



**DRAFT BOSTON TOWN CENTRE STRATEGY AND ACTION PLAN
2023-2027**

A TOWN CENTRE FOR EVERYONE

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1.0 Foreword

Boston Borough Council is committed to working in partnership with businesses, residents and partners to revitalise the high street and the surrounding public realm, making the town centre a place to be proud of, a place recognised for its great heritage and a place that is cherished by its diverse communities to work, live and enjoy leisure time in.

Boston Borough Council is working in partnership to deliver major regeneration projects and other important place based initiatives in the town. Our work is locally driven and is also very much part of the wider levelling up agenda that is progressing here in Boston, within the South and East Lincolnshire sub-region, the County and at a national level.

The Council is focused on revitalising the town centre by supporting our communities' pride in the area through targeted work and regeneration activity, working hand-in-hand with businesses, residents and partners. As the Leader and Deputy Leader of Boston Borough Council and the Chair of the Boston Town Area Committee (BTAC) together with fellow Members of the Council, partners and local people, we value the importance of our town centre and recognise its significant importance as an economic hub that supports the vibrancy of this great borough and those who live within our local neighbourhoods.

COVID-19 has had a significant impact on our lives in many different ways. The pandemic has accelerated change in people's shopping habits, with an increase in online retail seeing high streets such as in Boston lose retailers and a rise in store vacancies. We have to redefine the high street as retail is no longer the dominant attraction. However, there remains an important place for face-to-face retail and hospitality services, whilst there is now space for transformation and an ability to reinvent our town centre so that it can offer the very best experience to everyone.

Through this strategy we are challenging how the town centre was previously cared for, whilst not being critical of those who were the custodians for this space before our time in office. We believe by better aligning council service delivery and working in a more integrated way with partners, community representatives and the voluntary and community sector we can lead a programme of work which ensures that Boston Town Centre is clean and safe, open for business, a great place for culture, heritage and events and a place that is on a very real transformation journey that will ensure present and future generations enjoy the very best that Boston's town centre can bring.

The production of this strategy (and the associated action plan that is contained within it) is being facilitated by Boston Borough Council through engagement with stakeholders, local businesses and communities. It is intended to further support place based regeneration within our locality and the collaboration that has attracted significant investment into Boston. To this end, the Boston Town Deal has been a catalyst to attracting external funding – providing the platform for stakeholders from across all sectors to work together to deliver projects that enable the town to kick-start economic growth and act as a catalyst for future investment to

realise the undeniable potential in our area. Importantly also, this strategy and action plan will complement other strategic pieces of work that are being driven locally to ensure the whole of our borough has the best opportunity to thrive and it will also provide a strategic fit with the work of the South and East Lincolnshire Councils Partnership, recognising Boston Borough Council's place shaping role within the sub-region, alongside South Holland District Council and East Lindsey District Council.

Through our work with partners and our community we commit to ongoing engagement as a critical method to ensuring we deliver improvements in the town centre that people recognise as making a positive difference to their everyday lives. On this basis this strategy and its integrated action plan is a live document that we will keep updating and reporting on. We are seeking improvements that you can immediately see as well as those that may take a longer time to come to fruition. Our ambition is to deliver the very best a town centre can offer in this most important part of Lincolnshire. To this end we ask that everyone with an interest in our town supports the ongoing development of the Boston Town Centre Strategy and Action Plan. This really is about delivering "A Town Centre for Everyone".



**Cllr Anne Dorrian
Leader
Boston Borough Council**



**Cllr Dale Broughton
Deputy Leader
Boston Borough
Council**



**Cllr Barrie Pierpoint
Chair of Boston Town
Area Committee**

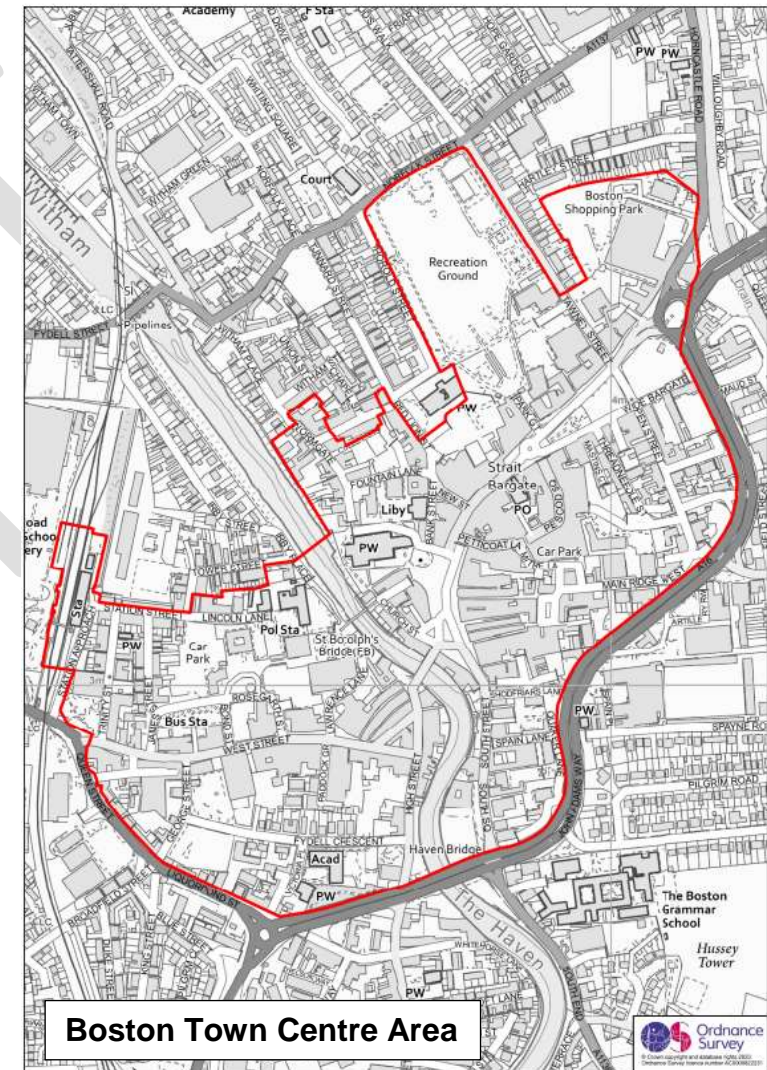
2.0 Introduction

Boston Town Centre is an economic, cultural and social hub for the borough of Boston. Boston is situated at the lowest crossing point of the River Witham about four miles upstream from where it flows into the sea at the Wash. It has both a railway station and a port railhead. The Port is an international port bringing in steel and timber, with boats coming mainly from Europe. About 40,000 vehicles per day now cross the river on the Haven Bridge, making it one of the busiest stretches of road in Lincolnshire. The river through the town is tidal up as far as Grand Sluice. Boston's fishing fleet has its own Fishermen's Quay within the town.

Boston is one of the two major centres including the City of Lincoln that provide for the administrative county of Lincolnshire.

The market town has a rich heritage and is known to many people as the home of the Mayflower Pilgrims, who sailed from The Haven in 1620 and settled in what is now Boston, Massachusetts. Boston's sometimes little known but internationally notable cluster of heritage buildings would be the envy of many an English city. St Botolph's Church is the centrepiece. It is a magnificent landmark, soaring above the Fens and visible from more than ten miles away. It is the largest parish church in England and is affectionately known as 'The Stump'. The church's scale and grandeur, with a cathedral-like interior, is testament to the town's previous wealth and status. The town also retains a Guildhall that was built in 1390 by the Guild of St Mary, today housing a museum and a venue for weddings and other events.

The defined town centre of Boston covers a relatively extensive area on either side of the River Witham, with the main retail and Primary Shopping Area located on the east side where smaller units in the historic core are complemented by newer and larger units at the Pescod Shopping Centre and further north at the Boston Shopping Park.



Boston's town centre has like many places suffered in recent times due to a number of factors including the COVID pandemic and an increase in online retailing, which now accounts for about 18% of all UK retail expenditure and on some forecasts will reach 30% in ten years' time. In Boston there was a 10% decrease in the number of restaurants on the high street from 2020 – 2022 and there are 1/3 less businesses created in the town than England as an average. Whilst the town centre has a number of challenges with key shops closing in recent times, it continues to have a number of strengths and has potential to increase its non-retail offer. It is considered that the centre would benefit from a clearer focus of activities and vision for its future. This strategy and its associated action plan, whilst not a planning policy document is intended to assist in driving positive change in how the town centre is managed, nurtured and developed.

The Strategy will benefit and build on the support and investment secured, including: -

- The Boston Town Deal
- The Historic England Place Panel visit and report
- The Government's High Street Task Force support
- Levelling Up funding and partnership
- Cultural Framework for Renewal and subsequent National Portfolio Organisation (NPO) funding with priority status from Arts Council England
- Partnership with Destination Lincolnshire, enabling growth and support for the visitor economy
- UK Shared Prosperity Funding and Investment Plan
- The South and East Lincolnshire Councils Partnership Vital & Viable Programme with the Institute of Place Management
- Empowering Healthy Communities
- Boston 2030 plans (2030 marks the 400th anniversary of the founding of Boston Massachusetts in 1630, ten years following the sailing of the Mayflower Pilgrims from England).

Town centres have of course their own individual identity but the key characteristics of a town centre (According to the Association of Town and City Management) include:-

- A retailing centre that serves the needs of the local community;
- Leisure, entertainment and cultural facilities;
- Access to public and private sector services;
- An employment and business sector;
- Accessibility by a number of transport options; and
- The perception by the local community as their town centre

It is proposed that the aim of a Town Centre Strategy for Boston is to maximize all that a town centre should be for the people of Boston and those who visit our town.

Town Deal and Levelling Up

The Towns Fund is part of the government's plan for levelling up. In Boston the Town Deal is led by the Boston Town Deal Board with support from Boston Borough Council as the Accountable Body.

The Town Deal has provided a fantastic opportunity to attract significant government funding to make a real difference to the local economy in Boston. It has provided the platform for stakeholders from all sectors to work together to formulate a Town Investment Plan, which is delivering projects to enable the town to kick-start economic growth and has acted as a catalyst for future investment, securing £15 million in match funding.

Delivering our vision in Boston's Town Investment Plan is built on three pillars: Skills and Aspirations, Sustainable Economic Growth and Pride in Place. The successful £21.9million Town Deal is seeing investment into the following seven projects:-

1. Mayflower: Led by Boston College – reimagines the Further Education college to provide a nature filled environment to connect businesses, enterprise and innovation, providing living learning spaces.
2. A new leisure provision connected to the Mayflower and Boston College. Led by Boston Borough Council including partnership work with Boston College.
3. Centre for Food and Logistics: Led by the University of Lincoln in partnership with Boston College, the project will develop a food trade and logistics skills, knowledge and innovation hub with local, national and global outreach.
4. Boston Train Station: A new community/retail café facility by developing the redundant unit between the ticket hall and the existing restaurant unit, providing a new welcoming hub to the centre of the station building. Led by East Midlands Railway (EMR).
5. Healing the High Street (including Shodfriars Hall): Transformation of Boston's historic town centre and key gateway to visitors through a comprehensive town centre regeneration programme – led by Heritage Lincolnshire.
6. Blenkin Memorial Hall: Repair, renovation and redevelopment for multi-purpose community use. Led by St Botolph's.
7. St Botolph's Library and Lighting: The development of the medieval library and an upgrade and redesign of the lighting of St Botolph's Church interior and exterior.

In January 2023, £14.8Million in Levelling Up funding was also secured to kick-start regeneration and secure further investment in the heart of the town centre, creating new uses and new opportunities to live, work, and visit.

The funding will support the delivery of Boston's Rosegarth Square masterplan – this covers the area between the River Witham and the bus station – which is part of a masterplan for the PE21 area. Key points regarding the Rosegarth Square masterplan include:-

- A new public park between the river and the Len Medlock Centre. The park will include green spaces, improved pedestrian routes, artwork, and other features to create an inviting, safe, accessible and enjoyable place for all.
- Works to convert Crown House to provide a mix of residential and other uses to support young people and families will see this building visually improved.
- The project will attract investment into Boston. To set the foundation for this, the demolition of the existing B&M building is set to take place and enabling works will be delivered, acting as a catalyst for further development.
- Local people will be able to get involved in the work over the coming months and years with a programme of community engagement planned – including an archaeology project that is linked to the project.

In March 2023, it was announced that Boston is set to become a new Levelling Up Partnership with the Department for Levelling Up, Housing, and Communities (DLUHC). The government is creating 20 new Levelling Up Partnerships which will drive growth, unlock barriers to attract inward investment and receive bespoke help based on local needs. Boston will be one of these partnerships.

Through the partnership DLUHC will work with Boston Borough Council and partner stakeholders to identify ways to accelerate growth for the benefit of the town, residents and businesses.

Boston as a visitor and cultural destination

Boston's visitor economy was impacted by the pandemic, however, it is focussing on strengthening its offer through the Town Deal and Levelling Up investment and working in partnership with the County's Destination Management Organisation, Destination Lincolnshire, to take advantage of opportunities associated with Green and Active Tourism. This is thanks to its natural environments, wildlife and waterways, as well as alignment with national tourism policy.

Working with Destination Lincolnshire, Visit England and Cultural organisations, work is underway to develop an ambitious programme of celebration to mark 2030 – the 400th anniversary of the founding of Boston, Massachusetts.

Boston currently attracts 1.3 million visitors generating £95 million worth of economic impact. It has a local market, mainly appealing to its rural hinterland. During the summer months around 70% of Boston's visitors tend to come from the nearby large

coastal resorts to the open-air markets and over 50,000 visitors are welcomed into St Botolph's Church. There are many opportunities to grow and diversify its offer, appeal to new people and therefore attract footfall and economic growth. In order to achieve this, the Council is putting in place a number of measures to support the overall work of this Strategy. This includes:

- Providing dedicated staffing to enable the development of products to promote the Borough
- Engaging with regional partners to better promote and highlight what the area has to offer
- Securing National Portfolio Organisation (NPO) status from Arts Council England with funding to develop and promote the arts, culture and heritage of the SELCP area to local people and visitors through a programme of activity. In Boston this includes using Boston Guildhall as a cultural hub
- Showcasing Boston to out of county visitors through its partnership with Destination Lincolnshire
- Engaging with partners to ensure that the Boston 2030 celebrations are appropriately marked and the most benefit can be captured from it for Boston

By engaging locally and supporting the work of the strategy, we can increase footfall, increase prosperity and make Boston a destination people want to come to. An improved offer, greater vibrancy and better promotion are key to achieving this.

Boston Borough Council

The new administration at Boston Borough Council is determined to put local communities and businesses at the heart of the future success of the town centre. Their aim is to deliver an approach to public realm management that will ensure this important public space demonstrates all that you can hope can be achieved within the (approximate) 520,000 square metres of land that is called Boston town centre. To this end a new Town Centre Strategy and associated action plan (in the form of this document) is proposed, facilitated by the Borough Council but developed in partnership with key stakeholders, businesses and the community.

The proposed vision for this strategy builds on the successful work taking place around the town in connection with the levelling up agenda and this strategy seeks to deliver against seven key strategic objectives.

Vision

Boston town centre will be known to be a place that brings communities together to enjoy quality public realm and open spaces that magnify the national heritage of the town whilst supporting a vibrant retail and hospitality experience.

Key Strategic Objectives

- 1) To ensure residents and other visitors to the town centre **experience a clean and tidy public realm.**
- 2) To ensure **residents and visitors feel safe** whether that is during the day or when they visit the town centre at night.
Supporting a vibrant day time and night-time economy.
- 3) To ensure **businesses have every opportunity to thrive in the town centre.**
- 4) To ensure residents and visitors experience the town centre as **a place for heritage, culture, events and entertainment.**
- 5) To ensure residents and visitors can **access and leave the town centre easily** and by utilizing sustainable forms of transport where available.
- 6) **To support and build a cohesive community**, utilizing all the benefits and opportunities a town centre can bring to achieve this.
- 7) **To work effectively with all public sector partners, businesses and the voluntary and community sector** to achieve the above.

The strategy itself (and associated action plan) is divided into the following four sections which are discussed with actions proposed against the strategy's objectives:-

- A) Clean and Safe
- B) Open for Business
- C) Culture, Heritage and Events
- D) Transformation

3.0 Clean and Safe

Keeping Our Town Clean



Boston town centre offers a public realm that requires constant care and attention. The Borough Council has a team of staff that are deployed on a daily basis to ensure litter bins are emptied and the streets are cleansed.

The Council is a Principal Litter Authority, by virtue of Sections 86 and 89 of the Environmental Protection Act 1990. We are statutorily obliged to keep relevant land clear and clean of litter and refuse, as far as practical. Current work activity in the town centre area is zoned factoring high traffic areas, and includes employing nine cleansing staff including maintenance of 361 litter bins.

Cleansing activity is a seven day per week operation, deploying staff Monday to Friday. There are two members of staff deployed on litter picking duty, two litter bin emptying and two operating mechanical sweepers for three hours per day. At weekends this reduces to two members of staff on litter picking duty, one member of staff on litter bin emptying duties and one member of staff operating a mechanical sweeper. In addition to this core activity, the Council's Flyswat team is engaged in collecting fly tipped waste in the area five days per week, and there are three environmental crime enforcement officers patrolling the town to enforce against littering offences. The Council also provides a weekly refuse collection service for residual waste, paper and card and mixed dry recycling to residents. In addition to this the Council collects waste from 450 businesses.

Protecting the Public from Harm through Regulatory Services



The Council has a regulatory responsibility to ensure that the public are protected from harm when going about their daily lives. The Council's Regulatory Services Team work is across the borough whilst recognising a greater concentration of their interest can at times be in areas with a higher footfall, such as the town centre. Whether that is going to a restaurant where they understandably expect the proprietor to be complying with food safety legislation, whether they are looking to catch a taxi and quite rightly are looking for a safe and comfortable journey to their intended destination or indeed if they are just walking from a to b and want the reassurance that

any skips or scaffolding they encounter are appropriately regulated and unable to harm them.

The Council's Regulatory Services/Public Protection role includes a wide remit of customer, business and community focussed services. The main aims of which are to protect legitimate business interests as well as securing the health, safety, wellbeing, environmental and economic interest of the people who work, visit and live in Boston. They provide:-

- Advice and support to **encourage business growth and sustainability through regulatory compliance** to ensure duty holders meet legal standards and statutory guidelines to protect the health, safety and welfare of their employees, customers and visitors.
- **Consultees in the planning process to ensure regulatory compliance** together with health, safety and welfare of residents and our communities is not compromised by unsuitable development.
- Provision of **advice to business on compliance**, including undertaking **proactive risk-based inspections and investigating serious accidents and complaints**. All non-compliance is followed up with proportionate, transparent enforcement action.
- Enforcement of **business compliance in respect of food safety and food hygiene** requirements to ensure the protection of consumers from being harmed by food and maintaining the reputation of the area as producers and sellers of safe, high-quality food.
- **Management of matters relating to nuisance, noise and pollution control** from domestic, industrial, and commercial premises as well as delivering the regulatory regimes relating to Air Quality Management, Mitigation of Contaminated Land and the regulation of emissions to the environment from industrial processes classified for local authority control.
- **Proactive assessment and setting of noise levels from new development requiring planning consent and from licensable entertainments to avoid noise and nuisance.**

Environmental Crimes such as fly-tipping, littering and dog fouling are **addressed through policy interventions, collaboration across services and agencies, education, engagement, and enforcement activity**. Environmental crime can have a

devastating impact on residents and communities, and it is therefore important to have an effective deterrent as well as robust enforcement. This is provided through an **Environmental Crime Enforcement Contract managed through the Council's Regulatory Services team that provides proactive foot patrols and overt surveillance capability** bringing a swift enforcement response and reassurance to our communities.

The **Licensing teams (who again are part of the Council's Regulatory Services team) ensure the health, safety and wellbeing of the public and the prevention of crime and disorder, fraud and cruelty to animals.** Licences are provided for a range of activities, businesses and people, including: alcohol and entertainment; taxis; gambling; animal welfare; street trading; charity collections; scrap metal dealers and sex establishments. Duties include **developing and implementing licensing policies, processing and issuing licences, promoting best practice, ensuring compliance with licensing requirements and enforcement** where it is deemed necessary.

The **Council's Building Control service (who are another key service within Regulatory Services) plays a major role regarding supporting the quality and safety of our built environment** by ensuring new development meets the requirements of the Building Regulations. Where built structures are found to be dangerous and the safety of the public is compromised, Building Control Officers have **legal powers to 'make safe', control demolition and ensure that vacant and derelict properties are secured from unauthorised access and potential damage.** Taken together with duties to ensure quality and sustainable development takes place, **building control provides a vital service supporting economic growth and prosperity through quality development of the built environment.**

Community Safety in Our Town Centre

The town centre is viewed as a safe space for people to enjoy whether that is to access hospitality and/or the retail offer provided by the many shops or to go to work. That said from time-to-time community safety concerns do emerge and there is a need to focus efforts on minimising and removing the ability for those occasions to occur.



Close working relationships have been strongly established with Lincolnshire Police and more specifically through Boston's Neighbourhood Policing Team. Work continues to identify hot spot areas for special attention by community safety agencies (the police, council etc) and activities are ongoing to reduce incidences of Anti-Social-Behaviour and crime in these areas.

Improved perceptions of safety contribute to a vibrant town, making residents feel safer and more willing to visit. The Council's Community Safety Team are currently working through a programme of work that is upgrading the town's CCTV infrastructure. This is because of a successful Home Office Safer Streets Round four funding bid.

The Role of Boston Town Area Committee (BTAC)

BTAC Membership comprises of all Members representing town wards, which exercises and performs the powers and duties of the Council in relation to functions in respect of the non-parished Boston Town area of the Borough. By convention it is accepted that the BTAC operates as if it were a Parish with the power to set a precept (in line with the parameters of the Council precept) and an understanding that, in practice, other committees cannot spend Boston Town Area resources or block expenditure approved by the BTAC. BTAC is authorised to appoint sub-committees or working groups, drawn from its own membership, to assist with any of its functions.

Functions directly connected to the town centre include:-

- a. The management and maintenance of Central Park.
- b. The management, maintenance, and provision of public toilets.
- c. The provision and programming of works, undertaken by the town centre operatives.
- d. The funding and delivery of the BTAC Events programme.
- e. Making community development grants to town-based organisations and events.

Building Resilient Communities - Community Connectors

Through the work of the Empowering Communities Programme, the Boston Community Leaders group is an opportunity to provide support from community anchors in the town. Community Anchors are established local organisations who share their experience, contacts, knowledge, resources and expertise with other local organisations.

Community Anchors listen to those working in communities and share information. They bring people together and help create plans to support communities. They help organisations develop, collaborate and influence the decisions that affect their communities.

ACTIONS: CLEAN AND SAFE

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Keeping Our Town Clean (CS1-CS8)						
CS1	Experience a clean and tidy public realm	Environmental Services (BBC)	<u>Short Term Proposed Action:</u> Seek to employ (through the appropriate decision making and procurement processes) a third party to undertake a deep clean of the Market Place area.	Quotes obtained to create an initial impact on the market place £7,940 budget required. Use as a trial to evidence any future funding bid to support work of this nature in the town.	Operations Manager	Autumn 2023
CS2	Experience a clean and	Environmental Services (BBC)	<u>Short Term Proposed Action:</u> Apply for funding for a	To improve the standard and cleanliness of the street scene using suitable and	Assistant Director – Neighbourhood	December 2023

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eq resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	tidy public realm		partnership wide Pride in Place initiative – to include a Mechanical Hot Washer, Spot Wash and electric pedestrian, mechanical sweeper/suction units	effective modern equipment: Hot Washer Electric Pedestrian Sweepers Vehicle and hot box	Services (S&ELCP)	
CS3	Experience a clean and tidy public realm	Environmental Services (BBC)	<u>Short - Medium Term Proposed Action:</u> Review of waste and recycling bins and collection points in the market place area	To identify alternative options for waste containment and collection to eliminate bins being presented for collection and stored in and around the market place area	Operations Manager (BBC)	January 2024
CS4	Experience a clean and tidy public realm and Businesses have every opportunity to thrive in the town centre	Environmental Services (BBC)	<u>Short - Medium Term Proposed Action:</u> Review of planters and options for increased planting in the market place and barriers, leading to an improved floral display in the town centre during the summer months	Building on the additional planters introduced into the market place this summer, identify a more sustainable solution such as purchasing planters and planter inserts and/or introduce additional support from volunteers (or similar).	Operations Manager (BBC)	Autumn 2023 (for plant procurement for 23/24 summer season)
CS5	Experience a clean and tidy public realm	Environmental Services (BBC)	<u>Medium Term Proposed Action:</u> Project to identify and tackle hot spot locations for black bag waste and fly tips.	Council S113 post request submitted to use skills in South Holland District Council (SHDC) to support Boston Borough Council (BBC) cross departmental	Operations Manager (BBC)	TBC

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eq resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				teams to identify, target and tackle perpetrators of fly tipping and dumped black bag waste		
CS6	Experience a clean and tidy public realm	Environmental Services (BBC)	<u>Medium Term Proposed Action:</u> Introduce street scene software to optimize litter bin and sweeper rounds, and identify bin capacity improvements	A project team is currently in place to develop this project across the South and East Lincolnshire Councils Partnership (SHDC, BBC and East Lindsey District Council (ELDC)). This will enable the identification of locations that would support larger capacity, and compactor bins, to bring efficiencies into litter bin emptying and make the service more responsive and targeted.	Operations Manager (BBC)	TBC
CS7	Experience a clean and tidy public realm	Environmental Services (BBC)	<u>Long Term Proposed Action:</u> Annual deep clean zones areas, routine enhanced cleaning capability using new equipment.	Delivery of hybrid in-house / third party deep clean activity each spring, and appropriate equipment to maintain the achieved standard.	Operations Manager (BBC)	Every Spring
CS8	Experience a clean and tidy public realm	Environmental Services (BBC)	<u>Long Term Proposed Action:</u> South and East Lincolnshire Partnership funding bid to the Keep Britain Tidy	Awaiting funding pot to be opened for bids	Head of Environmental Services (S113 post)	TBC

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
			Chewing Gum Task Force to introduce measures to reduce discarded chewing gum in the town centre area			

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Protecting the Public from Harm through Regulatory Service (CS9-CS18)						
CS9	Residents and visitors feel safe - Supporting a vibrant day time and night - time economy.	Licensing (BBC)	<u>Current Action planned in for the Medium Term:</u> Review of taxi licensing policy for drivers, operators and vehicles to drive up standards in the sector	In the work programme for the Licensing Committee is an objective to review taxi licensing policy for drivers, operators and vehicles to propose amendments to bring Boston policies in line with national standards and standards across the South and East Lincolnshire Councils Partnership (S&ELCP) area. Consultation with the trade will be	Senior Licensing Officer (BBC)	May 2023 to March 2024

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				necessary and there may be elements of policy that will need Cabinet and/or Council approval		
CS10	Businesses have every opportunity to thrive in the town centre.	Licensing (BBC)	<u>Short Term Proposed Action:</u> Promotion and facilitation of Pavement Licenses for town centre businesses	Pavement licenses to enable al fresco dining are currently issued by Lincolnshire County Council. Regulatory teams will work with BBC Communications Team to share information with businesses promoting the uptake of pavement licenses to appropriate businesses to help create a 'café culture'	Lead Food Officer	September 2023 to April 2024
CS11	Residents and visitors feel safe - Supporting a vibrant day time and night - time economy and	Regulatory Services (BBC) and Community Safety (BBC)	<u>Short Term Proposed Action:</u> Support multi-agency operations to target criminality in the business sector	Working with lead agencies such as the Police and Trading Standards, Regulatory Teams will support operations with intelligence, capability and capacity designed to disrupt criminality and organized crime	Senior Licensing Officer (BBC) / Community Safety Manager	September 2023 to March 2024

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	businesses have every opportunity to thrive in the town centre			where associated with Boston town centre businesses – links to the intelligence led and targeted policing led by Lincolnshire Police/Lincoln University		
CS12	Businesses have every opportunity to thrive in the town centre	Environmental Health (BBC)	<u>Short – Medium Term Proposed Action:</u> Promote food businesses that achieve a 5 star rating	The Food Standards Agency star rating scheme for food business is a nationally recognized and trusted indicator of hygiene and food safety compliance. We would like to develop a promotional package that seeks to promote and recognize those business that achieve this status, over and above the website links to national schemes currently provided.	Lead Food Officer	From January 2024 onwards
CS13	Experience a clean and tidy public realm	Regulatory Services	<u>Short Term Proposed (ongoing) Action:</u> Deployment of Enviro-	Adopt an intelligence led plan that routinely and regularly sees enviro-crime	Environment Supervisor	August 2023 onwards

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
			Crime Enforcement Officers to hotspot areas	enforcement officers deployed to environmental crime hotspots to provide a visual deterrence, public reassurance and an enforcement capability and support multi-agency operations/initiatives - links to the intelligence led and targeted policing led by Lincolnshire Police/Lincoln University		
CS14	Experience a clean and tidy public realm	Regulatory Services / Community Safety (BBC)	<u>Current Action:</u> Revision of the Public Space Protection Order as it applies to Dog Controls	The current regime of dog controls under the Public Space Protection Order require renewal. Public consultation will need to be undertaken and revised controls approved by BBC Cabinet.	Environment Supervisor / Community Safety Manager	October 2023
CS15	Experience a clean and	Regulatory Services	<u>Short Term Proposed Action</u> - Education and Enforcement programme	Carry out a full education programme to address	Environment Supervisor	To Commence August 2023

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	tidy public realm		around domestic bin contamination	contamination and recycling. Once this is complete introduce enforcement around bin contamination and bins being left on streets. This is crucial in reducing fly tipped bagged waste specifically in and around residential areas of the town.		
CS16	Experience a clean and tidy public realm	Regulatory Services	Short Term Proposed Action - Support groups, community champions and volunteers carrying out litter picks/clean ups	This project has already proved to be very successful with the help and initiatives of groups like the Wombles and other individuals. Voluntary assistance has been crucial in keeping areas litter free.	Environment Supervisor	ongoing
CS17	Experience a clean and tidy public realm	Regulatory Services	Short Term Proposed Action - Enviro-crime Enforcement Officers to undertake educational activities	Helping to shape and inspire the next generation to be more aware and environmentally focused supporting the	Environment Supervisor/ L A Support	To commence September 2023

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				citizenship agenda/curriculum within schools providing education environmental crime.		
CS18	Experience a clean and tidy public realm	Regulatory Services	Current Action - Maintain a robust, zero tolerance approach to Environmental Crime	Ensuring that enforcement action is taken around environmental crime both as a punishment and as a deterrent, thus encouraging people not to commit criminal offences around environmental Crime.	Environment Supervisor/ L A Support	Ongoing

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Community Safety in Our Town Centre (CS19-CS22)						
CS19	Residents and visitors feel safe - Supporting	Community Safety (BBC)	Short and Medium Term Proposed Action: Explore funding bid opportunities, for example through the Office for the Police Crime	Ongoing dialogue with the PPC's Office and the police regarding funding opportunities.	Community Safety Manager (BBC)	TBC

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	a vibrant day time and night - time economy		Commissioner, in respect to further enhancing the CCTV system, extending associated infrastructure and other associated activities			
CS20	Residents and visitors feel safe - Supporting a vibrant day time and night - time economy	Community Safety (BBC/CSP)	<p><u>Long Term Proposed Action:</u> Completion of activity within the action plan for the South and East Lincolnshire Safety Partnership Community Safety Strategy targeting: -</p> <ol style="list-style-type: none"> 1) Safer Streets and Night Time Economy 2) Tackling Anti-Social Behaviour 3) Hate Crime 4) The Safety of Women and Girls 5) Vulnerability and Safeguarding 	This action is associated with the Borough Council's role in the South and East Lincolnshire Community Safety Partnership	Community Safety Manager (BBC)	March 2024 onwards
CS21	Residents and visitors feel safe - Supporting a vibrant	Community Safety (BBC/CSP)	<p><u>Long Term Proposed Action:</u> Purple Flag attainment (or similar) for Boston Town Centre</p>	The Purple Flag is the national accreditation scheme by the Association of Town Centre Management	Assistant Director – Well-Being and Community	During the plan period.

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	day time and night - time economy			that recognises excellent management of city centres at night	Leadership (S&ELCP)	
CS22	Residents and visitors feel safe - Supporting a vibrant day time and night - time economy	Community Safety (BBC/CSP)	Current Action: Designing out crime throughout the public realm where possible by working with Lincolnshire Police.	Ongoing work with the Lincolnshire Police and the Police Crime Reduction Officer.	Community Safety Manager (BBC)	Ongoing

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Boston Town Area Committee (CS23-CS25)						
CS23	Experience a clean and tidy public realm and a place for culture,	Environmental Services	Long Term Proposed Action: Attainment of a Green Flag standard for Central Park	BTAC has asked for a report on the potential to attain a Green Flag award for Central Park to go to	Operations Manager	During the Plan period.

	events and entertainment			its 8 February 2024 meeting.		
CS24	To support and build a cohesive community	Delivery Directorate	Current Action: Instillation of Changing Places Toilets	Changing Places Toilets are being installed in Lincoln Lane and the Cattle Market Car Parks and Central Park.	Deputy Chief Executive (Delivery)	2023/24
CS25	To support and build a cohesive community	Leisure and Cultural Services	Current Action: Playground Investment	Redevelopment of Central Park Playground and following a Boston Big Local grant, the addition of a statement ship to the St Johns Playground	Play and Physical Activity Officer	2023/24

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action (Please stipulate if Current or Proposed Action)</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Building Resilient Communities - Community Leaders (CS26-CS27)						
CS26	To support and build a cohesive community	Community Leadership	Proposed Short Term Action: Develop a group to support ongoing engagement regarding the Boston Town Centre Strategy and associated action plan, linking to the Boston 400 project.	Community based group with an interest in improving the town centre to be supported.	Community Leadership Manager	Autumn 2023

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action (Please stipulate if Current or Proposed Action)</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
CS27	To support and build a cohesive community	Community Leadership	<u>Proposed Long Term Action:</u> Development of a Voluntary and Community Sector programme that will benefit the town centre.	This work will link in with Lincolnshire Community and Voluntary Service.	Community Leadership Manager	2023/24

4.0 Open for Business



Shopping in Boston's town centre is an excellent way to also explore the history and heritage of the area. However, despite its prominent location, the town centre is widely acknowledged to have seen better days; having been blighted in recent decades by a proliferation of uncontrolled signage and development. At its core the area has many buildings of historic value and which could be made more attractive and inviting and there is a growing appetite to see this brought to the fore.

The Healing the High Street programme has the potential to make the town centre more attractive, less cluttered and more coherent, to the benefit of locals and visitors and to the wider economy.

The project is bringing about change by engaging with owners, the public and with wider stakeholders (e.g. local authority, local community groups) to increase appreciation of the town centre and its potential to offer a beautiful and welcoming environment for the many thousands who use it each year.

Waterfall Plaza is a shopping mall situated off Strait Bargate in the centre leading on to Pescod Square which is a shopping precinct in the heart of Boston. It links together Wide Bargate and Mitre Lane and incorporates the historic Pescod Hall. There are eighteen stores which cover in excess of 93,000 square feet of retail space and a 377-space car park. The Pescod Square team are always trying to think of fun and exciting events that visitors and shoppers will enjoy.

In addition, the area boasts a selection of out-of-town retail parks including Boston Shopping Park and Alban Retail Park.

Boston has a variety of shopping lanes a stone's throw away from the market square including the newly restored Dolphin Lane, one of the places you can enjoy coffee and the newly developed heritage mural, celebrating the rich history of the town.

Boston's Famous Market

Boston's famous Wednesday and Saturday open-air markets are the largest in Lincolnshire and have been held for hundreds of years in the fabulous medieval large open market place in the centre of town. The Wednesday market also boasts an open air auction and additional market stalls on Bargate Green. Trading fairs or "marts" have been held in Boston since at least the 12th Century, with the earliest historic record of a fair or "mart" being held in 1132.

In 1545 Boston obtained its Charter of Incorporation from Henry VIII, via his son Edward VI.

Boston's Market is supported by a Markets Manager and Market Officer.

Town Centre Management

Town Centre Management is supported by a Place Team at Boston Borough Council (that also works within the South and East Lincolnshire Councils Partnership). Strategic town centre support for BBC is provided by the Place Manager (as required) and a Place Officer (based at BBC) alongside support from other relevant officers with an input into all aspects of town centre management.

Current activities include: -

- The SELCP Heritage Manager provides oversight of heritage issues, engages with and manages the contract with Heritage Lincolnshire to provide support, including projects in the Towns Deal. The Healing the High Street programme is directly assisting businesses in transforming their premises, improving public spaces and installation of new signage,
- Leading on the Cultural Framework and the subsequent National Portfolio Organization (NPO) work on behalf of the South and East Lincolnshire Councils Partnership. This identifies the Boston Guildhall as a key location for arts, culture and heritage delivery over the period to March 2026. The exact nature of this programme is yet to be determined.
- Partnership with Destination Lincolnshire (DL) to support growth in the visitor economy. DL has also developed and manage the Discover Boston website, which is not Council controlled: <https://boston-england.co.uk/>
- Support existing business networks, including Cultural Quarter meetings and the Boston Heritage Forum

- Broadening the Visitor Information availability through the Guildhall, St Botolph's and Pescod Square, to provide better facilities and information for visitors and local residents.
- Producing the 'Town Deep Dive' to better understand its offer, compilation of data/research, what opportunities and attractions there are and how these can be best packaged to promote the town to encourage visitors – linking to existing work streams and support. For example, the High Street Task Force support and enabling monitoring and performance effectively.
- Leading the UK Shared Prosperity Funded (UKSPF) Boston 400 project.

ACTIONS: OPEN FOR BUSINESS

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Town Centre Management (OFB1-OFB14)						
OFB1	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Seek to commission Boston Conservation Area Appraisal	Budget has been identified for this work	Heritage Manager	Late 2024
OFB2	A place for heritage, culture, events and entertainment.	Place	Deliver the Healing the High Street programme through the Town Deal	Currently ongoing.	Heritage Manager	2025
OFB3	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Establish a Partnership Agreement with Destination Lincolnshire	DL oversee the Discover Boston Website, which they are starting to develop. The site is not owned by the Council	Place Manager	Subject to a future Council decision for funding 2024

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				and currently there is no agreement to put any Council content on it (other than good will). This site will become a key component of promoting the offer of Boston.		
OFB4	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Develop Town Centre specific Promotional material	Information about Boston Town Centre (and its environs) would be beneficial in small print runs to promote the area.	Place Development Officer	Subject to a future Council decision for funding 2024
OFB5	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Promote the Town Centre at shows and events	Seek to promote the town centre at key events/shows (e.g.	Place Team/Communications/ other Council services	Subject to a future Council decision for funding 2024

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				Lincolnshire County Show, Heckington Show).		
OFB6	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Seek Travel Trade involvement for Boston 2030	Identify opportunities for travel trade to promote Boston and Boston 400 to international markets and tour operators.	Place Manager (Destination Lincolnshire)	Subject to a future Council decision for funding 2024
OFB7	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Deliver outcomes of Historic England Places Panel Review	Review and identify relevant actions from the review to deliver in Boston and identify officer/budget to undertake this work	Heritage Manager	Subject to funding being agreed 2024-2025
OFB8	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Explore creating Tourist Information facilities in partnership with St	Provide comprehensive visitor information	St Botolph's and Place Manager	TBC subject to a budget being confirmed

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
			Botolph's, Pescod Square and the Guildhall	within the Stump.		
OFB9	A place for heritage, culture, events and entertainment.	Place	<u>Long Term Proposed Action:</u> Update, clean and increase if appropriate the number of visitor totem poles and fingerposts	These are useful visitor information and wayfinding signs in and around the town centre. However, they need updating and possibly changing to link to new locations and remove old ones. The map would be linked to other publications in the town, drawing them together in a cohesive way.	Place Officer	TBC subject to identifying a budget/resources
OFB10	Experience a clean and tidy public realm.	Place	<u>Long Term Proposed Action:</u> Conduct a Street sign and furniture audit to then	Undertake an audit of street furniture and signage to then seek to reduce	Place Manager/LCC Highways	TBC subject to funding, BBC Place Officer resource and LCC support

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
			seek to reduce street clutter	street clutter and make the area look and feel better.		
OFB11	To ensure businesses have every opportunity to thrive in the town centre	Strategic Growth	<u>Current:</u> Deliver Grants 4 Growth opportunities for businesses.	Small capital and revenue grants (up to £25,000) available to Small and Medium Enterprises (SMEs) trading more than 12 months. Investment must be linked to growth.	G4G Team/SHDC	Current – up to end March 2025
OFB12	To ensure businesses have every opportunity to thrive in the town centre	Strategic Growth	<u>Current:</u> Deliver the Micro Business Grant Fund	Investment up to £5,000 for micro businesses.	G4G Team/SHDC	Current – up to end March 2025
OFB13	To ensure businesses have every	Investment and Growth	<u>Current/ongoing:</u> Seek to secure funding to build on	Apply for and source appropriate	Head of Investment and Growth/Place	2024 onwards

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	opportunity to thrive in the town centre		existing opportunities and support ongoing development and business support for Boston businesses	funds that support Boston aspirations.	Manager/Place Development Officer	
OFB14	To ensure businesses have every opportunity to thrive in the town centre	Place	<u>Medium Term Proposed Action:</u> Deepen the Boston Town Deep Dive report	Seek to add new themes such as building ownerships, opportunities for promotion to investors, alternative uses	Economic Growth Directorate (incl. Economic Development, Place and Planning)	2024 onwards

<u>Reference Number</u>		<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Markets (OFB15-OFB17)						
OFB15	Businesses have every opportunity	Markets	<u>Current Action:</u> Review and update the Markets Policy	Review and update the Markets policy	Markets Manager	2023/24 Annual

<u>Reference Number</u>		<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	to thrive in the town centre			and seek out alignment within the South and East Lincolnshire sub-region.		Delivery Plan
OFB16	Businesses have every opportunity to thrive in the town centre	Markets	<u>Current Action:</u> Review the town's Market Service ensuring Best Value.	Review the Market Service, working towards a breakeven model. The stalls and trailers are now coming to an end of their useful life, and the review will include invest to save options for future delivery of the Markets Service.	Markets Manager	2023/24
OFB17	Businesses have every opportunity to thrive in the town centre	Markets	<u>Short Term Proposed Action:</u> Deliver a Markets Development Plan for Boston Market	Work is ongoing to expand the markets offer, with the addition of events (subject to funding) including the developing Teen Markets, the potential for a	Markets Manager /Assistant Director Leisure and Culture	2023/24

<u>Reference Number</u>		<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				<p>Farmers Market, further Artistic interventions and street performances and Heritage based activity and events, such as the Hansa Day (May) working in partnership with Transported, the Hanseatic League etc.</p> <p>A Development Plan would tie in a strategic approach looking at elements including strands of activity, marketing, modernisation, financial savings and growth.</p>		

5.0 Culture, Heritage and Events



A Focus on Culture and Heritage – A Strategic Approach

In July 2022 Boston Borough Council agreed a new joint Cultural Framework/Strategy with East Lindsey District Council that seeks to build on significant progress to support cultural activity in the town (and across the borough/Districts), build capacity, and demonstrate commitment to excellence and innovation in cultural infrastructure, partnership and programming within the locality.

The Framework aligns with the Government's Levelling Up agenda and funding opportunities for cultural investment through the Town Deal and Levelling Up Funds.

Both Boston and East Lindsey have been designated Arts Council Priority Places – areas where there is significant potential but also one where multiple barriers have historically stood in the way of system-wide cultural renewal. These localities have attracted National Portfolio Organisation funding which is to support a programme of art and culture as well as enabling an education, research and skills programme to be developed. This work is being taken forward by the Communities and Growth Directorates within the Council.

The market town has a rich heritage and is known to many people as the home of the Mayflower Pilgrims, who sailed from The Haven in 1620 and settled in what is now Boston, Massachusetts. Boston's sometimes little known but internationally notable cluster of heritage buildings would be the envy of many an English city. St Botolph's Church is the centrepiece. It is a magnificent

landmark, soaring above the Fens and visible from more than ten miles away. It is the largest parish church in England and is affectionately known as 'The Stump'. The church's scale and grandeur, with a cathedral-like interior, is testament to the town's previous wealth and status. The town also retains a Guildhall that was built in 1390 by the Guild of St Mary, today housing a museum and a venue for weddings and other events.

Building Community Cohesion and Economic Development through Culture, Heritage and Events

The Boston Borough Council Events Team delivers an events programme for the Borough of Boston which includes the historic May Fair and working with the Council's Community Leadership Team a four day Boston Yuletide Celebratory Festival, which includes the Illuminate event supported by Transported Arts and working with the community the Santa Fun Run. In liaison with the Boston Town Area Committee (BTAC) they also lead events such as the Classic Car Show, Vintage Festival and Halloween.

The Events Team supports external event providers to develop events and to interact with Boston Borough Council's Safety Advisory Group. They also work with numerous external partners such as Fydell House, Blackfriars, St Botolph's, Boston Community Runners, Transported Arts, community groups and others in order to develop events and the cultural offering across the Borough. The events programme can be accessed on the Council's website.

Events in Boston are mainly funded through: -

- Boston Borough Council's Events Budget – Mayfair (900 year anniversary 2025), four day Christmas event
- BTAC Events Budget – Programming year round in Town Centre locations.
- Healthy Activities Budget – Supported through BTAC and External Funding streams.

Events are also delivered through the Council's Sports Development Team including the Beach Events and Skate Jam and there are smaller events such as: Fairy Door Hunts; Pirate Treasure Hunt; and cultural interventions in the Central Park, Market Place and Guildhall Museum.

Arts Development

The Council's Leisure and Culture Division is also responsible for the management, development and delivery of public realm art initiatives and programming in liaison with partners; including the significantly impactful Boston Buoys scheme, the 'Structures on the Edge' contemporary sculptural installation at the Pilgrim Memorial site and ongoing public realm interventions such as the Wings project. This work is also managed in support and liaison with the Transported Arts programme including the origination,

curation and development of heritage place themes that underpin the development of inclusive community arts programmes. This work incorporates participative programmes, performance and visual arts initiatives.

The Christmas period in Boston is a fantastic opportunity to build engagement and cohesion amongst the local community, with many community and third sector led initiatives focussing on empowering people to have an active role within the town. Through a four day event planned for the first time in 2023, there is an opportunity to celebrate Boston's uniqueness at Christmas through its diverse community whilst providing opportunities to capitalise on Boston's history and heritage.

Cultural Groups

The Council's Leisure and Culture Division supports a range of groups with regards to promoting arts and culture in key locations such as the town centre:-

a. Transported Creative People and Place Programme

The Leisure and Culture Division deliver its arts development work in partnership with Transported Arts, which is a strategic, community-focused programme that aims to get more people in Boston Borough and South Holland enjoying and participating in arts activities. This programme is targeted at areas where arts participation is particularly low within communities, and Transported Arts core team costs are funded by a grant from Arts Council England as part of the Creative People & Places strand in the National Portfolio of arts organisations, but project delivery costs need to be supported by additional income. Originally launched in Holbeach in May 2013, it was initially one of only seven areas of greatest need that was successful in the first round of applications. The programme is now in its fourth period of three year funding phases and is hosted by the Centre for Culture and Creativity at the University of Lincoln. The Creative People and Places fund is focusing investment in parts of the country where people's involvement in the arts is significantly below the national average, with the aim of increasing the likelihood of participation. Following an application and interview process, South Holland and Boston Borough were awarded funding from Arts Council England under the initial Transported consortium.

This investment will encourage long-term collaborations between local communities and arts organisations, museums, libraries and local authorities. It aims to empower them to experiment with radically different approaches and develop inspiring, sustainable arts programmes that will engage audiences in those communities. Boston's heritage has paid an integral part in engaging communities with artistic interventions. This relationship is reflected in Boston's 2017 Heritage Strategy, and recent town centre projects and interventions have included the station to Stump project including the arts

installations in and around the 'B&M' garden, the Woodcarvers memorial to lost fishermen, the Boston Buoys project, and the Dolphin Lane Mosaic.

b. Cultural Quarter Group

A group of town centre cultural venues and organisations that are working collaboratively for the benefit of heritage and culture in Boston, including Fyde House, the Guildhall, Blackfriars, and the Stump. The Boston History Group and the Hanseatic League are also represented.

c. Public Realm Group

This group meets to work on priority projects associated with the Public Realm. The Group includes a mix of Council Officers, representatives from Heritage based organisations, Boston in Bloom and Transported, to develop Public Realm and Arts interventions in Boston:

Projects have included: -

- Boston in Bloom supported projects, including Central Park sculpture garden.
- Boston Barrier walkway and interpretation.
- Street scene projects including Boston Town Centre clean-up of signage, furniture etc. finger posts, wayfinding Monoliths, arts based trails and replacement street furniture.
- Public Art installations.

Complementary Strategies, Plans and Policies

- 2017 Boston Heritage Strategy
- 2017 Conservation Area Management Plan
- Boston/ELDC 2022 Cultural Strategy
- Graffiti & Street Art Policy – ADP

Guildhall

The Leisure and Culture Division is also responsible for the Guildhall whose operational team offer a breadth of activity across the theme of culture and heritage as well as the operational management and delivery of the Arts Council England accredited Guildhall museum service. The Guildhall in the town centre being a Visit England accredited visitor attraction that offers a tourism information service and additionally operates as a private hire and wedding venue.

The museum incorporates professional standards in the care of a 5,000 item collection and the management and care of a Grade 1 listed building (built in the 1390's) and visitor attraction. Its research, development and delivery of exhibitions programmes and historic narratives also support the wider historic visitor experience and visitor economy including the 2020 development of a new narrative for the Pilgrims and the direct link into the foundation of Boston Massachusetts in 1630, not told before. Work is also underway to develop a partnership wide 1630 narrative for the 2030 foundation of Boston Massachusetts (Boston 400).

The Guildhall service managed the development and delivery of historic interpretation schemes throughout the town and surrounding areas to reinforce the visitor experience from a heritage perspective.

ACTIONS: CULTURE, HERITAGE AND EVENTS

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Events (CHE1-7)						
CHE1	A place for heritage, culture, events and entertainment and businesses have every opportunity	Events Team	<u>Current Action:</u> Deliver the Mayfair event annually.	Delivery of the week long Mayfair (900 year anniversary 2025).	Assistant Director Leisure and Culture	Late April/Early May Annually

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	to thrive in the town centre					
CHE2	A place for heritage, culture, events and entertainment and businesses have every opportunity to thrive in the town centre	Community Leadership/Leisure and Culture	<u>Short Term and Long Term Proposed Action:</u> Deliver a four Day Christmas, illuminate and yuletide event	Deliver a four day Christmas, illuminate & yuletide event in partnership with Transported Arts and the Council's Community Leadership Manager to deliver an events programme around the arts, music, markets, entertainment and fairground rides. Plan with partners for the event to evolve into an annual festival, to build on the Christmas Market/illuminate Parade.	Community Leadership Manager working with the Assistant Director for Leisure and Culture	2023/24 and ongoing
CHE3	A place for heritage,	Events	<u>Current Action:</u> Deliver a Car Show	Deliver an expanded Classic	Play and Physical Activity	2023/24

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	culture, events and entertainment and businesses have every opportunity to thrive in the town centre		/Continental Market/Vintage Festival	Car show, with a wider vintage element focusing on the 40's and 50's and the 60's and 70's in Central Park.	Officer/Events Officer	
CHE4	To support and build a cohesive community,	Events	<u>Current Action:</u> Deliver the Beach in the Park Summer Events Programme	Installation of a beach, and delivery of a beach event with free family activities and donkey rides that people can get involved in: Messy hands and feet painting, storytelling, fairy door hunts, picnics in the park, pirates and princess day with community groups providing information and advice. Further events focussing	Play and Physical Activity Officer/Events Officer	2023/24

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				on dementia, sand carving etc. operating around the Beach are also delivered.		
CHE5	A place for heritage, culture, events and entertainment and businesses have every opportunity to thrive in the town centre	Events	<u>Current Action:</u> Deliver a town centre Halloween Event	An expanded event centered around the Guildhall and Fyde Hall House with day time events for children and an event for adults with ghost walks tied to the 'real' history of the town.	Events Officer	2023/24
CHE6	A place for heritage, culture, events and entertainment and businesses have every opportunity to thrive in the town centre	Events (BBC)	<u>Current Action:</u> Deliver a varied range of events in addition to core events such as Christmas and Halloween	<ul style="list-style-type: none"> • October Fair – Central Park • Holi Festival – Central Park • Skate Jam – Central Park • Slacklining demonstration and participation – Market Place 	Play and Physical Activity Officer/Events Officer	2023/24

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action (Please stipulate if Current or Proposed Action)</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Arts and Cultural Development (CHE7-CHE9)						
CHE7	A place for heritage, culture, events and entertainment	Cultural Services	<u>Current Action:</u> Deliver a Street Art Policy that covers the town centre	Development of a Street Art Policy in the 2023/24 Annual Delivery Plan.	Interim Cultural Services Manager	2023/24 Annual Delivery Plan
CHE8	A place for heritage, culture, events and entertainment	Cultural Services	<u>Current Action:</u> Deliver against the Boston/East Lindsey Culture Strategy that provides a focus in the Borough on the town centre	Deliver against the Boston/East Lindsey Culture Strategy that provides a focus in the Borough on the town centre	Place Manager and Interim Cultural Services Manager	2023/24
CHE9	A place for heritage, culture, events and entertainment	Cultural Services	<u>Current Action:</u> Deliver an Arts programme with a focus on Boston Town Centre	<u>Deliver</u> an Arts Programme with a focus on Boston Town Centre	Interim Cultural Services Manager with Transported Arts	2023/24

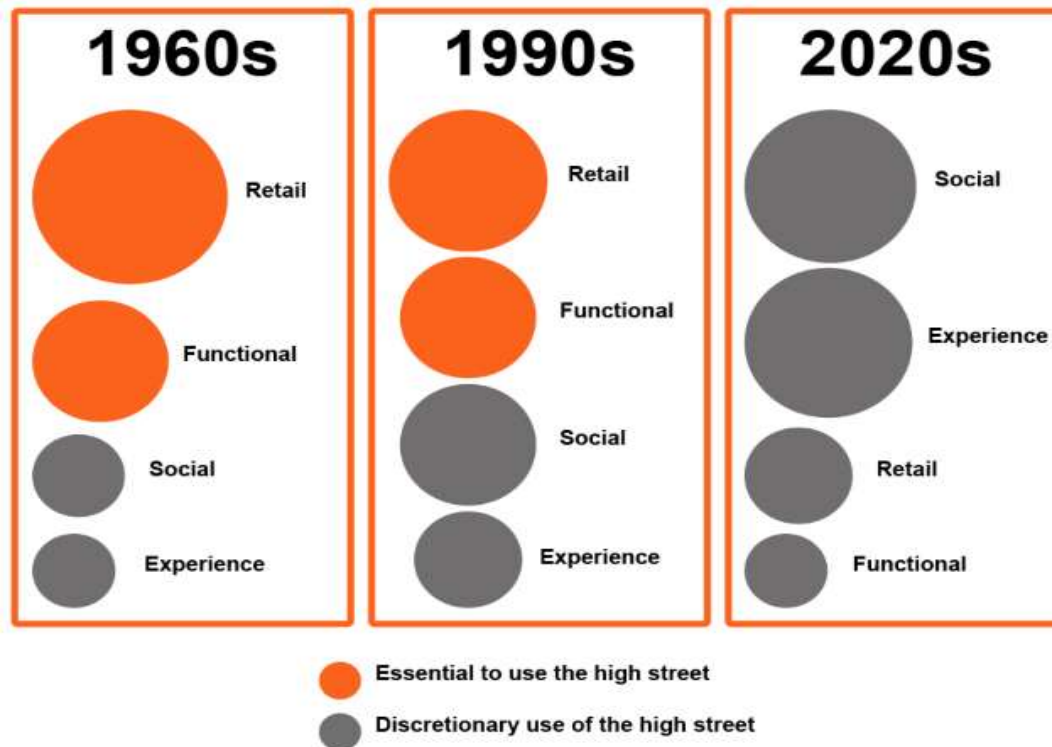
<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Boston Guildhall (CHE10-CHE14)						
CHE10	A place for heritage, culture, events and entertainment	Cultural Services	<u>Current Action:</u> Deliver a Business Plan for the Guildhall that promotes the Guildhall and the town centre.	Review the Guildhall Museum service and develop a business plan to incorporate the 2022 review for commercial enterprise and heritage.	Assistant Director Leisure and Culture	2023/24
CHE11	A place for heritage, culture, events and entertainment	Cultural Services	<u>Current/Proposed Action:</u> Deliver the National Portfolio Guildhall Hub	Development of NPO Guildhall Hub programme in partnership with the Council's Place Team, and any associated requirements to redevelop the museum's exhibition space.	Assistant Director Economic Growth and Assistant Director Leisure and Culture	2023/24 Annual Delivery Plan
CHE12		Cultural Services	<u>Current/Proposed Action:</u> Develop plans for Boston 2030	Work to include development of programming of American history milestones that were influenced by people from South and East Lincolnshire leading towards the 2030 Boston, Massachusetts Anniversary, including: Boston Tea Party, working	The Assistant Director for Economic Growth and Assistant Director for Leisure and Culture	2023-2026

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				with Transported Arts/illuminate. 250 th Anniversary of the formation of the United States, 2026. Stories include Anne Hutchinson (Alford) and Rhode Island, John Smith and Jamestown. Stories associated with religious intolerance etc.		
CHE13	A place for heritage, culture, events and entertainment	Cultural Services	<u>Long Term Proposed Action:</u> Develop a project of New World Connections	Develop New World stories to cover countries like Australia: <ul style="list-style-type: none"> Matthew Flinders, 2024. Joseph Banks, (Boston and Horncastle). 	Principal Museum Arts and Heritage Officer	2024/25
CHE14	A place for heritage, culture, events and entertainment and businesses have every opportunity	Cultural Services	<u>Long Term Proposed Action:</u> Develop and cultivate collaborative partnerships with Town Centre Cultural Facilities and Organisations	Develop and cultivate collaborative partnerships with Town Centre Cultural Facilities and Organisations, including:- <ul style="list-style-type: none"> Cultural Quarter Group A group of town centre cultural venues and 	Interim Cultural Services Manager	2023/24

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current / Proposed Action</u>	<u>Detail including comments to support delivery (e.g. resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	to thrive in the town centre and to work effectively with all public sector partners, businesses and the voluntary and community sector			<p>organisations that are working collaboratively for the benefit of heritage and culture in Boston, including Fyde House, the Guildhall, Blackfriars, and the Stump. The Boston History Group and the Hanseatic League are also represented.</p> <ul style="list-style-type: none"> Public Realm Group This group meets to work on priority projects associated with the Public Realm. The Group includes a mix of Council Officers, representatives from Heritage based organisations, Boston in Bloom and Transported Arts, to develop Public Realm and Arts interventions in Boston. 		

6.0 Transformation

The role of high streets and town centres has evolved over the decades in response to current and past trends, resulting in the changing needs and demands of local consumers (fig 1) and employers.



Businesses Have the Opportunity to Thrive

To reflect current consumer needs we will look to transform and pivot the town centre away from just a retail centre to one which supports a whole family experience and the diversification of business opportunities.

Working Effectively With All Public Sector Partners and the Business and Community Sector

A town centre has a complex economic ecosystem made up of shops, pubs, cafes, business services, and health and community service providers such as dentists, libraries, gyms and cinemas. To really unleash the sustainable power of this ecosystem there needs to be strong collaboration, partnerships and engagement across these sectors to enable shared understanding how together they support one another within the ecosystem.

Fig 1 Source: *creating resilient and revitalised high streets in the 'new normal'*

Investment and Growth

Through Boston's Town Deal transformation of the town centre has already started with projects such as 'Healing the High Street' where grants are being offered to building owners so that they can invest in repairing and restoring historic features to their buildings. Improvements to the surrounding public area and green spaces will also take place as part of this project. This project is

being carried out by Heritage Lincolnshire and will return Boston's town centre back to its former glory. It follows on from previous schemes such as the Boston Townscape Heritage Project.

The second of the three Town Deal projects, the refurbishment of Blenkin Memorial Hall is now complete on the repair, renovation, and redevelopment of the Memorial Hall which plays an important role as a community hub for Boston.

The third Town Deal project of relevance to the town centre is the 'Rejuvenation of Dolphin Lane'. This project will see the current pedestrian footway along Dolphin Lane replaced with Yorkstone paving setts creating a more attractive retail environment leading to higher footfall and a consistent appearance between Dolphin Land and Market Place.

ACTIONS: TRANSFORMATION

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
Investment and Growth (T1-T10)						
T1	Businesses have every opportunity to thrive in the town centre and a place for heritage, culture, events and entertainment	Investment and Growth	<u>Current Action:</u> Support the Healing the High Street Project	Building owners can invest with support from this project in repairing and restoring historic features to their buildings. Improvements to the surrounding public area and green spaces will also take place as part of this project.	Head of Investment and Growth/Town Deal	2025

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
T2	A place for heritage, culture, events and entertainment	Investment and Growth	<u>Current Action:</u> Support the Memorial Hall Project	Work is now complete on the repair, renovation, and redevelopment of the Memorial Hall which plays an important role as a community hub for Boston.	Assistant Director Economic Growth/Town Deal	Completed this year 2023
T3	Businesses have every opportunity to thrive in the town centre and a place for heritage, culture, events and entertainment	Investment and Growth	<u>Current Action:</u> Support the rejuvenation of Dolphin Lane	This project will see the current pedestrian footway along Dolphin Lane replaced with Yorkstone paving setts creating a more attractive retail environment leading to higher footfall and a consistent appearance between Dolphin Land and Market Place.	Lincolnshire County Council/Town Deal	During the plan period.
T4	Businesses have every opportunity to thrive in the town centre	Investment and Growth	Establish 'Stakeholder' or 'business' group	Look at developing a town centre 'stakeholder' or 'business' group to enable and accelerate better communication	Head of Investment and Growth (BBC)/Assistant Director Economic Growth	March 2024

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
				allowing better and more constructive decision making, greater opportunities for participation for shared initiatives or projects, including consultation on transport, planning and crime reduction policies. The 'stakeholder 'or 'business 'group can also act as functioning support mechanism when applying for suitable funding streams.		
T5	Businesses have every opportunity to thrive in the town centre and to work effectively with all public sector	Investment and Growth	<u>Long Term Proposed Action:</u> Deliver Mixed use opportunities in the town centre	Look at mixed use opportunities utilising empty voids and create alternative uses to improve the economic environment and functionality such as; mini factories where businesses can make/	Head of Investment and Growth (BBC)	Plan to be developed in 2024

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
	partners, businesses and the voluntary and community sector			produce goods either for 'on site' resale or distribution.		
T6	Businesses have every opportunity to thrive in the town centre	Investment and Growth	<u>Current Proposed Action:</u> Enhance Boston's leisure, food and beverage offer within the town centre	Through more relaxed planning regulations we are looking at how best to enhance our leisure, food and beverage offer including cafes and restaurants with outdoor space.	Head of Investment and Growth	2024/25
T7	To work effectively with all public sector partners, businesses and the voluntary and community sector	Planning	<u>Long Term Proposed Action:</u> Work with the Private sector to develop residential accommodation in the town centre	This may include the potential to repurpose retail units to residential and this could also include working in collaboration with the private sector to develop residential accommodation on underutilized privately owned car parking space	Assistant Director - Planning and Strategic Infrastructure	Ambition to Progress in the Plan Period

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
T8	Businesses have every opportunity to thrive in the town centre, to also support and build a cohesive community and to work effectively with all public sector partners, businesses and the voluntary and community sector	Planning	<u>Long Term Proposed Action:</u> Seek to deliver 5G Wi-Fi networks within the town centre	Look at delivering a 5G town centre-wide broadband network to support digital connectivity. This would also help local retail improve 'in store' technology.	Head of Investment and Growth	Ambition to progress in the Plan Period

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
T9	Experience a clean and tidy public realm and to work effectively with all public sector partners, businesses and the voluntary and community sector	Growth	<u>Long Term Proposed Action:</u> Deliver the PE21 project	Project to regenerate a ten acre underutilized economic area now called Rosegarth Square	Assistant Director – Planning and Strategic Infrastructure	Ambition to progress in the Plan Period

<u>Reference Number</u>	<u>Strategic Objective/s</u>	<u>Service Area</u>	<u>Current (C)/ Proposed (P) Action</u>	<u>Detail including comments to support delivery (eg resources required etc)</u>	<u>Lead Officer</u>	<u>Timescale for Delivery</u>
T10	Businesses have every opportunity to thrive in the town centre	General Fund Assets	<u>Short Term Proposed Action:</u> Replacement of Boston's entire car parking ticket machine fleet totaling 26 units.	New car park ticket machines have been ordered for all of Boston's on and off-street chargeable parking. The contract has been awarded to International Parking Systems (UK) Ltd T/A IPS Group UK through the ESPO 509/23 Framework.	Assistant Director – General Fund Assets	Installation is due to commence and complete in October 2023.
Clean and Safe (T11)						
T11	Experience a clean and tidy public realm and businesses have every opportunity to thrive in the town centre	Environmental Services	<u>Long Term Proposed Action:</u> Depending on proposals for removing vehicles/bus routes in Market Place, work with partners to develop pedestrian shared space including tree planting, floral decoration etc.	This activity is a long-term cultural transformation possibility.	Head of Investment and Growth working with the Assistant Director – Leisure and Culture / Assistant Director – Neighbourhood Services/ Operations Manager	TBC

7.0 How Delivery Against this Strategy will be Monitored and Reviewed

A Town Centre Management Steering Group has been established at Boston Borough Council. The role of this group is to develop the Boston Town Centre Strategy and Action Plan and provide the governance required to support its implementation. This group is to meet quarterly once the strategy is adopted/agreed. At each meeting actions will be reported on as appropriate alongside information relating to key performance indicators, such as number of void retail properties, footfall data etc.

Monitoring and reporting will also be undertaken as appropriate through Cabinet and Scrutiny Committee/s.

The Membership of the Town Centre Management Steering Group includes:-

Deputy Leader - Chair
Chair of Boston Town Area Committee
Deputy Chief Executive (Communities)
Assistant Director Neighbourhoods
Operations Manager
Assistant Director Well-Being and Community Leadership/ Community Leadership Manager
Communications Team Lead
Assistant Director Economic Growth/Place Manager
Head of Investment and Growth
Assistant Director Regulatory Services
Assistant Director Leisure and Culture/Interim Cultural Services Manager

Recognising the importance of partnership work the following are key partners that have been identified amongst others to be engaged in the development of this strategy and its associated action plan:-

Police Inspector – Lincolnshire Police
Chief Executive of Lincolnshire Community and Voluntary Service
Lincolnshire County Council eg Highways
Business, Market and Community Representative/s TBD
Head Verger Boston Stump
Representative from Destination Lincolnshire
Representative from Heritage Lincolnshire
Representative from the Environment Agency

Consultation on this Strategy and Action Plan

Consultation regarding the Boston Town Centre Strategy and Action Plan will take place during mid-September 2023 to mid-October 2023. This will take a number of forms including use of the Council's website including an online survey, and engagement sessions with the community and local businesses. Promotion will be via social media, press releases etc. This work will also be considered by Boston Borough Council's Corporate and Community Scrutiny Committee and the Boston Town Area Committee. It is intended that an ongoing dialogue will take place with all relevant parties in order to keep the Boston Town Centre Strategy and Action Plan a "live document".

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