



Boston Big Local

Legacy Lotto

Thinking about year 11 or when the money runs out

9 November 2017

Residents and partners event

“If at first, an idea is not absurd, there is no hope for it.”
Albert Einstein



Report prepared by Bill Badham, Big Local Rep, November 2017



The purpose of the event

- Help partnerships and residents think about legacy and sustainability as part of that;
- Help the partnership and residents consider whether there is a need for continued income to contribute to this legacy;
- Help explore the viability of any investment that may have potential to generate a continuing return;
- Give a few clues as to what sort of organisational requirements might be needed to manage investment, secure and distribute income.

What do we mean by legacy?

What's left behind after £1m+ has been spent:

- People and personal knowledge and skills
- Places, buildings and the environment
- Partnerships and participation - ways of doing things
- Projects and activities based on resident priorities

This is greater than Boston Big Local but is part of what Boston Big Local has contributed to.

What do we mean by sustainability?

- Activity, projects or places which are self-sustaining
- Activity, projects or places which gain funding to keep them going through
 - Money being secured from other sources
 - Enterprises and activities which are income generating
 - Continuing income arising from Big Local investment.

Social investment through Boston Big Local

If Big Local partnerships are resident-led and have consulted their communities about the use of the £1m+, they can choose to invest in assets, through grants or loans. However, the investment must directly benefit the Big Local area, so the partnership can't invest in a goldmine in South Africa! The partnership might choose to invest to deliver a balance of financial, economic, social, environmental and cultural benefits.

The event

The event was attended by a few residents from the Boston Big Local partnership and about 25 partners, all of whom had received Boston Big Local funding at some point. Involving partners worked because of the strong shared vision and common ethos. Richard Tory, chair of BBL, welcomed those taking part and the terms "legacy" and "sustainability" were clarified and agreed upon. Jane Bettany, who heads BBL's communications, used the findings of a recent perceptions survey to indicate attitudinal change to the area over the last three years that BBL has contributed to. Rachel Lauberts, the plan co-ordinator, then summarised what BBL has funded across its four themes so far, indicating the nature and quantity of activity supported by BBL contributing to this positive change. The conference shared ideas about legacy already established in relation to the four Ps above. Groups then explored in more detail potential funding and investment opportunities to contribute further to legacy, scoping actions to take the ideas forward into the new plan in April 2019.



Fulfilling the dream

Jane Bettany introduced the headlines from the survey conducted by Richard Tory and Jody Rago this summer and the comparative trends with that done in 2014. The overall sense is that Boston Big Local is contributing to a more positive outlook about the area among residents and non-residents.



2017 SURVEY Results summary

We talked to **322 people** at the Boston Beach event in 2017 to get their views on how things are in Boston. Here's a quick summary of the key things they told us:

+ The top 3 things you liked in 2017

KEY **residents** **non-residents**

Public events

38% liked (residents) Such as the Beach event, Pescod Square events and children's / community events
37% liked (non-residents)

Town centre

21% liked (residents) Features such as the shops, market, the Stump, local heritage and the convenience of facilities
23% liked (non-residents)

Public areas

6% liked (residents) Such as Central Park and community areas
18% liked (non-residents)

- The top 3 things you didn't like in 2017

Anti-social behaviour

30% disliked (residents) Such as litter, fly tipping, dog fouling, drugs, crime, drinking in the street, and spitting.
24% disliked (non-residents)

Lack of maintenance

16% disliked (residents) In areas such as the Central Park play area (including lack of disabled equipment) and not enough grassing cutting.
20% disliked (non-residents)

Nothing for children to do

13% disliked (residents) Lack of facilities and activities for children and young people.
10% disliked (non-residents)

The results of this survey and the comments we have received from local people have strengthened our understanding of local perceptions and issues. We will use this information as we plan the funding of activities and projects to ensure they meet the needs of the community.

You can download and read the full survey results at bostonbiglocal.co.uk/survey-2017

Overall trend in perceptions

Comparing the positive and negative comments received in 2017 with the results of the 2014 survey, here's how perceptions have changed:

+ Positive comments



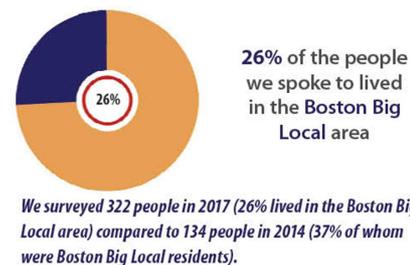
- Negative comments



Gender of respondents (approximately)



Location of residents who responded to our survey



Get in touch

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LOTTERY FUNDED



Boston Big Local's contribution toward making the vision a reality

Rachel Lauberts gave an overview of how much money had so far been spent and on what activities relating to each of Boston Big Local's four themes. The rough pattern of spend across each theme was determined as a percentage of the whole by residents in preparing the first plan.

Theme	Year 1 investment (Ap15-16)	Year 2 investment (Ap16-17)	Year 3 to date investment (Ap17-Nov17)	Total investment to date
Theme 1: Health and wellbeing				
	10.2k	23.3k	15.8k	49.3k
Theme 2: Environment				
	40.8k	16.2k	7.5k	64.5k
Theme 3: Community spirit				
	23k	46.6k	14.4k	84k
Theme 4: Enterprise				
	2.8k	16.6k	8k	27.4
Theme 5: Miscellaneous costs, including plan co-ordinator and partnership costs				
	5.5k	9.5k	3.3k	18.3
Year totals	82.4	112.1	49	243.5k

Looking at legacy as things stand now

What has taken place that looks like lasting beyond Year 10 or when the money runs out?

People and personal knowledge and skills

- Partnership members
- Resident awareness
- Resident pride in turn being a point of leverage in attracting new money
- Visitor perceptions also being a point of leverage in attracting further funding from other sources.
- Volunteers recruited and motivated

Places, buildings and the environment: 8-10 public realm improvements generating a positive attitude, increased civic pride and a multiplier effect in usage and further funding.

- The mosaic in the B&M square created by the Memory Lane group supporting people with dementia which in turn has unleashed wider improvements to the whole square
- Landscaping Pilgrims' Patch
- Improvements to the Market area which in addition has led to more pedestrian footfall and very positive feedback from residents and visitors, seeing volunteers at work.
- Haven Bridge meadow
- Boston in Bloom leading to the East Midlands Awards ceremony being held this year in Boston with acclaim from the organisers as the best ever venue.

Partnerships and participation - ways of doing things

- Joining the dots among people and groups with some pump priming
- Stronger identity in working together for change
- Positive reinforcement riding on success



- Hanse an example of a growing group which would not have got off the ground without Boston Big Local which is now established and helping bring history back to life. It opens up wider connections for the town through Boston's link with the Hanseatic League and this in turn offers links and connections for some Eastern European residents connecting past and present. The Youth Hanse group is especially strong on this. ESOL classes and Boston Unfurled are other projects arising through Hanse to wider community benefit.

Projects and activities based on resident priorities

- The Marathon is essentially now self-sustaining and is growing in ambition with the number of runners, the range of races such as the half marathon and the 5k fun run to accommodate a wider range of interest and ability and free entrance fees for some who are raising money for small local charities to increase local resident involvement.
- Memory Lane (arts for people with dementia) Wednesday group is dependent on Boston Big Local funding, but the Thursday group took off because of the funding but is now established in its own right and will continue whatever happens to the other group.
- Aqua fit was kick started with help from Boston Big Local and is now not only self-sustaining but the income raised feeds into the running of the indoor Triathlon.
- A range of popular and usually free events such as the Cycling Roadshow, the Beach event, the 1940s event and the Bike Night. The Bike Night is now self-sustaining and ongoing. The Beach event is so popular that its legacy is something Boston Borough Council is equally concerned to consider and find ways to support.

Funding the future

The approach to legacy taken at this event was that legacy is far richer than activity or projects that continue through ongoing income generated through BBL investments. If a continued income stream is required through BBL after the programme has finished it is because a) the activity fits with the vision, b) it is considered by residents as vital to keep going and c) it cannot be supported by other means. The table below can be used to plan ahead across projects and potential sources of funding, putting the name of the activity and project and the amount needed in the relevant boxes.

Projects / Funding	Self-sustaining activity or enterprises	Money secured from other sources	Continuing income arising from Big Local investment
People: skills and capacity among residents			
Places buildings and the environment			
Partnership and participation			
Projects and activities that keep on running			



Big ideas

Seven examples of sustainable activity or income generating projects were looked at in small groups.

Pump priming Community Businesses

Example: Community Café

- Initial investment
- Sustainable enterprise
- Social good

- ❖ Unlikely to raise revenue for Big Local
- ❖ No need for continuing post Big Local organisation

(Other examples include investment in shops, pub, library, community services, childcare, domiciliary care, property maintenance services, growing and horticulture)

Comments from the group

- There are three broad approaches possible which can work hand in hand:
 - Support to those interested in start-up enterprises, such as is provided through Boston College
 - Holding a dragon's den type event where potential start-ups can pitch.
 - Fund a specific start-up or fledgling enterprise because an assessment has already demonstrated a need for example for affordable childcare that may fit with the established vision, themes and objectives of Boston Big Local.

Pump priming activity

Example: Boston Marathon

- Initial investment leading to self-sustaining activity
 - EG: Boston marathon; £8k yr 1; 4k yr 2; 4k yr 3

- ❖ Could include clause for activity to contribute financially to local causes in line with Big Local when turning a profit
- ❖ No significant revenue return anticipated
- ❖ Holding organisation required if generating income for redistribution

Comments from the group

- The success factors helping to get the Boston Marathon up and running include:
 - An idea which caught the imagination
 - Sound thinking, management and leadership to formulate and to promote
 - Boston Big Local pump priming within a clear business plan and time frame toward a self-sustaining event
 - A good sales pitch to attract runners, including historic ties and the flat course
 - Wider town benefits giving it additional support and backing
- This model could be used to promote other ideas, offering similar pump priming for the next event that could become free-standing. Boston Big Local could advertise in the build up to its next plan in April 2019 for the next similar project.
 - Bike Marathon
 - Big Triathlon



Environmental improvements

- Part or full funding for environmental improvements, renovations or installations
 - Flower beds and planters
 - Park and play equipment improvements
- ❖ Legacy is in what has been done
- ❖ May want to build in plans for ongoing maintenance and repairs

Comments from the group

- Sponsorship for public realm improvements has been secured based on the success of Boston in Bloom.
- The general appearance of the area has improved, including better shop displays.
- Further activity may include more tree planting, tackling empty properties and ongoing public realm improvements and working better with partners.
- Further actions towards sustainability include looking to approach some of the bigger businesses to sponsor or adopt a project, for example the bookmakers sponsoring cigarette pouches.
- Pride in my Place can become a living brand identifying community involvement in local change and environmental improvements.

Credit Union

- Make a grant to the Credit Union to increase its reserves and lending power
- Enable ongoing benefit to credit union individual members and possibly small businesses if the credit union holds this mandate
- ❖ There is no ongoing income stream for the partnership
- ❖ You would not need a new or ongoing organisation to manage this.

Comments from the group

- How do we demonstrate that the money given to Lincolnshire Credit Union is benefitting Boston Big Local residents during the time of Boston Big Local's existence?
- Would the money better be used to provide a good location or used to improve the current services provided?
- Should the money be used to increase spend on advertising? And if so, what would be the best type of advertisement?
 - Local radio
 - Mini posters in the town centre
 - Online advertisement
- Should we continue donating £3000 a year or would it be better to make a lump sum (£3000 x 7 years?)

Property improvements

Example: community hall

- Invest in site and amenity development
- Work through a local partner organisation which is the legal owner of the facility
- Leverage in additional money for the construction
- Establish a self-funding ongoing resource



- Potentially release a small surplus for community benefit
- ❖ The local partner organisation would be the inheritor and guarantor of the legacy; you would not need to maintain a successor to Big Local to manage this.

Comments from the group

- A register of what sites are available in the greater Boston area would of itself be useful and could lead to an appraisal of what property or amenity improvements are being called for, linked to local usage of that facility by Boston Big Local residents.
- A development like the instillation of a lift for disability access at Blackfriars may need to be linked to an understanding of the facility's current use by Boston Big Local area residents or future activity linked to the development grant to encourage and enable greater resident participation.
- Property development is also about supporting the ethos for example of Boston VCC to provide services to the community, voluntary and social sector below commercial office rents. Boston Big Local has already contributed in this way.
- There may also be construction of added facilities to existing sites.
- Some costs like that of the caretaker are on-going which are not suitable for Boston Big Local funding.
- Another aspect to consider may be insulation of community buildings
<http://www.greencommunitybuildings.org/>

Renewable Energy

Example: solar panels

- Invest in solar panels (about £7000 per roof)
- Gain a return on that investment after 7 years
- Generate £1000 a year after instalment per roof
- ❖ For roof installations there seem to be limited economies of scale
- ❖ You would need an organisation to receive and spend the income generated.

Comments from small group including Ian Farmer

- Options:
 - Supporting solar on private homes or rented properties could be problematic, particularly for legal reasons and seeking to manage the project.
 - It may be more feasible to pump-prime solar on a community facility or hall to make the facility more sustainable in the long term.
- Issues
 - Feed in Tariffs may not be available for community grant aided schemes.
 - FIT rates have dropped dramatically in recent years and the economies and returns have reduced.
 - An end user is needed to maximise free green electricity which is worth more than exporting.
 - Boston Mayflower Housing Association provides solar on some of their rented properties and their experience is worth learning from.
 - Any instillation is affected by orientation, shading, grid capacity, minimum energy efficiency standards and the general trend in electricity prices which are currently increasing.



Property

Examples: doing up properties; partnerships with Housing Associations or landlords

- Housing for social benefit
- Workspaces
- Offices
- Retail Premises

- ❖ Could entail large capital investment
- ❖ Needs to respond to local need and opportunity
- ❖ Requires significant planning and lead in
- ❖ Requires managing agent

Comments from the group

- Opportunities are likely to work best if they dovetail with wider Boston Big Local vision and objectives, for example pride in the area and enterprise and training, rather than only being taken on to gain a financial return on investment.
- Options include:
 - Seeking income generation for the longer term.
 - Make a grant to an intermediary who could lend money to social housing landlords to improve stock for a given financial return.
 - Support the development of small business units for example office, service or manufacturing.
 - Renovation of properties for rental or sale, involving the college, North Sea Camp and involving community build or big build concepts of donations of time, expertise and materials.
 - Renovation to existing community premises.
 - Property purchase, upgrade and resale.
 - Focusing on specific property types, for example for elderly residents, sheltered accommodation or for younger people.
 - Recycling, renovation and repair returning a profit to support further work.
 - Partnership with the council and its push to return vacant properties to use in partnership with a now recognised and valued brand in Boston Big Local.



Some reflections from the event

We learnt that legacy is not as first suggested what is left behind in year 11 or when the money runs out. Partners are talking about *established* legacy now in year 3-4.

- The Boston Marathon is established as a going concern. Therefore, how can BBL bottle some of that magic and encourage other groups to consider such pump priming of for example a cycle event with a business plan for self-financing. This same model could develop into a dragons den type initiative in encouraging bids for support from budding community enterprises, like affordable child care.
- The environmental improvements, including tackling litter, gum and dog fouling, have led to demonstrable shift in attitude. This resident awareness and pride is proving right now the catalyst by which the Council is embedding such activity as core for example through gaining business sponsorship.
- While Memory Lane dementia support group that meet on Wednesday is Boston Big Local funding dependent, the spin off that arose on the back of it, the Thursday group, is core activity and will go on after any loss of BBL funding.

We learnt that, on the back of the above, there is an important communications opportunity right now and not just in year 9, to communicate the above to residents – look what's been happening and look at the effects already beyond the immediate thing funded.

Close involvement with a particular group is vital to ensure agreement about how funding is best used. Running costs may be more pressing than longer term sustainability goals.

- The example for the credit union suggests a BBL grant to the CU increasing the reserves for greater impact and sustainability; the discussion however highlighted that while that may be a possibility somewhere down the line, the credit union may have some more pressing needs for which the BBL funding could be better used.
- Community facility type improvements can be a sound investment, but knowing which facility and what improvement is key, ensuring best benefit to residents; the example used was a possible disability access lift installation at Blackfriars Theatre. This may be a good project, but a) what are the other options and b) what use now or in the future is made by local residents of this facility? Could funding such an improvement be determinant on certain levels of community use?

Having a conversation about legacy can happen too soon or indeed too late. Boston Big Local seems to have hit the timing about right, with conversation rooted in lived and learnt experience of Big Local so far. Too soon and one could get seduced by the BIG WHITE ELEPHANT syndrome. Too late and the opportunity for groups to plan ahead and consider other funding alliances is jeopardised.

Legacy is evidently about people, partnerships and participation as well as places and projects.

- The Hanse League got off the ground thanks to BBL. It is now an established vibrant force for community connection, bringing histories from near and far alive.

Revenue generating activity best works when means and ends are aligned with Big Local objectives. So talk of solar power boiled down to whether existing community buildings could benefit to help reduce costs and increase sustainability for access and use by residents. Property options came down to exploring links with the council in its aims to bring disused and dilapidated properties back into circulation. So how could Boston Big Local support the renovation and restoration activity through for example college apprentices to achieve this?



Appendix

A write-up of the event appeared on the front cover of the November edition of the Boston Big Local newsletter.

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



THINKING ABOUT LEGACY a workshop for residents and delivery partners

Boston Big Local residents and delivery partners attended a workshop earlier this month to consider the impact of the Big Local project in Boston and what the lasting legacy will be once all of the £1m funding has been spent.

Big Local Rep, Bill Badham, opened the discussions with a simple definition of legacy: *what will be left behind when the money has run out?* However, the ensuing conversations quickly established that a legacy was, in fact, already in place. The conference concluded that several of the activities initiated or supported by Boston Big Local have already been a catalyst for change.

For instance, Boston Big Local funding helped to establish the Boston Marathon, which is now doing well and growing in popularity. The conference considered whether this kind of success could be replicated to support other events that might generate local interest and attract visitors to the town.



A legacy of change was highlighted in local attitudes to environmental improvements. Boston Big Local has funded initiatives to help tackle issues such as litter, cigarette litter, and dog fouling, which are helping to raise awareness and increase resident pride. Such changes in attitude and behaviour make it easier for the Council to embed solutions and gain business sponsorship for further environmental initiatives.

Another example is the spin-off group that has arisen from the Boston Big Local funded dementia sessions. Whilst the funded activity may not continue when Boston Big Local ends, the spin-off group can continue as it is not reliant on funding.

The final workshop session of the day considered whether and how ongoing activities could be made



sustainable beyond the 10 years of the Big Local project.

Richard Tory said: "The workshop allowed us to take stock and think about the impact and long term legacy of Boston Big Local. The ideas generated will be useful as we start to develop the next plan, which will cover years 5 and 6 of our ten year Big Local project."

Read more about the Legacy Workshop (pictured above) at bostonbiglocal.co.uk/legacy.

Official opening of Art Deco garden

A new sculpture has been unveiled as part of the official opening of the £15,000 Art Deco garden project in Central Park, to which Boston Big Local contributed £10,000. Our Chair, Richard Tory was at the ceremony. He said: "We wanted to help create a lasting legacy for the people of Boston."

