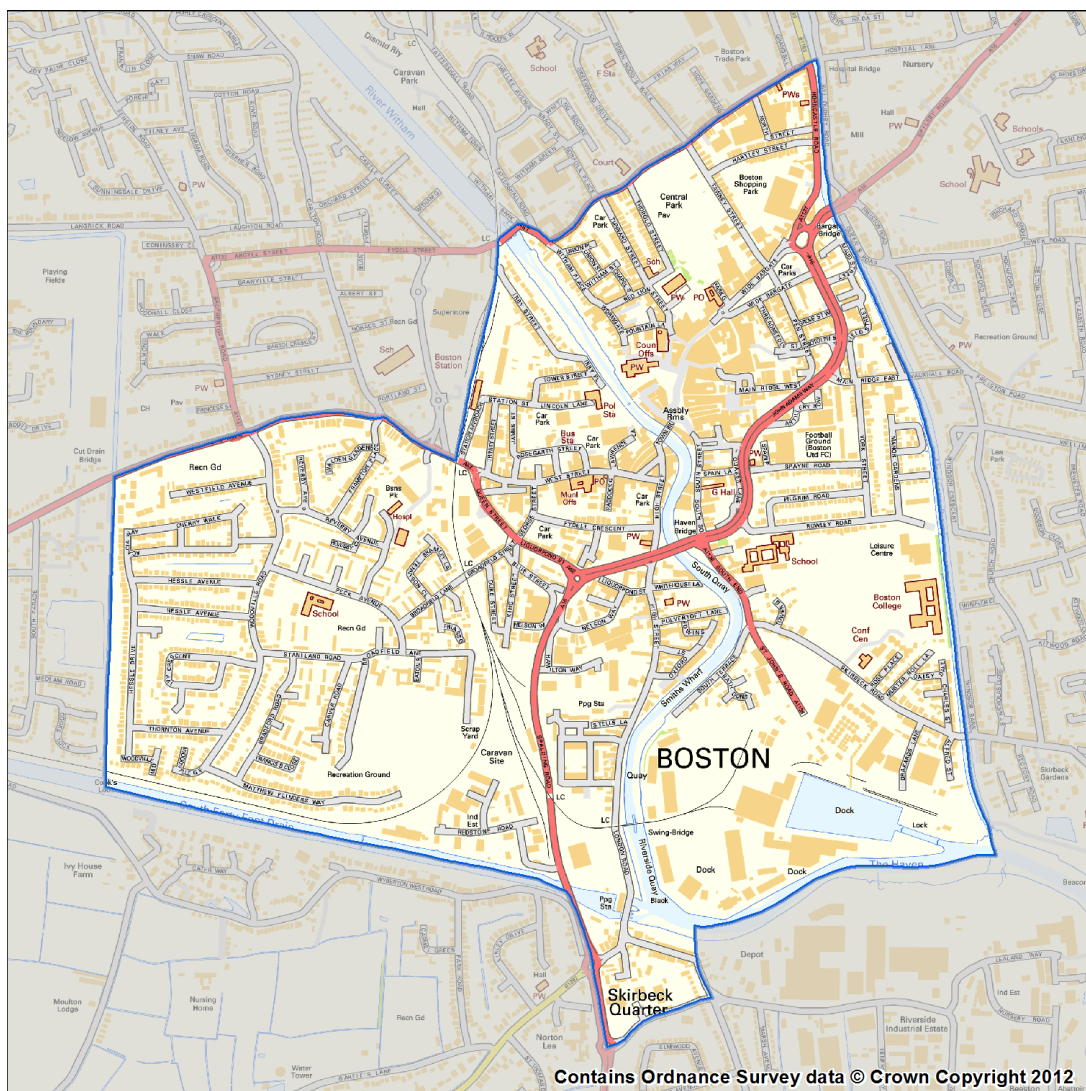


Big Local Plan April 2015 – March 2017



CONTENTS

Forward by the Chair	3
Introduction.....	4
1. Our vision and how it arose	5
2. Profile of local needs	6
3. Our priorities for action	9
3.1 Core values and guiding principles	9
3.2 Our Boston Big Local themes	10
4. Outcomes and action plans	11
4.1 Our overarching outcomes.....	11
4.2 Our Boston Big Local outcomes.....	11
4.3 Funding	
4.4 Action Plans.....	11
Theme 1 - Improving health and wellbeing	12
Theme 2 - Creating a more attractive environment	15
Theme 3 - Building community spirit	17
Theme 4 - Encouraging enterprise.....	19
5. Partners and influencing the statutory sector.....	22
6. Communications	23
7. Telling the story: review and evaluation	25
8. Our approach and governance structure	25
9. Risks and challenges	31
10. Finances and detailed budget profile	33
11. Appendices	36
1. Process & Timeline	37
2. Plan Coordinator Job Specification	38
3. Partnership Agreement: code of conduct, confidentiality, declaration of interest, and values	39
4. Building the plan	43

Forward by the Chair

In December 2012 it was announced that Central Boston had been selected as one of the fifty areas in the third tranche of Big Local regions. I first became involved with the Big Local project in February 2013, when the public were invited to attend meetings to find out what it was all about. Soon afterwards a Steering Group was formed and our journey to create a partnership and develop a plan began. To mix my metaphors there have been stormy seas on our rocky road and some of those who set off at the beginning have fallen overboard/by the wayside, whilst others have joined us on our journey.

At the outset we were finding our way and very concerned to be seen to be 'getting on with it', as a consequence we fell into the trap of thinking process was progress. In our desire to gain access to the million pounds and start 'doing good' we allowed ourselves to be led down the path of ticking boxes and jumping through hoops. Thus after asking the public the basic question, "What would you do with a million pounds?" we concentrated on the administrative tasks of writing a constitution, compiling a profile of the area and 'hanging' local names and labels on to a pre-written, one-size-fits-all, skeleton draft plan. But after meeting with representatives of other Big Local areas we suddenly realised that, although our approach was 'one of many' acceptable paths to our goal, it was not the route that we ultimately wanted to take.

Therefore we took the decision to shelve what we were doing, looked long and hard at what we wanted to achieve – and how we wanted to achieve it – and then, started again. After re-evaluating the responses to our initial "What would you do..." questionnaire we grouped the results into four main categories and then asked the public to decide their importance and spending priorities. It may be something of a cliché but it really was as if a great weight had been lifted from our collective shoulders. No longer were we 'deciding what was best' for the town, instead we were deciding how best we could achieve the desires of our fellow residents.

And so, armed with this information, we created a plan intended to cover the first two years of the project, that more accurately reflects the needs and aspirations of the residents of Central Boston. At this point the Steering Group; which included several people who, whilst residents of Boston Borough, are not residents within the Central Boston Big Local area, selflessly voted to disband itself. This cleared the way for the creation of the formal Residents' Partnership, which can submit the plan for approval and, ultimately, begin 'doing something' with the money.

I think I speak for all of the Partnership members when I say that the journey to this point, although difficult at times, has been worthwhile and we look forward to putting into action our plan for realising the wishes and desires of our town's residents. I only hope that we can come close to achieving our goals.

Richard Tory
Chairman
Boston Big Local

Introduction

Boston Big Local is one of 150 areas that have been awarded £1million to make a lasting and positive difference to their local community.

The project is being steered by a local Partnership and coordinated through TaylorITEX CIC, which is acting as the Local Trusted Organisation (LTO) for the project. TaylorITEX CIC is a Community Interest Company based within the Boston Big Local area.

Boston Big Local funding is a 10-year programme aiming to make a big difference to the local area and long-lasting change to the lives of those people living and working in the area.

Although a 10-year programme, this plan is for an initial two years. Throughout the programme there will be an annual review to ensure that the priorities continue to reflect the needs of the area and that Boston Big Local is led and managed well and in line with the Big Local ethos and our guiding values and principles.

1. Our vision and how it arose

Boston Big Local is a third Wave Big Local area and has been building community involvement through the pathway.

- Getting people involved.
- Exploring the vision.
- Forming a Partnership.
- Creating a Big Local plan.
- Making change happen.
- Seeing what we've done.
- Reviewing the plan and Partnership.

Our vision arose through the Getting Started phase of Big Local in Boston, including surveys, the profile and community events. The steering group then reviewed all material and from this process, drew out emerging themes which informed the wording of our vision.

1.1 Our vision

Our vision is for a happy vibrant area where people feel a sense of belonging.

We aim to enhance the local area for the benefit of residents and businesses.

Our objectives are to build closer communications between all people, make the area more attractive, encourage new businesses and help make the facilities better, improve the environment for all and help ensure cleaner and safer streets.

Our long term shared vision for the Boston Big Local area is:

- A place where people live happy, healthy lives, where people feel included, valued and engaged.
- A place where access to the arts and sporting activities are readily available to all.
- A place which encourages people to participate in and take ownership of their community, creating a strong community spirit and a sense of pride in their surroundings.
- A more cohesive community, bringing together peoples of different nationalities, cultures and faiths, generating mutual respect and understanding, valuing the contributions that each brings to our community.
- A place where older people, people with disabilities and vulnerable people are considered and valued, where barriers of social isolation no longer exist and facilities are accessible and inclusive for all.
- A place that is attractive, cared for and where people feel safe. A place that is welcoming and interesting to both visitors and residents alike.
- A place where financial exclusion is reduced, where the aspirations of young people are high and where investing in their potential to develop new skills and creating new opportunities is encouraged.
- A place where Boston's market and historic centre is rejuvenated and once again enjoys the prestige of serving as a key hub in the lives of the people of Lincolnshire.
- A place where community facilities are well used, thriving and sustainable, providing a wide range of activities for all ages, faiths and cultures.
- A place where people are more engaged, with wider networks and improved communications between local groups, organisations, agencies and the residents they serve.
- A place that encourages education and training where innovation and new opportunities are embraced and where people feel supported enough to take risks and where we all have a brighter sustainable future leaving a legacy for generations to come.

2. Profile of local needs

Our profile was completed in early November 2014 and submitted to Local Trust. It gives us a rigorous and detailed look at the Boston Big Local area and surrounding parts of the town. It draws on nationally available data and local knowledge, including from Placecheck see www.boston.gov.uk/index.aspx?articleid=3889. Our profile is a public document available on our website, www.bostonbiglocal.co.uk. We see it as giving a sure foundation to build the plan, based on a sound understanding of local need. The profile will be updated periodically over the ten years to ensure our vision, themes and activities remain based on accurate assessment of local issues.

2.1 Summary of the Boston Big Local profile

The full profile is on our website, praised by Local Trust for its thorough overview and how our vision and values are grounded in what the stats and stories have been telling us.

What the stats tell us:

Boston Big Local covers an area of approximately 3 km² located around the town centre of Boston. This area contains the retail core, administrative offices for the Borough Council, Police Station, railway and bus station, a large central park, markets, port, football ground and sports facilities, historic buildings, schools, colleges and training establishments, cinema, theatre, clubs, pubs, restaurants and fast food outlets.

Boston has a rich history as a medieval port, market town, religious and trading centre. The parish church of St. Botolph's known locally as "The Stump" is second only in importance to Lincoln Cathedral in its historic and architectural significance in the county. The first recorded usage of the name Boston is in the *Registrum Antiquissimum* of Lincoln Cathedral in 1090.

According to the Governments Index of Multiple Deprivation (2010) Boston Borough is ranked as the 65th most deprived council area in England out of 326 local authorities with 17.7% of children living in poverty. Census 2011 figures indicate that Boston now has the highest percentage of non-British EU passport holders outside of London at 12.1% reflecting major population changes and their social impacts in recent years.

Within the Boston Big Local area the 2011 Census showed a population of 12,056. Compared to 2001 Census figures, when the population of the Boston Big Local area was 9,551 this indicates that the population has increased by 20.7%. 65.3% of the population in the Big Local area describe themselves as White/English/Welsh/Scottish/Northern Irish/British. 29.6 % as White/other white.

Information received from Boston College indicates that 76 languages other than English are spoken in Boston with Polish, Latvian and Lithuanian being the most prevalent. Statistical analysis of the Boston Big Local population indicates that: 1,994 residents are aged between 0 - 16 years representing 16.54% of the total population. 8,256 are aged between 17–64 years old 68.48% and 1,806 are aged 65 years and over a total of 14.98%. 6,300 people within the Big Local area are economically active, 51.76% of these are in low skilled elementary occupations such as process plant and machine operatives.

Housing within the Boston Big Local area is mixed from detached houses and bungalows to semidetached houses, terraced houses, flats, maisonettes, apartments and caravans or mobile homes. The age of the homes also varies considerably from new builds to homes which are over 100 years old. Of the 5220 homes in the area 25% are owned outright, 22% owned with a mortgage or loan, 1% are part rented, part owned, 6% are rented from the local authority, 13% are rented from social housing providers, 30% are privately rented from a landlord or letting agency, 1% are rented from another source and 1% are living rent free.

The average house price in Boston is £132,695 with average earnings at £19,141. On average

a house costs 6.9 times the average salary for one person. To afford an 80% mortgage in Boston the buyer would need an average household salary of £30,322. Mean rents (£560 per month) have risen by 8.3% between 2011 and 2013; this rise is the 5th highest in the region.

Boston is consistently among the four areas in the country with the lowest average family income, has the lowest average wage of the 77 predominately rural district councils and is the 4th worse for area for the proportion of workers earning under £7 per hour (30.4%).

The easiest method of travel in and around Boston is by private transport, cycle or on foot. In total there are 4,481 cars or vans owned by the residents of the Boston Big Local area, with 2,394 households owning 1 car or van, 752 households with 2 cars or vans, 126 with 3 cars or vans and 46 with 4 or more cars or vans.

Within the Boston Big Local area of the 5,220 households, 1,363 households were not considered as deprived whilst 3,857 households were considered to be deprived in at least one or more categories of deprivation.

Compared to national averages for the whole of Boston, by Year 6, 22% of all school children are classified as obese. In 2012, 26.8% of adults were classified as obese, with diabetes being significantly worse than national averages. Estimated levels of physical activity are worse than the average for England. Rates of alcohol-related harm and rates of self-harm stays in hospital were also worse than the England averages.

Educational attainment in Boston is below the national average, with 3,349 residents in the Boston Big Local area having no qualifications.

Reported crime has reduced year on year: 2011– 3454, 2012 – 3273, 2013 - 2872 and in 2014 - 1928 reported crimes from January to August. Statistical data shows that although there is a slight increase in shoplifting, there has been a significant drop in criminal damage and anti-social behaviour in the Boston Big Local area. Violence and sexual offences have seen a decrease in the last 3 years, although the current figures still remain higher than the national average.

What the community consultation tells us:

Summary of consultation activities:

Information distributed about Boston Big Local

- 1500 Boston Big Local background information leaflets.
- Oct 2014 -5500 locally produced leaflets from Boston Big Local to all homes and businesses within the area.
- Feb 2015 – 5500 locally produced leaflets from Boston Big Local to all homes and businesses within the area consulting on the draft plan.

Events

- Showcase Sept 2013 with 100 people.
- Christmas 2013 Haven High with 60-70 people.
- Consultation in Oct 2014 with 70 people.
- Presentations to WI, Horticultural Society, Boston in Bloom Committee with 155 people.
- 4 Plan preview events in Feb 2015 with 30 people.

Surveys and questionnaires

- 130 early initial questionnaires.
- Summer events 60.
- Oct 16 2014: 109.

Social media

- 470 Twitter followers.
- 143 Facebook contacts.
- Dedicated website.

A number of surveys and questionnaires were undertaken in 2013 and 2014, leading to the drafting by the steering group of the emerging vision, approach, guiding principles and core themes. Over the summer of 2014, the steering group matched the all the suggested activities to be funded against the emerging themes.

All this work was summarised through a series of posters and displays and fed into the community consultation event at Age UK on 16 October 2014. The preparation for this event enabled BBL to refine its message. The event itself allowed it to be reviewed and revised by those taking part. The full report is available on the website.

This event was the culmination of the previous 20 months of consultation leading to the consolidation of understanding of community hopes and aspirations for Boston Big Local.

What the residents like about the area:

- The Heritage and historic centre of Boston, its buildings such as St Botolph's (the Stump), Blackfriars, Fydell House.
- Diverse community, multi-racial and multi-cultural society, peaceful and quiet.
- Personal connection, family history, friends and the friendliness of local people: "the people are chilled."
- Educational opportunities and good schools.
- Locally sourced food.
- Jobs and business opportunities.
- Public places such as the gardens, parks, the harbour, the river and market.
- Facilities such as the shops, including eastern European shops, cinema, sports and swimming pool and lots to do.
- Infrastructure of roads, buses and railway, recently improved disability access.
- The environment being reasonably clean and tidy and there being space.
- Access to nature, wildlife and open spaces and tranquillity in less urbanised parts of the area.

3. Our principles and priorities for action

3.1 Core values and guiding principles

Our values

Our values are set out in our Agreement. They were first adopted within the Steering Group's Terms of Reference.

- We will work in a fair, inclusive, honest and transparent way.
- We will foster a friendly and welcoming atmosphere in all that we do.
- We will support anyone fitting the membership criteria to become actively involved.
- We will review how we are working so that barriers are reduced.
- We accept there will be different views within the steering group. When differences or conflict arise these will be dealt with fairly and openly, focusing on the issues or opinions, not on the individual.
- We will communicate in an accessible way with our community, through a range of approaches, including events, newspapers, radio and social media.
- We will support, engage and work with other groups in the area that have similar or overlapping objectives.
- We uphold the idea of 'sticky money' as we want the Boston Big Local investment to have the greatest impact locally. Therefore we will aim to source providers, services and goods from within the Boston Big Local area. Where this is not possible we will extend our search outwards. The principal of 'sticky money' will be balanced against obtaining value for money and the desire to engage with businesses and organisations that have similar values to the group.

Our Guiding Principles

Through our planning process as a steering group, we agreed some guiding principles reflecting our core values which have helped determine our themes and priorities for action.

Our Guiding Principles are to be:

- Open, honest, even handed, inclusive and fair.
- Active in the community, sharing our vision, listening to and hearing what the Community wants and needs.
- Enabling sustainable environmentally sound projects that are locally run and that benefit as large a section of the community as possible.
- The best we can, self-challenging, adaptable, impartial, transparent and accountable in all our dealings with the community.

Our approach is to utilise what we've got and to maximise it, avoiding wasting money and challenging red tape.

Boston Big Local can help the community work towards achieving this shared vision by:

- Make grants to local groups to take forward projects which are working towards achieving the Boston Big Local shared vision.
- Commission work through existing local agencies to provide ways to help the vision to be achieved.
- Support social investment and social enterprise and encourage local entrepreneurs.

3.2 Our Boston Big Local themes

Our Boston Big Local themes arose from surveys and discussion with Boston Big Local residents, workers and non-residents, reflecting on:

- Personal experience and knowledge.
- The profile report.
- Previous reports and consultations.

These four themes were tested out on 16 October 2014 before being finalised. They are nonetheless a guide and not constraining. We see them as likely to evolve over the ten years. Through sorting and consulting on the activities within the theme, they each divide into things that Boston Big Local is best placed to support and fund and things that Boston Big Local could and should be informing and influencing others to take action on. This distinction means that there is built into the plan the capacity within Boston Big Local to take on this informing and influencing role to ensure adequate and improved quality and access to services provided by or funded by the local authority and other bodies. Once the plan is approved, the partnership will discuss and agree priorities for influencing and required actions and resources to progress.

The four themes are:

1. Improving health and wellbeing.
2. Creating a more attractive environment.
3. Building community spirit.
4. Encouraging enterprise.

4. Outcomes and action plans

4.1 Our overarching outcomes

Our four outcomes in line with the Big Local programme are:

1. The community agrees needs and priorities in the area and takes action on them.
2. People gain confidence and skills for now and the future.
3. The community makes a real difference to the needs it has given priority to.
4. People feel this area is an even better place to live.

4.2 Our Boston Big Local outcomes

The Partnership recognises that local people's perceptions will change over the 10 years and aims to keep the planning process flexible to respond to community needs and aspirations.

The Partnership Group decided to focus on an initial two year plan. This would enable the group to review progress and reflect on successes and areas that required improvement. The following activities described in the Action Plans below may evolve over the life of the project but the four themes listed below will remain the core focus.

Our four Big Local themes are:

1. Improving health and wellbeing.
2. Creating a more attractive environment.
3. Building community spirit.
4. Encouraging enterprise.

Each of the four themes consists of things Boston Big Local should support and fund and things the Partnership should inform and influence others to take on. This second group of actions will be prioritised by the Partnership once the plan is approved based on agreed criteria including the issues relevance to the residents of the Boston Big Local area, the time, people and cost of influencing activity, the impact and chances of success.

4.3 Funding

From our community consultation we know that the consensus is currently for an even spread of funding, drawing roughly equally on the £1m over each of the ten years. We recognise that a larger initiative may arise later and that the funding pattern may therefore alter. But for the time being, we anticipate an annual spend of about £100,000 over the ten years. The overall funding portfolio therefore of this plan is about £200,000 for the period April 2015 to March 2017.

We know that residents would wish to allocate about 32% of funding to a more attractive environment and about 32% of funding to greater community spirit, with about 24% for health and wellbeing and 10% for enterprise. When workers and non-residents views are added in, the order of funding priorities remains the same, with slight variations in percentages. The % of funding allocated below is based on this combined information. Funding allocation relates to both what Boston Big Local will look to support and fund directly and what it will seek to influence and inform others to fund.

4.4 Activity Plans

The Activities link with the four themes and include VAT. Each has a detailed action plan which will be incorporated into the Service Level Agreement (SLA) once approved. As lead delivery partners are identified, they will become the accountable body to the Partnership Group. They will be responsible for highlighting and feeding in information about trends, new concerns and successes. This will help the Partnership Group to review and evaluate what is happening and ensure the Partnership can respond to changing attitudes in the area and remain responsive.

Theme 1: Improving health and wellbeing (22% of funding allocation)

Key words: health, wellbeing, sports, leisure, arts.

Overall indicative budget: £39,000 over the two years of this plan.

Boston Big Local will help in the coordination of existing activity and bring further benefit through funding additional activity arising from identified need. The group felt that it was important that activities or services provided do not replace statutory services. We will fund a lead delivery partner to coordinate the activities under each priority.

Outcomes for all priorities under this theme

Reflecting back on the consultation, the Partnership Group decided on these **overall intended** outcomes. We will know we have made a difference when:

- Residents from Boston Big Local area are more aware of their health needs and where they can get relevant information.
- Residents of all ages from the Boston Big Local area take up more opportunities to help improve their health and wellbeing.
- Residents tell us they feel better informed, access facilities and feel healthier.

Priorities

To achieve these outcomes, the Partnership Group decided on four priorities:

- Ensure there is accessible information relating to residents' health and wellbeing.
- Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for:
 - Children and families
 - Young people
 - Residents from across the community
 - Older residents

1) Ensure there is accessible information relating to residents' health and wellbeing.

Activities (suggested)	<ul style="list-style-type: none">• Mobile application, wider distribution of leaflets and existing information, taster events, showcase – to be developed after further research
Costs & Timescale	£6K
Lead delivery partner	To be decided
Other delivery partners	To be decided

2a) Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for children and families.

Activities	<ul style="list-style-type: none">• To make the outside space at Norfolk Lodge Children's Centre a more inviting place for small children to explore, learn and develop their skills alongside their parents.
Costs & Timescale	£5.5K 1 year plan - 2015
Lead delivery partners	Boston Sure Start – Boston Children's Centre Norfolk Lodge
Other delivery partners	None

2b) Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for children and families.

Activities	<ul style="list-style-type: none"> • Free 90 minute Lunchtime family activity sessions on inflatable in Training Pool. 3 days per week for 6 weeks per year for 2 years. • Top up crash course swimming lessons – for any child not achieving Key Stage 2 minimum of 25 metres when leaving primary school. 5 x 30 minute sessions for 2 years
Costs & Timescale	£5.5K 2 year plan - 2015/2016
Lead delivery partners	Geoff Moulder Leisure Centre
Other delivery partners	None

3a) Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for young people.

Activities	<ul style="list-style-type: none"> • Free 3 month kids' gym membership – entitles user to 3 gym sessions per week and a one swim per day. Sessions available to children in receipt of pupil premium at primary school aged 8 to 11 years.
Costs & Timescale	£5.5K 2 year plan – 2015/2016
Lead delivery partner	Geoff Moulder Leisure Centre
Other delivery partners	None

3b) Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for young people.

Activities	<ul style="list-style-type: none"> • Free multi-sport taster days for young people during the school holidays for boys and girls aged 5-14 years. 18 days of 5 hours over 2 years.
Costs & Timescale	£5.5K 2 year plan – 2015/2016
Lead delivery partner	Boston United Football in the Community Ltd trading as (T/As) United in the Community
Other delivery partners	None

4a) Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for older residents.

Activities	<ul style="list-style-type: none"> • Arts for dementia trial – 10 weekly art sessions for individuals diagnosed with dementia and their carers. – Year 1- 2015 • Support the initiation of an indoor croquet club – Year 2 - 2016
Costs & Timescale	£5.5K 2 year plan – 2015/2016
Lead delivery partner	Lincolnshire County Council – Health and Wellbeing.
Other delivery partners	None

4b) Provide opportunities to improve residents' health and wellbeing through music, sport and cultural activities for older residents.

Activities	<ul style="list-style-type: none">• Summer fitness and wellbeing programme for the elderly. 24 sessions lasting 2 hours each over 2 years.
Costs & Timescale	£5.5K 2 year plan – 2015/2016
Lead delivery partner	Lincolnshire Community and Voluntary Service – Health Trainers
Other delivery partners	None

Informing and influencing others

In addition to the above priorities, those consulted considered two issues that Boston Big Local should inform and influence others about as most important and relevant to Boston Big Local residents from among a list proposed:

- Promote healthy living: provide good information and take preventative action.
- Provide and improve policing to ensure the safety and wellbeing of residents.

Theme 2: Creating a more attractive environment (31% of funding allocation)

Key words: Green spaces, amenities, improving the look of the Boston Big Local area.

Overall indicative budget: £57,000 over the two years of this plan.

Boston Big Local will help in the coordination of existing activity and bring further benefit through funding additional activity arising from identified need. The group felt that it was important that activities or services provided do not replace statutory services. We will fund a lead delivery partner to coordinate the activities under each priority.

Outcomes for all priorities under this theme

Reflecting back on the consultation, the Partnership Group decided on these **overall intended** outcomes. We will know we have made a difference when:

- There is better Partnership working and shared goals to create a more attractive environment in the Boston Big Local area.
- Residents from within the Boston Big Local area take action to create a more attractive environment.
- Residents from the Boston Big Local areas tell us that the neighbourhood where they live is more attractive.

Priorities

To achieve these outcomes, the Partnership Group decided on three priorities:

- Educate and inform residents about their responsibility toward the local environment.
- Brighten up the Boston Big Local area.
- Improve local amenities and open spaces in Boston Big Local area.

1) Educate and inform residents about their responsibility toward the local environment.

Activities	<ul style="list-style-type: none">• Reduce the number of incidents of people urinating/defecating in the street – 2 year campaign.• Recruitment campaign of Community Champions to reduce amount of litter.• Work with Environment Agency and young environmentalist to improve the environmental quality of waterways and raise awareness of the danger to wildlife.• Distribute cigarette/chewing gum pouches – raise awareness of penalties.• Reduce amount of environmental crime through education and awareness.• Purchase street vacuum, install secure cigarette bins x 8.• Employ competent person to operate street vacuum and chewing gum removal machines.
Costs & Timescale	£19K 2 year plan – 2015/2016
Lead delivery partner	Boston Borough Council
Other delivery partners	None

Note: Residents of the Boston Big Local area place street cleanliness as a high priority. Boston Borough Council is clear that the above activities are worthwhile but they are unable to fund as part of its core services. Boston Borough Council have indicated that Boston Big Local could draw on Council resources in response to resident priorities identified in the future which would enable the Council to work better for residents in the Boston Big Local area.

2) Brighten up the centre.

Activities	<ul style="list-style-type: none">Enhancing planting in the town centre by providing better quality planters, improving horticultural displays and offering seasonal (winter) planting in key areas.Partner working to enhance the Haven Bridge corridor.
Costs & Timescale	£19K 2 year plan – 2015/2016
Lead delivery partner	Boston in Bloom Partner Group
Other delivery partners	Boston Borough Council

3) Improve local amenities and open spaces in Boston Big Local area.

Activities	<ul style="list-style-type: none">Improve and increase play opportunities in Boston Big Local area.Installation of Sure Shot Gooseneck Basketball Hoop and tarmac base in Central Park.Installation of Rock and Bowl duel axis roundabout and Double Zig Zag Twister Spinner in Central Park.Installation of tarmac base around already fitted Basketball Hoop in Woodville Road Play area.Deliver “Summer Beach” Fun Sessions over two days in Central Park.
Costs & Timescale	£19K 1 year plan - 2015
Lead delivery partner	Boston Borough Council
Other delivery partners	None

Informing and influencing others

In addition to the above priorities, those consulted considered two issues that Boston Big Local should inform and influence others about as most important and relevant to Boston Big Local residents from among a list proposed:

- Sort out the Market place, making it less confusing for pedestrians and for parking; provide public toilets.
- Create safe cycle routes through the town to enable a safer environment for children and encourage fitness.

Theme 3: Building community spirit (34% of funding allocation)

Key words: Civic pride, image, heritage, community activity and facilities

Overall indicative budget: £61,000 over the two years of this plan.

Boston Big Local will help in the coordination of existing activity and bring further benefit through funding additional activity arising from identified need. The group felt that it was important that activities or services provided do not replace statutory services. We will fund a lead delivery partner to coordinate the activities under each priority.

Outcomes for all priorities under this theme

Reflecting back on the consultation, the Partnership Group decided on these **overall intended** outcomes. We will know we have made a difference when:

- Residents from the Boston Big Local area tell us they feel there is greater community spirit and public pride.
- Residents tell us they feel there is more appreciation of the diversity of culture and backgrounds within the Boston Big Local area.
- Residents and local organisations tell us there is greater participation in community life.

Priorities

To achieve these outcomes, the Partnership Group decided on three priorities:

- Provide new and support existing activities that draw people together from different backgrounds within the Boston Big Local area.
- Improve facilities for community gatherings and events.
- Provide small grants through a community chest programme to support local initiatives linked to all four Boston Big Local themes.

1a and 1b) Provide new and support existing activities that draw people together from different backgrounds within the Boston Big Local area.

Activities	<ul style="list-style-type: none"> • Run and support larger events and activities – 1a. • Run and support smaller events and activities – 1b. • Provide new and support existing activities that draw people together from different backgrounds within the Boston Big Local area and build community spirit through supporting and facilitating the running of small and large community events.
Costs & Timescale	£10K 1a & £10K 1b 2 year plan – 2015/2016
Lead delivery partner	Lincolnshire CVS
Other delivery partners	Various

2) Improve facilities for community gatherings and events

Activities	<ul style="list-style-type: none"> • Support an existing community hub. • Supporting new facilities – to be decided.
Costs & Timescale	£19K
Lead delivery partner	To be decided
Other delivery partners	To be decided

3) Provide small grants through a community chest programme to support local initiatives linked to all four Boston Big Local themes.

Activities	<ul style="list-style-type: none"> Run a small grants programme three times a year with funding up to £1000.
Costs & Timescale	£18k 2 year plan – 2015/2016
Lead delivery partner	Boston Big Local Partnership Group and Local Trusted Organisation
Other delivery partners	None

4) Celebrate Boston Big Local success and support continued resident involvement

Activities	<ul style="list-style-type: none"> Run one large event and piggy back on local events. Purchase equipment and resources to run Boston Big Local events.
Costs & Timescale	£4k 2 year plan – 2015/2016
Lead delivery partner	Boston Big Local Partnership Group and Local Trusted Organisation
Other delivery partners	None

Informing and influencing others

In addition to the above priorities, those consulted considered one big issue that Boston Big Local should inform and influence others about as most important and relevant to Boston Big Local residents from among a list proposed:

- Make all of Boston appeal to all its communities.

Theme 4: Encouraging enterprise (13% of funding allocation)

Key words: Local enterprise, economy, tourism.

Overall indicative budget: £24,000 over the two years of this plan.

Boston Big Local will help in the coordination of existing activity and bring further benefit through funding additional activity arising from identified need. The group felt that it was important that activities or services provided do not replace statutory services. We will fund a lead delivery partner to coordinate the activities under each priority.

Outcomes for first three priorities under this theme

Reflecting back on the consultation, the Partnership Group decided on these **overall intended** outcomes. We will know we have made a difference when:

- There is evidence of closer Partnership working to help Boston become stronger, resilient and forward thinking.
- Residents of the Boston Big Local area tell us they have benefited from financial advice and support.
- Residents and local businesses tell us there is a greater entrepreneurial spirit and successful enterprise culture.

Priorities

To achieve these outcomes, the Partnership Group decided on three priorities:

- Support residents in financial difficulty.
- Make more of Boston's history to promote the town.
- Promote small businesses start-up.

1a) Support residents in financial difficulty.

Activities	<ul style="list-style-type: none">• Support organisations giving accessible financial advice to residents within the Boston Big Local area. Operate and promote a small scale "Fit 4 Your Future" programme (expanded to include private renting and mortgagees as well as social housing tenants).
Costs & Timescale	£6K 2 year plan – 2015/2016
Lead delivery partner	Boston Citizens Advice Bureau
Other delivery partners	None

1b) Support residents in financial difficulty.

Activities	<ul style="list-style-type: none">• Promote Lincolnshire Credit Union among residents in Boston Big Local area.
Costs & Timescale	£6K 2 year plan – 2015/2016
Lead delivery partner	Lincolnshire Credit Union
Other delivery partners	None

2) Make more of Boston's history to promote the town.

Activities	<ul style="list-style-type: none"> • Ensure there is better information in and around the Boston Big Local area to encourage more visitors and increase business. • To increase knowledge of Boston's historical links with the Hanseatic League, and to draw attention to Boston's membership of the "New Hanse".
Costs & Timescale	£3K 2 year plan – 2015/2016
Lead delivery partner	History of Boston Project/Boston Hanse Group
Other delivery partners	None

3) Promote small businesses start-up.

Activities	<ul style="list-style-type: none"> • Promote small business start-ups by providing seminars working in partnership with TaylorITEX CIC, Boston College and Lead the Change by providing three seminars in year 2 to compliment the seminars currently being organised in Year 1 by the Boosting the Local Economy Sub Group.
Costs & Timescale	£3K 1 year plan - 2016
Lead delivery partner	Boston Big Local – Boosting Local Economy Sub-Group
Other delivery partners	Boston Big Local LTO, Boston College, Lead the Change

4) Provide a communications and marketing strategy for Boston Big Local

Outcomes for priority 4:

- The people of Boston and the residents of the Boston Big Local area will have a fuller understanding of the themes, priorities, and activities and the positive impact that they have made.
- Young people gain the confidence, knowledge and skills as reporters for Boston Big Local.
- Young people gain wider experience of and connections with media locally and nationally through Big Local.
- Boston Big Local has all year round news reporting and celebration of success.

Activities	<ul style="list-style-type: none"> • Work with Boston College to provide training and oversee delivery of the communications and marketing strategy for Boston Big Local. • To promote good news stories using the full range of communication channels available to celebrate success and encourage local participation and engagement with the project.
Costs & Timescale	£6K 2 year plan – 2015/2016
Lead delivery partner	Boston College
Other delivery partners	None

Informing and influencing others

In addition to the above priorities, those consulted considered four issues that Boston Big Local should inform and influence others about as most important and relevant to Boston Big Local residents from among a list proposed:

- Have free and lower charges for parking in the town to attract visitors.
- Have the information centre back in the town centre.
- Support Blackfriars.
- Develop River Witham and docks more creatively including river taxis and tourism.

5. Partners and influencing the statutory sector

During the consultation phase, key Partnerships were established with statutory and voluntary sector groups. The Boston Big Local Partnership recognises the need to maintain ongoing links and relationships through the delivery phase. These links will support communication to ensure local groups are aware of progress and for these groups to feedback into the Partnership. The partners that have been identified include: Boston Borough Council, Lincolnshire County Council, Lincolnshire Constabulary, Environment Agency, Age UK, Body Hub, Boston Stump, Boston Visitor Economy Partnership, Hanse Group, CVS, CAB, Credit Union, Boston Mayflower HA, Fydell House, TaylorITEX, Centre Point Outreach, Salvation Army, Rotary Club, Boston United Football Club, and Lincolnshire Chamber of Commerce.

The Boston Big Local Partnership will have regular contact with these groups so that they can be kept informed of progress and approached if we need assistance with any of the priorities or activities identified. This will be achieved through our communications strategy as outlined in section 6.

The Project Coordinator will work with the Partnership Group to build and sustain links with these groups (cost included in budget).

While consulting on the activities to be funded with local people, a distinction was drawn between what Boston Big Local is best placed to support and to fund and what it should inform and influence others to undertake. It is this second strand that will provide the focus for Boston Big Local's influencing work.

6. Communications

Our communications approach is based on the need to identify those people, organisations and communications vehicles and pathways that can help us reach our goals. We aim to:

- Tell and inform residents and organisations about Boston Big Local.
- Listen and respond to what residents are telling us.
- Share success and build community ownership and capacity.

Our key local stakeholders with regard to a communications strategy are:

- Residents.
- Businesses and those working in the area.
- Voluntary and community groups.
- Schools and Colleges.
- Boston Borough Council.
- Police and Neighbourhood wardens.
- Health professionals.
- Local Trust.
- Local press and media.

Our regular communications vehicles available are:

- Local printed news and radio.
- Electronic communication - website, Facebook, Twitter, email.
- Events and local meetings.

We have currently:

- Website.
- Facebook with about 143 friends.
- Twitter with about 470 followers.
- Regular updates in printed media and via mailing list.

What?	When/how often?	Who?
Sharing stories of success and lessons learnt.	Collating stories from delivery partners. Mailing list to be compiled and updated to ensure all interested parties are kept informed. Newsletter 3 times a year.	Big Local facilitator TaylorITEX CIC Boston College Enterprise Zone. Staff and Students
Building community interest through large events, including a celebration event. • Our aims: <ul style="list-style-type: none"> – Letting people know what's been agreed in the Plan. – Encouraging people to take part and get involved in Big Local. – Encouraging people to volunteer in other ways across Boston. 	Annual Report to be written in time with AGM. Throughout the year: 2 annual reports. 10 stories of action and change from the BBL themes, priorities and activities therein. Carry out feedback and survey reports to help measure impact of BBL activities Young reporters will be supported to	Boston College Enterprise Zone. Staff and Students

	<p>develop and practise reporting skills in a variety of formats and styles.</p> <p>Young reporters will be supported to make and maintain links with local media groups and outlets.</p>	
<p>Maintaining and adding to our website.</p> <ul style="list-style-type: none"> We need: <ul style="list-style-type: none"> Coordinator Regular content <p>Links to the site from partners and other organisations</p>	<p>Website structure and design to be managed by LTO Coordinator.</p> <p>News stories, newsletters, case studies etc. will be uploaded by partner organisation as part of the communications activity.</p> <p>Day to day uploads.</p>	<p>TaylorITEX CIC</p> <p>Boston College and also the LTO</p> <p>Boston College and also the LTO</p> <p>TaylorITEX CIC</p>
Social Media activity.	<p>Facebook and Twitter will be updated at regular times. All BBL resident panel activities, meetings and events will be uploaded in "real time".</p> <p>Occurring relevant third party News stories will be uploaded by agreement between Black Cat Designs and LTO.</p> <p>No personal communications to be uploaded on BBL social media sites.</p>	<p>Nathan Bryant (Black Cat Designs)</p> <p>TaylorITEX CIC</p> <p>Recruit and train volunteer Social Media person</p>
Wider Resident Group - emailing updates out to the wider resident interest groups to ensure that they stay up to date.	Training to be implemented for resident group to ensure they are able to upload and send direct emails to the website and social media and maintain and coordinate their own communications strategy.	<p>TaylorITEX CIC</p> <p>Boston College</p> <p>Partner Group /Other</p>
Residents to agree an "acceptable use" policy for anyone with rights to posting things on the Internet.	All people accessing the website, social media must sign the acceptable use policy	TaylorITEX CIC

7. Telling the story: review and evaluation

We will make sure that those we work with agree as part of funding and Partnership working to tell the story of what has happened and what has changed. We will make sure the story tells us three things: how much was done, how well it went and what difference it made. This will combine stats and stories. We will use this information as part of our Communication strategy to be able to keep the local area informed of the work that has been happening.

We will ensure that we seek out the information below which will be incorporated into any funding agreement. The finance section indicates the process of reporting before payment.

Project			
Lead delivery partner			
Theme		Priority	
Activity		Budget code	
Project outcomes (from SLA)			
Reporting period dates		No. of people benefiting from the project during the reporting period	
Introduction <i>Tell us basic information about the project and its outcomes and aims for reporting period.</i>			
Activities undertaken during reporting period <i>Tell us what you have done and how well things have gone. Include any issues carried over from previous report, activities carried out and any base line monitoring. Please attach photographs, quotes, good news stories etc.</i>			
Outcomes the project has contributed to <i>Tell us what difference you have made in relation to the SLA outcomes and more widely in the Boston Big Local area.</i>			
Timescales <i>Is project on track? If not what are you planning to do to address the issues?</i>			
Plans for next reporting period <i>What are you going to do next? Are there any activities we should know about?</i>			

8. Our approach and governance structure

Partnership Agreement

The name of the Big Local initiative in Central Boston is Boston Big Local. It is led by the Boston Big Local Partnership and managed by TaylorITEX CIC, the Local Trusted Organisation.

The Partnership is an unincorporated body, running Boston Big Local on behalf of residents within the defined area of the map. Boston Big Local comprises three parts:

1. Boston Big Local Forum of all residents in the area of benefit.
2. The Boston Big Local Partnership.
3. Any Boston Big Local sub-groups agreed by the Partnership.

1. Boston Big Local Forum

The Forum will meet at least annually as an open public meeting, organised by the Boston Big Local Partnership and conducted by the Chair. Boston Big Local Forum is open to all who live in the Boston Big Local area. The purpose of the annual meeting is to report on progress made towards the delivery of the plan and to be accountable for the open and equitable running of Boston Big Local. The forum is also an opportunity to:

- Review and determine the membership of the Partnership.
- Make recommendations for future priorities to include in the plan.

2. The Partnership

The Partnership is the overarching body that leads, manages, builds and reviews Boston Big Local.

Leads Boston Big Local

- Provides leadership by affirming the vision, values, principles and ambition.
- Champions Boston Big Local, its approach, themes and priorities.
- Agrees and reviews the content of the Partnership plan.
- Influences local policy through strong and clear advocacy.

Manages Boston Big Local

- Agrees the framework and structure for running Boston Big Local.
- Approves arrangements for the management and administration of the Partnership with the appointed Local Trusted Organisation.
- Makes sure funds are used only to deliver the Boston Big Local vision and plan.
- Sets up working-groups to achieve specific outcomes. At least one member of the Partnership must be represented on any such group. All working-groups are accountable and will report to the Partnership.

Builds Boston Big Local

- Acts to remove barriers to residents taking part.
- Acts as the first point of contact for any residents, groups or organisations that would like to get involved or have any questions or comments about Boston Big Local.
- Links with and maximises the benefits to the local community of related Big Local opportunities, such as the Star People programme.
- Ensures Boston Big Local widens and deepens the community conversation across ages and interest groups and responds to the range of views and needs expressed.

Reviews Boston Big Local

- Monitors overall progress towards outcomes of the Boston Big Local vision and plan.
- Reviews and reports on progress to the community, local organisations and to Local Trust via stories, newsletters, events and social media.
- Develops, consolidates and reviews the Partnership approach to take forward the Boston Big Local Plan, including on governance, financial procedures and operational management with the Local Trusted Organisation.

3. Powers

1. The power to raise funds.
2. The power to amend the Partnership Agreement, subject to an Extraordinary General Meeting (EGM) or AGM with 21 days' notice detailing the amendment.

4. Membership of the Partnership

1. Membership of the Partnership is restricted to residents of the Boston Big Local area, those who work in the area and their nominated advisors.
2. Resident members over the age of 10 have voting rights; advisory members have no voting rights. Resident members take part as individuals and not as representatives of groups or organisations to which they may belong.
3. Resident membership is reviewed at each Annual General Meeting or at an Extraordinary General Meeting called for that purpose. Nominations from residents will be taken in writing 14 days in advance. A short written outline of reasons for standing will be made by each candidate seeking election. Voting is by a show of hands among residents, unless for reasons determined by the Chair, a ballot paper is drawn up. Election of resident members requires a two thirds majority of residents present who are eligible to vote (those over 10).
4. During the year a resident may join the Partnership as a voting member after discussion with and approval by the chair and another resident Partnership member, ratified by the Partnership group.
5. There is a minimum of 8 and maximum of 20 Partnership members. Resident members must always represent at least 51% of the number of people on the Partnership.
6. There is a minimum of 5 and a maximum of 12 resident (voting) members elected by residents at the AGM.
7. There is a maximum of 8 advisory (non-voting) members. 4 of these are co-opted by the Partnership to bring in additional expertise to support the vision and strategic direction of Boston Big Local.
8. The other 4 non-voting members are offices of the Partnership:
 - a. Local Trusted Organisation nominee.
 - b. Secretary / admin to the Partnership (if required).
 - c. Plan co-ordinator.
 - d. Big Local Rep.
9. The Partnership is quorate when 8 people are present of whom 5 are resident voting members. The business of the Partnership may be progressed when not quorate but matters to be voted on must be deferred to a quorate meeting or through a vote taken by email at the discretion of the Chair.
10. Revocation of membership may occur after three consecutive absences from Partnership meetings or through breach of the terms and conditions of membership. A reminder will be given after the second absence.

5. Responsibilities of Partnership Members

Voting members will be responsible to:

1. Ensure propriety, accountability and the strategic direction of Boston Big Local.
2. Provide information and advice about day-to-day quality of life in the area.
3. Actively encourage people in the area to play their part in supporting Boston Big Local and its activities.
4. Ensure concerns are addressed and that planned activity has local support.
5. Ensure effective communication between the Partnership and members of the community.
6. Contribute to collective decision making based on clear evidence.
7. Take an active part in Partnership meetings, sub-groups, the AGM and key Boston Big Local community events during the year.
8. Act in accordance with the general principals of conduct included in this Agreement.

Advisory members will be responsible to:

1. Provide relevant advice, knowledge and expertise to the Partnership.

2. Provide additional impact and contribution to the Partnership from their parent organisation or other bodies.
3. Act as advocate for the Partnership within their organisation and seeking to change practice and policy to the benefit of the Partnership.
4. In addition, the Local Trusted Organisation (TaylorITEX CIC) will act as the accountable body and ensure timely and accurate reporting to Local Trust on financial and delivery on outcomes.

6. Partnership post holders

1. At the first meeting of the new Partnership after the AGM, residents will vote to elect resident members to posts as it determines necessary, including:
 - a. Chair.
 - b. Vice Chair.
 - c. Finance.
2. At the first meeting of the new Partnership after the AGM, residents will vote to appoint up to four non-voting members to the Partnership.

Nominations for resident posts will be taken in advance or at the meeting with the consent of the nominee. Where more than one nomination is received, voting members will vote by written ballot and the Plan Coordinator will count the votes and announce the result.

The Chair is a resident of the Boston Big Local area and undertakes to:

1. Lead, guide and support the Partnership in its role within Boston Big Local.
2. Chair Partnership meetings in sympathy with the values and code of conduct stated within this document.
3. Chair Partnership meetings in order to progress the formation, delivery and review of Partnership plans and agreed business.
4. Ensure that all members are encouraged and enabled to make contributions.
5. Have a casting vote in meetings in the event of a vote being tied.

7. Decision Making

Decisions will be made by consensus where possible. Where reluctant assent is given in order to reach a consensus, dissenting opinions may be officially noted for future reference.

Where the Chair deems consensus to be unachievable within a reasonable timeframe, a vote will be cast by eligible members and will be binding provided that:

1. The meeting is quorate.
2. The decision is agreed by a majority of voting members present (a minimum of 5).
3. Any decision relating to commitments to or by partner organisations is only taken with their consent.
4. The proposed actions fall within the statutory and regulatory framework governing the operations of the partner organisations.

The Chair will have the casting vote if needed.

If a decision is required between meetings then an email will be sent by the Chair to see if a decision can be reached. If this is not possible or appropriate then an ad-hoc meeting will be called.

8. Frequency of meetings

1. The Partnership will meet 10 times a year on neutral ground, with additional meetings convened with the agreement of the Chair.
2. The agenda and minutes of meetings will be placed on the Boston Big Local website.
3. These meetings are open to all residents of Boston Big Local as observers.

9. Purpose and Aims

The purpose of the Partnership is to provide a single coordinating framework that:

1. Agrees the long term strategic direction for Boston Big Local.
2. Articulates and promotes the needs and aspirations of the local community through a shared vision, themes and priorities for action.
3. Prepares, implements and monitors the Boston Big Local plan.

The aim of the Partnership is to achieve the four outcomes set for the Big Local programme:

1. Communities will be better able to identify local needs and take action in response to them.
2. People will have increased skills and confidence so they can continue to identify and respond to local needs in the future.
3. The community will work together to make a difference to the needs and issues it prioritises.
4. People will feel that their area is an even better place to live.

In fulfilling these aims the Partnership will:

- Bring together residents and different parts of the public, private, voluntary and community sectors in a spirit of collaboration and mutual support to help make Boston Big Local an even better place to live.
- Promote the engagement of communities and citizens in all its work in a thoughtful, continuous and inclusive way.

10. Values and Guiding Principles

Our values

- We will work in a fair, inclusive, honest and transparent way.
- We will foster a friendly and welcoming atmosphere in all that we do.
- We will support anyone fitting the membership criteria to become actively involved.
- We will review how we are working so that barriers are reduced.
- We accept there will be different views within the Partnership. When differences or conflict arise these will be dealt with fairly and openly, focusing on the issues or opinions, not on the individual.
- We will communicate in an accessible way with our community, through a range of approaches, including events, newspapers, radio and social media.
- We will support, engage and work with other groups in the area that have similar or overlapping objectives.
- We uphold the idea of 'sticky money' as we want the Boston Big Local investment to have the greatest impact locally. Therefore we will aim to source providers, services and goods from within the Boston Big Local area. Where this is not possible we will extend our search outwards. The principal of 'sticky money' will be balanced against obtaining value for money and the desire to engage with businesses and organisations that have similar values to the group.

Our Guiding Principles

- Open, honest, even handed, inclusive and fair.
- Active in the community, sharing our vision, listening and hearing to what the Community wants and needs.
- Enabling sustainable environmentally sound projects that are locally run and that benefit as large a section of the community as possible.
- To be the best we can, self-challenging, adaptable, impartial, transparent and accountable in all our dealings with the community.

11. Conduct

1. All meetings shall be conducted with regard to accepted good practice and particularly the principles of openness, fairness and parity of esteem. Members will be expected to sign their Partnership Agreement as in the Appendix.
2. The ruling of the Chair will be final.
3. A Partnership member who does not comply with this Agreement or who does not attend three consecutive Partnership meetings without notice may have their membership reviewed by the Partnership and terminated if decided upon by a two thirds majority of resident voting members.
4. The Partnership has a Compliments, Concerns and Complaints Policy for responding to issues raised by those outside the partnership. Concerns and Complaints will be responded to quickly and in a manner seeking to reduce tension and conflict and achieve speedy resolution. Where this is not possible, the Complaint will be taken on and dealt with by TaylorITEX CIC as the Local Trusted Organisation.

12. Declarations of Interest

1. A member must declare an interest if he or she has a direct or indirect personal or financial interest in the matter under discussion.
2. An interest must be declared at the beginning of the relevant meeting or as soon as the member is aware they have an interest. Interest must be declared clearly so that all members are aware of the interest and how it arises.
3. Members should take no part in an item where they or any close associate might otherwise gain an unfair advantage. In such cases it will be for the member to withdraw from the room.

13. Circulation of Information

1. A programme of dates for meetings will be drawn up annually, so far as possible and published on the Boston Big Local website.
2. Agendas for Partnership meetings will be drawn up and circulated at least 5 working days in advance of each meeting, although failure to meet this requirement will not invalidate the meeting. Agendas and papers will be sent by e-mail, unless requested otherwise.
3. Copies of agendas and reports will be published on the Boston Big Local website, except for any item agreed by the Partnership to be non-public as long as this is in compliance with relevant public information legislation.
4. Notice of meetings will be published on the Boston Big Local website. Notice will also be circulated electronically to any neighbourhood, community groups and resident who request them.

14. Admission to the Public and Press

1. All meetings of the Partnership are open to the public and press unless the Partnership determines that discussion of a particular topic justifies a closed session. Special meetings and development days will generally be by invitation.
2. Each Partnership meeting will contain a question and answers item at the conclusion of business. Members of the public or press may ask questions relevant to the business transacted and the Chair will determine the nature of the response. The Chair will use his/her discretion in determining the time allocated to this item and to individual questions.
3. It is at the discretion of the Chair to ask any member of the public to withdraw from the meeting where inappropriate conduct or the nature of matters under discussion requires it for the effective progression of the meeting.

This Partnership Agreement is a public document and is available on our website. It will be reviewed by the Partnership annually in time for the AGM.

The Partnership Agreement and Declaration of Interest forms are in the Appendix.

9. Risks and challenges

Dealing with Risk: The Partnership is aware there will be many challenges and risks that arise as we travel along our Journey. We are already and currently reflecting upon some of these now, and before they may occur to ensure that they are:

- a) Aware of the many risks and challenges and have contingency plans in place before they arise.
- b) Equipped to be able to implement processes that will manage all risk and challenge positively and effectively.
- c) Resolute and committed to overcoming new challenges positively and effectively.

The Partnership has already reflected upon the following risks and challenges. These are in no way definitive or provide all the answers. These are meant to show reflection of the Partnership and we will continue to develop this and reflect upon our plan, activities, and processes throughout.

Area	Risk and challenges	Remedial Action to reduce Risk
Partnership Group	<ul style="list-style-type: none"> • Conflict of Interest. • New Experiences. • Knowledge Base. • Positive Communications. • Losing Energy of Focus. • New People who don't share the vision. • Potential Liabilities/somebody suing us. • Lack of members. 	<ul style="list-style-type: none"> • Regular Meetings are crucial. • Sharing Success /using lessons learned. • Some training may be required. • Linking into wider programmes/Building the Local Economy. • Regular meetings. • All signed up to the partnership agreement. • Ensuring TaylorITEX CIC/LTO insurance is in place/no parallel accounting possible. • Co-opt non-voting members.
Delivery	<ul style="list-style-type: none"> • Non or under delivery on activities. • Poor quality/unprofessionalism of service level provider. 	<ul style="list-style-type: none"> • Tight SLAs. • Regular monitoring and reporting. • Feedback from/to the Partnership group for transparency. • SLAs and reports/clear accountability. • Group to take responsibility to ensure projects regularly monitored. • Not paid until work/reports approved.
Outcomes	<ul style="list-style-type: none"> • Activities not meeting proposed outcomes. • Changing issues – see changing local issues 	<ul style="list-style-type: none"> • Identify issues/problems early through monitoring. • Reports need to focus on what difficulties/how well or if they can meet objectives. • Review project possibly carry forward to next plan if not successful. • Review the project when in difficulties.
Area	Risk and challenges	Remedial Action to reduce Risk

Partners	<ul style="list-style-type: none"> • Closing down/stop trading. • Bad Press/non professionalism. • Partners just want money. 	<ul style="list-style-type: none"> • Return of goods if bankrupt. • Use legal advice for larger amounts. • Funding only comes on successful delivery. • SLA – share our vision and values. • Standard lines of communication • Key messages for the partnership. • Funding is paid on delivery of scheme.
Telling the Story	<ul style="list-style-type: none"> • Keeping it positive. • Making it stand out. 	<ul style="list-style-type: none"> • Celebrate as part of AGM • Regular partnership visits to view progress. • Advertise successes.
	<ul style="list-style-type: none"> • Hitting the correct audience. 	<ul style="list-style-type: none"> • Send key messages for the partnership. • Use CVs and internet for promotion/communication. • Boston Big Local Newsletter.
Changing Local Issues	<ul style="list-style-type: none"> • Much can happen in 2 years – contingency plan. 	<ul style="list-style-type: none"> • Use the Plan to stick to priorities • Flexibility – Use ideas already covered. • May need to put new ideas to the Trust/or a case for additional funding.
	<ul style="list-style-type: none"> • Emergency Issues arising (e.g. Flood). 	<ul style="list-style-type: none"> • Review spend & under spend • Flexibility to prioritise.
Funding Requests	<ul style="list-style-type: none"> • First 2 years money already allocated – what do you tell people who come for some funding. 	<ul style="list-style-type: none"> • Follow the Plan/monitoring spend. • Use Community Chest.

10. Finances and detailed budget profile

The detailed budget below links to the themes, priorities and activities set out above, linking to a fuller quarterly spend profile. TaylorITEX as the accountable body and Local Trusted Organisation are responsible for ensuring oversight of finances, payment according to the delivery plan and reporting to the partnership and Local Trust on spend, under spend, forecasts and any issues that need addressing.

The partnership has agreed the following process to ensure accountability and transparency of those receiving funding.

- Partner agencies drawn up an activity plan that is reviewed by the Partnership.
- Once agreed, this activity plan is included in the Service Level Agreement (SLA) between TaylorITEX and the organisation being contracted.
- The SLA includes reporting dates for the organisation being contracted.
- The organisation being contracted will submit to the Plan Coordinator and the Partnership a work report against outcomes as specified in the SLA.
- Once the Partnership has approved this report against outcomes, TaylorITEX will issue a Purchase Order to the organisation which will submit an invoice relating to that PO. Where there is need for payment for expenditure before activity (for example capital spend or buying resources), TaylorITEX will issue a PO accordingly with agreement from the Partnership.
- The Partnership agreed that under spend for any priority, subject to agreement by the Partnership Group, can be used towards other activities within the same theme and priority.

10. Finances and detailed budget breakdown

Detailed activity plans were agreed by the Partnership on 12th February 2015.

Theme	Priority	Description of Priority	Description of Activity	Amount Allocated over 2 years	Activity Spend	Year 1	Year 2
THEME 1 - Improving Health and wellbeing (39K)	Priority 1	Accessible information relating to health and wellbeing, for all residents.	1. Mobile Application - development activity	£6,000			
			2. Wider printing and distribution of existing information.		£2,000	£1,000	£1,000
			3. Taster events		£2,000	£1,000	£1,000
			4. Showcase		£2,000	£1,000	£1,000
	Priority 2	Provide opportunities to improve H & W : For children and families	1. Holiday family inflatable sessions	£5,500	£3,000	£1,500	£1,500
			2. Crash course swimming lessons		£2,500	£1,250	£1,250
			3. Adventure/exploration Playground	£5,500	£3,000	£3,000	Nil
			4. Development fund		£2,500	Nil	£2,500
	Priority 3	Provide opportunities to improve H & W : For Young People	1. Free 3 month kids gym membership	£5,500	£2,400	£1,200	£1,200
			2. Discounted gym membership		£2,100	£1,050	£1,050
			3. Development fund		£1,000	£500	£500
			4. Multi-sport taster days	£5,500	£5,500	£2,750	£2,750
	Priority 4	Provide opportunities to improve H & W: For Older Residents	1. Arts for dementia	£5,500	£2,750	£2,750	Nil
			2. Support Croquet Club		£2,750	Nil	£2,750
			3. Summer fitness and wellbeing programme for the elderly	£5,500	£5,500	£2,750	£2,750
THEME 2 - Creating a more attractive environment (57K)	Priority 1	Educate and inform about environmental responsibility	1. Raise personal responsibility and citizenship	£19,000	£19,000	£13,370	£5,630
	Priority 2	Brighten up the town centre	2. Enhancing horticultural displays in Town Centre and along the Haven Bridge corridor	£19,000	£19,000	£10,000	£9,000
	Priority 3	Improve local amenities and open spaces	3. Improve and increase play opportunities	£19,000	£19,000	£19,000	Nil

Theme	Priority	Description of Priority	Description of Activity	Amount Allocated over 2 years	Activity Spend	Year 1	Year 2
THEME 3 – Building Community Spirit (61K)	Priority 1	Provide new & support existing activities drawing people from different backgrounds together	1. Run and support larger events and activities	£10,000	£10,000	£5,000	£5,000
			2. Run and support smaller events and activities	£10,000	£10,000	£5,000	£5,000
	Priority 2	Improve facilities for community gatherings & events	1. Support an existing community hub	£19,000	£9,500	£4,750	£4,750
			2. Supporting new facilities - to be developed		£9,500	Nil	£9,500
	Priority 3	Provide small grants through a community chest programme to support local initiatives linked to all BBL themes	1. Run a small grants programme three times a year with funding up to 1000	£18,000	£18,000	£9,000	£9,000
	Priority 4	Celebrate BBL success and support continued resident involvement	1. Run one large event and piggy back on local events.	£4,000	£3,000	£1,500	£1,500
			2. Purchase equipment and resources to run BBL events		£1,000	£500	£500
THEME 4 – Encouraging Enterprise (24K)	Priority 1	Support residents in financial difficulty	1. Operate and promote "Fit 4 your future" programme	£6,000	£6,000	£3,000	£3,000
			2. Developing and promoting the Credit Union access point	£6,000	£6,000	£3,000	£3,000
	Priority 2	Make more of Boston's history to promote the town	1. Increase knowledge of Boston's historical links with the Hanseatic League	£3,000	£3,000	£1,500	£1,500
	Priority 3	Promote small business start up	1. Encourage and support small business start ups through information, advice and access to funding seminars.	£3,000	£3,000	Nil	£3,000
	Priority 4	Communications and marketing strategy	1. Provide training for communications and marketing strategy, provide good news stories associated with BBL	£6,000	£6,000	£3,000	£3,000
Miscellaneous costs / Project support etc		Plan coordinator (8hrs p/week@ £15 p/hr x 50weeks) - to be reviewed after year 1		£12,000			
		Partnership group costs - meetings. minute taker, expenses etc		£3,000			
		Printing & publication costs		£4,000	£19,000	£9,500	£9,500
CHECK TOTALS				£200,000	£200,000	£107,870.00	£92,130.00

11. Appendices

Appendix 1 - Process and Timeline

Appendix 2 - Project Coordinator Job Specification

Appendix 3 - Partnership Agreement and Declaration of Interests

Appendix 4 - Building the plan

APPENDIX 1: Process & Timeline

Date	Lead	Action	Completed
First draft Oct – Nov 2014	RAL/ BB	Initial consolidation of information in draft presented to Steering Group (SG) 30 Oct 14	√
	RAL/ BB	Draft priorities and outcomes for discussion at SG on 13 Nov 14	√
	RAL	Set up contacts and meeting with residents from within BBL area regarding governance and Partnership arrangements	√
	RAL	Set up and holding meeting with potential delivery partners 4 th Dec 14	√
Second draft, Dec 2014	RAL	Draw information from Partnership and partners events and discussions into costed second draft	√
	RAL	Review draft with core group of interested residents from within BBL area who are developing into the new Partnership group; agree projects and activities to explore further through Activity Plans with potential partners	√
Forming the Partnership Jan 2015	BB	Establish new Partnership group on 15 Jan 15	√
	PG	Agree and sign the Partnership Agreement on 12 Feb 15	√
	PG	Agree the Memorandum of Understanding between Partnership and Local Trust on 12 Feb 15	√
Third draft, Jan 2015	RAL	Partnership reviews received Activity Plan from potential partners and approve or seek further information on 12 Feb 15	√
		Partnership or sub group meets some potential partners for clarification on their Activity Plans	√
		Partnership agrees third draft of plan	√
Sharing third draft of plan with community Feb 2015	RAL/ NB	Create and distribute 6000 A4 folded leaflets about the draft plan and the community sharing events as below	√
	RAL/ BB	4 community events held at 4 different community venues at 4 different times over 1 ½ hrs each, to share plan headlines and take questions and concerns	√
	RAL	Draw out community feedback and tweak plan accordingly	√
Plan approval Mar 2015	LTO	Submit plan late Feb 15	√
	PG	Meet Local Trust and amend plan accordingly	
	RAL	Prepare for approval, line up SLAs and plan for launch early Apr 15	

APPENDIX 2: Project Coordinator Job Specification

Job Title:	Project Coordinator
Hours:	8 hours per week + expenses and additional hours by arrangement
Term:	1 Year from Plan Approval Date
Location:	Various
Reporting to:	Contracted by the LTO and accountable to Boston Big Local Partnership.
Purpose:	Coordinate the design, delivery and evaluation of the Boston Big Local plan with the Partnership, external agencies and partners Support the Partnership to enable it to carry out its functions effectively and to review and update the plan
Role & Responsibilities:	<p>Delivery Plan - monitoring and development</p> <ul style="list-style-type: none"> • Coordinate the design, delivery and evaluation of the Boston Big Local plan. • Ensure that the Partnership Group Core Values and Priorities remain a focus throughout the progress of the project. • Put in place Service Level Agreements for all activities funded through Boston Big Local. • Monitor all activities to ensure that aims and objectives are being met and report progress back to the Partnership. • Coordinate reports to Local Trust when required. • Ensure the LTO and Partnership complies with funding requirements. • Lead on developing areas of the plan where activities need to be identified - to include facilitating working group meetings. • Assist with the evaluation of the project. • Ensure progress on the plan is reported and shared, including via the web. • Ensure that the Profile is updated when required and that community engagement is refreshed and built upon. <p>Meetings</p> <ul style="list-style-type: none"> • Support the Partnership to enable it to carry out its functions effectively and to review and update the plan. • Take part in partnership meetings giving updates on the action plan, progress and remedial action required. • Coordinate and facilitate the AGM. <p>Financial monitoring</p> <ul style="list-style-type: none"> • Working with the LTO, prepare budget reports and ensure that the Partnership Group regularly receive these and take action required. • Maintain a record of all 'gifts in-kind' provided, such as free use of venues for meetings, staff time provided for activities etc. • Ensure that monitoring reports are received from delivery partners before invoices are paid. <p>Communication</p> <ul style="list-style-type: none"> • Ensure that there are regular communications to the local community. • Liaise with partners to ensure relationships are developed and maintained. • Communicate the delivery plan and priorities to the local community, being a point of contact for queries and funding requests. <p>Other</p> <ul style="list-style-type: none"> • Work as an active and integral member of the Partnership Group. • Undertake other duties as agreed by the Partnership Group.

APPENDIX 3: Boston Big Local Partnership Agreement: Code of conduct, Confidentiality, Declaration of Interest, and Values

The purpose of the code of conduct is to ensure that all members of the Partnership operate the highest standard of integrity at all times.

As a member of the Partnership I agree to abide by our area's Big Local values. Additionally, I agree that:

- Everything the Partnership does will be able to stand the test of scrutiny by the public, charity regulators, community members, stakeholders, funders and the courts.
- Integrity, respect and honesty will be the hallmarks of all conduct when dealing with others within the Partnership and equally when dealing with individuals and institutions outside it.
- The Partnership will strive to maintain an atmosphere of openness throughout the community to promote confidence of the public, stakeholders, Local Trust, the Big Lottery Fund, charity regulators and government.

In particular Partnership Members undertake to:

- Attend regular meetings – continuity is important to ensure members make a full contribution.
- If unable to attend any meetings, convey our apologies to the Chair/Facilitator as soon as possible in advance of the meeting.
- Arrive in good time for the meetings and be prepared, having read copies of the agenda and relevant papers.
- Resign their position where they miss three consecutive meetings, unless for reasons accepted by the Partnership.
- Take an active interest in all group discussions and contribute when we can in a relevant and constructive way.
- Conduct themselves in an appropriate manner, in particular not interrupting other speakers.
- Listen to and respect the views of other members and keep an open mind when considering ideas and proposals.
- Respect the authority of the Chair to direct the meeting.
- Keep in mind the role of the group and keep to the meeting agenda.
- Understand that the group is required to reach decisions and attempt to reach consensus decisions. Where reluctant assent is given in order to reach a consensus decision, dissenting opinions may be officially noted for future reference.
- Bear in mind that the group serves the interests of the Boston Big Local area as a whole and not just those of individuals or their own special interest group.
- Respect the final decision of the group and be prepared to support it outside the meeting.
- Carry out any agreed action points between meetings.
- Observe strict confidentiality about discussions which take place.
- Make unbiased and fair judgements.
- Maintain the Declaration of Interest; when declared the member must abstain from the discussion unless otherwise asked and must not vote.
- Not act in a way that could bring disrepute to the group.
- Understand that the group is a collective body, which exists only when it meets, but as individuals are prepared to promote Boston Big Local as a vehicle for community engagement and change within the area.
- Not discriminate on the grounds of gender, race, colour, ethnic or national origin, disability, sexuality, religious belief, political opinion, age or social background.

Confidentiality

Your involvement in the Big Local Partnership may mean that you have information that has not yet been made public or is confidential.

You should never disclose or use confidential information for the personal advantage of yourself or of anyone known to you, or to the disadvantage or discredit of the Partnership. Members are expected to adhere to the Partnership Confidentiality Agreement at all times and may be asked to adhere to a specific 'embargo'. (An embargo is a request not to share information until a certain point in time.) Wherever possible the timescale and the reasons for such an embargo will be defined at the time the embargo is put in place.

Examples of such instances where a confidentiality embargo may be used are:

- details of individuals or organisations, who have submitted funding applications.
- details contained within individual applications prior to a decision being taken.
- information not in the public domain.
- draft plans or proposals not yet approved.

A short confidentiality embargo may be imposed after any Partnership meeting to ensure time to allow information to be distributed within the area to specific organisations or individuals. Where an issue is known to be potentially sensitive or likely to be confidential members will be made aware of the details of any embargo in advance.

In the event of a Confidentiality Agreement being breached by an individual, group, or organisation, the Partnership may review membership.

Declarations of Interest

In line with the code of conduct, members of the Partnership will need to declare any conflicts of interest and loyalty.

Where a member has a clear private or personal interest in a matter under consideration, they must declare that interest and, if necessary, withdraw from the meeting. The interest need not be of a purely financial nature but could include membership of a club or organisation connected with the matter under discussion. Interests can be positive or negative especially where a competitive element is introduced. For example, a member may wish to support a particular course of action because it impacts more favourably on an organisation they are a member of, or impacts favourably on their friends/relatives.

The Partnership will decide if a member has to withdraw from the meeting because we recognise that most people in the Partnership will know the people and organisations under discussion.

If in doubt, an individual should avoid being in any position where suspicion could be raised for any appearance of improper conduct - if in doubt, the individual should declare the interest and seek guidance for future meetings.

Where an individual has declared an interest a statement will appear in the minutes of the meeting stating:

- Who declared a financial/non-financial interest.
- The item being considered.
- Whether they withdrew from the meeting while the item was discussed taking no part in the discussion or decision or remained in the room during its consideration, but took no part in the discussion or decision.

Values

These are values which align with Big Local.

1. We are committed to quality and excellence in everything that we do.
2. We will support residents and people locally in improving their own communities. We know that communities which face problems contain the people who will create the solutions.
3. We actively share knowledge and skills, encouraging learning and cooperation. We collaborate with others to build the best possible solutions to the challenges we face together.
4. We are responsible, open and accountable. We will be honest and transparent in all our dealings. We will collect, share and review evidence of our progress and be open to advice and criticism.
5. We believe in social responsibility. We want our work to have a positive impact on people locally, the area and the environment, now and for future generations.
6. We are committed to equality and promote diversity. We seek to overcome all forms of discrimination and prejudice so that everyone can participate in, contribute to and benefit from Big Local on an equal basis, whatever their background, ethnicity or beliefs.
7. We will be innovative and embrace change, approaching problems proactively and creatively.
8. We are enthusiastic, energetic, positive and proud of Big Local, and will bring these qualities to all our activities.

By signing this document I agree to the items above

Name:

Date:

Signature:

Declaration of interest

Please provide details of membership of, or your occupation of a position of general control or management in any of the following:

1) Details of any body exercising functions of a public nature: e.g. School Governing Body, Boston Borough Council.	
2) Details of any body directed to a charitable purpose: e.g. Rotary Club, Age UK	
3) Details of any body whose principle purpose includes the influence of public opinions: e.g. Political Parties, Unison, Action Groups	
4) Details of membership and position held in any voluntary body: e.g. Placecheck Groups.	

Name

Address

Employer/if self-employed please give details of Company name and nature of employment.

I declare that the disclosure above is true:

Signature

Date

APPENDIX 4: Building the plan

The template used to build the activities in the action plan

Our Big plan: our vision, priorities and activity for improving health and wellbeing

What change we are looking for (intended outcomes):

- Residents are more aware of their health needs and where they can get relevant information.
- Residents take up more opportunity to help improve their health and wellbeing.
- Residents tell us they feel better informed, access facilities and feel healthier.

Activity	How we will know we've made a difference	What's happened already		What happens next and by when			What's needed		
		Big Local	Others	By Big Local	With others	By others	People	Money	Other resources

Aspects considered when building each priority action

- Are we clear what we will be changing?
- What can we do that's different?
- How will we deliver these priorities?
- Who will be responsible?
- What resources are needed?
- Who do we need to involve?
- Will it need to go out to tender?
- How are residents involved?
- Have we thought about social investment - getting a return on the money?
- How are we reflecting the fact that Big Local isn't just about the money?
- How will we know if the project is working?
- How will you use or build local skills, confidence and strengths to deliver and manage the project?
- How can we ensure some sustainability?
- How does this connect with our vision and the community profile?