster works • 2nd fix M&EP • Installation to roof plant • SFS – 1st fix – Ongoing wall build up • Installation of curtain walling, windows, glass, and doors • Internal ceilings – Grid and MF • External works drainage and hard landscaping • Fire Protection Works – Internal • Removal of scaffold • Atrium ceilings

	<ul style="list-style-type: none"> • Installation of internal passenger lifts • Substation installation • ☒ Mist and decoration.
Blenkin Memorial Hall	Project completed.
St Botolphs' Lighting and Library	<p>Library project is complete.</p> <p>Lighting - Chris Ladner from St Botolphs met with the designer and supplier and was in the process of clarifying the points below before appointing an electrical company to install -</p> <ul style="list-style-type: none"> • Options for the path lighting next to the lower wall to the entrance. • Checking the beam angle on the external up lights. • Options for the Fagerhult up/down lighting and send some possible other options which may be applicable as well. • A different version of the 5 candle fitting to see if there is anything simpler which offers the same solution. • A design for the bracket that fittings will be fitted to. • The heights and lengths of the tracks.
Centre for Food and Fresh Produce Logistics	Project completed.

Boston Town Board: Towns Fund Programme Update (July 2025)

To be read in conjunction with project narrative update

Project Name	Practical Completion Date (Works)	Towns Fund Grant Award	Match Funding	Total Fund	Towns Fund Grant				Project RAG Rating
					Committed	Unallocated	Claimed / Spent	To be Claimed	
1. Boston Leisure	Sep-26	£ 2,425,092	£ 11,720,731	£ 14,145,823	£ 2,425,092	£ -	£ 1,345,491	£ 1,079,601	2
1a. Community Plaza	Sep-26	£ 574,566	£ -	£ 574,566	£ 574,566	£ -	£ -	£ 574,566	2
2. The Mayflower	Jul-25	£ 9,900,990	£ 6,371,751	£ 16,272,741	£ 9,900,990	£ -	£ 9,696,030	£ 204,960	2
3. St Botolph's Library and Lighting	Sep-25	£ 227,723	£ 94,124	£ 321,847	£ 227,723	£ -	£ 175,903	£ 51,820	2
4. Centre for Food and Fresh Produce Logistics	COMPLETED	£ 1,980,198	£ 2,000,001	£ 3,980,199	£ 1,980,198	£ -	£ 1,662,317	£ 317,881	2
5. Blenkin Memorial Hall	COMPLETED	£ 801,980	£ 336,000	£ 1,137,980	£ 801,980	£ -	£ 801,980	£ -	1
6. Healing the High Street	Mar-26	£ 2,075,937	£ 312,540	£ 2,388,477	£ 1,945,478	£ 130,459	£ 645,567	£ 1,430,370	2
6a. Shodfriars Hall	Mar-26	£ 1,196,000	£ 375,000	£ 1,571,000	£ 1,049,676	£ 146,324	£ 98,251	£ 1,097,749	2
7. Boston Railway	Jul-25	£ 2,475,248	£ 524,769	£ 3,000,017	£ 2,475,248	£ -	£ 1,618,258	£ 856,990	2

Indicator Name	Unit of Measurement	Achieved / Reported to Date	Original FBC Target
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Project 1: Boston Leisure			
Mandatory			
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs	0	23
Project-Specific - Custom			
Number of Adult Fitness memberships per annum	Number	0	1800
Local Exercise/Fitness referrals per annum	Number	0	100
Children accessing swimming lessons (outside school provision)	Number of children	0	900
Number of New Learners assisted per annum	Number	0	400
Number of CIMPSA accredited CPD undertaken	Number	0	50
Number of CIMSPA members in Boston	Number	0	10
Derelict site redeveloped	Number of sites	0	1
New Community Space	m2	0	2000
Participation numbers in health, sports and leisure	Number	0	349000

Project 2: The Mayflower			
Mandatory			
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs	0	5
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs	0	3
Project-Specific - Standard (i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)			
Number of new community/sports centres	Number of centres	0	1
# of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	Number of people	0	2800
# of potential entrepreneurs assisted to be enterprise ready	Number of entrepreneurs (individuals)	0	20
Amount of 'other' enterprise space (not captured by the other categories) renovated/improved	m2 of floorspace	0	400
Project-Specific - Custom			
Increase in capacity of digital skills facilities	Number of people	0	60
Increased collaboration with employers visits per annum	Number of businesses	0	20
Number of businesses assisted to improve performance	Number of businesses	0	24
New training / learning space refurbished / constructed (m2)	m2 of floorspace	0	2772
Creation of new community hub, spaces linked to inclusive growth (m2)	m2 of floorspace	0	600
Number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces by 2030	Number of businesses	0	20
Number of people supported to develop business related digital skills per year targeting increased productivity and efficiency	Number of people	0	20

Project 3: St Botolph's Library and Lighting			
Mandatory			
# of temporary FT jobs supported	Number	12	12
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs	2	3
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs	10	10
Project-Specific - Standard (i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)			
# of heritage buildings renovated/restored	Number of buildings	1	1
Number of improved cultural facilities	Number of facilities	1	1
Project-Specific - Custom			
Number of businesses to improve performance	Number of businesses	3	6
Commercial floorspace refurbished/constructed and occupied	m2	36	36
New learners supported	Number of learners	186	296
Preservation of valuable heritage asset	Number of buildings	1	` 1

Project 4: Centre for Food & Fresh Produce Logistics			
Mandatory			
# of temporary FT jobs supported	Number	7.4	4.3
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs	1.5	10.5
Project-Specific - Standard (i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)			
# of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	Number of people	400	105
Number of closer collaborations with employers	Number of collaborations	82	95
Project-Specific - Custom			
Increase in breadth of local skills offer	Number of new courses	54	20
Increased benefit for public education	Number of new courses and public lecturers	54	20
New learners assisted	Number of learners	59	80
Working-age population with qualifications	Number of learners	364	240
Business counts	Number of businesses	80	95

Project 5: Blenkin Memorial Hall			
Mandatory			
# of temporary FT jobs supported	Number	8	0
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs	5	9
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs	2	18
Project-Specific - Custom			
Redevelopment of 1 heritage building for multi-purpose community & business use	Number of buildings	1	1
Number of new businesses created	Number of businesses	0	4
Number of businesses assisted to improve performance	Number of businesses	6	10
New learners supported	Number of learners	1194	1570

Project 6: Healing the High Street of Boston			
Mandatory			
# of temporary FT jobs supported	Number	0	0
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs	2	55
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs	2	38
Project-Specific - Standard (i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)			
Amount of new 'other' enterprise space (not captured by the other categories)	m2 of floorspace	0	980
Project-Specific - Custom			
New learners assisted	Number of learners	0	240
Businesses assisted to improve performance	Number of businesses	5	30
New businesses created	Number of businesses	0	14

Project 7: Boston Train Station			
Mandatory			
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs	0	4
Project-Specific - Standard (i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)			
Amount of new retail, leisure or food & beverage space	m2 of floorspace	0	79
Number of new community/sports centres	Number of centres	0	1
Project-Specific - Custom			
New, revived, or upgraded train and tram lines and stations	Number of stations	0	1
Number of businesses assisted to improve performance (x2 enterprise offices)	Number of businesses	0	2
Passenger satisfaction scoring	% increase	0	2
Industry passenger demand forecast uplift	£	53000	499000
Enterprises using high quality, affordable and sustainable commercial spaces	Number of enterprises	0	3
Number of learners supported	Number of learners	0	90
One new enhanced cycle storage shelter with CCTV	Number of cycle shelters	1	1
New station signage to improve wayfinding. Sign posting key sites within the town. Signage to provide walking times to allow passengers to make informed decision on duration to destination.	Number of signage	1	1
Two new Interactive Screens to include details of local cycling routes, cycling apps and walking routes. This to include onward travel information.	Number of screens	2	2

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigation	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Priority	Risk Owner/Role
1	Non delivery of project outputs	Peer Delivery	Individual Project Failure	Individual Project Failure	Loss of Town Deal Funding	4 - Significant impact	3 - High	12.00	Regular monitoring provisions are in place directly with the Boston Town Board and with the Council's Accountable Body secretariat support team. Project Adjustment Requests will be agreed with the Council Government where necessary to formally amend the approved project scope of funding awarded under the The Grant Funding Agreements set out the contractual delivery requirements with the respective project leads and certain legal provisions for the termination and recalculation of grant funding if there is a contractual breach or the applicant fails to achieve any output.	3 - Medium impact	2 - Medium	6.00	3 - Approaching next 6 months	Lydia Rusting - Programme Lead
2	Increased Costs	Rising Costs	Programme Level Inflation Cost Pressures	Programme Level Inflation Cost Pressures	This is a material risk, which could result in non-delivery of projects).	4 - Significant impact	3 - High	12.00	This is a material risk. Projects have already been involved in value engineering discussions on an individual basis to enable the programme to mitigate this risk, being consciousness that outputs and outcomes are not impacted. Projects have been able to increase their financial contribution to the projects in some instances either directly or through additional funding. At this time (September 2024) all projects are delivering against an approved cost plan for agreed works.	3 - Medium impact	2 - Medium	6.00	3 - Approaching next 6 months	Project Leads
3	Governance	External Stakeholder Management	Programme Governance Failures	Programme Governance Failures	Challenge that governance procedures have not been followed.	4 - Significant impact	1 - Low	4.00	There will be regular correspondence, meetings and progress reports provided by the project sponsors to update the delivery support teams and Boston Town Board on progress against cashflow, budget and programme on all projects. In line with delivery expectations set out in the approved Grant Funding Agreements. Project sponsor will be required to provide regular updates on progress and to date copies of risk registers and contractual assurance reviews to support team have recently commissioned Focus Consultants (September 2024) to provide additional assurance review on external projects. Summary of key risks reported to Boston Town Board for all projects required to maintain their own risk register for the respective schemes.	2 - Low impact	1 - Low	2.00	2 - Distinct: next 12 months	Lydia Rusting - Programme Lead

Project 1: Boston Leisure														
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
1	L15	Funding Withdrawal	Lack of funding	Lack of cost certainty or available funds to meet final design specification	Increase in costs delay in project delivery	5 - Major impact	3 - High	15.00	The cost envelope is known to the design team, who have a clear remit to work inside this. The construction industry is experiencing high levels of inflation with an associated impact on the available supply of labour and materials, although work signs are that this is beginning to reduce. Careless approach to commitment through letter of intent has been implemented however no formalisation and is required in phase 1 contract where awarded. The project is regularly reviewing implications on the scheme and will continue to adapt the final design for client approval to meet available cost envelopes where possible and appropriate. If necessary, alternative funding sources will be required to meet the deficit in any funds and the delivery of the scheme may require subsequent phasing to deliver all elements. Flexibility in phase 2 design approach to meet available budget.	4 - Significant impact	2 - Medium	8.00	5 - Imminent: next month	Christian Allen/Project Lead
2	L20	Rising Costs	Lack of operational income	Revenue sustainability - lack of income generated to sustain facilities	Increase in costs delay in project delivery	4 - Significant impact	3 - High	12.00	The delivery of the capital scheme has been designed to be sufficiently flexible to accommodate a range of future uses throughout the year. Detailed modelling of income and expenditure has already been undertaken with in-built flexibility elements and analysis of competing facilities within the local catchment. Once established, there may be additional private sector interest in taking on franchise elements of the scheme through leasehold terms to be negotiated in line with the Towns Fund Investment Plan objectives for the development (e.g. catering). This will be subject to further market testing and Council approval to maximise use of the facilities for the benefit of the target audiences and local communities and spread the financial risk of operating at a loss in some areas. There is also scope to consider blending future income streams across related Council partner investments to offset the level of individual subsidy required in operating individual facilities or related activities. An external service delivery partner has been appointed which will partially impact overall project costs in terms of BMC MHI necessary on capital operations. BMC savings and operational financial benefits will also flow from engaging an external partner operator.	4 - Significant impact	2 - Medium	8.00	2 - Distant: next 12 months	Christian Allen/Project Lead
3	L18	Procurement & Outsourcing	Procurement delays or loss of supplier/contractors to complete the works	Procurement delays or lack of supplier/contractors to complete the works	Increase in costs delay in project delivery	4 - Significant impact	3 - High	12.00	The team is developing the procurement strategy to be as time efficient as possible to ensure timely capital works, whilst ensuring value for money and economies of scale with the Mayflower project. As such the ability to commission a lead contractor team is considered as low risk. Increased delays and costs may be experienced in the supply chain - i.e. securing all necessary quotes to complete individual elements of the final construction programme. This will be mitigated by early engagement with potential sub-contractors during the detailed design phase. Close working with supply chain and other through working groups and other contacts or possibly through framework managers. Main contractor now appointed on 'Letter of Intent'.	4 - Significant impact	2 - Medium	8.00	4 - Close: next 3 months	Christian Allen/Project Lead

Project 2: The Mayflower															
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Priority	Risk Owner/Risk Manager	
1	M3	Rising Costs	Exceeding Project Budget	Project budget being exceeded if not monitored in all areas and formal cost review meetings are not held	Increase in cost and delay in completion	4 - Significant impact	3 - High	12.00	Secure regular cost estimating and cash flowings; undertake from the start of the project, arrange regular formal cost review meetings; prepare reports to be reviewed and adjusted where possible to align with financing; project budget broken down into specific items/materials to be considered as an ongoing basis, report to be identified where possible without affecting building quality and function; design team to be instructed to design/confirm with project budget limitations at least 50% exposure to be assumed	3 - Medium impact	2 - Medium	6.00	5 - Imminent next month	Claire Foster/Project Manager	
	M19	Poor Delivery	Existing site services provision and diversion	Capacity of electricity, gas, water, fibre, drainage, risk of S&A extraction, requirement to divert or relocate existing before ground services to facilitate construction of new building	Increase in cost and delay in completion	4 - Significant impact	3 - High	12.00	Carry out survey of existing below ground services & drainage; arrange for any existing services to be diverted/diverted as far in advance of construction works commencing	3 - Medium impact	2 - Medium	6.00	5 - Imminent next month	Claire Foster/Project Manager	
3	M4	Poor Delivery	Failure to meet project delivery programme and failure to meet funding deadlines	Failure to monitor programme and funding deadlines affecting delivery costs and deadlines	Increase in cost and delay in completion	4 - Significant impact	2 - Medium	8.00	Regular monitoring of programme, early notice of any delays; immediate daily facilitation option discussions, re-define programme in response to increasing issues; regular assessment of project cashflow forecast; mitigation of potential underpayment; investigation of early order materials	3 - Medium impact	1 - Low	3.00	3 - Approaching next 6 months	Claire Foster/Project Manager	

Project 3: St Botolph's Library and Lighting														
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Priority	Risk Owner/Role
1	Skills shortage	Human resource - Capacity	Programme lengthening	Programme of works is delayed due to skill shortage	Quality of project and increase in costs	4 - Significant impact	2 - Medium	8.00	Evaluation Consultant, Volunteer Manager and an Activity and Events Manager already in post. An independent construction and safety consultancy will be brought in to support the capital build.	3 - Medium impact	1 - Low	3.00	4 - Close: near next month	Chris Lader - Project Manager
2	Defective or shoddy work	Poor Delivery	Increase in cost	Increase in cost and delay in completion	Delay in project completion	4 - Significant impact	1 - Low	4.00	Have a tight specification, regular inspection of the work in progress, fabric materials supplied.	3 - Medium impact	1 - Low	3.00	5 - Imminent: next month	Chris Lader - Project Manager
3	Finance	Rising Costs	Increase in cost	Increase in cost and delay in completion	Increase in cost and delay in completion	4 - Significant impact	2 - Medium	8.00	Detailed specification and drawing to define the works. Adequate contingency. Quarterly Surveys report implemented.	3 - Medium impact	1 - Low	3.00	4 - Close: near next month	Chris Lader - Project Manager

Project 4: Centre for Food & Fresh Produce Logistics														
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Priority	Risk Owner/Role
1	Business Event/ case Reduction	Reporting	20 further businesses not chosen	75 businesses are being supported as the programme has limited time to launch - they may not fulfill 20 more to achieve the targeted 95.	Negative impact on RMMs supported	2 - Low impact	3 - High	6.00	Personal activities and projects for referrals from case study businesses	2 - Low impact	2 - Medium	4.00	3 - Approaching end 6 months	University of Lincoln - project manager
2	Grant Draw down	Proc/ Delivery	Awarded grants not used	GRAs fail to complete projects for which grants have been awarded	Grants issued on GRK	3 - Medium impact	2 - Medium	6.00	Facilitation support with businesses	2 - Low impact	2 - Medium	4.00	3 - Approaching end 6 months	University of Lincoln - project manager
3	Employment Impact Capture	Reporting	Employment impact not reported	GRAs fail to report Employment impacts due to time constraints	Lower supported impact on employment	4 - Significant impact	2 - Medium	8.00	Work with businesses to capture impact in case study reports	2 - Low impact	1 - Low	2.00	3 - Approaching end 6 months	University of Lincoln - project manager

[illegible]

Project 6: Healing the High Street of Boston														
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
1	Lack of suitable contractors	Human resource Capacity, Recruitment etc	Shortage of consultants	Shortage of suitably qualified consultants and contractor/builders especially for conservation work in the area	Delay in delivery of the project and not being able to resource the project management of the ground/building works	4 - Significant Impact	3 - High	12.00	Continued liaison with architects and potential contractors, share best practice on other local projects on keeping contractor register up to date.	3 - Medium impact	1 - Low	3.00	4 - Close, next 3 months	Alice Jaffar/Janey Jayne Lindor - project managers

2	Increased costs for work, with potential for lack of private sector match funding	Rising Costs	Inflationary pressures affecting delivery and outputs	Grant Funding may be insufficient to deliver projects in current commercial market, placing pressure on applicants raising additional funds through own or other sources	Project outputs and outcomes not achieved	4 - Significant Impact	3 - High	12.00	Detailed design and cost plans to be based on up to date and accurate market tenders. Contract sums to include contingency provision for inflation, risk and contract variations	4 - Significant impact	2 - Medium	8.00	4 - Close: next 3 months	Alice Uththorne/Kate Jayne Little - project managers
3	Lack of viable pipeline to commit all funding and deliver outputs	Property Development	Pipeline of projects cannot complete eligible grant funded works and expenditure by March 2026	Schemes approved by grants panel may not be suitably progressed in time due to ownership, consent, procurement, match funding or other issues beyond the direct control of the project teams	Building may remain at risk and works not completed in a sustainable way with no end user. Reputational impact.	5 - Major Impact	3 - High	18.00	Working closely with building owners, Heritage Lincolnshire and Boston Borough Council delivery team to review options of delivery. The Town Board have already reallocated forecast underspend within the project to other high street projects which fit with the overall scheme objectives and have further mitigation strategies agreed to adjust project spend if required.	3 - Medium impact	2 - Medium	6.00	5 - Imminent: next month	Alice Uththorne/Kate Jayne Little - project managers

Project 7: Boston Train Station														
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Sub
0	Example of how to complete >	External Stakeholder Management	Silenced Working	Working or communicating as a discrete silo and not learning from other Portfolios	Losses of opportunity to aggregate knowledge across teams, programmes, sectors.	5 - Major Impact	3 - High	15.00	Cross-Function quarterly catchups	3 - Medium Impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	T8: Contractor cannot financially fulfill contract	Delivery/Partner Risk	Contractor cannot financially fulfill contract	Notification of unsustainable forecast losses from Contractor. Contractor could go into administration without agreement of additional costs or agreement to terminate and appoint new contractor. Potential for project to fail or significant level of descopeing both of which put funding at risk.	Increase costs or project not consolidated	5 - Major Impact	3 - High	15.00	Works are continuing on site with a revised programme end date of 17th July 2025. The contractual position remains strained, with significant variations between our consultants and the contractors valuations. The risk remains that claims for variations and extension of time may be greater than available budget, as the contractor attempts to recoup losses. Advice has been obtained from a Claims Consultant. Adjudication to ensure our position is robust to defend any claims or potential adjudication applications. Legal advice has been sought to reinforce the overall position.	4 - Significant Impact	3 - High	12.00	4 - Close: next 3 months	EM/Project Manager
2	T9: Increase in costs	Rising Costs	Additional costs incurred	Identified that new incoming supplies will be required for both stations with significant additional costs	Delayed completion due to timescales split	5 - Major Impact	3 - High	15.00	This risk can be closed, the new incoming supplies have been installed and are in use. Costs were met through project contingency.	3 - Medium Impact	2 - Medium	6.00	4 - Close: next 3 months	EM/Project Manager
3	T10: Achievement of required outputs	Poor Delivery	Funding withdrawn due to unachieved outputs	Project costs above the project budget. Contingency spent required for additional remedial works identified	Insufficient funds to completely protect	4 - Significant Impact	3 - High	12.00	Additional costs have been experienced (BAPL EBR increase and new supply costs EBR) contingency is being utilised. The scope has not been revised but the issue remains around the variations as stated in item 6	3 - Medium Impact	2 - Medium	6.00	4 - Close: next 3 months	EM/Project Manager



Board Report - Agenda Item 4c

Date: 25th July 2025

Title: Healing the High Street Update – For noting

Purpose of the Paper

This paper provides an update for Board Members on the delivery of the remaining shop front grant awards to be progressed under the Healing the High Street (HTHS) project to ensure that the full shop front grant allocation is contractually committed and delivering against profile. No material changes to scope or outcomes are proposed

1. Shop Front Grants

- 1.1 At the 31st January 2025 Board meeting, Members agreed to a number of readjustments within the Healing the High Street project. The Board also agreed for further due diligence work to be undertaken on the remaining shop front grant applications (including Shodfriars Hall). Since this time, Shodfriars Hall has now been acquired by Scorer Hawkins and contracted works have commenced on site. The shop front applications at 24 Wide Bargate and 18 Wide Bargate (totalling £178,542) have been withdrawn from the grant scheme. At the May 2025 Board, Members agreed the principle of funds from any aborted projects to be considered for redistribution. This has successfully absorbed higher-than-forecast tender returns while maintaining overall delivery targets on the remaining pipeline.
- 1.2 The remaining eight projects have now agreed and concluded signed Heads of Terms, following completion of the necessary due diligence checks by the delivery team. Boston Borough Council has instructed solicitors to prepare and issue the Grant Funding Agreements. The current forecast is that the contracts will be issued for grantee signing by the end of July 2025. Four of these projects require additional legal input due to subsidy control thresholds. Subsidy control advice is being managed by BBC's legal advisers and is not expected to delay contracting beyond July 2025.
- 1.3 The following table provides a summary of the revised grant funding profile. Grant levels have been recalculated across the pipeline to balance available funding, project scope, and private match. The original model—90% grants for reinstatement works and 50% for repair—has been retained. Therefore, within the reallocation of funds more reinstatement works have been able to be achieved, and future repairs will be funded by the applicants.

1.5 Revised shop front grant pipeline

- 1.6 The revised shop front grant pot for delivery (post January 2025 readjustments) is £1,091,931. Therefore the updated profile results in a small unallocated amount of £7,332. The revised profile has been endorsed by the grants panel supporting the Healing the High Street programme delivery.

Business Name & Address	Grant Value (£) at January 2025 Board	Current Grant Value (£) - July 2025	External Match (£) at January 2025 Board	Current External Match (£) – July 2025	Total Project Value (£) at January 2025 Board	Current Total Project Value (£) - July 2025	January 2025 Board Match as % of total cost	Current Match as % of total cost – July 2025	Start Date of works on site	Completion Date of works on site	Programme length
Projects committed under Grant Funding Agreement or Grant Funding Agreement being Drafted											
Completed projects											
3-4 Petticoat Lane	50,710	50,710	31,018	31,018	81,728	81,728	37.95%	37.95%	Feb-24	May-24	
50 High Street	59,347	59,347	21,498	21,498	80,845	80,845	26.59%	26.59%	May-24	Mar-25	
12 Dolphin Lane	44,339	44,339	4,375	4,375	48,714	48,714	8.98%	8.98%	May-24	Nov-24	
Works commenced under grant funding agreement											
6a Pen Street	27,224	27,139	11,971	4,526	39,195	31,665	30.54%	14.29%	Jun-25	Aug-25	8 weeks
Heads of Terms agreed and grant funding agreement instructions with Council's legal advisors											
9-10 Pump Square	119,712	119,713	35,549	33,046	155,261	152,759	22.90%	21.63%	Aug-25	Jan-26	20 weeks
19-20 Market Place (Savers)	47,581	50,137	20,588	12,255	68,169	62,392	30.20%	19.64%	Aug-25	Oct-25	9 weeks
Fyddell House	120,000	120,000	1,492,490	1,492,490	1,612,490	1,612,490	92.56%	92.56%	Jun-25	Dec-25	26 weeks
48 Wide Bargate (Red Cow Hotel)	119,933	238,619	143,681	59,749	263,614	298,368	54.50%	20.03%	Aug-25	Feb-26	25 weeks
44-46 Wide Bargate	119,927	119,927	30,073	44,228	150,000	164,155	20.05%	26.94%	Aug-25	Feb-26	25 weeks
Pilgrim House	76,046	133,151	11,008	19,327	87,054	152,478	12.65%	12.68%	Aug-25	Sep-25	8 Weeks
22 Wide Bargate	27,224	20,171	9,868	2,066	37,092	22,237	26.60%	9.29%	Aug-25	Oct-25	9 weeks
50-52 Wide Bargate (Georgians)	101,346	101,346	36,654	54,257	138,000	155,603	26.56%	34.87%	Aug-25	Nov-25	15 weeks
	£913,389	£1,084,599	£1,848,773	£1,778,835	£2,762,162	£2,863,434	66.93%	62.12%			
Projects withdrawn from Grant Scheme											
18 Wide Bargate	79,432		94,568		174,000	0	54.35%				
24 Wide Bargate	99,110		90,890		190,000	0	47.84%				

Rosegarth Square Update – For noting only



Former B&M building and Crown House fully demolished and site cleared. Phase 2 site hoarding & CCTV all in situ as per plan and programme.

Start on site for new 'Crown House' has been moved back from June 2025 to July 2025 given the presence of ground nesting birds. All contracts in place with practical completion due end of August 2026.

Public Realm works contract in hand. Start on site achieved, with completion currently set for April 2026. Public art design now agreed seeing a variation from the 'wave' design to a 'strand' design of the same scale together with the inclusion of an 'illuminated ribbon wall' to compliment the new design. The new design will be uploaded to <https://rosegarthboston.co.uk/> as soon as the 'fly through' can be updated with the new design.

A full planning application for the Boston Integrated Health and Care Centre (redevelopment proposals for the former B&M site) was submitted end of March 2025 that was set for determination in July, subject to the resolution of a number of queries from statutory consultees received by the Local Planning Authority.

BOSTON PARTNERSHIP FUND - FINANCIAL OVERVIEW

Project	Project Name	Towns Fund Grant Award		Match Funding	Total Fund	Committed (In Contract)	Unallocated	Spent	To be claimed	Rag Rating				Comments
		Capital Grant	Revenue Grant							Programme	Spend	Risk	Outputs	
1a	Boston United Football Sports Complex	£1,450,000		£2,549,643	£3,999,643				£1,450,000	Green/Amber	Green/Amber	Green/Amber	Green/Amber	Undertaking a second subsidy opinion at the request of the S.151 officer. Awaiting for this to be completed before progressing into contract with BUFC.
1b	Quadrant Affordable Housing	£1,754,760		£3,196,232	£4,950,992	£1,754,760		£175,476	£1,579,284	Green	Green	Green	Green	GFA fully executed and in active delivery. 1st claim of £175,476 has been paid. - The initial 6 plots that were released have all been sold to local purchasers. - Construction programme on course for completing all properties by March 2026. - The sales process for the first dwellings will be completed by mid-July. - Publicity for the scheme – including the Councils/governments involvement to be sent out shortly. - Further publicity planned for one of the first completions to potentially include a photo opportunity with purchasers/CHL and Council representatives in July
2	Boston Community Research Project	£370,000			£370,000				£370,000	Green	Green	Green	Green	GFA Fully executed and in active delivery. - Appointed evaluation and project leads with additional recruitment being advertised - Next stages are exploring communities of interest and who to target
3	Len Medlock	£200,000								Green	Green	Green	Green	GFA fully executed and in active delivery.
4	Centenary Chapel	£250,000								Green	Green	Green	Green	GFA fully executed and in active delivery.
5	Flexible Eastern European Grant Scheme	£150,000	£20,000							Green	Green	Green	Green	This scheme has now been launched and is open for applications.
6	GRASSroots	£90,000								Green	Green	Green	Green	The scheme has now been launched alongside the UKSPF Scheme and is open for applications.
7	Boston Connected	£571,000	£120,000		£691,000				£691,000	Red	Red	Red	Red	Destination Lincolnshire has ceased trading. Looking at alternative solution. Reviewing internally to directly deliver or identify another grantee or redistribute funds across other projects.
8	St Botolphs Church	£50,000			£50,000				£50,000	Green/Amber	Green/Amber	Green/Amber	Green/Amber	Draft GFA has been sent for review and we are awaiting confirmation that this is agreeable. Design has commenced and the project has entered the tendering process for the works. Designs Risks include cost inflation but have mitigations in place so this does not have a negative impact.
9	Boston Leisure Centre	£7,000,000	£100,000	£7,721,000	£14,821,000	£7,100,000		£1,180,618	£5,919,382	Green	Green/Amber	Green/Amber	Green/Amber	Works Progressing but slightly behind spend profile. Detailed design complete and draft programme scheduled. Risk surrounds cost inflation pressures and delays to project delivery timescales which has both mitigations in place to reduce risk.
10	Boston B&M Site Acquisition and Redevelopment	£2,300,000			£2,300,000	£2,300,000		£1,907,252	£392,748	Green	Green	Green/Amber	Green/Amber	Acquisition of former B&M site complete. Demolition and making safe of existing buildings now complete and within budget. Substation relocation agreed with national Grid and expected to cost £132k, contracts now being finalised to deliver these works . Delivery of public realm on programme to complete March 2026. Crown House construction is also linked to the overall project and is also expected to be complete by March '26.
11	Haven Wharf	£2,800,000			£2,800,000				£2,800,000	Amber/Red	Amber/Red	Amber/Red	Amber/Red	Boston College have been unable to reach an agreement with the site owner regarding Haven Wharf therefore are pursuing an alternative site that would achieve the same outcomes and benefits outlined as the original project proposal. In discussions surrounding impact of delivery and milestones to ensure deliverable in timescale.
	TOTAL	£16,985,760	£240,000	£13,466,875	£29,982,635	£11,154,760	£0	£3,263,346	£13,252,414					

Agenda Item 11

BOSTON TOWN BOARD REGENERATION PLAN – UPDATE

BACKGROUND

1. Working with and through communities Boston Town Board (BTB) must submit a 10 year vision document for Boston together with an initial 4-year investment plan by 28 Nov 25.
2. The 10-year vision is to be submitted as a PDF document following a specific format set out within the MHCLG Guidance. It is a comprehensive document. As set out within the BTB “plan for a plan”, some sections of the document are being drafted early (but remain subject to update and revision) in parallel with other programme activity. The 4-year plan will be submitted through a series of questions on the on-line portal.
3. In the absence (until recently) of a SELCP appointed Programme Manager, BTB members and Rose Regeneration (Ivan) have been making progress based on the BTB “plan for a plan”. BTB now have 33% “share” of the SELCP Programme Manager, Michael Dow. Michael does not have a Job Description but will introduce himself, explain his role and proposed way forward to BTB at the meeting on 25 July. The current BTB Plan will likely be adapted on that basis but in the meantime work has progressed.
4. At the BTB meeting of 7 July 2025 it was agreed that the following would be brought to the meeting of 25 July 2025 for discussion and endorsement:
 - a. A “strawman” vision based on previous research, analysis and consultation, updated with feedback (to date) from the current engagement process, with the aim that this be shared with and re-shaped or refined by our communities to create the 10-year vision.
 - b. An initial draft of plan priorities, based on previous research, analysis and consultation updated by evidence from the MHCLG data pack, wider local data and feedback (to date) from the current process. These will be further developed before they are shared with and refined or revised by our communities.

These form part of the draft document at Annex A - a partially populated template for the 10-Year Vision document. The **red text** within each section is the MHCLG Guidance. Draft text has been added to a number of sections and it should be noted that this is initial “rough and ready” draft only and while some areas still need populating others may need to be summarised /condensed (e.g .section 4). While feedback on any sections is welcomed BTB attention is drawn to Section 2 – Vision and the end of Section 4 – Priorities.

UPDATE ON PROGRESS – PLAN FOR A PLAN

ENGAGEMENT

5. Engagement is underway and, given the pace of activity, Michelle will provide a verbal update at the meeting. A big thanks to all BTB Members and partners for their support so far in this ongoing process.

AUDIT AND RESEARCH

6. At the meeting of 9 May it was indicated that Boston Borough Council (BBC) had a list or lists of proposed (unfunded) projects and interventions (and related consultation) that would align with the Neighbourhood Plan. These were requested on 28 June and when received will be reviewed against priorities and “on menu” interventions. These will be considered alongside other partner and community proposed / delivered interventions and help BTB identify potential “quick wins”.
7. The Chair has undertaken the review of MHCLG “on menu” interventions and an initial alignment of these to the first draft priorities; there is a good fit. There is also a good fit to the types of need and intervention that have been discussed (variously with / between Board members and partners) outside meetings. Ivan’s team is in the process of identifying best practice and lessons learned elsewhere and it is currently proposed that these strands will be brought together within a series of themed (partner and community group) workshops as discussed at the last meeting. It is proposed that the initial alignment and next steps will be brought to the next BTB meeting.

DATA

8. Ivan has produced a very comprehensive socio-economic review of Boston based on various data sources including the MHCLG data set; this helpfully provides data for seven neighbourhoods of Boston to demonstrate their individual characteristics and variation – this will help identify where some interventions may need to be focussed. It will also create a baseline and the basis for a “living” data set to continue to inform the programme. A significant proportion of the report is included in Section 4 of Annex A alongside some additional local data (this section might need to be summarised within the document). It is proposed that BTB has a separate “Teams” meeting in early August to discuss Ivan’s report.
9. Based on this data set and feedback from consultation to date (to be updated as we progress community engagement) a first draft SWAT, identifying strengths and weaknesses (challenges) has been produced at the end of Section 4. This sets the framework for our draft priorities.

VISION

10. As requested by the Board (paragraph 3 a above) a “strawman vision” has been produced (based on evidence and feedback to date) and is included in Section 2 of

Annex A. This text has been produced to the level of detail required by MHCLG and – to aid line of sight – has been aligned to the three programme themes.

11. It would be unreasonable to undertake consultation based on the level of text required by MHCLG so, once this “strawman” has been refined at the meeting, it is proposed that it is summarised into key themes / statements with illustrations and then socialised within the community for their feedback and refinement. Illustrations that are used to give a visual representation of the vision can also be included in this section of the document. ***BTB members are asked to endorse the “strawman” Vision subject to incorporation of any feedback or changes agreed at the meeting.***

PRIORITIES

12. As requested by the Board (paragraph 3 b above) a first draft of priorities has been produced and is included in Section 4 of Annex A. The priorities will be updated where required based on the current engagement process and will be played back to the community (along-with the vision) for validation or refinement. ***BTB Members are asked to provide feedback on the draft priorities (recognising these are work in progress).***

INTERVENTIONS AND PLAN

13. Identifying interventions - supported by our communities – applying project and financial discipline, agreeing detail with delivery partners, assessing cost and benefit, managing dependencies with other activity and prioritising / sequencing interventions is likely the bulk of the work to be done. The first year (2026/27) programme funding is only £592K so it is likely that this can be populated early with “quick wins” and clear priority activity. Quick wins that demonstrate that the community voices are heard and resulting in action are seen as pivotal to future engagement and success.

14. It should be noted that full detail is not required by November 2025:

The Guidance for the 10-Year Vision Document (Annex A) states “You do not need to go into detail about specific interventions and projects that will be funded if this is not yet known. However, *if the information is available*, Neighbourhood Boards are encouraged to include it alongside the rationale for this portfolio of programmes, projects and timing of investments as this will help us better understand your vision.

The Guidance for the 4-year investment plan – also to be submitted by 28 November 2025 – states that:

“Your 4-year investment plan is not expected to be an exhaustive document that provides detail about all interventions that will be funded across the first 4 years - we expect and encourage you to refine your plan as you begin delivery and select projects to support”.

And the questions on the on-line portal for submission include:

“Which categories of pre-approved interventions do you plan to fund?” (select from the 8 categories) and “Depending on what was selected, you will then be asked to select the interventions you plan to fund relating to the categories chosen. An option will be provided if you do not know which pre-approved interventions you plan to fund yet.” A later question is “

“Can you provide details of any projects you have identified for funding?”
(optional)

15. BTB discussion and approach to date has been on the basis of submitting the “minimum requirement **plus**” on 28 November (realistically requiring completion before end October to achieve approvals), allowing time to work closely with partners and the community to ensure we get the detail right. Having a fully developed and costed 4-year programme by end October might limit creativity and undermine any trust that the programme had been co-created with the community. The “minimum plus” approach for 28 November would provide BTB with a period of time (October to January) to consider fully the options with partners and community groups (as agreed at the 7 July meeting), feedback, establish delivery partnerships and work up the necessary detail to populate and sequence the first 4-years programme investment.

16. Minimum requirement **plus** might include:

- a. 10-Year Vision Document (Annex A) – this could include a table, in section 4 showing alignment between the vision, programme themes, Boston priorities and the categories of “on menu” interventions it intends to pursue over the 10 year period - these interventions are generally broadly defined allowing flexibility in detail. If and where we have agreed specific interventions or projects these can also be included. The BTB submission will show a clear line of sight from vision through priorities to interventions so understanding our vision should be clear.
- b. 4-year investment plan - considering alignment BTB can easily identify the categories of interventions it will pursue over the next 4-years. It is likely that by that time we will be able to identify some (but not all) of the “on menu” interventions we want to pursue and might even be able to provide detail on “quick win” projects that we have agreed. With only £592K to invest in 2026/27 this will need to be carefully prioritised.

This meets the needs of the Guidance and reflects MHCLG’s apparent recognition that time and consideration are needed.

ACTION REQUIRED

17. It is requested that BTB Members:

- a. Consider the relevant parts of the document at Annex A

- b. Endorse the strawman Vision subject to any proposed changes (section 3 of Annex A)**
- c. Agree the approach to summarise and illustrate Vision “Themes” for consultation**
- d. Provide feedback on the initial set of priorities - as requested at the 7 July meeting - (within section 4 of the Annex)**
- e. Provide feedback on any other draft sections of Annex A as appropriate – this can be undertaken within or outside the meeting**
- f. Confirm the BTB approach as set out in paragraphs 13 to 16 above.**

BOSTON 10-YEAR VISION DOCUMENT

Note: this is a work in progress and requires update based on Board and Community feedback. While some areas need expanding others will need summarising.

Red text relates to MHCLG Guidance

The 10-year vision must include all the content outlined on this page, following the order of the sections. It must be submitted in a PDF format.

Places are encouraged to use diagrams, maps, and charts to support the narrative and should use relevant subheadings where required. Boards should include key data and information in the 10-year vision document and aim to keep a single cohesive document. Additional annexes may be submitted if required, but these should be kept to a minimum.

Section 1: Local context

This section should be a short introduction to the local community, including its history, identity, people, economy and story so far.

Updated by Alison Fairman

Boston, a town overflowing with local heritage, boasts many remarkable historic buildings. Among them is the iconic St Botolph's Church, known locally as the "Boston Stump," which dominates the skyline as a powerful symbol of the town's deep-rooted history.

In the 12th century, Boston emerged as one of England's most important ports. By the early 13th century, it served as a trading post for the Hanseatic League—a group of wealthy merchants from Germany, the Low Countries, and the Baltic States that led European trade in the Middle Ages. Boston's ideal location on Lincolnshire's coast, coupled with a network of inland waterways, enabled thriving trade across the North Sea. This prosperity elevated Boston to the status of England's second busiest port, Lincolnshire's wealthiest town, and one of the most influential towns in the country one of the great success stories of the Middle Ages. However, in the late 15th century, as trade declined, Boston's wealth and influence diminished.

Boston played an important part in the Puritan separatist movement. Some of the Pilgrim Fathers who sailed on the Mayflower in 1620 had links with Boston. The Pilgrims'

arrival and influence laid the groundwork for the society and freedoms that shaped America. A decade later, another group departed from Boston for the New World, and the new settlement on the Massachusetts coast was named Boston in honour of their hometown. The year 2030 will mark the 400th anniversary of the founding of Boston, Massachusetts, celebrating these enduring transatlantic ties.

The sea has long been integral to Boston's identity, producing explorers such as Mathew Flinders and George Bass, as well as Sir John Franklin of nearby Spilsby. The town's history also includes Sir Joseph Banks and his involvement in the draining of the Fens. In 1842, local man Herbert Ingram founded The Illustrated London News, further enhancing Boston's cultural legacy. The opening of a new dock in 1882 once again expanded trade and the fishing industry from the port.

Just as Bostonians once set out to help shape America, people from all corners of the country and the globe have moved to the town to build new lives and creating a diverse and multi-cultural community with more than 30% of residents born outside the UK.

Despite higher than average employment rates, Boston currently faces challenges with a low-skill, low-wage economy and low productivity. Aligned with this Boston has significant pockets of deprivation, notably in the areas of skills and education.

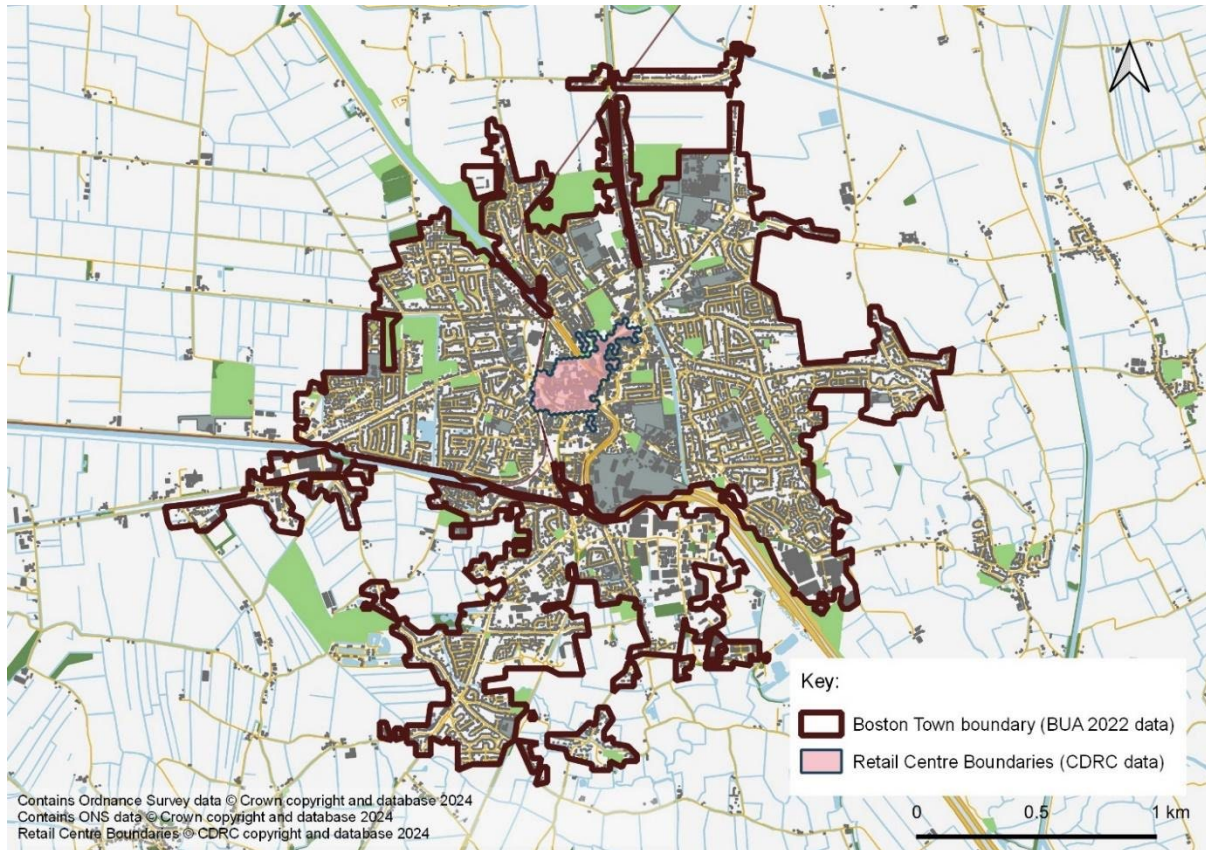
Automation of agricultural activity, food production and other low skilled jobs, poses a real risk to the economic and social fabric of the town in the short to medium term. Boston has a large migrant population with around 30% of residents born outside the UK.

Like many towns, Boston has seen its town centre retail sector decline, with out-of-town and online shopping capturing a growing share of the market. The town centre retail footprint is more extensive than would be expected of a town its size, stretched out and punctuated by vacant commercial premises (significantly above the national average) and the footfall in the town centre is well below the national average. Despite those who recognise the beauty and potential of the town, many people in Boston and the surrounding area appear to have "fallen out of love" with the town. Heritage is critical to Boston's identity and future but the town centre itself and the retail / leisure offer has no clear theme of identity to differentiate itself from other nearby towns and ease a pathway to regeneration.

Boston is at a difficult crossroad, but with its rich heritage and tradition of innovation, the town has the opportunity to reinvent itself. The anniversary of the founding of Boston Massachusetts will be celebrated by both towns in 2030 and provides us with a milestone in a journey to build on our historic past, our independent thinking, our talents for invention and innovation. By embracing both the challenges and opportunities that come with our diverse and multicultural community, by harnessing local innovation and creativity, and by fostering trade and tourism, Boston can shape its

own future. Now is the time for the people of Boston to write the next chapter in their town's remarkable history.

Section 2: Spatial targeting



The Boston Built up Area (BUA), the area qualifying for investment through the programme, is illustrated above. The MHCLG Data Pack provided information relating to the wider Boston Borough and the Town Centre.

The Boston Town Board has divided the BUA into seven distinct sub-areas and chosen the best fit data from various data sets to build a more detailed and contemporary overall profile for the town. A detailed analysis for each sub area is available and, in some cases, shows significant variation allowing the Town Board and its partners to focus some interventions where they will have greatest impact.

The following maps show (1) the locations of existing government funded projects and (2) the seven main neighbourhoods within the Boston BUA showing areas of focus for the Neighbourhood Plan programme.

Insert Map 1 plus supporting text

Insert Map 2 plus supporting text

Section 3: Vision for the future

This section should include:

- the **detailed** vision for your place over the next decade
- a short narrative identifying specific areas, what change will be delivered in these areas and what success looks like at the end of the programme
- a short 'vision statement' that articulates this vision (maximum 250 word

INTRODUCTION

This vision for the next 10 years will be part of a longer journey. We know that we can deliver significant change within the social, economic and physical fabric of the town within ten years, but this work will not be completed. We will pre-empt and lay foundations for future change and by 2035 we need a sustainable community led model in place to continue, develop and build on this programme.

Feedback from our communities provides a mix of views, challenges and priorities which will need to be juggled in the near term but provide a consistent theme for the long term.

The people of Boston understand that the clock cannot be turned back but overwhelming and understandably want to retain a focus on the town's history and heritage – celebrating it, bringing it to life and positioning it side by side with progress. A vibrant town, not as it has been but as it can be - attracting new business and enterprise, particularly within a theme of heritage, culture, crafts, art and digital creativity, supporting a small but differentiated town centre that thrives and delights.

DETAILED VISION HIGHLIGHTING KET AREAS OF CHANGE

Brilliant Boston

The lights will be on, literally and figuratively, illuminating the heritage, stories, creativity, ambition and spirit of the people of Boston. Boston will be both illuminated and illuminating, sharing old and writing new stories with those who come here to live, work or play.

A thriving place

Together we are working to establish a clear “identity” for Boston that not only encapsulates our vision but helps drive change. An identity that enables us to differentiate Boston from neighbouring towns, sets expectations and gives people a reason to join us here – to visit, work or live. An identity that helps us, along-with the levers available to us, attract entrepreneurs, new business and investment and create new employment, retail or leisure opportunities - but within this our presumption will have been towards nurturing and supporting young people, local people and local enterprise.

Where possible we will use the tools we have to re-zone the town sprawling town centre - not to build barriers between sectors but to help people navigate easily between retail, business, leisure, entertainment, community spaces and accommodation and allowing

each to thrive. The space between will be welcoming, clean, attractive and reflect our identity, with clear interpretation to inform and assist. Local independent shops, including local arts, crafts and makers, will bring new life through the veins of the town, providing an experience that cannot be replicated online. Other vacant property within the town centre will be returned to use providing leisure facilities, community or enterprise hubs, new business space and accommodation.

Boston has a wealth of incredible architecture and heritage that will be brought to life alongside or enhanced by modern technology, creativity and art; we will attract the creative and those who love history or creativity. We will welcome, inform, inspire and entertain. We have a track record of local events and have recently piloted more innovative events; these will be built on over the next few years as we head towards the celebration of “Boston 400” and then evolve and continue through the years ahead. Events will populate the calendar year-round but focus on an extended winter illumination and summer festivals, celebrating Boston.

A stronger community

Productivity levels, low skills and education are clearly a focus for Boston. By 2035 they will still be a focus but, by then, to maintain and build on the improvements made. Young people will have opportunities not just for learning but for employment and careers – we will retain a significant number of the remarkable young people graduating from our schools and from Boston College while enabling others to fly elsewhere knowing that they will always be welcomed home. Employers will collaborate to offer apprenticeships and encourage a upskilling and re-skilling within their workforce and there will be community spaces and educational facilities to support anyone – of any age - who has an interest, an ambition or needs to change path. Low skilled workers will not have been beaten by automation, they will have walked proudly away from it.

We have diverse communities and speak many languages, but we will find a way to learn or re-enforce respect for each other, to work together and to laugh together.

Our vision is for connected, caring communities – integrated but retaining individual characteristics that can be appreciated and celebrated by all with cultural diversity becoming a strength and not a barrier.

Taking back control ...

Critical to achieving our ambitions will be the bringing to together of communities, the empowering of communities and a willingness to work together to define and deliver solutions – however small or large. Our plans will be created “bottom up” and the benefits will be realised from the bottom up – those in need will be our priority.

Our vision is for a network of community groups, including business groups, that are truly invested in the future of Boston and willing to help “make stuff happen” at doorstep, street or town level working with the Board – their Board - and the authorities or agencies that support them and create social trust. We anticipate that with “ownership” comes pride and personal responsibility – people taking care of each other and their environment, people finding and proposing answers rather than expecting someone else to take care of it.

Boston Lincolnshire will be famous again—not just for our past, but for what we’re becoming. A place of action and imagination.

A town that believes in itself.

A town that’s moved forward without leaving anyone behind

VISION STATEMENT (provided by Claire Foster)

Boston will be a place where history and progress walk side by side. From the Market Place to the riverbanks, there’s energy in the air and kindness on the streets. The town is a hub of ideas and action, shaped by the people who live here and believe in its future

The centre is vibrant, with cafés spilling into squares, shops run by locals, and art that tells our story. Visitors flock to meet founding fathers and write new stories.

Young people are staying. Not because they have to, but because they want to; they can grow their futures right here. Investment in our creative, cultural and technology assets has invigorated ambition. Our youth are confident in their worlds.

Green space surrounds us and runs through us. The River Witham flows clear, flanked by wildflowers and walking paths.

Transport is joined-up and affordable and getting around is simple.

Homes are affordable, warm, safe, and tidy. People feel rooted, not stuck. Communities respect and shape their surroundings.

Boston welcomes the world. Our strength lies in our diversity—long-settled families and new arrivals who’ve found hope here. We speak many languages but share the same dreams.

People have power here. Decisions aren’t handed down—they’re built up together. We solve problems side-by-side.

We are famous again—not just for our past, but for what we’re becoming. A place of action and imagination.

A town that believes in itself.

A town that’s moved forward without leaving anyone behind.

WHAT SUCCESS LOOK LIKE

What success “feels like” at the end of the programme is encompassed within our vision.

Add illustrations and theme lines used in consultation

Boston has specific challenges as set out within the “case for change” section, but it also has strength and opportunity. Together we will build on our strengths and rise to counter the challenges – these collectively become our areas of focus to drive change over the 10-year programme.

While the challenges and opportunities, derived from evidence based data and community feedback, reflect the areas for change over the ten-year period we recognise that we cannot address everything at once; we will need to prioritise and sequence change to optimise the benefit of the investment and this will at times require the management of expectations to ensure continued buy in from the community.

We also recognise that we are delivering change within a constantly changing world – there is a need to remain agile, scanning the horizon, pre-empting or responding to external influences and reflecting the changing needs and priorities of our communities – this is their plan.

Add tangible measures? Where we have moved the needle on data?

Section 4: Strategic case for change

This section is an outline of the strategic case for change in your place, which should include:

- the underpinning body of evidence showing economic need, market failure or social disadvantage, building on the evidence in the data pack and polling provided by the Ministry of Housing, Communities and Local Government (MHCLG) and supplemented with additional local data, case studies and local stories where available
- the priorities for change identified through your community engagement (for example, more jobs or safer high streets)
- how those priorities align to the 3 objectives for the Plan for Neighbourhoods programme:
 - thriving places
 - stronger communities
 - taking back control
- intended use of powers
- the long-term outcomes that you hope to achieve as a result of the interventions you choose to fund

You do not need to go into detail about specific interventions and projects that will be funded if this is not yet known. However, if the information is available, Neighbourhood Boards are encouraged to include it alongside the rationale for this

portfolio of programmes, projects and timing of investments as this will help us better understand your vision.

EVIDENCE BASE

The Plan for Neighbourhoods and related data set are based on a single set boundary around the built up area (BUA). Based on the geographical configurations of settlements defined by key road and river corridors, as well as the functional roles of areas such as the town centre and industrial estates, a neighbourhood classification for the seven sub-areas of Boston has been developed.

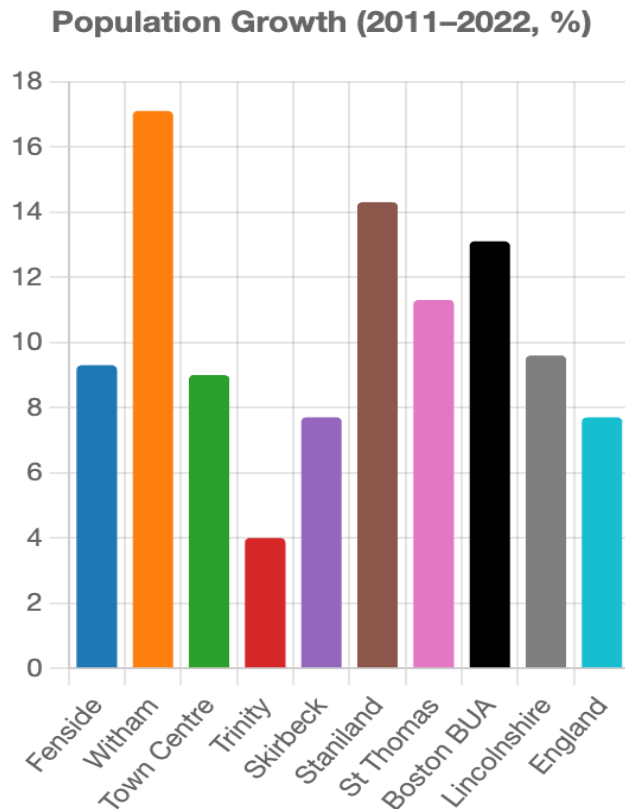
This classification divides the town into seven distinct neighbourhoods: Fenside, Witham, Town Centre, Trinity, Skirbeck, Staniland, and St Thomas. Each neighbourhood's boundaries are shaped by major transport routes, such as the A16 and A52 roads, and natural features like the River Witham, which influence their spatial and functional characteristics. For instance, the Town Centre serves as the commercial and service hub, while areas like Fenside and Skirbeck are more residential.

We have chosen the best fit data for each area data set, on the basis that different data sets are available at different geographical designations, to build a contemporary overall profile for the town. Full details for each region are available in the Town Board's main report and summarised within each element of this section. The neighbourhood analysis, with some distinct variation, assist in a more targeted approach to some interventions.

Boston, with a 2022 population of 45,238, exhibits distinct socio-economic challenges and opportunities across its seven neighbourhoods—Fenside, Witham, Town Centre, Trinity, Skirbeck, Staniland, and St Thomas—as outlined in the 2025 analysis leveraging ONS, MHCLG, and other data. This summary aligns with the Plan for Neighbourhoods prospectus, highlighting key demographic, economic, and social trends to inform community-led regeneration.

Demographics and Migration:

Boston as town as defined by its BUA had a population of 45,238 in 2022, reflecting a 13.1% increase from 40,010 in 2011. This growth is higher than the local authority as a whole, (9.6%), East Midlands (8.3%), and England (7.7%) averages (ONS, Population estimates for England and Wales, mid-2022).



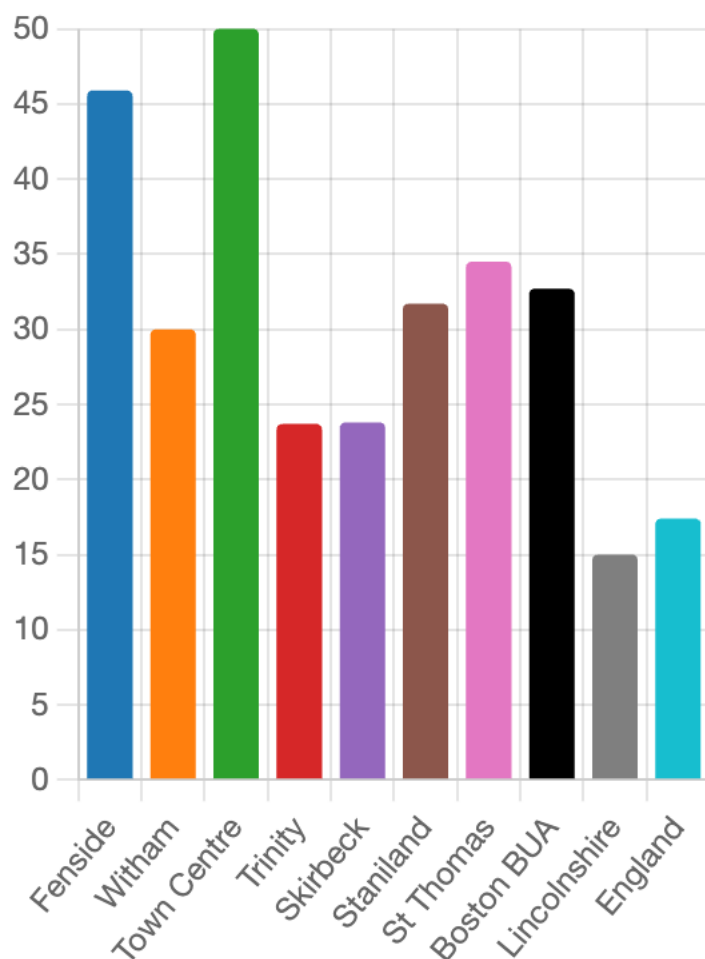
This 13% population rise between 2011 and 2022, comprised an increase in males by 11.3% (2,270), females by 14.9% (2,958). Children increased by 20.0% (1,489), working-age by 10.6% (2,938), and over-65s by 16.5% (801).

The median age is 39 years, slightly younger than England's 40 and Boston local authority's 42 (ONS, Population estimates for England and Wales, mid-2022).

Ethnically, 93.02% of the population identify as White, 2.98% as Asian, 0.8% as Black, 1.6% as Mixed, and 1.61% as other ethnic groups, indicating a predominantly White population with modest diversity (ONS, Census 2021, TS021 dataset).

A high proportion of residents were born outside of the UK, well above regional and national averages and most notable within the areas of Town Centre and Fenside. The high level of migration presents a number of challenges (real and perceived), but also opportunity.

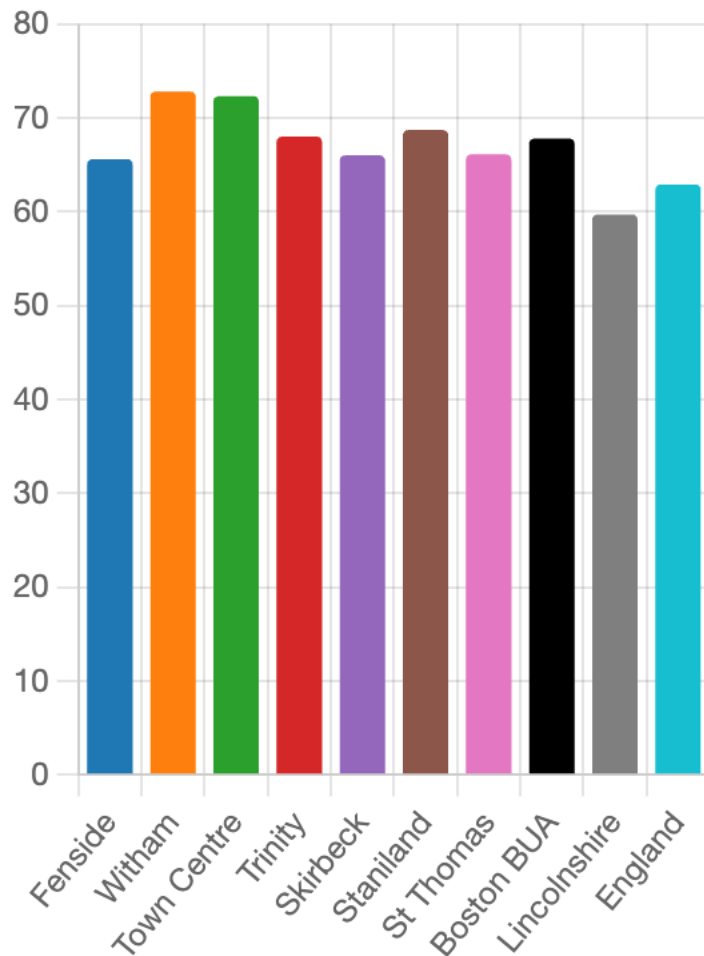
Non-UK-Born Population (2021, %)



In 2022, the population of 45,238 comprised 22,429 males (49.6%) and 22,809 females (50.4%), with 8,948 children (19.8%), 30,652 working-age (67.8%), and 5,638 over-65s (12.5%).

This compares to Lincolnshire (18.5% children, 59.7% working-age, 21.8% over-65s, and England (18.5% children, 62.9% working-age, 18.6% over-65s. (ONS, Population estimates for England and Wales, mid-2022)

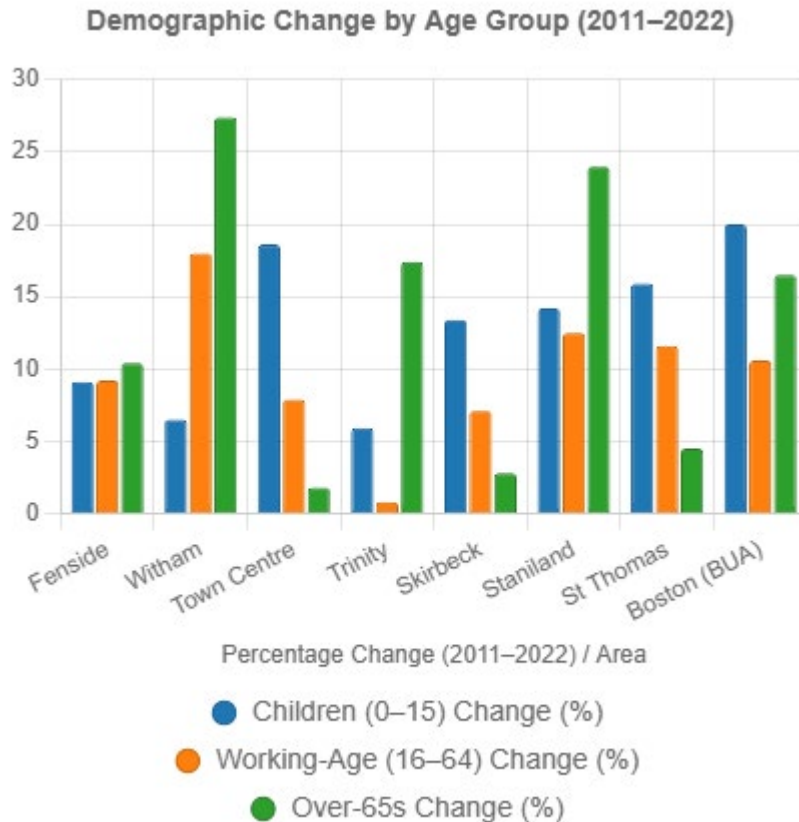
Working-Age Proportion (2022, %)



In terms of gender Boston shows a slight female majority (50.4% in 2022) and faster female population growth (14.9%).

The high child population growth (20.0%) is very significant. England's child population share was 18.5% in 2022, with a 7.7% overall population growth from 2011 to 2021. This poses both challenges and opportunity for Boston.

The declining working-age proportion (1.4% drop to 67.8%) compared to Lincolnshire (59.7%) and England (62.9%) still shows a healthy scale of workforce. However there is significant variation across the seven neighbourhoods as shown below:



Thriving Place – challenge and opportunity

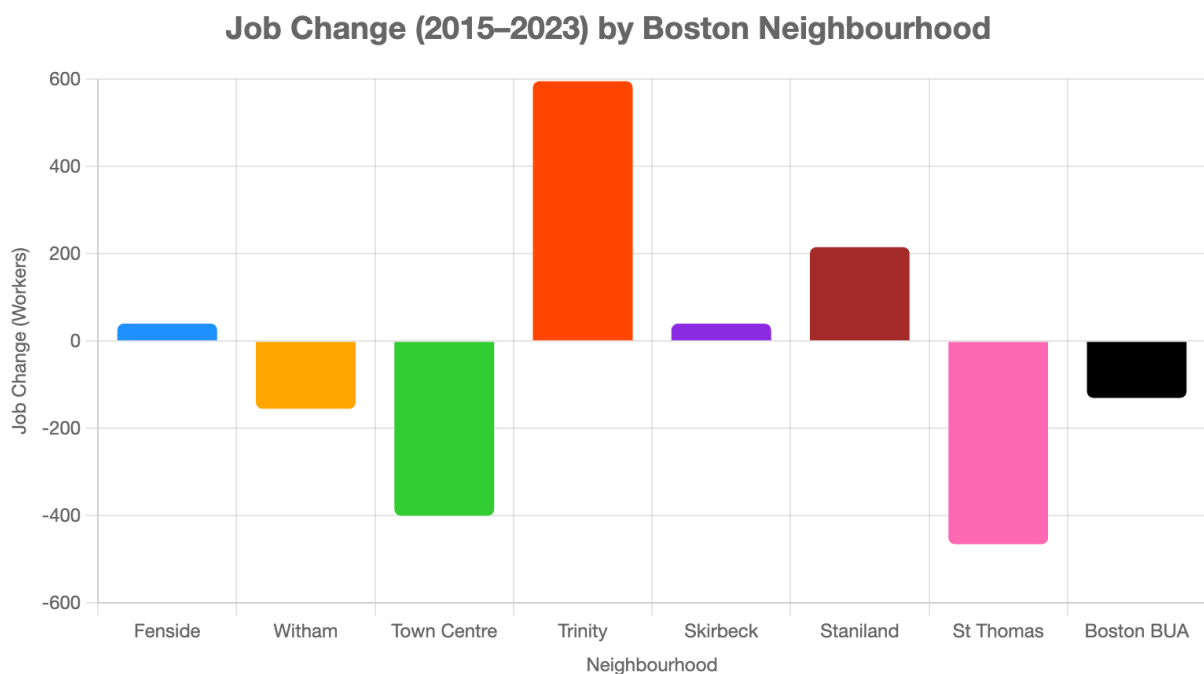
Boston’s role as a regional employment hub and its wider rural context shape **commuting** patterns, (Census 2021 data from the ONS Origin-Destination Data Explorer). As exact BUA-level data is unavailable, estimates use designated neighbourhoods of roughly 5000 population. Estimates are informed by Boston’s working-age population and transport links (e.g., Poacher rail line, InterConnect bus routes).

- **Inflows to Boston (5,000–7,000 total):**
 - Spalding): 1,000–1,500 workers, via InterConnect 505 and rail, in agriculture and retail, reflecting proximity (20 miles).
 - Skegness 800–1,200, via Poacher rail, in tourism and retail, due to coastal connectivity.
 - Holbeach 600–900, via InterConnect 505, in agriculture, given proximity (15 miles).
 - Sleaford : 500–800, via rail, in manufacturing and health.
 - Grantham: 400–600, via rail, in logistics and retail.
 - King’s Lynn: 500–800, via InterConnect 505, in agriculture and services.

- Peterborough: 300–500, via rail and InterConnect 37, in professional services, limited by distance (40 miles).
- **Outflows from Boston (3,000–5,000 total):**
 - Spalding: 800–1,200, in retail and agriculture.
 - Skegness: 600–900, in tourism.
 - Holbeach: 400–600, in agriculture.
 - Sleaford: 400–600, in health and retail.
 - Grantham: 300–500, in logistics.
 - King’s Lynn: 300–500, in retail and services.
 - Peterborough: 200–400, in professional services.

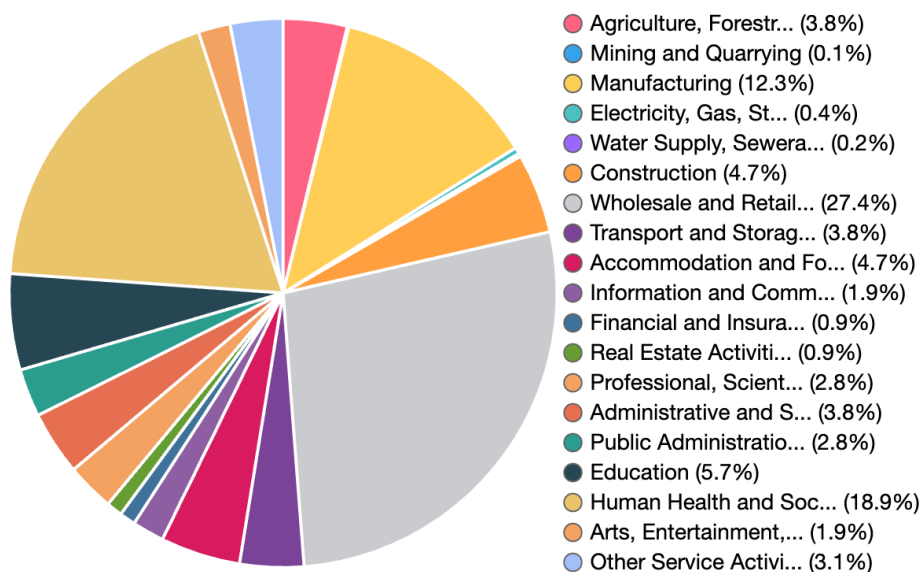
Like many towns the main mode of transport to work remains the car. With the exception of Secondary education travel times (work, education, hospital) are favourable,

Boston’s **economy** shows mixed trends. High economic inactivity and unemployment are strong features of certain neighbourhoods. (2021 Census). Manufacturing, wholesale/retail, and health dominate as sectors. (Nomis: Business Register and Employment Survey 2015-2023).



Boston has lower than average unemployment (Boston 4.6%, East Midlands 4.8%, England 4.9%) and lower than average economic inactivity (Boston 35.6, East Midlands 44.1 and England 39.1). However, Boston has a low wage, low skill economy; Gross Value Added per job filled (2022 data) is £39,959 significantly below both the East Midlands £52,889 and England £62,751 (Boston GVA is just 64% of England GVA). This presents a real challenge for Boston, particularly with the risk of automation of some low skilled jobs.

A chart showing the current distribution of sectors at a BUA level is set out below:



The analysis of the 2023 Business Register and Employment Survey (BRES) data for the Boston Built-Up Area (BUA) and its neighbourhoods provides a critical snapshot of the area's economic landscape as of July 2025, offering valuable insights into employment distribution, sectoral strengths, and potential areas for development.

The sectoral distribution reveals that Boston BUA's economy is heavily skewed toward certain industries. With an estimated 20,000 jobs, the Wholesale and Retail Trade sector dominates, employing 5,800 individuals (29.0% of the workforce compared to the Great Britain average of 15%). This reflects Boston's role as a regional commercial hub, a finding consistent with the document's note of high commuting inflows (5,000–7,000) from towns like Spalding and Skegness. Similarly, Agriculture, Forestry, and Fishing has 800 employees (4.0% far exceeding the national 1%), highlighting the area's agricultural heritage and rural economic base.

Human Health and Social Work with 4,000 employees (20.0% and significantly above the national average) underscores the growing importance of healthcare, particularly in neighbourhoods like Trinity, where job growth (+595) is noted.

In contrast, sectors like Financial and Insurance and Other Service Activities are under-represented, suggesting limited development in high-value service industries.

This imbalance indicates a reliance on traditional and public-sector-driven employment, which may constrain economic diversification and resilience against global shifts, such as automation or climate change impacts on agriculture.

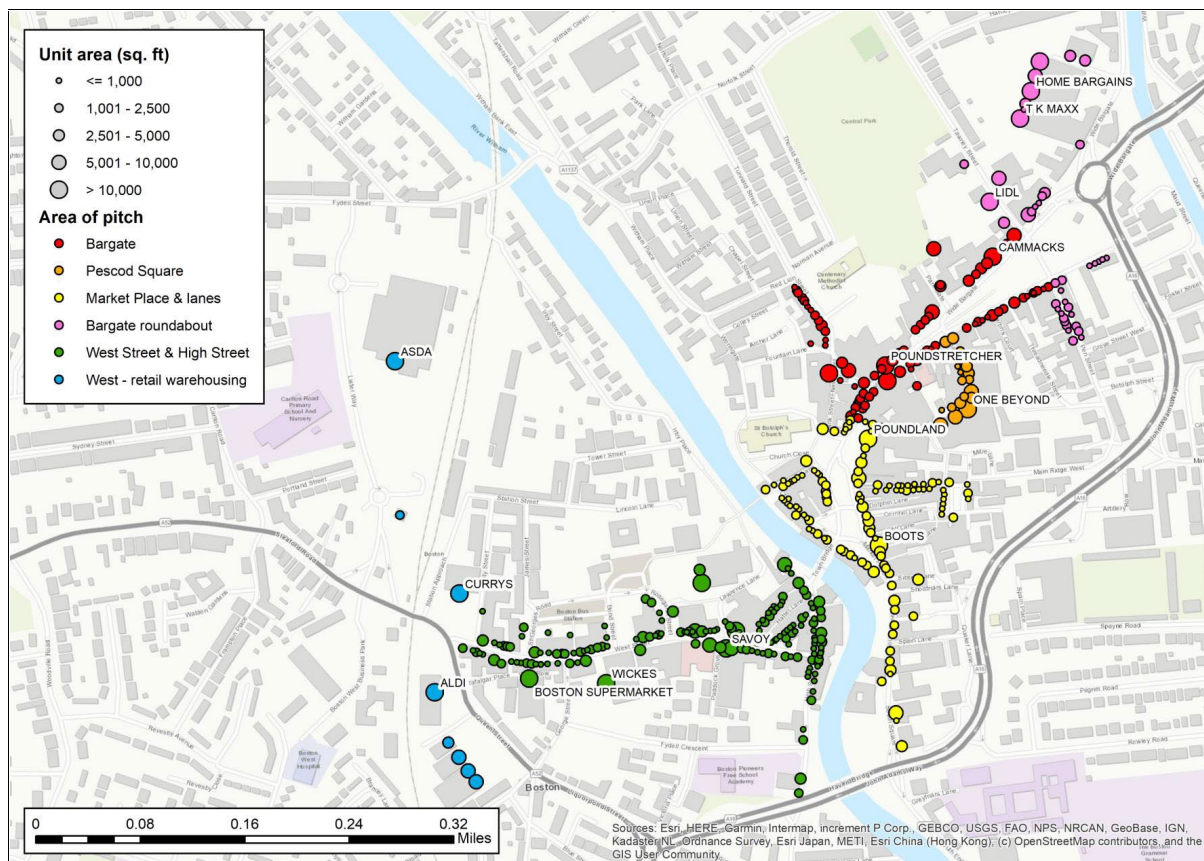
The neighborhood-level data reveals distinct economic identities within Boston BUA. Town Centre stands out with 40.0% of its 2,300 jobs in Wholesale and Retail Trade, reflecting its commercial core status, though this concentration is tempered by a job loss of 400 between 2015 and 2023, possibly due to retail sector challenges. Trinity, with 25.0% of its 3,700 jobs in Health and Social Work, benefits from healthcare growth, aligning with its role as a sub-regional hub, as evidenced by commuting inflows. Fenside and Skirbeck, with higher food related employment (5.0% and 6.0%, respectively), mirror the BUA's rural strengths, though Fenside's high deprivation suggests limited economic mobility despite this base.

Staniland and St Thomas show moderate diversification, with Staniland's 15.0% in Manufacturing and St Thomas's 29.0% in Wholesale and Retail Trade, but both face challenges—Staniland with a -7.0% net social trust and St Thomas with a job loss of 465. Witham, despite a 30.0% retail focus, experienced a net job loss of 155, indicating potential vulnerability. These variations highlight the need for targeted interventions, such as skills training in deprived areas like Fenside or job creation in declining zones like St Thomas, as proposed in the Plan for Neighbourhoods.

The 2023 BRES data illuminates Boston BUA's economic structure, with significant specialisation in agriculture, retail, and health, alongside under-developed service sectors. Neighbourhood variations offer targeted insights for the Plan for Neighbourhoods, emphasising the need for balanced growth.

Boston's **town centre** has followed national trends, impacted as out of town retail and online shopping have eaten into market share. Although Boston has more retail and leisure outlets per capita than average (22% more than benchmark towns), commercial vacancies are above average and high street footfall well below average (around 50%)

The town has a linear retail offer stretching 1km between two retail parks and 7 of the top 10 occupiers by sales (forecast) are located in warehouse properties in those parks. between 2019 and 2025 the town lost almost 150,000 sqft of retail so high rates of commercial vacancy thread through the high street.



Alongside some aspirational independents, the retail offer is mainly geared to value retail and convenience – this adequately meets the needs of the demographic profile of the town centre residents but does little to attract affluent or aspirational shoppers in the catchment area or increase visitor retail spend. A recent independent survey, commissioned by the Town Board and BBC, highlights the opportunity to work with local entrepreneurs, landlords and stakeholders to develop the independent shopping offer in the shopping lanes of Boston and the opportunity for pleasant environments of the market place to attract more food and beverage outlets to help develop the leisure offer with a particular opportunity for outdoor dining / seating.

Boston town centre has a remarkable streetscape with many **heritage assets** including:

- Nearly 500 Listed Buildings; 266 of these within the town centre Conservation Area;
- A medieval street pattern still present and recognisable within Boston town centre including the historic Market Place
- One park listed on Historic England's register of Historic Parks and Gardens and other parks of value
- 16 Scheduled Ancient Monuments; protected by law due to their national significance.

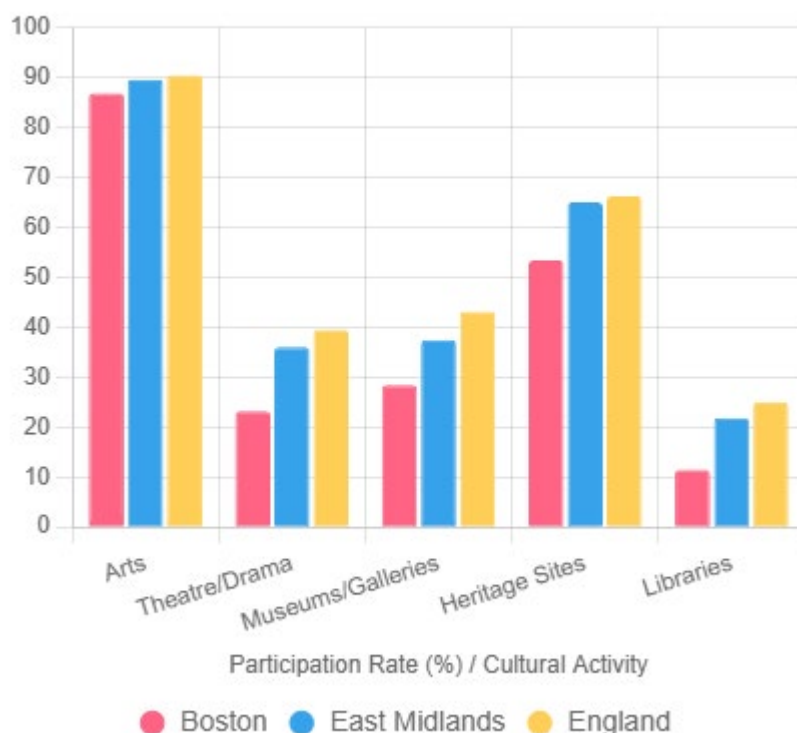
Boston is one of several historic towns identified by Historic England as meriting particular attention, to encourage people to appreciate and cherish their extraordinary heritage.

Despite its remarkable heritage, history and cultural assets (including a theatre and historic library in the town centre, and 33 museums and galleries within the borough) cultural participation lags behind regional and national benchmarks. From April 2022 to March 2024, 86.8% of adults in Boston's local authority engaged physically with arts, compared to 89.5% in the East Midlands and 90.4% in England (MHCLG, Boston local data).

Engagement with theatre, drama, musicals, ballet, or opera was low at 23.2%, against 36.0% regionally and 39.5% nationally. Museum or gallery visits were reported by 28.4% of adults, compared to 37.4% and 43.1%.

Heritage site visits stood at 53.4%, below 65.0% and 66.2% (England and East Midlands), and public library usage was 11.5%, lower than 21.8% and 25.0%.

**Cultural Engagement in Boston vs. East Midlands and England
(2022-2024)**



Of note two of the borough art groups have recently established a town centre presence including art retail, indicating a potential appetite for participatory arts and craft and for art and craft retail within the town.

TO BE UPDATED WITH 2024 DATA: The significance of Boston's history and heritage is not lost outside the borough. 1.3million people visited Boston during 2022, up from

1.09million the previous year, with 210,000 staying in the Borough and over a million visiting for the day and contributing almost £26million spent in the Borough's shops and over £20million in its cafes, restaurants, and bars.

There were 1,044 tourism-related jobs across Boston in 2022, a 27% increase from 2021 and showing nearly a full recovery to the pre-pandemic levels of employment in the sector

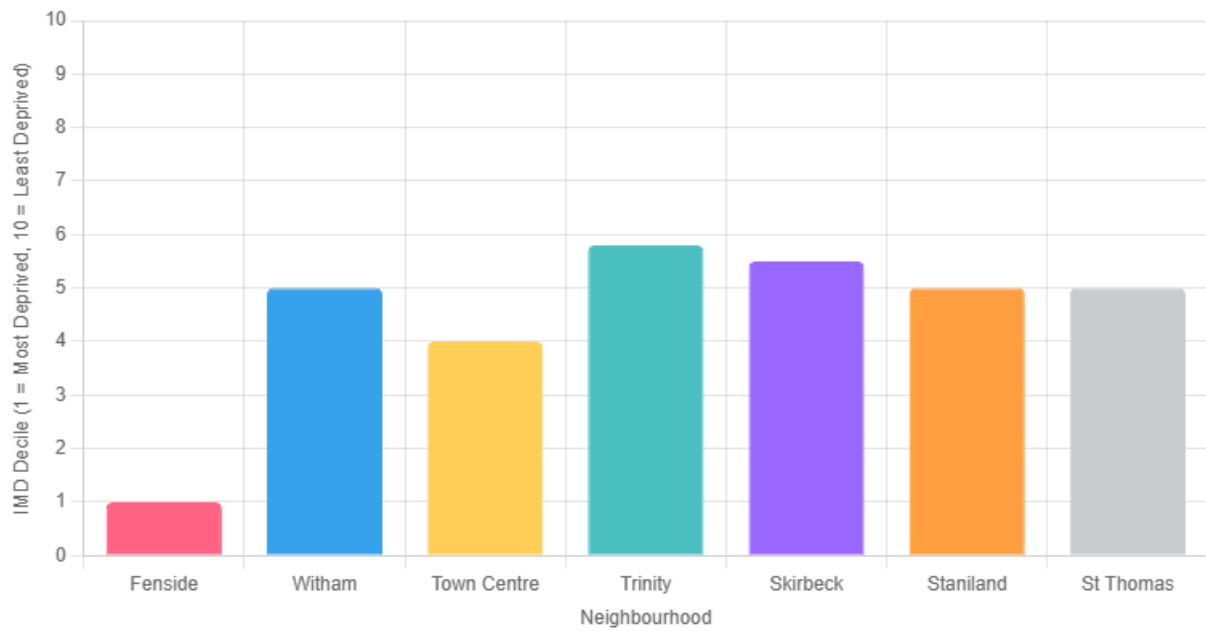
As well as the heritage assets Boston holds various popular family and cultural **events** during the year ([add event data](#)). In February 2025 “Boston Brilliance” was a collaboration between Boston College, South-East Lincolnshire Council Partnership (of which Boston Borough Council is part) and the internationally acclaimed architectural projection mapping experts, The Projection Studio to take forward the UK’s first two-day architectural mapping festival. At the centre of the festival, eight iconic landmarks were lit up in a dazzling display of colour, celebrating Boston’s rich heritage and artistic talent. This was a pilot not only for future festivals of this nature but also to demonstrate how heritage can be brought to life in a very relevant and creative way - and its success highlights future social, cultural and economic opportunity.

Stronger Community – challenge and opportunity

Deprivation is a significant challenge in Boston. Over 50% of Lower Layer Super Output Areas (LSOAs) rank in the top 20% most deprived in England for Education, Skills, and Training, with 40% in the top 10% (MHCLG, English Indices of Deprivation 2019).

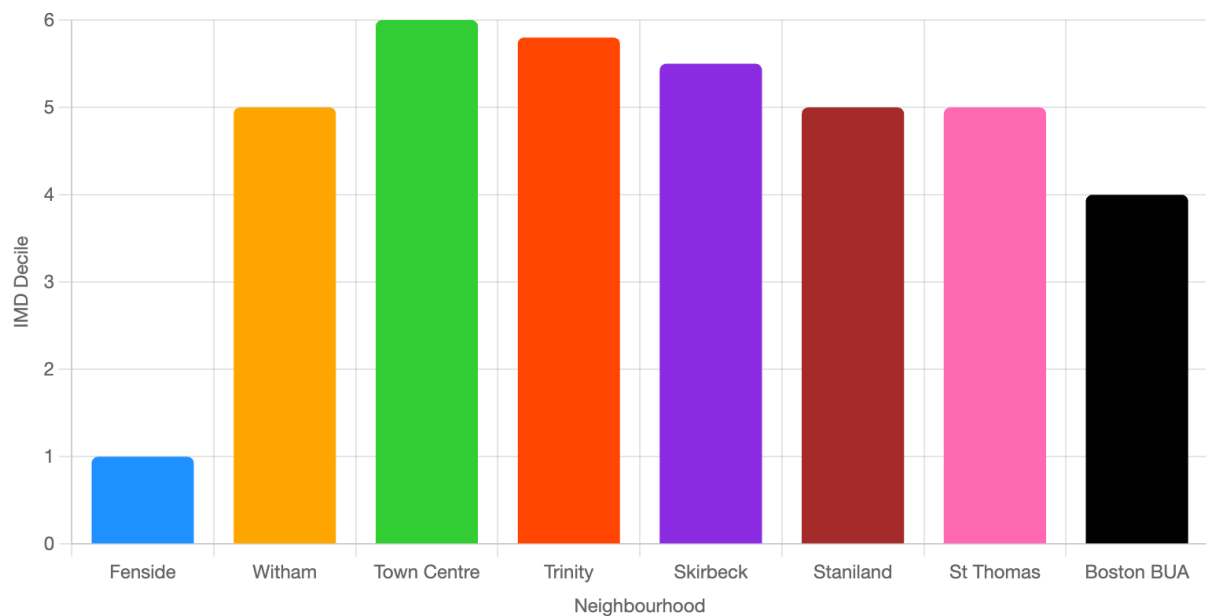
Barriers to Housing and Services show high deprivation, with 4% of LSOAs in the top 10% (MHCLG, English Indices of Deprivation 2019). Notably, 34.6% of under-16s live in relative low-income households, 13.3 percentage points above England’s average (DWP, Stat-Xplore, Children in low-income households).

Deprivation by Neighbourhood in Boston (IMD Decile, 2019)



Education data reveals challenges in qualifications and skills. The proportion of 16- to 64-year-olds with Level 3 qualifications or above is low given high deprivation in Education, Skills, and Training (MHCLG, English Indices of Deprivation 2019). At the IMD level educational attainment is exceptionally low in the Fenside area particularly. Low skills limit economic mobility.

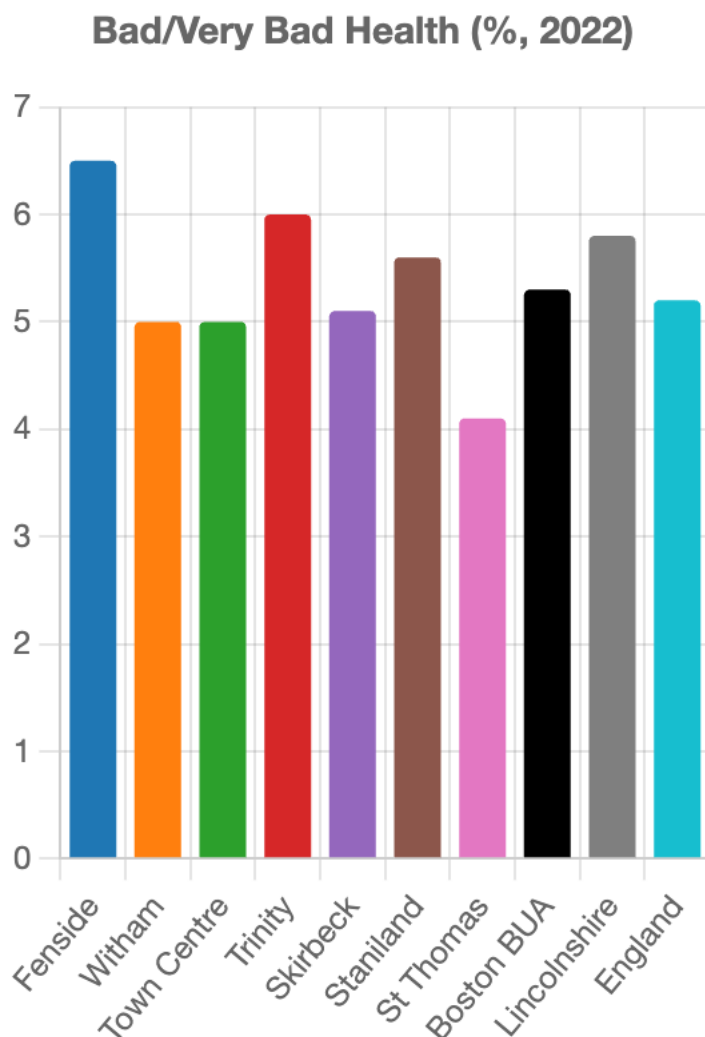
IMD Decile (2019) by Boston Neighbourhood



Housing affordability is a pressing issue, with a high ratio of median house prices to earnings (ONS, 2024). Non-decent dwellings indicate quality concerns (MHCLG, Boston local data). Deprivation in Barriers to Housing and Services suggests challenges

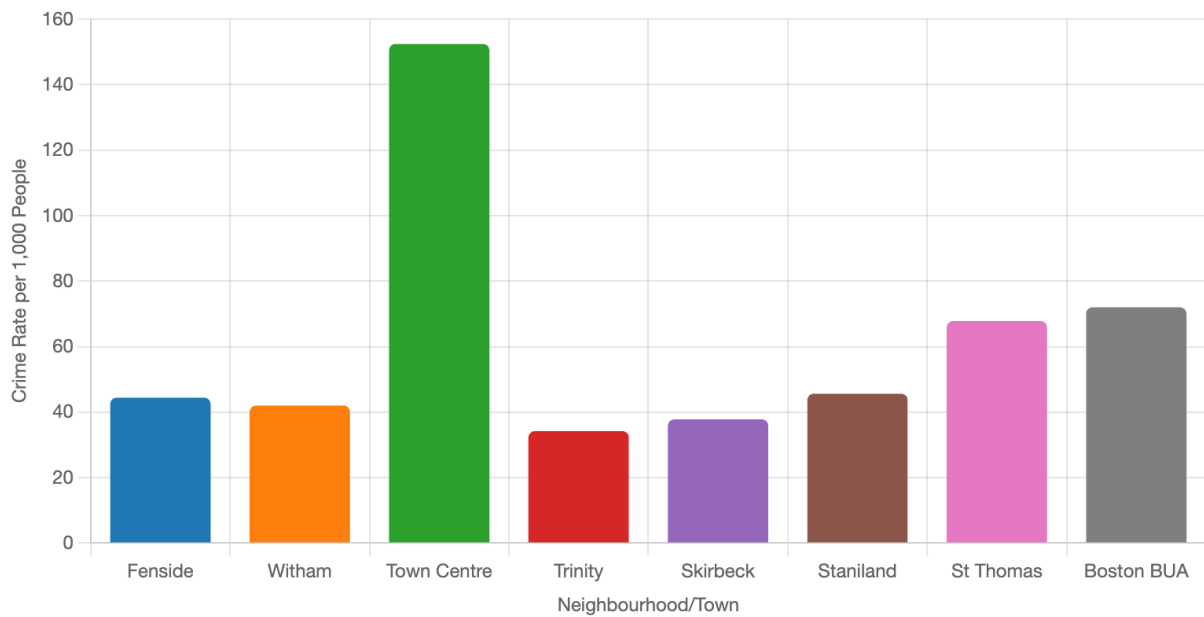
(MHCLG, English Indices of Deprivation 2019). The overall value of the housing stock is low with over 50% of properties in council tax bands A and B.

Health indicators include healthy life expectancy (2021–2023) and GP appointment access (MHCLG, data pack). High deprivation and low-income households correlate with poorer health across the town (DWP, Stat-Xplore, Children in low-income households). This is reflected in census self reported levels of poor health set out below:

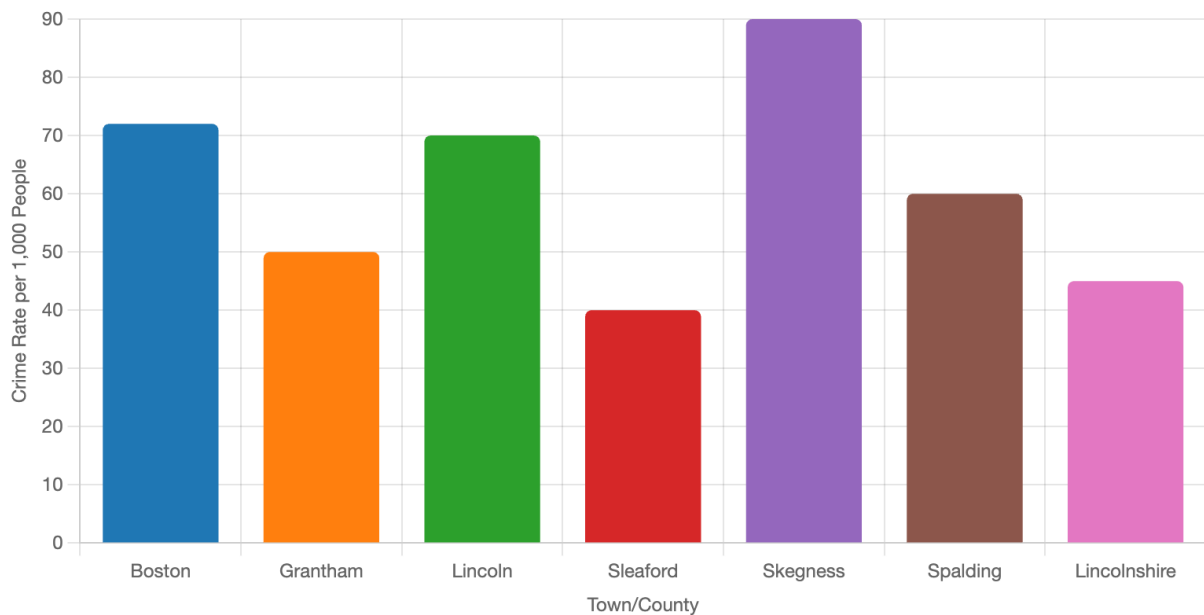


Crime data shows high levels of anti-social behaviour, violence, and sexual offences as prevalent. Factors. Boston's crime rate varies, with some neighbourhoods exceeding Lincolnshire's 0.0073 per head (Police UK compare your area). More information is set out in the chart below which overall shows higher levels of crime in the majority of neighbourhoods and particularly the Town Centre compared to Lincolnshire as a whole.

Crime Rates per 1,000 People in Boston Neighbourhoods (2024 Estimate)



Crime Rates per 1,000 People in Boston and Comparator Towns (2024 Estimate)

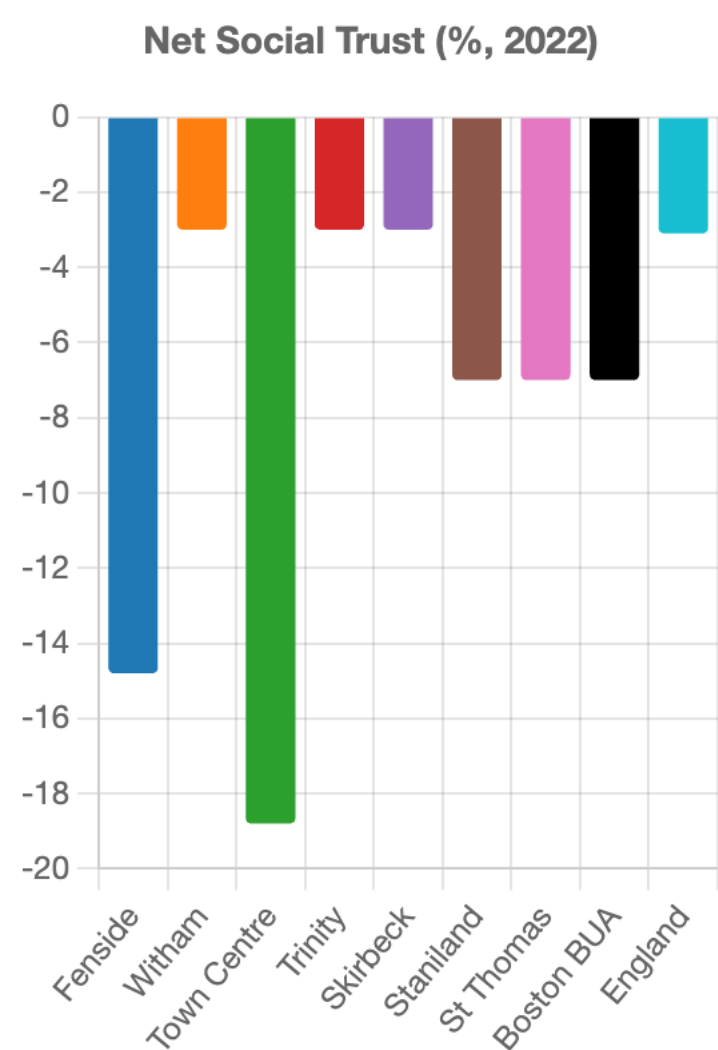


Taking back control – challenge and opportunity

The neighbourhoods of Fenside (-14.8%), Town Centre (-18.8%), Witham (-3.0%), Trinity (-3.0%), Skirbeck (-3.0%), Staniland (-7.0%), and St Thomas (-7.0%) show varying degrees of negative net social trust, with an estimated Boston-wide average aligning closely with the higher (less negative) values around -3.0% to -7.0%, given the population distribution and the influence of less deprived areas like Trinity and Skirbeck.

Factors such as high deprivation, significant migrant populations and economic challenges, including a declining working-age share, contribute to lower trust,

particularly in Fenside and the Town Centre, where negative perceptions are more pronounced.



The impact of low social trust cannot be under-estimated, including for engagement and capacity building within communities. In this area it is some of our young people who seem most willing to step forward.

Like many towns Boston has a large number of community and interest groups. A significant project runs in parallel with tour planning and the first year of the programme, creating a “community masterplan” for Boston. This is seen as one of the building blocks to help enable future engagement and empowerment within and across our communities. We start from a low base of social trust.

Add engagement findings

Based on the evidence and feedback from our communities the Strengths, Weaknesses, Opportunities and Threats are summarised below:

(to be updated)

<p>STRENGTHS</p> <ul style="list-style-type: none"> ○ Heritage assets and great street-scape in the town centre ○ Situation (port, river and rural surroundings) ○ Existing visitor economy ○ Good digital connectivity (town) ○ Recent and planned investments ○ Educational infrastructure ○ Relatively young population ○ Market / large market square ○ Track record of events ○ Some retained independent retail ○ Flat (walkable, rollable) ○ Regional commercial hub - Higher commuter inflow to outflow 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ○ High deprivation for education and skills ○ Low productivity ○ Low wages / disposable income ○ High commercial vacancy rate ○ Low town centre footfall ○ High rates of crime and anti-social behaviour ○ Perception of crime / lack of safety ○ Extremely Low social trust ○ Lack of understanding of cultural differences and poor integration ○ High street retail and leisure offer is not significantly differentiated from other nearby towns ○ Low cultural engagement ○ High ratio of median house price to earnings (despite low value of housing stock – mainly Band A and B) ○ Child poverty
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ○ Build on strengths and address weaknesses ○ Create a clear identity that blends the past and future ○ Differentiate ourselves from and collaborate rather than compete with other local towns (potentially independent shops, arts, crafts) ○ Build on our heritage, history, art and culture alongside technology and creativity ○ Harness and nurture young talent ○ Build on our event track record to attract people to the town centre ○ Boston 400 – lead up, during and legacy 	<p>RISKS</p> <ul style="list-style-type: none"> ○ Stretched support / resources (SELCP) ○ Automation of low skill low wage jobs ○ Perceptions, misconceptions and prejudice ○ Low social trust - Inability to mobilise communities ○ Inability to differentiate ourselves leading to competition (from other local towns) ○ Existing retail leaves before changes are implemented ○ Inability to create a track record to leverage sponsorship and investment ○ Partner capacity

<ul style="list-style-type: none"> ○ Incentivise and support local retail and enterprise ○ Optimise the benefits of cultural diversity ○ Utilise existing infrastructure and investment to provide education, re-skilling and up-skilling of 16-64 age group ○ Purchase and/or re-purpose vacant premises ○ Improve lives and livelihoods 	
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PRIORITIES ALIGNED TO PROGRAMME THEMES

The priorities below are those highlighted by the evidence and fed back from our community engagement. Some priorities will fit against more than one theme

OBJECTIVE	PRIORITIES
Thriving Places	<ul style="list-style-type: none"> ○ Improve access to learning and re-skilling ○ Increase support to develop young people ○ Make people feel safe ○ Enhance, leverage and celebrate our heritage ○ Better support tourism ○ Enhance high street and market square (aesthetic) ○ Differentiate and expand retail and leisure offer in line with theme / identity ○ Nurture and support local talent ○ Increased events programme ○ Fill or re-purpose commercial vacancies ○ Nurture local talent and ideas
Stronger Communities	<ul style="list-style-type: none"> ○ Reduce deprivation in education and skills ○ Reduce anti social behaviour ○ Increase median wage ○ Optimise opportunity and mitigate risk of high child population growth (including taking children out of poverty) ○ Better access to services - right time, right place ○ Affordable homes - rebalance house price to earnings ratio ○ Improve housing standards ○ Improve health outcomes ○ Design out crime ○ Create positive community spaces ○ Increase support for community groups

	<ul style="list-style-type: none"> ○ Improve integration and realise benefits of multi-cultural society ○ Focus on prevention not just cure
Taking Back Control	<ul style="list-style-type: none"> ○ Increase social trust ○ Improve community cohesion ○ Create positive community spaces ○ Increase support for community groups ○ Build capacity and empower community

This “long list” of priorities has been reviewed

The long list will be reviewed within “themed” workshops (Board, partner, community groups) to establish “quick win” opportunities and a sequencing / phasing of these priorities and potential interventions over the programme life to establish the focus for years 1-4

The “on menu” intervention categories align well with our priorities. With a need to review, learn and adapt as we progress through the 10-years we would be foolish to *commit* now to all the detailed interventions we will pursue (or exclude) in the 10 years. The table below shows the intervention categories we will focus on and the more detailed interventions we *know* we will pursue or are *likely* to pursue:

Input table

Our initial investment will be outlined in our on-line submission and detailed plans for year 1 to 4 will be worked up in the period October to January, ensuring that we take the time to “get it right”, that it reflects the views of our community and makes the most of this investment - the phase in of investment (circa £600K in 2026/27) offers some flexibility to “gear up” capacity. No plans will be set in stone and we will review and revise our plans as we progress to optimise the benefit.

Section 5: Alignment with other programmes and investments

This section should contain a summary of how the proposed activity for Plan for Neighbourhoods will align with, and complement, existing and planned local, regional or national:

- programmes
- investments or other funding streams delivered by the UK Government, Scottish Government, the Welsh Government and the Northern Ireland Executive

- ‘masterplans’ that describe the overall vision, design concept and structure for new development
- plans, strategies or similar document

We have mapped the plan against existing government programmes and investments including previous investments through the Town Board. Where possible we will build on these to optimise benefit and help deliver against our priorities. These investments include:

To be completed

THEME	Previous Investment	Alignment / Opportunity
Thriving Places	Healing the High Street	Phase 2 frontage and public realm improvements (including smaller scale interventions)
	St Botolph’s library	Increase cultural engagement Expend tourist / visitor offer
	Centre for Food and Fresh Produce logistics	Monitor benefit realisation and build on / progress opportunities
Stronger Communities	Mayflower	Access to education and training Community hub options
	Rosegarth Square	Improved public realm – gateway from transport to town
		Resident community space e.g. outdoor meeting area wifi enabled?
	Blenkin Memorial Hall	Increase community hub offer
Taking Back Control		

In addition we will continually review and take account of regional or local strategies and plans and will ensure that a partnership approach is taken where appropriate to eliminate duplication and optimise outcomes. We initially identified 84 strategies with some relevance, the most relevant of these being:

Insert table of key strategies, showing relevance to theme / priority

Section 6: Match funding and leveraged investment

This section should include an outline of how your Neighbourhood Board will attract and maximise opportunities for private, public, and philanthropic match funding and investment.

It should set out any existing commitments (such as charities, individuals, and other organisations) and your plans to secure future support.

Boston Town Board has a track record for attracting matched funding for previous investment programmes

We will take a similar approach, where appropriate, within the Neighbourhood Plan but also consider:

- enabling progression (seed funding) to self-sustaining, self-funding projects and initiatives
- leveraging grant/sponsor mix funding for community projects
- attracting partner investment
- bidding for other funding streams
- attracting sponsor funding for events
- grants to enable new local business and inward investment
- investment in town centre property and related long term return
- matched resources – leveraging the community
- cost avoidance (interventions that result in lower public spending elsewhere)
- building social capital

With our priorities and key interventions agreed we are considering options to ensure and enable a clear focus on current and future investment, ensuring that the Neighbourhood 10-Year programme is the start of a longer journey.

It is important to note that, with the specific issues Boston faces, not all projects will attract matched funding or provide a direct financial return – many interventions will improve lives and livelihoods of the people of Boston and through that an indirect return to the community and economy (or cost reduction / avoidance for public services).

Section 7: Community and stakeholder engagement

This section should include an outline of how your Neighbourhood Board will ensure the local community and key stakeholders are involved in the ongoing development and delivery of your Regeneration Plan over the course of the 10 years of funding.

With social trust significantly below the national average and widespread perception that consultation does not result in action, engagement within parts of Boston's community is challenging. Significant effort has been made to engage with the community and this has built upon the feedback from other Town Board, Council and Partner consultations over the last few years. We have ensured that messages from the community, as well as the vision and plans aligned with those messages, have been fed back and validated within the community insofar as possible.

Our engagement has been undertaken through a variety of channels, appropriate for the sector or community, and we have utilised partners where possible. It is anticipated that the networks we have formed and continue to form will provide a good basis to expand the ongoing cascade of messages and feedback.

Building trust and capacity within the Boston community to support ongoing engagement to the level we aspire to will not be achieved overnight. Lincolnshire CVS will be working alongside the first year of our programme to create a

Community Masterplan for Boston; we will work with them to ensure that the benefit of this work is optimised

We see the plan for Boston as a “living plan” which will evolve in line with changing priorities and needs within our communities. A living plan is fed by living engagement.

- **your Neighbourhood Board membership and leadership**

Boston had an existing Town Board with ongoing responsibility for the completion of the Town Deal funded projects. We undertook a stakeholder mapping exercise and some changes to membership were implemented in June 2025 to form an “Interim” Town Board to bridge responsibilities and provide continuity while welcoming some new members. We also reduced the size of the Board recognising that we could be more focussed (with greater continuity of participation in meetings) while retaining a strong network and connectivity to key stakeholders.

Each Board member is connected to a key stakeholder of community group and has been active in the process of engagement. We have been delighted by the passion of our young people and their willingness to engage (feedback has been disproportionate in their favour); alongside the Board we hope to establish a Youth Council as a key touch point and channel to help shape and deliver change.

Over the next twelve months there will be further changes to Board membership to reflect the community focus of the plan. The independent Town Board Chair has stayed on through the transition and it is anticipated that she will step down at an appropriate time to be replaced by a community leader.

Current membership includes:

the board's ways of working and distinction from the Local Authority

The relationship between the Board and Local Authority reflects the roles and responsibilities set out within the guidance. As well as being the Accountable Body for the funding, Boston Borough Council (BBC) is Partner. The Town Board provides a long-term non-political vehicle to shape change but we know that we must work together, irrespective of politics, for the benefit of Boston. BBC is a source of significant data and information and a key delivery partner for a range of projects and interventions that must complement and enhance any of their own plans.

Administrative and project management support has historically been provided by the SELCP (a partnership of three councils) on a shared basis but the Town Board has recently started to secure some of its own resource through BBC or through partners, ensuring sufficient focus on Boston and its plan. This has been driven by resourcing need and the recognition that local government Re-organisation will likely increase the “gap” between Boston and Authority provided resources.

The Town Board is considering the option to form a Special Purpose Vehicle to take forward its work and this will increase the distinction in roles.

- your plans for securing buy-in from local businesses, civil society, and communities
- *add note on capability building with Boston Business Forum*
- *add notes on stakeholder mapping – key stakeholder initiatives - and establishing key community links*
- *add notes on link to Lincs CVS community masterplan and our follow through – picking up actions and interventions as appropriate*
- *add notes on enabling / capacity building and pass-porting funding through community groups*
- how you deliver interventions

Expand what it says below!

It should include information about how you will continue to engage and consult the local community and key stakeholders in shaping and developing the plan throughout the delivery period.

Section 8: Governance

This section should contain an outline of the roles and responsibilities of all parties overseeing the investment programme, including:

- governance structure for the programme, namely the relationship between the Neighbourhood Board, accountable body, and any other parties
- how the Neighbourhood Board governance and transparency requirements will be met
- confirmation that the programme will be managed in line with the Nolan Principles and the standards expected for projects and proposals as outlined in Managing Public Money (regularity, propriety, value for money and feasibility)
- a high-level overview of the route to market and process for appraising and approving investments

To follow

Section 9: Assurance

This section should include a high-level description of how the local authority will assure that the programme is delivered in line with best value standards and Managing Public Money (regularity, propriety, value for money and feasibility).

Revise section form LTPFT?

ESTABLISHING A COMMUNITY INTEREST COMPANY FOR BOSTON'S PLAN FOR NEIGHBOURHOODS

1. Background

The Plan for Neighbourhoods sets out the responsibilities of the Neighbourhood Board (Town Board) and Local Authority:

The Neighbourhood Board *"is responsible for co-producing the Regeneration Plan for their place, which constitutes a 10-year vision and 4-year investment plan, and delivering in the interests of local people to improve the physical and social infrastructure of their community"*

The Local Authority will *"support the Neighbourhood Board to develop and deliver the plan"*

The Local Authority *also "acts as the Accountable Body for the funds with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing public Money principlesThe Accountable Body will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement."*

Boston Town Board's position is "unusual" in that Boston Borough Council is part of a Partnership (SELCP) with resources shares across that partnership including those resources that "support the Neighbourhood Board to develop and deliver the plan". While it is accepted that BBC will be a one of a number of key partners in the delivery of the plan, resourcing has been stretched and Board Members have had to undertake significant activity themselves and secure external resource in order to maintain some momentum in the development of the plan, It is possible that LGR will further distance Local authority resource to support the Board in development of plans.

As the current Board has no legal identity, BBC is required to act as Accountable Body (as set out above).

While the MHCLG guidance is clear that Neighbourhood Plans DO NOT have to be approved by elected members (they are outwith politics) and the oversight of finance requires sign off only by the FD / 151 Officer, the reality is that any spend on the Neighbourhood Plan has to go through internal process including approvals by elected members. There is a (potentially unnecessary extended process for approval of any project and any spend and also the potential for delay /disruption.

At the end of the day as the Board has no legal status, BBC is "accountable" for ensuring that public funds are allocated appropriately but ethe Board remain accountable for the development and delivery of the plan.

Purpose

Following the Boston Town Board's agreement on 07/07/2025 to explore the establishment of a Community Interest Company (CIC) as a Special Purpose Vehicle (SPV) to deliver the *Plan for Neighbourhoods* portfolio, this paper outlines the practical steps to establish the CIC by 01/10/2025, including governance, board transition, funding, the role of the secretariat, and the pros and cons of the approach.

The CIC, a limited company designed to benefit the community rather than private shareholders, aligns with the Ministry of Housing, Communities and Local Government (MHCLG) support for innovative governance structures, as per the *Plan for Neighbourhoods: prospectus*.

Establishment costs could be met from the programme's capacity fund, and the CIC would focus on the *Plan for Neighbourhoods* portfolio, distinct from existing Towns Fund and Levelling Up projects.

2. Context

The Boston Town Board currently oversees the Towns Fund and Levelling Up projects, with Boston Borough Council (BBC) as the Accountable Body. The *Plan for Neighbourhoods: governance and boundary guidance* encourages flexible governance models like CICs to enhance community-led regeneration, streamline decision-making, and secure diverse funding.

Investors in Lincoln, a public-private partnership since 1991, exemplifies this, delivering projects like the Greetwell Place Managed Workspace and grants to community organisations such as Heritage Lincolnshire and Acts Trust in Greater Lincoln.

The CIC would enable Boston to manage the *Plan for Neighbourhoods* portfolio independently, mitigating risks from Local Government Reorganisation (LGR), as highlighted in *Local government reorganisation: Policy and programme updates*, and ensuring local control of assets per the *Plan for Neighbourhoods: List of powers*.

3. Benefits and Challenges of Establishing a CIC

The following considerations, drawn from the *Plan for Neighbourhoods* guidance and local precedents, outline the advantages and potential drawbacks of establishing a CIC.

Benefits

- **Streamlined Processes:** Retains due process and Value for Money (VFM) but simplifies decision-making and funding approvals, as BBC would not control funding. The *Plan for Neighbourhoods: Regeneration Plan guidance* supports streamlined processes for agile responses.
- **Agility:** Enables a responsive approach, aligning with the *Plan for Neighbourhoods: prospectus* for swift delivery. Investors in Lincoln's Community Chest, funding over 60 small projects in Lincoln's Park Ward, demonstrates this agility.
- **Funding Opportunities:** Attracts joint funding and sponsorship unavailable to local authorities, per the *Plan for Neighbourhoods: 10-year vision content checklist*.
- **Community Engagement:** Perceived as independent, fostering greater community engagement and trust, as per the *Plan for Neighbourhoods: Regeneration Plan guidance*.
- **Cost Model:** Offers efficient staffing and cost models, with the *Plan for Neighbourhoods: governance and boundary guidance* allowing programme funding for management expertise.
- **Surplus Generation:** Generates surplus for community reinvestment, as encouraged by the *Plan for Neighbourhoods: prospectus*. Investors in Lincoln reinvests all surplus into projects like the Social and Community Action Fund (SCAF).
- **Asset Ownership:** Can own and derive revenue from assets, unlike council-owned assets, supported by *Plan for Neighbourhoods: List of powers* for Community Asset Transfer. Investors in Lincoln's management of Welton House, leased to the NHS, illustrates this.

- **Investment Drive:** Drives sponsorship and investment beyond the 10-year programme, per the *Plan for Neighbourhoods: 10-year vision content checklist*. Investors in Lincoln's support for the Lincoln Medical School underscores long-term investment potential which can be delivered by such a vehicle.

Challenges

- **Partnership Dependency:** Relies on close partnership with BBC, a key delivery partner but not the Accountable Body, as per the *Plan for Neighbourhoods: prospectus*. Clear role delineation is needed to maintain collaboration.
- **Sustainability:** Must be self-sustainable beyond the programme, as noted in the *Plan for Neighbourhoods: Regeneration Plan guidance*, requiring robust financial planning.
- **Resource Independence:** Must self-support without BBC resources, per the *Plan for Neighbourhoods: governance and boundary guidance*, potentially increasing operational demands.
- **Overhead Costs:** Setup and operation will incur costs, to be covered by the capacity fund.
- **Distraction:** Setup could divert focus from *Plan for Neighbourhoods* activities, requiring careful timeline management.
- **Risk Retention:** Risks remain within the CIC, necessitating strong governance, as per the *Plan for Neighbourhoods: governance and boundary guidance*.

Why Now?

- **Programme Nature:** The *Plan for Neighbourhoods* requires an agile, multi-partner approach, supported by *Plan for Neighbourhoods: pre-approved interventions*.
- **Resource Constraints:** Stretched SELCP resources highlight the need for independent structures.
- **Community Representation:** Community-based directors enhance representation, per the *Plan for Neighbourhoods: Regeneration Plan guidance*.
- **LGR Risks:** LGR will shift the Accountable Body and asset ownership to a Unitary Authority, risking delays and reduced local control, as per *Local government reorganisation: Policy and programme updates* and *Plan for Neighbourhoods: List of powers*. Establishing the CIC by 01/10/2025 pre-empts these disruptions.

4. Practical Steps to Establish the CIC by 01/10/2025

To establish the CIC by 01/10/2025, aligning with the *Plan for Neighbourhoods* timeline from the current Plan for Neighbourhoods Gantt chart, the following steps could be funded by the capacity fund to cover legal, consultancy, and administrative costs.

Phase 1: Feasibility and Planning (Week Ending 25/07/2025 – 01/08/2025)

- **Tasks:** Collate consultation data, assess existing interventions, and research SPVs (Gantt rows 3–7).
- **CIC Actions:** Commission an urgent feasibility study, leveraging MHCLG support and Investors in Lincoln's governance model (e.g., board structure). Define the CIC's scope for

the *Plan for Neighbourhoods* portfolio, drafting initial articles with an asset lock to ensure community benefit.

- **BBC Role:** Consult BBC to align with its Accountable Body role for Towns Fund/Levelling Up, ensuring transparency.
- **Output:** Feasibility report on governance, costs, and draft articles.

Phase 2: Governance and Board Transition (Week Ending 08/08/2025 – 15/08/2025)

- **Tasks:** Identify priorities from data and consultation (Gantt rows 9–17).
- **CIC Actions:** Finalise CIC articles, specifying the asset lock (assets used for community benefit, transferable only to asset-locked bodies like another CIC or charity, with a 35% dividend cap for CICs by shares). Propose a board structure, inviting current Boston Town Board members to become CIC directors focused on *Plan for Neighbourhoods*. Members opting out of directorship can serve in a consultative capacity, advising on Towns Fund/Levelling Up delivery. Engage MHCLG for governance guidance, per *Plan for Neighbourhoods: governance and boundary guidance*.
- **BBC Role:** Agree on BBC's role as a delivery partner, ensuring the CIC's focus on *Plan for Neighbourhoods* complements BBC's oversight of existing projects.
- **Output:** Finalised CIC articles and proposed board composition.
- **Cost:** Legal drafting and consultation (~£3,000–£5,000, capacity fund).

Phase 3: Community Engagement (Week Ending 22/08/2025 – 05/09/2025)

- **Tasks:** Conduct mobile community/business engagement and socialise priorities (Gantt rows 32–35).
- **CIC Actions:** Socialise the CIC concept via targeted engagement through the current campaign. Gather feedback on governance and board roles, confirming which Town Board members will transition to directors or consultative roles. Refine articles and board structure based on feedback.
- **BBC Role:** Involve BBC to maintain partnership, ensuring the CIC complements its delivery role.
- **Output:** Community feedback summary and finalised board structure.

Phase 4: Registration and Interventions (Week Ending 12/09/2025 – 19/09/2025)

- **Tasks:** Align interventions with priorities and draft *Plan for Neighbourhoods* sections (Gantt rows 24–41).
- **CIC Actions:** Submit CIC registration (CIC36 form) to Companies House and the CIC Regulator, detailing community benefit and asset lock. Align CIC objectives with *Plan for Neighbourhoods* interventions. Confirm MHCLG support for funding transfers from the capacity fund.
- **BBC Role:** Collaborate to integrate CIC interventions into the *Plan for Neighbourhoods* draft, ensuring compliance with BBC's Accountable Body role.
- **Output:** Submitted CIC registration and draft *Plan for Neighbourhoods* sections.

- **Cost:** Registration fees and legal review (£1,000–£2,000, capacity fund).

Phase 5: Establishment and Transition (Week Ending 26/09/2025 – 01/10/2025)

- **Tasks:** Finalise priorities and interventions (Gantt rows 22, 28–30, 36).
- **CIC Actions:** Receive CIC registration approval, establishing legal status by 01/10/2025. Appoint the CIC board, comprising transitioning Town Board members and new directors, with consultative members focusing on Towns Fund/Levelling Up. Initiate asset/funding transfers from BBC, per *Plan for Neighbourhoods: List of powers* for Community Asset Transfer. Establish operational processes, drawing on Investors in Lincoln's public-private model.
- **BBC Role:** Formalise BBC's partner role, ensuring a seamless transition while retaining Accountable Body oversight for existing projects until LGR.
- **Output:** Registered CIC, appointed board, and initial asset/funding transfers.
- **Cost:** Administrative setup and asset transfer costs (~£3,000–£5,000, capacity fund).

5. Board Transition

The Boston Town Board's membership will form the basis for the CIC board, with flexibility to accommodate member preferences:

- **Directors:** Members opting to become CIC directors will focus on the *Plan for Neighbourhoods* portfolio, overseeing strategic and operational decisions. The board will include community and business representatives, similar to Investors in Lincoln's model, to ensure diverse input, complying with the CIC Regulator's requirements (e.g., annual CIC34 report).
- **Consultative Roles:** Members choosing not to become directors can serve in a consultative capacity, focusing on Towns Fund and Levelling Up project delivery. They will provide input to the CIC on integration with existing initiatives, ensuring continuity with BBC's Accountable Body role.
- **Process:** During Phase 2, members confirm their roles via consultation, with final appointments in Phase 5. The CIC board will be structured to balance community benefit and operational efficiency, as per *Plan for Neighbourhoods: governance and boundary guidance*.

6. Funding the Establishment

Establishment costs, (legal, consultancy, engagement, registration, and setup), could be met from the *Plan for Neighbourhoods* capacity fund, as permitted by the *Plan for Neighbourhoods: governance and boundary guidance* for programme management expenses, ensuring no additional burden on BBC or other resources.

Funding will fall into two categories – 1) costs of establishment and 2) cost of the creation and ongoing role of secretariat function. The former is likely to cost up to £15,000 the latter is still to be formally confirmed but is likely to equate to around 2% of the total fund value post full utilisation of the capacity fund. This could be from year 2 of the programme in the order of £50,000 to £100,000 per annum. Whilst this might seem relatively substantial the work involves sophisticated

management of a £20 million regeneration portfolio. In Hereford and other Stronger Towns Fund precedents between 1 and 7% of total fund value is used for running costs.

7. Governance and Asset Lock

The CIC will operate as a limited company (by shares or guarantee), governed by a board of directors under company law, filing annual accounts with Companies House and a CIC34 report with the CIC Regulator to confirm community benefit.

The **asset lock** ensures assets and profits are used for community benefit, not private gain, transferable only to asset-locked bodies (e.g., another CIC or charity). Upon dissolution, surplus assets transfer to another asset-locked body after liabilities. For CICs by shares, a 35% dividend cap ensures most profits are reinvested, as seen in Investors in Lincoln's reinvestment into SCAF.

8. Role of the Secretariat

The CIC will need a Company Secretary, Accountant and Executive Manager – the role of the Executive Manager (who may also require administrative support depending on the scale of the work of the CIC over time) could comprise the following roles (based on the delivery of a similar arrangement as part of the Towns Fund implementation in Hereford and taking account of the operation of Investors in Lincoln).

- **Governance Support:** The Executive Manager will organise monthly CIC board and sub-group meetings, setting agendas, drafting reports, and recording minutes to drive programme momentum. They will ensure the CIC's governance framework promotes transparency and accountability, aligning with the *Plan for Neighbourhoods: governance and boundary guidance*. If appointed as Company Secretary, the Executive Manager will maintain statutory records, ensure compliance with company law, and manage Companies House filings, as seen in Investors in Lincoln's robust governance model.
- **Project Development:** The secretariat will support the creation of innovative *Plan for Neighbourhoods* projects, engaging monthly with project sponsors to shape concepts and commission feasibility studies. This mirrors Investors in Lincoln's support for projects like the Lincoln Medical School. The Executive Manager will oversee project planning, ensuring deliverables and stakeholder approvals are met.
- **Financial Administration:** The secretariat will develop financial profiles for projects, conduct contract reviews, and maintain a risk register, ensuring compliance with BBC's Accountable Body role. The Executive Manager will lead government reporting, including financial and outcome returns, as required by the *Plan for Neighbourhoods: prospectus*, and coordinate with BBC's financial team.
- **Monitoring and Evaluation:** The secretariat will design evaluation frameworks for projects, producing six-monthly social value reports (e.g., Social Return on Investment) to measure impact, aligning with the *Plan for Neighbourhoods: Regeneration Plan guidance*.
- **Stakeholder Engagement:** The Executive Manager will act as the primary liaison with BBC, project sponsors, and MHCLG, fostering partnerships to support the CIC's objectives, as per the *Plan for Neighbourhoods: 10-year vision content checklist*.

The secretariat's role ensures the CIC operates efficiently, with the Executive Manager's leadership facilitating the transition from the current Town Board structure and supporting the CIC's focus on the *Plan for Neighbourhoods* portfolio while maintaining collaboration with BBC.

9. Critical Path Considerations

- **Dependencies:** Rapid feasibility (Phase 1) and engagement (Phase 3) are critical for robust governance and board transition. Registration (Phase 5) requires expedited MHCLG and BBC agreements to meet the 01/10/2025 deadline and avoid LGR risks.
- **Risk Mitigation:** Immediate BBC consultation prevents control concerns. Parallel CIC development ensures alignment with the *Plan for Neighbourhoods* timeline. The secretariat's role in governance and reporting mitigates compliance risks. Clear role delineation avoids overlap between CIC and Towns Fund/Levelling Up responsibilities.
- **LGR Sensitivity:** Establishing the CIC by 01/10/2025 pre-empts LGR disruptions, securing local asset control, as demonstrated by Investors in Lincoln's management of assets like Welton House.

10. Recommendation

The Town Board is asked to proceed with establishing the CIC by 01/10/2025, funded by the capacity fund. The process must proceed in parallel with current activity to meet the deadline, leveraging Rose Regeneration's expertise and MHCLG support.