



**BOSTON TOWN DEAL BOARD MEETING  
WEDNESDAY 23 FEBRUARY 2022 AT 1PM**

**VIA TEAMS**

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**AGENDA**

- 1 Welcome and Apologies for Absence
- 2 Declarations of Interest
- 3 To agree the Minutes (& discuss any matters arising):-
  - Boston Town Deal Board Meeting - 17 December 2021 **(Enc)**
  - Sub Group Meeting - 7 February 2022 **(Enc)**
  - Sub Group Meeting - 8 February 2022 **(Enc)**
  - Sub Group Meeting - 16 February 2022 **(Enc)**
- 4 Boston Train Station Full Business Case **(Enc)**
- 5 Work Programme Update **(Enc)**
- 6 Communications Plan - February 2022 **(Enc)**
- 7 Mayflower and Leisure Projects - Variations **(Enc)**



## Minutes of the Boston Town Deal Board Meeting

**Date: 17 December 2021**

**Present:** **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Alison Fairman, BEM - Community, Councillor Paul Skinner, Jacqui Bunce - NHS, Sandra Dowson - One Public Estate, Simon Beardsley - Lincolnshire Chamber of Commerce, David Fannin - Lincs CVS, Councillor Paul Goodale, Professor Val Braybrooks, MBE - University of Lincoln, Nick Worboys - Longhurst Housing, Richard Tory - Boston Big Local and Matti Pajula - Metsa Wood

**Observers:** Mick Lazarus - BEIS, Adrian Sibley - S&ELCP and Richard Hodgson - S&ELCP

**Town Deal Delivery Team:** Lydia Rusling, Clive Gibbon, Luisa Stanney, Sharon Warner and Tim Sampson  
Ivan Annibal - Rose Regeneration

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### 1 Welcome and Apologies for Absence

Apologies for absence were received from: Stephanie Dickens, Halina Davies, Ruth Carver, Rob Barclay, Nick Heath, Clive Fletcher, Claire Foster, John Harness, Greg Pickup and Michelle Sacks

### 2 Declarations of Interest

NK asked Board members to ensure their declaration of interest was up to date. It was noted that normal rules apply - for those that do have an interest - they should declare it - they could be involved in any debate, but must not vote.

### 3 Minutes of the Boston Town Deal Board Meeting held on 13 October 2021

The minutes of the Board meeting held on 13 October 2021 were agreed as a true record with two amendments - JB submitted her apologies for the meeting and under item 4 - bullet point 5 be removed. Proposed by VB and seconded by AF.

- **Sub Group Meeting Notes - 11 November 2021**

The summary note of the Sub Group meeting was circulated to the Board for noting. The two Sub Groups would be merging into one and the remaining FBC's would be taken to that Group prior to sign off by the Board.

The Sub Group were there to make recommendations to the Board and not to sign off the FBC's.

- **Section 151 Officer Meeting Notes - 25 November 2021**

The summary note of a meeting with NK, CF and the Council's Section 151 Officer was provided in terms of the governance role of the Board and was noted.

#### **4 Resignations**

NK reported that the Town Deal Team had received the resignation of Donna Watton from the Board. The Board's thanks to Donna was noted.

There would be a review of the membership of the Board in the near future once all FBC's had been submitted.

#### **5 Communications Plan**

LR confirmed that the communications and engagement plan remained a priority of the Board. However, an external agency had been employed to carry out this work and it had not progressed as expected.

It was noted that an engagement workshop had been carried out for the Connected Coast Board and the outcomes of that workshop would benefit both the Connected Coast Board and the Boston Town Deal Board. There had been a discussion around the branding and the communications guidance - branding guidelines had been received from the DLUHC (Department for Levelling Up, Housing and Communities). LR was keen to ensure that the Boston timescales were circulated and branding was shown through the individual projects - the team were working to share an update on the guidance to all project leads. Any communications for projects should demonstrate the engagement and how they connect to the Boston Town Deal and other projects and benefit the town as a whole.

A workshop with Kate Willard would also follow the Board meeting to discuss communications, Board's role and meeting papers, etc.

The coordinator role for communications would sit with SW and TS and as projects developed communications would come to fruition. Information would be shared between ML, the Board and the Town Deal Delivery Team.

NK had recently given a presentation on the Boston Town Deal to a local group and a number of people were not aware of it. As it was not a Council led initiative there should be a Communications plan for the Board to approve with clear marketing advice to get the message across.

ML had met with the Prime Minister's publicity office and they were happy to work with Town Deal Boards and if there were projects that had early delivery dates it may be possible to get Ministers to visit the area.

## **6 Work Programme Update - Overview**

IA circulated the work programme which had been updated. There were two components to the report - a spreadsheet and report itself. The spreadsheet effectively listed the projects and detailed the key stages, building up to the completion of the FBC's (full business cases) and implementation of the projects. IA had worked through a similar format with the Connected Coast Board. The spreadsheet very helpfully captured all information onto one page. Sitting as additional tabs behind the spreadsheet was the risk register for each project, key milestones, RAG rating, a notes section and a summary of key risks.

There was a detailed breakdown of funding for each project and how it was profiled. The idea was that the document would be updated for every Board meeting so that members had a moving picture of what was happening. The risk register was based on the Town Deal Hub's proposals for how to manage risks.

It was noted that:-

- There were a number of FBC's which were complete - Healing the High Street, Centre for Fresh Produce, St Botolph's Library and Lighting and Blenkin Memorial Hall.
- Funding agreements were currently being finalised with the Solicitors and S151 Officer. Draft agreements should be circulated w/c 4 January for negotiation.
- The early 5% release of funds had a separate funding agreement, as the full contract would not be issued until the FBC's were completed. This was based on a discussion with the S151 Officer and was a more logical way of doing it. The 5% was to be used to inform the FBC's - the due diligence cannot really be completed until the FBC's had been received. The only project that there may be an issue with in terms of releasing the 5% was the Mayflower project as the amount would be £1m, which was a big spend.
- ML reported that the payments for Healing the High Street and Centre for Food and Fresh Produce would be made around 22 December.
- AS reported that the Council approved the projects recently as part of the Towns Deal governance process.
- The Healing the High Street project included the Shodfriars building which was a key pivotal part of the public realm and architecture in the town. Shodfriars was owned by Lindum who had now sold it to a local entrepreneur who was excited to invest in the building and had appointed a high caliber architect. Therefore work should commence on the building quite quickly.
- Boston Railway Station - the project was led by a professional team with a management plan instructed by East Midlands Rail. There was no major

concerns with the project at this stage and the FBC would be completed on time. The railway station was a listed building so consent for the works would have to be sensitively managed. There was some complex issues around the planning and rights of way on the site - some elements of the site were LCC managed roads - these were not huge problems but would need addressing.

- Mayflower/Leisure Projects - there were some big challenges around these two projects - but they were not insurmountable. The original plan was that Geoff Moulder Leisure Centre (GMLC) would relocate onto the Ingelow Manor site (owned by Boston College) and the GMLC site would be handed over to Boston College for the Mayflower building. It had now become very clear that the leisure costs around developing a brand new centre were much higher than had been anticipated due to issues such as the costs of building materials and membership numbers (due to Covid). Officers had developed a plan which would see the GMLC refurbished and facilities upgraded and the Mayflower building located on the Ingelow Manor site. Boston College were evaluating the proposed changes. There was good will to work together to find the best solution and an intensive piece of work would be carried out to get the projects to a position where they were FBC ready.

JB confirmed that discussions were ongoing into how health could support the project by the positioning of a health hub on the GMLC site and was looking at what the best outcomes would be for health and wellbeing - the original place for this had been the PE21 site.

PS stated that the Council had been talking to the NHS throughout the whole period of the Town Deal - it was important that these projects helped the community and by all parties working together would improve outcomes and aspirations of those living in Boston. However, Councillors wanted to see the GMLC with better facilities than were available at the moment and did not want to see the pool closed for any period of time.

PS also reported that there had been a meeting with Boston College to see if the issues around the projects could be resolved with the amount of funds available. Quotes for the work for the Leisure project were a lot higher than had been anticipated. There were tight timescales, but it was hoped a solution could be found.

LR highlighted the positive working relationship that the Council had with Boston College. Officers were talking to architects to look at how the proposed site for Leisure/Mayflower could raise aspirations for the people in Boston and achieve the outcomes that were set out by Government through the Towns Fund process. A report would be submitted to the next Board meeting to show the designs and explain the work that had been carried out on the projects so that Board members could see how they were developing for FBC submission in March 2022.

NK explained that from the Board's perspective it would appear that the change in both projects would still see a new entrance and facility for the College to provide an enhancement of the skills already on offer for the local population

and better sports and leisure facilities - so at face value the outcomes would still be achieved and looked forward to receiving further detail.

SB felt it would be helpful for Board members to receive some background for changes to projects such as this - where the project was going and what the outcomes would be. ML advised not to rush the FBC's before they were ready - LR was still working towards a March deadline for submission but there would be a clearer picture in the New Year. If this was not achievable, LR would contact ML to discuss timescales. Inflation costs for building materials were significant but Officers and the College would continue to work together to deliver on both projects. It was noted that bringing a third party in to run the leisure aspect of GMLC appeared highly unlikely due to the impact of Covid on the leisure industry.

NK recognised the challenges of the projects and how hard the project teams had been working to get to where they have.

IA agreed to include a description of the RAG rating colours in future documents and a title and basic overview of each document.

The Board noted the report. This would now be a standing item for each Board meeting.

## **7 Skills Audit**

SW had previously circulated a skills audit form to Board members for completion but only a small number had been returned. SW asked those members who had not completed it to do it as soon as possible. It was important to have the correct representation on the Board when moving into delivery stage.

SW reported that the Delivery Team would pull together a core group of members from the Board for a Sub Group. That Group would then receive presentations from the Project Teams and make recommendations to the Board.

SW would advise people if they were on the Sub Group by early January. The workshop following on from the Board meeting would also discuss the skills audit.

## **8 Financial Report Including Allocations of 5% Funding**

A report was circulated to the Board which gave an overview of the current financial position in relation to the Towns Fund. Confirmation of the strategy for allocating the 5% advance to support individual projects was required. The report also reminded members of the overall financial allocation of funding across the Towns Fund project portfolio.

The delivery team would monitor each project to ensure they received their allocated amount of funding and no more. The funding agreement was being finalised with Freeths.

A payment of £637,000 would be made around 22 December for year one funding for Healing the High Street and the Centre for Food and Fresh Produce. ML reported that Boston had resubmitted their financial profile which had been approved.

Full funding had already been released by the DLUHC for Blenkin Memorial Hall and St Botolph's Library and Lighting.

In relation to the allocation of the 5% advance the Board were asked to approve it being allocated to the 3 projects (Leisure, Mayflower and Boston Station) ahead of the business cases being approved.

The Board agreed that the 5% could be allocated with delegated responsibility to the Towns Fund secretariat - proposed by PS and seconded by JB.

NK asked for a reporting mechanism to get a summary of finances in an understandable format for each Board meeting. IA agreed to work with TS to have this information available for each meeting.

## **9 Dates of Meetings**

Boston Town Deal Board Meeting - Wednesday 23 February 2022 at 1pm.

It was agreed that a date would be arranged and circulated for the next Sub Group meeting.

## **10 Any Other Business**

Funding Streams - JB suggested that there should be regular discussions at Board meetings as to what other funding streams were available, or where other organisations have bidden for funding so that the Board could work together to support the growth, development and sustainability of Boston.

The Board agreed that this would be a standing agenda item and LR was happy to update the Board at the next meeting on the positive feedback received from the Levelling Up submission and to also keep the Board updated of what was happening. Boston and East Lindsey had received funding for a Cultural Strategy across both areas and were a Priority 1 area for the Arts Council.

City Status - LR reported that the City Status application for Boston had been submitted and thanked those who had played a key role in supplying information and letters of support for the bid.

The logo for Boston Town Deal features a stylized graphic on the left consisting of a blue shape with a white and green path-like element. To the right of this graphic, the words "BOSTON" and "TOWN DEAL" are stacked vertically in a bold, blue, sans-serif font.

# BOSTON TOWN DEAL

## NOTES OF THE SUB GROUP MEETING HELD ON MONDAY 7 FEBRUARY 2022

**Present: Neil Kempster, Councillor Paul Goodale, Nick Worboys, Michelle Sacks, Lydia Rusling, Mike Gildersleeves, Jacqui Bunce, Claire Foster, Simon Beardsley, Stephanie Dickens, Tim Sampson, Ivan Annibal, Sharon Warner and Luisa Stanney**

### Mayflower/Leisure Projects

NK explained that the Sub Group meeting had been arranged to discuss the project variations in detail for the Mayflower and Leisure projects and debate the changes before making recommendations to the Boston Town Deal Board.

LR explained that the Heads of Terms had been agreed in March 2021, with project confirmations at the end of May 2021. There had been a variation to the PE21 project which became leisure but it had the same outcomes and outputs. The Connected Living project funding was transferred to Leisure in September 2021 due to the project not progressing.

The outputs for PE21 (latterly Leisure) was to have a new or upgraded sports facility and the project progressed on that basis. CF put forward the Ingelow Manor site for a land swop with the Council's GMLC. Alliance Leisure were then commissioned to look at options for the sites.

Due to the impact of Covid - the costs of construction and a lack of appetite for investment in leisure, the cost for a new leisure centre was in excess of £20m which therefore meant changes had to be made to the leisure project. It was suggested that the GMLC be refurbished on its current site and the Mayflower built on the Ingelow Manor site. However after further meetings Boston College confirmed that this was no longer viable due to a number of concerns including safeguarding, split-College campus and in-efficiencies of the new layout and requested a change in site to Skirbeck Road.

Reports were circulated to the Sub-Group prior to the meeting on the Mayflower project, the Leisure project and a third document which looked at the relative merits in relation to key issues of the two core propositions for the delivery of the Mayflower project currently in play within the Boston Towns Fund.



IA reported that project variation forms would have to be completed and submitted to Mick Lazarus/DLUHC (Department for Levelling Up, Housing and Communities). DLUHC would make the decision to allow the funding to be transferred or take back the funding. LR commented that a project variation form for Leisure had already been completed when the PE21 project changed to Leisure.

MS had an initial conversation with DLUHC around the changes to the projects and it was noted that VFM must be achieved. Outcomes could be changed but they would need to be comparable to the original outcomes and be TIP (Town Investment Plan) related. If the Board submitted variations DLULC may choose not to accept. The key was deliverability and getting the funding secured. There was a deadline for submission of FBC by the end of March and a formal request could be made for an extension but it was a risk and may not be granted.

CF outlined that the report on the Mayflower project gave an understanding of the timeline. In an ideal world the College would have liked to proceed with the original plan and were keen to look at a joint proposal. However, after having looked at all the options and to achieve the outputs, skills opportunities, having space for businesses to move into the Mayflower buildings, coupled with conference and digital learning space, struggled to incorporate this into the project on the Ingelow Manor site.

In relation to the demolition of the building on the Skirbeck Road site - the age of this building was of similar age to Ingelow Manor.

JB hoped that it could be demonstrated that this was normal business case development and as long as the Board were confident and had assurance that putting Mayflower on the Skirbeck Road site was deliverable would articulate how diligent the Board had been re deliverability.

CF was confident that the new site met all the outputs - the College had to pivot very quickly with the changes to the Leisure project and the only difference was that the Mayflower building would be in a different place.

SB stated that deliverability was important, the Mayflower would be an iconic building but wanted to understand how the two sites compared. CF explained that the College would have given up the Ingelow Manor site to get the Mayflower project co-joined with the Leisure Project. The Skirbeck Road site created a far safer campus, would enable the campus to be pedestrianised and create an open green space, whilst still allowing for car parking. Part of the longer term strategy was to encourage less use of cars to meet the green agenda. Conferences would be held mainly in College down times so the car parks would be fit for purpose. Only a small amount of car parking would be lost if the Mayflower was to be built at the Skirbeck Road entrance.

NK outlined that deliverability was key, factoring in the planning process and costs of the projects. CF confirmed that there was no indication that there would be an issue with the planning permission - there was residential properties next to the Skirbeck Road site but the architects were confident that there would not be any issues.

NK asked CF to explain why the College could not support the proposals to refurbish

GMLC and move the Mayflower building to the Ingelow Manor site. CF referred to the report circulated to the Sub Group. By building the Mayflower at the Skirbeck Road site would create a one stop entrance and the building would still be open to the community and students. The proposal for the Mayflower to be built on the Ingelow Manor site would dislocate it from the rest of the College and the College would still have to have 2 reception areas. The Corporation Board felt this caused more problems than it solved, which was one of the reasons for moving the site.

NK expressed concern that by moving away from the original concept it would decrease the opportunity to regenerate the area around the GMLC and link to other Town Deal investment projects and was not sure if all the outputs were there in terms of space. There were some fundamental differences between the two sites. Also by moving the Mayflower onto Skirbeck Road would see the removal of a building that had previously received SRB funding. The Board would have to agree that it was the right way to spend the money. However NK did not want to lose the money and would find it difficult to turn down the project variation.

CF explained that at present the Rowley Road entrance was not the main College entrance. With the Mayflower moving to Skirbeck Road this would encompass space for Conferences, Business Units and room for a presence of the Centre for Fresh Produce. It would still be a community facing building and the demolition of the building on that site was a similar age to Ingelow Manor. Some buildings have to be altered to reflect current needs.

MS outlined the information that would be required for the Board meeting -

- Looking at page 8 of the Mayflower report - how the College would look - would the siting of the Mayflower on Skirbeck Road be different in terms of access? The purpose of the Rowley Road site was to create a destination, following the footways and trails that would link in - from the Station project, to the PE21 area and moving to this locality. Was there a value of £10m for the building on Skirbeck Road when the fantastic EMAT centre was built for £5m?
- The footfall would be different. Has the Mayflower report established that the entrance on Skirbeck Road would still achieve the access for adult learners as opposed to the other site with the open space. How would barriers be removed for adult learners and how would that be mitigated? Is a comparable outturn being captured?
- Consideration must be given to public realm and regeneration. The ripple effect from the Mayflower being on the Ingelow Manor site would lead to a variety of trails and include improvement to access the Maud Foster and up through Rowley Road. If the Mayflower building went on the Skirbeck Road site should some of the £10m be allocated to improve the footways, etc., from the north of the site?
- Impact on the town centre with the Mayflower Centre being located at Skirbeck Road - one of the key themes to the Town Deal funding was town centre regeneration.

All of the above need to be considered and the information ready for the Board meeting.

GP felt that the public realm required careful thought, would the Mayflower building look foreboding on Skirbeck Road? There was a risk that the variation to the project would not get past Government and there was a significant capital risk. However if this was the only option GP was supportive as it was aspirational, it would just require further public realm work.

CF explained that whilst the Skirbeck Road entrance was student heavy, it would have been no different on the Ingelow Manor site. Whilst the EMAT centre site was £5m, building costs had now increased. The total cost of construction on the Skirbeck Road site was £10m - with match funding via revenue of £6m. There was no capital match funding from the College and no GLLEP funding available.

MS asked that taking into consideration the comments on public realm - did that mean that none of the £10m allocated for the Mayflower project could be used towards that? CF indicated that there were very high level costs associated with the Mayflower project - the College would be utilising their own car park for the new building and moving the entrance to allow for better access facilities. Perhaps the costs for both the Leisure and Mayflower projects would have to be looked at to see how land could be redeveloped as part of public realm. JB commented that the land that Claire was discussing was a "contribution" that should be articulated in any variation to the project that goes to DLUHC.

IA was aware that there were a number of colleges that have more than one entrance and to have one broader community estate for leisure and the College would be an asset.

LR asked MG to share the presentation on the Leisure project.

MG explained that unfortunately it had not been possible deliver the Leisure project on the Ingelow Manor site, due to excessive costs of the build. In order to have a joined up approach he had worked with the College's architects and the plans that were drawn up in December outlined how the area would look if the Mayflower building was on the Ingelow Manor site and the GMLC was upgraded. There would be a piazza layout between the two sites. The piazza area would be a public inclusive space and would be a transformational change.

The plans that had been drawn up for Leisure saw the creation of a changing village - there was a great level of provision at GMLC but it currently functioned as three buildings and was an aging facility.

JB suggested that whilst the Mayflower building would not be on the Ingelow Manor site there was the opportunity to improve public realm with the footbridge and car parking and opening up the space and improving the area. MG confirmed there were opportunities for this to happen and to create a visual entrance point to the GMLC.

Ingelow Manor would then continue operating as it is now and there may be an opportunity of blurring the lines and upgrading the frontage of Ingelow Manor to create

a walkway to come up College lane.

It was noted to maximise the opportunity to have major improvements to the GMLC the Council were providing £3.6m of match funding to the £2.4m of Town Deal funding.

SD expressed concern over the changing village aspect and how safeguarding and privacy issues would be addressed. MG confirmed that the project team were working on all safeguarding aspects and how families would operate in the changing village.

CF asked whether the Leisure project showed value for money as there was the argument as to whether refurbishing would make a difference to the town. MG confirmed that a new or upgraded leisure facility would certainly make a difference to the town. Addressing the shortfalls of the current leisure facility and enabling it to be fit for purpose for the population of Boston would be of immense benefit. The GMLC was a much loved community facility and previously there had been incremental additions to the building, but these changes would be transformational. Over time, facilities such as soft play, a café and crèche could also be added which would increase dwell time and therefore be value for money.

CF asked MG to confirm that the Leisure project would achieve its outcomes. MG confirmed that this would be the case.

NK asked whether the pools would be closed to the public during the upgrade works as this was something that the Councillors did not want to happen - they wanted the community to have access to a pool at all times. MG stated that the idea was to retain access to one pool at all time during the period the works were carried out.

SD asked whether the road could still be pedestrianised leading up to GMLC if the Mayflower building was not on the Ingelow Manor site. MG confirmed that this was LCC land and they were open to a conversation as to the use of it. It was hoped that the project would allow for public access but in terms of VFM and whether the budget would stretch into that area was not known at this point - the project team would look to leverage it in if possible. SD commented that this would not be so easy to achieve without both of the projects being on the site.

SB queried whether the GMLC would continue to be a Council run facility or commercial operator and was the GMLC profitable? MG confirmed that in the short term it would be a Council run facility but there was a separate piece of work being carried out by the Council around a Leisure Trust running the GMLC. In relation to the GMLC being profitable - MS explained that no pool in the Country that is a public pool is profitable - but it is the social value aspect that was important which was highlighted in the Towns Fund prospectus along with deprivation. There was also significant health deprivation in Boston and to remodel the GMLC would give the community a leisure facility with that wow factor and a destination to visit - eventually with other things on offer such as a café and soft play area.

In relation to a commercial operator running the Council facility - MS explained that pre Covid there was 1,700 members at GMLC and unfortunately those numbers had not continued and currently membership stood at around 1,000. Leisure providers were taking stock of facilities as a result of Covid so for now the GLMC would continue

to be a Council run facility and would proceed on that basis. Currently GMLC was not visually attractive and with improvements would hopefully encourage more visitors to access facilities for a healthier lifestyle.

It was confirmed that VFM, economic analysis and cost ratio would be carried out for each project further down the process once the business cases had been submitted.

Turning to public realm, MS outlined if the Mayflower and Leisure had been on the same site this would have ensured that Rowley Road was part of the trails and encourage footfall on the east side of the town and through the town centre. LR commented that YDM Boon's brief for the shared site was to ensure connectivity between both projects and to increase dwell time and footfall around the area and into the evening as well.

PG felt, in his opinion, that it was a shame that the projects had reached this point - both projects were of value to the community which was more important than VFM. The leisure facility was the most important part of community value and there should be a way to incorporate both projects on the same site - such as new idea for the Ingelow Manor site. If the Mayflower building was located on the Skirbeck Road site this would mean it was more on the outskirts of town rather than more towards the centre. Remodelling the College building on the Skirbeck Road site only benefited the College rather than being mindful of the value to the whole of the community which was more important. IA outlined that a key assessment of the VFM would take account of community benefits - the piazza and community use of the whole estate would possibly suggest a more significant VFM around the combined offer. VFM of the public sector revenue (running cost subsidy) investment would be included in the VFM calculation but it would be the same across both options.

CF stated that the scheme had been compromised. Yes there were college campuses that were separated. But the safeguarding of students and the needs of the students have to be put first and the walkway from the Mayflower building (if on the Ingelow Manor site) could not provide that. Everything that the College has proposed when the projects were first discuss including the land swop of Ingelow Manor with GMLC has all been done for the community.

JB suggested that there should be a proper options appraisal to be able to demonstrate and walk through the decision making as to why the Skirbeck Road was the optimum place. This should be part of the business case process. IA commented that this was a one off investment of a scale at current prices that will not come again in a hurry and should seek to get it right, not just concentrate on the money. The change of offer could risk the funding.

SD turned to communications and how the changes would be relayed to the public. The Board need to be unified and explain why decisions have been made and SD felt this could not be articulated yet. There needs to be a shortlist of reasons why the project could not continue as was originally planned.

At the moment NK was not convinced that the overall benefits of the Mayflower project would be achieved by moving to Skirbeck Road due to the location and more understanding was required as to the outputs. If the current proposals to have both

projects at different locations was submitted to the Board at the start of the process NK asked if the Board would have been happy to allocate £10m to the Mayflower project. NK also asked if the leisure plans put forward by MG had been costed as operationally it was not what the College wanted.

CF had not had any input into MG's plan and the Mayflower project had nothing to do with leisure at the start of the process therefore there was no difference now. The question is would the Skirbeck Road site do what was promised in the TIP - which it would.

MS stated that the concept at the start of the process was a skills facility project. Which was consequently incorporated into the Mayflower project which evolved to include leisure and was an iconic and growing scheme. If the skills project hadn't expanded into the Mayflower project for the community it may have been decided that it was not a £10m project and would have been a very similar project to the EMAT centre.

NW stated that if the decision was made that the funding could not be switched would the College say no to building on the Ingelow Manor site and could the Leisure project stand alone?

MG explained that the Leisure project could come forward in isolation and was a transformational project and would continue to work with CF re economies of scale, etc. CF had offered a parcel of land to improve the public realm and piazza area without the Mayflower being on the Ingelow Manor site.

SB felt that the College only had one option which was Skirbeck Road and obstacles should not be put in the way of this as the Board would not want to lose £10m funding. MS explained that no one wanted to lose the £10m but the viability of the site must be tested and it must be demonstrated that every aspect of the project variations had been challenged and that Skirbeck Road was the only option. There would be significant public backlash as to why the College should have £10m rather than the Leisure project and the function of the Sub Group to the Board was to articulate that all aspects had been considered and then approval for the business cases to be submitted. It was not about obstacles, but testing to see if all the information is available to make a decision.

NW felt that if siting the Mayflower project on Skirbeck Road was the only option for the College and the Leisure project could stand alone then she would be comfortable with this, subject to the agreement of the switch within the Town Deal.

IA stated that the BCR for the FBC will condition the overall appraisal of the project from a Government perspective and if either option is scored below 1 then it would be a difficult sell. In the original appraisal of the projects for inclusion in the Towns Fund bid the Mayflower project did not score highly due to the costs and risk and this is a material issue for the Board to consider.

SB felt the Sub Group had not got all the relevant information at this point and further financial information was required to enable decisions to be made.

NK queried whether the Mayflower project at Skirbeck Road was the best use of £10m

or were there other options to explore or discount - there must be sufficient VFM shown for the project. The change of offer of the project could put the Board at risk of losing funding.

CF explained that it took 18 months leading up to Christmas to get the project to where it was - to then be told that the site for the Mayflower project had to change to the Ingelow Manor site. The College now had a very short space of time to work up a detailed proposal and questions had to be asked if the College have the capacity to deal with the changes when their main focus is to deliver education on a daily basis.

NK stated that the Board had to be satisfied that all options have been looked at and the correct processes followed. In terms of options the Sub Group have only been aware of the issues with the Projects for the last 4 weeks and it was not too late to look at all options.

SD and NK asked the question that if Boston Town Deal board decided to say no to the Skirbeck Road proposal for the Mayflower project would the College fundamentally object to the proposal to use the Ingelow Manor site for the Mayflower project. CF felt that the College would have to walk away from the project if it got to that point.

After a short discussion the Sub Group agreed that a further meeting was required to enable questions arising from the meeting to be answered and to have financial comfort for both of the projects. CF also needed to speak to the Corporation Board at the College to ascertain the College's position. MS/LR would also speak to Mick Lazarus at DLUHC for further advice to enable the Sub Group to make recommendations to the Board.

MG expressed sympathies with CF as the teams for both projects had been working hard and a decision must be made next week to allow progression to the FBC stage if that was what the Sub Group recommended. In relation to the financial information, this would be fully available when and if the projects moved to FBC.

NK suggested that the Board may want to explore an extension to the submission date of FBC's. MS agreed it would be worth exploring but there must be clear rationale as to how extending the date would enable the Board to deliver.

NK confirmed that a further Sub Group meeting would be held within the next week and the date would be circulated by the Boston Town Deal Team.

The logo for Boston Town Deal features a stylized blue and green graphic on the left, resembling a train or a path, followed by the text "BOSTON TOWN DEAL" in a bold, blue, sans-serif font.

# BOSTON TOWN DEAL

**Sub Group Meeting 08/02/22 – NK, CF, PG, GP, SB IA, JB, SW, TS  
East Midlands Railway – Surita Mengri and Kate Parnell**

**To review full business case for Boston Train Station project in order to  
make recommendations to the Town Deal Board**

## **Key comments from meeting**

- Presentation summarises how the project will transform the station with modern facilities to fulfil the aspirations of the area improving internal and external areas.
- Boston Station is overdue improvements and this will provide integration with the local communities as well as passengers with a community café, bookable meeting rooms and 2 small units for new businesses on a 12-18 month lease.
- Income from the small business units will be used to support local community initiatives e.g. for education or local groups.
- Café will be self contained and will operate outside of station hours with a serving hatch for on the go coffees.
- Changes to the toilets layout to bring them all together and will include a parent and baby station.
- Delivery time line – April for tender responses and DLUHC confirmation. Want to avoid construction in summer and will therefore start in September. Will need to keep station operational throughout and toilet facilities. Completion September 2023.
- High level finances - Built in 10% contingency. Estimated costs for just under 1.9m. Comfortable that built in sufficient risk.
- Risk mitigation to include contingency against rising costs and fixed costs in tender responses. EMR have funded development so far which is a risk for them if not successful.
- Mother and baby changing not suitable for changing places as not sufficient space. There is a changing places in Asda next to the station that is accessible.

## **Comments from delivery team re business case**

- EMR highly professional with capacity so a lot of confidence to deliver the project taking into account the risks. Pleased with contingency amount.
- In terms of phasing there are no breakdown points.



**Sub Group Meeting 08/02/22 – NK, CF, PG, GP, SB IA, JB, SW, TS  
East Midlands Railway – Surita Mengri and Kate Parnell**

- Key deliverables – Provision for non rail users, restoration and repair, thought about enhanced safety, energy efficient, start-up businesses and enhancements for the visitor economy.
- Economic case by Amion re BCR looked at various benefits and how investment can impact on spend into the economy. BCR of 1.54. (Normally anything between 1-2 is highly respectable, above 2 is good and below one is bad. One of the projects with the least concern.
- Questions - How hard have EMR thought about additionality? Further investigation re accuracy of numbers.
- Conclusion - Robust proposal and something that should go through relatively smoothly.

**Questions and answers**

- Business case comprehensive, overall supportive. Communications profile - what opportunities to acknowledge Boston and the town deal?

KP – pulled together a working group re communications strategy. For press releases can get stakeholders at the station for engagement and photo opportunities. Leaflet drops and visuals around construction site and link with the website.

- What happens in the event of any underspend?

KP – 20% contingency for rising costs of material and for known risks. If underspend there are areas that will be added such as tactile paving. Any further additions to be discussed with Town Deal Board members and prioritised. There may also be some match funding from Network rail.

- Clarification re revenue uplift of £500k. What are the additional visitors to Boston?

SM - .commercial team looked at forecast. Uplift from passenger demand on ticket sales. A portion of this will go to EMR and a portion to other train operating companies. Further clarification will be obtained, with models used and assumptions made.

- Engaging with local accessibility groups.

KP - although not liaised with Boston Disability Forum there has been regular catch-ups with EMRs access and inclusion manager and they have collected a lot of feedback which would flag any issues. The designs ensure all turning circles are adequate, different seat heights and soft seat options.

- Aspirations re gateway to the town.

**Sub Group Meeting 08/02/22 – NK, CF, PG, GP, SB IA, JB, SW, TS  
East Midlands Railway – Surita Mengri and Kate Parnell**

IA – Established plans for Levelling Up and plans for skills escalator. Vision to connect the town from the station, through PE21, the town centre and down to the leisure centre and Mayflower.

- To access community space people would have to go past the business premises, which could be noisy.

KP - EMR to look at noise reduction and liaise with designers re moving of doors and or location of community room.

- Only one EV point. Consider future proofing and add infrastructure for future points whilst undertaking works.

KP - this is for staff car park. KP/SW to have offline discussion for council car park. KP to take the future proofing point back to the designers.

- Skegness Station

KP - many similarities. More innovative as not strained by historic facilities.

One tender with two schemes but can contract separately if needed. Similar timescales.

- Café storage space and who to operate?

KP – 56m2 café with separate storage facility although a bit out of the way. Community café run independently with local business serving local products offering jobs and skills/training for the community. Income from bookable community space will go back into the community e.g. Supporting local charities. Looking at café to book spaces.

- Rents for business units

KP - worked closely with Abellio who manage tenants and have advised indicative rents. Can take figures away and come back with further information. Not anticipating making a lot of money from this.

- Community space has outside access for toilets.

KP –there is one toilet in the block and access to other toilets from the platform side.

- Any security enhancements for example late at night?

KP – Upgrading CCTV and improving lighting. Visibility on the bridge will be improved as there are some blind spots at present. Looking to upgrade systems in the future for access using say key fobs and codes.

**Sub Group Meeting 08/02/22 – NK, CF, PG, GP, SB IA, JB, SW, TS  
East Midlands Railway – Surita Mengri and Kate Parnell**

Station staff work within ticket operation hours and therefore CCTV is not monitored outside of these hours.

SM - CCTV strategy long term aspiration for remote managing in the future.

- Have business units got high-speed internet? Lightspeed could provide.
- .
- Is automated ticket machine remaining in the same place?
- .

KP – there are no concerns about the location. It has CCTV cameras on it.

**Recommendation**

- Whilst there are some issues of detail that need to be addressed, the group concluded and unanimously agreed to recommend the business case to the Town Deal Board.
- A well crafted business case and the questions above were constructive additions to enhance the business case.

**Next Steps**

- Co-ordination of communications with town deal delivery team and train station.
- Is there a mechanism built into the funding agreement re underspend to ensure that there are benefits for Boston?
- Clarification of revenue funding from EMR.
- EMR to take back comments re community room location and internet suggestion.
- Presentation and plans (enlarged) to be circulated.
- Summary presentation to be given to Town Deal Board for purposes of illustration not detailed questioning.
- KP/SW to discuss possibility of further EV points on council car park.

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# BOSTON TOWN DEAL

## NOTES OF SUB GROUP MEETING HELD ON WEDNESDAY 16 FEBRUARY 2022

**Present: Neil Kempster, Pete Holmes, Councillor Paul Goodale, Nick Worboys, Michelle Sacks, Lydia Rusling, Mike Gildersleeves, Councillor Paul Skinner, Jacqui Bunce, Claire Foster, Simon Beardsley, Stephanie Dickens, Tim Sampson, Ivan Annibal, Sharon Warner and Luisa Stanney**

### **Mayflower & Leisure Projects**

NK welcomed everyone to the meeting which was a follow up to the Sub Group meeting held on 7 February - to consider the options for the Leisure and Mayflower projects. At the last meeting it had not been possible to agree any recommendations to put to the Board.

NK had engaged with the delivery team to discuss how the Sub Group should consider matters at the meeting. An options appraisal for the Mayflower project had been circulated prior to the meeting which highlighted key elements of delivery, value for money and risks for each of the options outlined in the report.

Option 3 in the report was the redirection of funding to the PE21 project to ensure that the Sub Group and latterly the Board had a full suite of options should any project not be deliverable. New projects were not allowed to be submitted at this stage, but as the PE21 project was in the original Town Investment Plan (TIP) it could be included and given the progress of the PE21 project through the Levelling Up Fund bid it was worthy of being considered.

The cost ratio and conclusion of the BCR's (Benefit Cost Ratios) was required before finalising the report, hence the options appraisal being circulated later than anticipated, but it was vital to include all information for the Sub Group to be able to make recommendations to the Board.

The papers circulated were as follows:-

- Notes from the Sub Group meeting held on 7 February.
- Options appraisal report from the delivery team.
- Update on the PE21 project (which should be treated as confidential).
- Original submissions from the project sponsors for the Leisure and Mayflower projects which were circulated at the last Sub Group meeting.
- Boston Borough Council Cabinet report when the options for Leisure were considered.

In terms of this meeting the papers on PE21, original submissions (as outlined above) and the BBC Cabinet report were background papers. NK would ask the Board to sign off the notes of the last Sub Group meeting and then invite officers to go through the options appraisal which should stimulate a discussion and lead to a recommendation to be put forward to the Board meeting on 23 February. It was not the job of the Sub Group to approve the projects, but make recommendations to the Board after scrutinising the projects.

All Sub Group members present agreed that they were happy to proceed.

The notes of the Sub Group meeting held on 7 February were agreed as a true record.

### **Options Appraisal**

NK asked LR to take the Sub Group through the options appraisal.

LR hoped that the options appraisal showed clearly the 3 options for the Sub Group to consider. LR would take the Sub Group through the report and highlight issues for discussion prior to handing over to IA who would discuss the BCR analysis who would then hand over to CF to discuss the Mayflower project.

LR explained there were 7 projects that formed the Boston Town Deal - four had already been successful and approved and would be delivered imminently. The Boston Train Station FBC had already been assessed by the Sub Group and would be discussed at the next Board meeting and submitted to DLUHC at the end of February.

That left the Leisure and Mayflower projects. The Leisure project was the remodelling and refurbishment of the GMLC - the FBC was well into development and could be submitted to the next Sub Group meeting, followed by a Board meeting in March. A report would then be considered by Borough Councillors at the Cabinet and Full Council meetings, before submission to DLUHC. Officers had sought advice from Mick Lazarus from DLUHC who had confirmed that no project variation was required for Leisure and the work on the FBC was continuing.

In relation to the Mayflower project, which as outlined in the TIP, had the ambition to better connect education and business, inspire lifelong learning and build the aspirations and skills of the Boston workforce. The project was led by Boston College and the building would provide a showcase for their hair and beauty salons, a digital skills hub for adults and an entrepreneurial start up space. Due to the Leisure project subsequently not being a new build there was a new proposal for the Mayflower project which led to the options appraisal being circulated to the Sub Group.

As way of background information Boston received £21.9m of Town Deal funding and put projects forward. Later on in the process a project adjustment was submitted, in relation to PE21 to focus on a leisure facility and to align leisure with the learning offer, led by Boston College. In July 2021 the delivery team received confirmation from DLUHC that they had noted the project variation and requested that the project be renamed to Leisure. A separate further project variation was submitted following on

from the Board meeting in September as the Connected Living project was no longer progressing and the funding was then allocated to the Leisure project.

From May-November 2021 the delivery team continued to work with colleagues at the NHS and they confirmed their space requirements in November and to work with the project team on the leisure element.

BBC (Boston Borough Council) officers then worked with industry experts, Alliance Leisure, on a revised site plan, floor plans and accommodation schedule for a new leisure centre on the site of the Ingelow Manor Centre. There were 3 major components as to why the BBC could not continue with the plan to build on the Ingelow Manor site:-

1. Inflationary pressure and costs associated with a new leisure centre exceeded expectations and BBC had confirmed that the creation of a new leisure centre, with no less than the current provisions, was not financially viable.
2. Following consultation with partners and the public there was significant concern regarding the timescales for delivery of both the Mayflower and leisure centre, particularly relating to the public expectation of ongoing access to the swimming pools during the development of a new leisure centre (demolition of GMLC to allow the Mayflower to be built).
3. The significant impact on the leisure sector from Covid restrictions had a knock on effect of the ability for the Council to secure any external leisure operator or investor/developer.

BBC Members and officers then met with representatives from the College's Corporation Board and CF to present the College with proposals to continue to align leisure with learning. This was option 1 as outlined in the options appraisal report - GMLC remodelled and the proposed Mayflower building relocated to the Ingelow Manor site. The Council commissioned YMD Boon, who were already working with the College, to draw up plans for this option. However the College expressed various concerns with this option including safeguarding and access and came back with an alternative option to move the Mayflower project to the Skirbeck Road site.

The initial project summary for Leisure that was presented to DLUHC was outlined in the options appraisal report. A project variation was then submitted which led to Leisure being located from the PE21 site, to Ingelow Manor and then moving to a refurbishment of the GMLC site. LR explained that some aspects of the outcomes would change when submitting the FBC for Leisure. However an independent VFM (value for money) assessment had been obtained and no further project variation was required by DLUHC.

Therefore the recommendation for the Sub Group to consider was that the Leisure project progress as outlined, as it was a consistent element of the 3 options listed in the report. The project would see the development of a remodelled leisure facility and improvements to the area surrounding the building owned by BBC. Officers had commenced community and stakeholder engagement and had approved additional resources to deliver the project (£2.5m). YMD Boon had been appointed to create plans, drawings and visuals and the FBC would be ready for submission at the end of

March. MG was working on the development and the submission of a planning application for the project.

Leisure was a much needed facility in town and for members of the community to have access to services to improve their health and wellbeing.

Turning to the Mayflower project - the original project was submitted in May 2021 and led by Boston College. The options appraisal report highlighted the project's expected outputs and outcomes. The combined offer of Mayflower and Leisure projects together could see an increase in footfall in that area and regeneration benefits at the end of Rowley Road. Approval to utilise the Ingelow Manor site was required from Boston College.

The options appraisal report outlined the deliverability of each of the 3 options for the Mayflower project - VFM, likelihood of DLUHC approval, match funding and overall analysis.

The options were as follows:-

1. Leisure and learning campus - this would see the Mayflower building developed onto the Boston College owned Ingelow Manor site, GMLC redeveloped and the area at the end of Rowley Road regenerated with improvements to the public realm - no project variation would be required. The land between the GMLC and Ingelow Manor sites was owned by LCC and BBC officers had already entered into discussions on the usage of this area. After discussions with BBC Members and taking the report through the relevant processes, LR was confident that the level of match funding committed by the Council would be higher than indicated in the TIP.
2. Option 2 was presented at the Sub Group meeting on 7 February and related to the Mayflower not progressing on the Ingelow Manor site but relocated onto the Skirbeck Road main entrance to the College. This would enable the Mayflower to be encompassed wholly within the College's site but would see the release of car parking for the building. It could still link to leisure, albeit in a different location. This option would require a project variation submission to DLUHC.
3. This option was discussed briefly at the last Sub Group meeting and related to the PE21 project. This was included in the TIP and the regeneration of the PE21 area had been part of BBC's consideration for some time, with stakeholder consultation and engagement having been undertaken. It would also present the opportunity to continue to engage with partners. The PE21 project had progressed significantly since the TIP was submitted and was part of the Levelling Up Fund bid (LUF). Although the bid was not successful it had received positive and constructive feedback from DLUHC and was progressing with the support of the NHS colleagues who were working with Willmott Dixon. The LUF bid was phase 1 of the development of the PE21 area and included the former B&M building and Crown House. Officers were working with the owners of the B&M building and the work was evident in the PE21 paper that

had been circulated. The BCR and FBC could be worked up from the LUF bid in line with the original timeframe as set out by DLUHC.

The Leisure project could progress in terms of remodelling, whichever option was agreed by the Board.

LR asked IA to talk about the VFM and BCR aspects of the projects.

IA asked the Sub Group to look at pages 12-14 of the options appraisal which presented the BCR and VFM for the Mayflower project on Skirbeck Road, the refurbishment of the GMLC and also Option 1.

An independent assessment of VFM had been undertaken by Simon Dancer from Amion. Also set out in the report was the latest information available on costs and benefits delivered by each of the different options. It was noted that optimism bias of 15% had been added to the cost profiles. Additionality of 80% had also been applied to the assessment of benefits. The benefits had been profiled over a 30 year appraisal period, in line with green book guidance. Revenue costs had not been applied to any of the projects to ensure a consistent approach. Land value uplift, educational benefits, labour supply, productivity and disruption analysis, improving people's overall wealth and economic capacity in Boston had all been considered.

An analysis of the BCR scores of other Town Deal projects had been done and it was noted that:-

- St Botolph's Lighting and Library - 3.7
- Centre for Food and Fresh Produce - 3.5
- Blenkin Memorial Hall - 2.4
- Healing the High Street - 2.2

There was a concern that when moderated against other projects the Mayflower had come out at 1.2. Any project at a BCR level close or below 1 did not represent VFM. Therefore the Mayflower could be seen as being dangerously close to representing poor VFM. If a more pessimistic approach was taken to additionality it could slip into this zone on the basis that it was only 20% above the threshold of 1 and any significant increase in costs or reduction in benefits could soon erode the buffer and to be fair it had not been suggested that a different form of additionality be applied to the Mayflower project. In IA's opinion 1.2:1 was a very dangerous level to be looking at.

To conclude the summary of the options appraisal - LR referred to the Sub Group meeting held on 7 February and the discussion on the revised proposals for the Mayflower project. The Sub Group had asked for further information which it was hoped the options appraisal report had given. First and foremost whatever option went forward it must reflect the ambition in the TIP, whilst retaining a partnership approach.

LR confirmed that Option 1 required no project variation and achieved the outputs and aligned with the broader regeneration objectives in the TIP. Option 2 - relocation of the Mayflower to Skirbeck Road - would achieve the same skills outputs but missed the chance for a wider regeneration and there were BCR concerns. Option 3 - PE21 - potential alternative if options 1 and 2 could not be recommended to the Board.



Regeneration of PE21 could be achieved with similar outputs and would look to use the LUF bid submission to ensure a FBC was ready for submission at the end of March.

NK thanked LR for the options appraisal and asked CF to speak on the Mayflower project.

CF noted that the public sector costs when calculating the BCR was £14.3m for the Mayflower project. IA confirmed that the figure had been provided by the Finance Director at the College as the most up to date OPC costing figures. If CF had any alternative information IA was happy to look at that. IA would forward the OPC form to CR that had been completed by the College.

If the value decreased and the building came down to £10m CF enquired as to whether that would increase the public subsidy and BCR. IA stated that it wouldn't be £10m it would be £11.5m with an optimism bias of 15% that would be applied - but it would be the same with the Leisure project and combined costs - the BCR would change slightly.

In relation to option 1 - CF explained that the College had been keen right from the start to support the project - what was on the table for option 1 presumed that LCC would allow use of the road and footpath - where pedestrians come through from the Mayflower (Ingelow Manor) site onto the GMLC site.

The original proposal was to have the GMLC site for the Mayflower project which would have been the main College entrance. The College would not have proposed building the Mayflower project on the Ingelow Manor site. The College have had to look at how to achieve a public building with public access and where adults are able to access the facilities and the Skirbeck Road site (Option 2) did this.

Option 2 would still allow the Leisure project to have a piazza area within their land with a pedestrianised space as there would no longer be any issues with the College entrance. CF was confident that Option 2 would still have the same outcomes as originally envisaged - to provide skills, conference space and to see new businesses supported. The whole concept of an improved area around the GMLC coupled with the education and skills facility that the Mayflower project would provide would still work and it could still be the flagship project for the Town Deal.

NK invited PH from DLUHC to make any comments on the proposals - the Board wanted to adhere to DLUHC's requirements and ensure the correct processes were followed.

PH recognised that it was a challenging situation and the Sub Group wanted to retain the Town Deal funds that had been awarded to Boston. It was important that the projects demonstrated viability and deliverability and aligned with the original ambitions of the TIP and the Board were the best collective to ensure that happened. ML had advised the Town Deal team about the process, project adjustments and timescales outlined in the options appraisal, but could not give any indication of any decisions made by DLUHC on any project variation that was submitted. It was important that consensus on the way forward was agreed by the Board and to be able to evidence that the options available had been scrutinised thoroughly. Public finances

were under stress and strain and whatever option was put forward had to be robust and deliverable and in line with the original purposes within the TIP. All the information of which should be outlined in an options appraisal. PH understood the Sub Group were in a difficult position but it was part of the decision making process. Option 2 and 3 would require project adjustment and there were risks associated with that.

PH confirmed NK's view that in terms of the options appraisal the report was on the right track with the advice given by ML to the delivery team.

IA took the opportunity to update the Sub Group on the BCR figure. IA had done a quick calculation and if the Mayflower was £10m (£11.5 with a 15% optimism bias) the BCR would be 1.5, moving to a 1.75 for the combined Mayflower/Leisure offer.

In terms of the PE21 project the College could be involved in that project. The LUF bid was based on funding being allocated to two buildings as discussed previously. The former B&M site and Crown House would be redeveloped (an image was shown of the proposed redevelopment), with a linear park incorporated between the buildings. A cost analysis had been provided at the time the bid was submitted. The FBC would incorporate these elements, but in partnership with the Scarborough Group who owned the former B&M building.

MS explained that option 3 had not been shared with the College - the delivery team would not have told the College in isolation about the PE21 project as a separate entity, without informing other Board members. When the offer of the Towns Fund was made there were preliminary discussions with the College for the relocation of the Mayflower building onto the PE21 site, but as it would have been a split site it was not an option. When discussions took place on how to proceed with the funding it was agreed to continue with the leisure and learning option.

JB felt that it was not explicit in the options appraisal that PE21 was an entirely different offer and the Mayflower project would not proceed. The papers submitted to the Board meeting would have to be more explicit.

MS explained that as there were concerns about the possibility of losing £10m for Boston and as a result of the BCR figures for the Mayflower project, the delivery team had put forward option 3 (PE21 project) for the Sub Group to consider. It was a project that had been ongoing for some time and it was for the Sub Group to consider whether the Mayflower project could proceed or whether PE21 could be delivered within the timescales. CF stated that the College hadn't committed to the PE21 site as it had not been formally considered as a site for learning provision.

SB agreed with JB that the options appraisal paper did was not clear in relation to the PE21 project replacing the Mayflower. The original proposal for the PE21 area included a hotel, housing, some form of provision for a library and start up units. LR explained that the original designs for the regeneration of that area were flexible and the funding would be for phase 1 of the project - for the former B&M site and Crown House. The buildings could be used for living options, business start-ups and learning space, the space was flexible and a partnership approach was preferred but funding would be used to regenerate the 2 buildings as described, with a linear park. SB felt that the usage for the buildings should be known before putting in any FBC. IA

confirmed that the team were in advanced talks with the Scarborough Group and in quite advanced talks with the owners of Crown House. Discussions around a library for the area would have to be resumed, but the delivery team were in a strong position to move to FBC for the project with a mix of use, including some retail. Market testing had been carried out on that area as well as some dialogue with the YMCA for a presence on the site (this information was confidential at this stage).

MS confirmed that discussions had advanced on the PE21 site to be ready for the next round of LUF submission. The project had been put forward as an option not to be a deliberate replacement.

PH stated that option 3 (PE21) would require a project variation as this was a different project than was outlined in the TIP, as would option 2. The only option that wouldn't require a variation was the Leisure project. PH also clarified that there was a risk if the end users of any project was not clear - the more information to enable the outcomes to be clearer, the better. MS explained that there were discussions ongoing with possible end users, but due to confidentiality the information could not be shared at this moment in time.

If the Board decided not to proceed with PE21 the delivery team would continue to work up different options for delivery and funding of the project. A bid would be submitted for the next round of LUF and where the Council have been able to demonstrate that they can deliver on other funding streams, strengthened the position to be trusted with other funding opportunities. Boston Town Deal had already got the majority of their projects approved, with the money being drawn down and Boston should be seen as a place that can deliver. Regeneration of any area then had a ripple effect on market confidence and attracted other development and investment.

Following a further discussion it was noted that:-

- A leisure pool would not be possible on the PE21 site, due to costs around £21m and the current leisure climate.
- Deliverability - the College delivered the EMAT Centre and Logistics Academy, but it was important for the Board to consider what the public and community see as VFM and what they would have access to in terms of Town Deal funding. There was a balance in terms of risk - Mayflower had a low BCR and PE21 had a BCR of 2 when submitted within the TIP.
- PH advised that the Sub Group should look at how options 2 and 3 would change the essence of the priorities in the TIP - being mindful of the different location for option 2 and how that would be mitigated.
- MS felt it was important to move barriers to draw in learners within the College environment. The concept of the Mayflower project was around creating new space and an environment where adult learners felt relaxed. During previous discussions CF had indicated that the Skirbeck Road site wouldn't impact on that at all. As there were concerns around safeguarding if the Mayflower had been on the Ingelow Manor site would the main entry point for the College now be on the Skirbeck Road site as wherever the Mayflower was located there

would still be a number of adult learners interacting with young people and consideration must be given to how adult learners would feel accessing the same site as younger people.

CF felt that the positioning of the Mayflower building on Skirbeck Road would still attract those adult learners who would not normally come to College. There was a higher footfall and drive by of people along Skirbeck Road and a number of Eastern Europeans around the area, therefore it would be accessible to all of the community. The whole proposal of the Mayflower building remained unchanged. There would be no card access to enter into the Mayflower building and the College entrance would continue to be an open environment. However there would always be safeguarding issues to consider wherever the building was due to the amount of young and vulnerable learners on site. CF would not continue to argue if it had already been decided by the Council that the funding should go towards the PE21 site. MS and NK pointed out that it was not a Council decision as to where funding was allocated. This was an entirely a Boston Town Deal Board decision.

PG appreciated CF's point, but reiterated that it was not a Council decision. However he was mindful of the public's perception around what the benefits of Town Deal funding would be to them. The Skirbeck Road option for the Mayflower project, with the Leisure project remaining at GMLC, would create two destinations rather than one community asset. PE21 was a good option, but it was about what was of value to the community. The Board would make its own decisions but PG had great concern over Skirbeck Road - it was not the best of roads to travel on and whilst he took on board CF's comments about footfall, it was no greater than the footfall along GMLC/Rowley Road with the connecting footbridge to the Woad Farm area. PG was concerned that the community aspect of the project would be lost and the Skirbeck Road option should not be the agreed option just to make sure the funding was spent. Boston needed more learning opportunities for adult learners and the original project gave a meaningful space and it appeared that that aspect of the project would be lost if located on Skirbeck Road. The residents of Boston had a lot of scepticism around where the Town Deal funding was spent and that would continue with the change in location. PG was not trying to sway the Sub Group but he represented the community and was concerned that this was being looked at as a funding opportunity rather than what was of benefit to the community.

- The leisure project was broader than just a space for swimming, it included a gym with other facilities planned which would see an increase in footfall and would meet the needs of the community.

NK felt it was clear that there would not be a consensus of opinion but would need to draw the meeting to a conclusion and vote on the options.

For clarity:-

- Whatever the outcome of the Mayflower project, the Leisure element was a consistent project and the Sub Group could decide whether to progress with this aspect.
- Option 3 (PE21 site) could potentially involve the College but could go ahead without their input.
- CF confirmed that the Corporation Board of the College were clear that they would not support the Mayflower project on the site of Ingelow Manor. Therefore the only option for the project was option 2 (Skirbeck Road).

CF also confirmed that the car park next to the GMLC and footway owned by the College would not be available for the Leisure project anymore. SB asked what impact this would have on the BCR and public realm within the Leisure project. MS confirmed that this did not stop the project from being delivered with the land that was owned by the Council and public realm would still be carried out in conjunction with LCC and the land they owned. IA stated it would only have a modest impact and was not a deal breaker in any way.

- Option 3 had come in at a late stage but the Sub Group had asked to see an alternative project if option 2 could not proceed. MS confirmed it was a Council led project but was in the TIP and if there had been any other project in the TIP that had progressed independently that would have been brought forward as well. There was nothing underhand about the inclusion of PE21. NK concurred with that view - he had wanted to ensure that the Board had options to consider and it was important that they had sight of the PE21 project for deliberation.

NK asked the Sub Group to vote on the Leisure Project - this was the first recommendation as set out in the report. After a show of hands it was agreed to recommend the Leisure project to the Board to enable to FBC to progress for subsequent consideration. SB abstained from the vote. All other members of the Sub Group were in favour.

Turning to the Mayflower project - option 1 was not something the College could commit to, therefore the Sub Group had to decide whether to progress with option 2 (Skirbeck Road). It was noted that the VFM/BCR information could cause issues when the project variation was submitted. Option 3 would also require a project variation - both of which would need to be sent to DLUHC. NK asked the Sub Group to vote on which option would be recommended to the Board.

Prior to voting, NK confirmed to SD that the Board could choose to ignore or proceed with the Sub Group's recommendations. It was for the Board to decide which project to proceed with.

Option 2 - Mayflower on the Skirbeck Road site - CF and SB abstained from voting (CF due to being project lead). No other Sub Group members were in favour of the project proceeding on the Skirbeck Road site.

Options 3 - PE21 Project - PS, PG and SB abstained from voting (PS and PG were BBC Councillors). This option received 2 votes in favour of proceeding with the project.

SB asked for it to be noted that he abstained from voting as he felt there was still not enough information available and it was a difficult decision in terms of where to give support and not lose the benefit that the town would gain from the funding. CF agreed and was not voting against option 3 - but was not in position to vote for it.

NK did not want members of the Sub Group to feel uncomfortable - the Sub Group were only making recommendations to the Board and the notes of the meeting would reflect how the voting was reached.

PH felt that the Sub Group were only focussing on two options - neither of which were complete as there was missing information on both Options 2 and 3. The other option would be to ask for more time to address the issues that had arisen from the Sub Group meetings. Option 2 had issues around VFM/BCR and whether or not it fulfilled the brief of the original project. Option 3 had issues around end users for the project. To ask for an extension of time to submit the FBC's would enable the missing information to be addressed on both options, albeit all the information would be outlined in the FBC. NK was conscious of the 31 March deadline and wanted to ensure the funding was not lost which was imperative.

There was a risk involved in asking for an extension to the deadline and PH would seek further guidance and advice around this in time for the Board meeting on 23 February.

Noting what PH had said, MS would ensure the team picked up on comments made at the meeting and where further information had been requested, this would be added to the options appraisal report and recirculated for the Board meeting. It would not be the FBC but could certainly add further detail that would assist with discussions and, subject to what PH said, would take the Board a step further. There was a financial pressure on the Government and no-one wanted to create a situation where the funding was lost - that was another risk that should be balanced against the ones already identified. The risk profiles would also be outlined in the options appraisal report.

PH felt that was a good suggestion - the more material the Board had to make an informed decision the better. PH would ask ML to report back at the Board meeting in terms of deadlines but the additional risk that MS outlined was a risk the Board should be aware of. There was a pressure on the public finances and the Government had to have confidence that the projects could be delivered.

NK agreed and the information would give the Board a clearer picture to make the final decision, along with the outcome of the 4 hours of debate that had taken place at the Sub Group meetings.

The meeting ended at 3:02 pm.

# Stage 2 – Boston Station

*Business Case template (optional) to be used by Towns as guidance for structuring their business cases*

**Version 4: 19 August 2021**

# VERSION CONTROL

Document version	Publication date	Description of changes	Modified by
1	8 <sup>th</sup> March 2021	First release of the <i>Stage 2 – Business Case Template</i>	TFDP
2	25 <sup>th</sup> March 2021	Updates to the Strategic Case, Financial and Commercial Cases to provide additional context and guidance for these cases	TFDP
3	24 <sup>th</sup> June 2021	Updates to the Economic Case with the new example summary table, as well as confirmation of the price year of economic costs and benefits (2021 prices).	TFDP
4	19 <sup>th</sup> August 2021	Updated with the revised Annex C – Summary Document template	TFDP



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## **TFDP Proportionality Guide**

# FOREWORD FROM TFDP

## Writing a business case

A business case is a document that captures the rationale for investing in a project, how it fits into the overall strategic context of the town's development, as well as the benefits it will deliver. The business case also captures how the project will be financed, procured, and managed.

This means that the development of a business case should not be considered a hurdle to be overcome, or simply a 'box to tick'. It is a key document that allows you to make good decisions by structuring and capturing your thinking for a project, ensuring all stakeholders understand and are aligned on the why, what, and how of the project. It can help you to quantify the opportunity, prioritise your activities and capture key assumptions and risks.

A business case should be something you refer back to as you progress through project development and into project delivery – it shouldn't just be something that is produced to gain approval and then forgotten about.

Importantly, the production of a business case should not be an activity to be 'feared'. You may have experience of having read some very long, complex business cases in the past but that does not mean that all Business Cases have to be soulless and dull! A business case must tell a story – and, ultimately, demonstrate that your ideas will enable you to meet your goals.

Think of your business case as a tool to make good decisions - the process of developing and writing the business case helps to clarify the next level of detail of your thinking, and as Eisenhower said: plans are nothing, planning is everything.

## Using this Business Case Template

We have developed this template to help towns have a sound structure for developing their business cases in line with government guidance and best practice. You should adapt it to your needs and specific cases, and we have attached a 'Proportionality Guide' that helps you consider the level of detail required for business cases of different values or levels of complexity.

### There are two important things to note:

1. **This Template is optional.** It should be useful as a guide and prompt in preparing your business cases, but it is not a requirement of MHCLG or TFDP.
2. **Towns are not required to submit their business cases to MHCLG unless it states so in their Heads of Terms agreement.** Business cases are signed off locally, and should be prepared in line with local requirements and assurance processes. You should engage early with your representative from your accountable body (e.g., your S151 officer) to confirm what these requirements and processes are.

# BUSINESS CASE TEMPLATE GUIDE

## Purpose of this Guide

- Developed by the TFDP to support Towns in producing Business Cases which cover a common standard of requirements to align with HM Treasury's Five Case business case model.
- Neither exhaustive nor comprehensive, but it provides a common roadmap of the main components that should be addressed
- Should be used alongside [HM Treasury's Green Book Guidance](#) and other key Government guidance documents, including:
  - [Business case project guidance](#)
  - [MHCLG guidance](#)
  - [DfT Transport appraisal guidance](#) (where relevant)

## How to use this guide (what it is and what it is not)

- **Usage of this guide is optional.** Towns may choose to use it to support their business case development. Given that assurance and sign off processes are locally-defined, Towns should agree whether this template is appropriate for their business cases with their local assurance and sign off stakeholders.
- The **Proportionality Guide** appended to this Template should help you determine the level of detail required for each business case.
- This template has been prepared for individual projects, in line with the MHCLG Stage 2 guidance. However, if a project consists of a package of smaller interventions, these can be grouped into one business case, as long as a strong strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole, but each intervention must be costed in the Financial Case. Please get in contact with your TFDP business case specialist if you have questions about adapting this template for a programme business case. You can identify your local business case support specialist through your Town Coordinator.
- Towns should use their best judgement regarding emphasis and levels of detail for each section, which should vary depending on the case and type of project. Note that the level of detail should be proportional to the size of the project.
- Towns should adapt tables or formatting however they see fit; this is in no way a style or formatting guide.
- Questions regarding the use of this template or its contents should be directed to your local business case representative.

**BOSTON TRAIN STATION  
EAST MIDLANDS RAILWAY  
BUSINESS CASE**

# 1. EXECUTIVE SUMMARY

**In September 2019, the government invited 101 places to develop proposals for a Town Deal, as part of the £3.6 billion Towns Fund. The Towns Fund is part of the government's plan for levelling up the UK economy. The overarching aims are to drive the sustainable economic regeneration of the towns to deliver long term economic and productivity growth through connectivity.**

**In response to this funding opportunity East Midlands Railway (EMR) submitted a bid in support of sustainable economic growth, for the redevelopment of Boston Train Station. Boston Town was successful in the Town Funds award of £21.9m to invest into 8 projects, with an award of £2.5 million for the redevelopment of Boston Train Station.**

## 1.1 STRATEGIC CASE

1.1.1 Boston Station is a gateway into the town and in its current condition, both aesthetically and in terms of the facilities offered it does not reflect a station in a town that is economically thriving and a place for people to choose as a town to live and work in. Historically, there has been a lack of investment in the East for EMR stations which had only added to the deterioration of buildings and outdated station services, making the station powerless to compete with stations in larger towns and cities.

The investment into the full refurbishment of the station creates a credible statement to make the town a more attractive option to work and live in, to provide for the needs of an aspirational, skilled and healthy population. Government strategy for the Midlands is focused on growth, connectivity, skills, enterprise, innovation, trade, and quality of life.

1.1.2 Boston Towns Investment Plan objective is to create an entrepreneurial, connected, healthy, inclusive, and aspirational community (Appendix A). This development will create improvements to connectivity for the community by redeveloping and refurbishing the station to attract more users to opt for using train journeys. Using more sustainable materials within the proposal and fully utilising vacant station rooms to repurpose to serve the community, leading to creating opportunities and providing a better quality of life.

The development will enhance services and facilities at the station, playing directly into the Levelling Up agenda by paying attention to what the needs of the community are to enable them to better connect to the station, installing contemporary designs and new infrastructure to modernise the station whilst future proofing the enhancements offering an avenue for further development and investments, leading to a strengthened local economy.

1.1.3 The vision is to create a modern railway station offering enhanced facilities to better connect the community to the station. Providing an overall better customer experience whilst maintaining high levels of security and safety. Creating a community hub and gateway to the town whilst preserving the historical features of the station.

1.1.4 EMR have employed a design consultant who have used space utilisation plans to reconfigure the station layout to provide the best use of space to serve the community and station users, which have been developed in conjunction with stakeholder feedback. Based on the engagement the project will create the opening of redundant spaces and repurpose areas to create new services and facilities.

The project will construct, a new Community Café, two Enterprise Start up Offices, a new Community Room, a parent and baby room, and enhanced waiting and toilet facilities. Upgrades

to CCTV, fire alarm provisions, lighting, cycle storage, accessibility, signage, waste management, improvements to mechanical and electrical provisions will be delivered as part of this project.

- 1.1.5 There are no current interdependencies that would halt or severely impact this scheme, however we will work closely with Network Rail as the landowners and other key stakeholders who are affiliated with the station to ensure we remain up to date with current and future aspirations for the area.

## 1.2 Economic Case

[options /scenarios considered in appraisal]

[summary of economic benefits considered, both local and national]

[summary of economic costs, including optimism bias]

[value for money assessment, with key results. A table could be included with key results]

[consideration of place-based impacts]

[discussion of sensitivity tests]

## 1.3 Financial Case

- 1.3.1 The Towns funding award for the redevelopment of Boston Station is £2,500,000. The co-funding in place for the scheme secured through East Midlands Railway is £80,000, £100,000 from The Rail Heritage Trust (TRHT), £3,250 from Community Network Rail, and £3,550 from Lincolnshire County Council. The total cost for the project is £2,686,800. One percent of the town deal funding award has been allocated to the business case development support, with a remaining sum of £2,662,048. £6,800 of the co-funding has been spent towards the scheme, prior to Stage 2 of the Towns Funding process. Leaving an available development and delivery total project budget of £2,655,248.

The cost of the development phase is £89,381 which includes a contingency of 10%. The remaining budget for the delivery phase is £ 2,565,867

- 1.3.2 The revenue assumed from the lease agreements from the commercial spaces; the Café and the two Enterprise Offices is estimated at £8,000 per annum.

- 1.3.3 The revenue benefits calculated using the industry recognised Passenger Demand Forecast Handbook (PDFH) (For information relating to PDFH see Appendix C) shows revenue uplift benefits from year one of construction works completed, followed by year-on-year revenue benefits.

The National Industry revenue uplift (Appendix B) based on PDFH is forecasted to be a total of £500,000 by 2026/2027.

Of the total Industry revenue, the East Midlands Railway Revenue uplift (Appendix D) taken from the National Industry Revenue total is forecasted to be a total of £304,000 by 2026/2027

- 1.3.4 A 10% contingency has been allocated for the scheme and will not be shared with the contractor. The estimated costs as outlined in Make Consulting's cost plan includes a 20% risk contingency. EMR would expect the contingency to cover elements such as, known and unknown risks, rising cost of materials and variations from tender responses.

It is anticipated that the contractor quote for post RIBA Stage 3 (Design and Build) may only be valid for a maximum of 90 days, which could result in invalidation of the quotes if the overall business case approval is formally received outside of this time, which would result in a further tender exercise. Therefore, to mitigate this risk and manage project costs EMR have worked with the appointed design consultants for RIBA Stage 3, Quantity Surveyor to provide indicative costs

within a cost plan to support this business case, for the full scope of works for Design and Build. This will allow an accurate reflection of costs for work, inflation, and materials to ensure these meet the budget requirements (For detailed costs refer to Boston Project Pack Appendix F).

## **1.4 Commercial Case**

- 1.4.1 EMR have extensive experience in the lease of retail units and the associated contracts as evidenced through commercial units across the EMR route. The project will see the development of a new Community Café and two start up Enterprise Offices.

EMR work with Abellio Services Business Ventures (ASBV) who arrange and manage for the lease of commercial spaces at EMR stations. ASBV will initiate conversations for the lease of the café and will arrange for the relevant contracts to secure a suitable tenant, who can provide the right offering for the Boston community and station users.

Boston station managers will audit certain processes to ensure tenants meet the safety and security requirements for operational running of the railway in line with EMRs existing tenant processes. EMR are consulting with key stakeholders on the arrangements for the management of the Enterprise Offices to provide the best options for the local community.

- 1.4.2 The largest contract will be for the procurement for the Design and Build contract under the Utility Contracts Regulations 2016. This process provides EMR with a documented fair and transparent procurement process which represents best practice and aligns with the Public Contracts Regulations 2015. EMR have experience of working under these regulations and will work with their internal procurement team to manage this process from end to end.

EMRs strategy to tender will include an initial pre-qualification questionnaire (PQQ) to vet responses and ensure the adequate qualifications and experience required is met and then offer the tender for Boston Station redevelopment with Skegness Station redevelopment (refer to 3.12 for further information regarding Skegness Town Deal) as one tender package with two lots. Suppliers will be invited to bid either for individual lots of the combined package giving EMR the flexibility to identify any cost advantages in appointing a single contractor but not excluding any smaller suppliers from the process.

- 1.4.3 There is a requirement to have agreements in place as part of the Station Change Process, this will be led by EMRs internal Regulatory Contracts and Access Management team and will take into account all asset changes, they will inform and formally consult regulatory bodies and other stakeholders prior to changes taking place.

- 1.4.4 As part of this scheme EMR propose to acquire a strip of land, owned by Network Rail adjacent to the staff car park and bring this into the station lease area. The project is not reliant on acquiring this land, however having it within EMRs lease area does future proof the station for future expansions/initiatives and can be used during the scheme for contractor site set up and then final phase will use this area to install a new secure waste compound.

- 1.4.5 Agreements will be drafted for all new on going maintenance costs which will be incorporated into the contract EMR have in place with Vinci services to manage reactive maintenance.

- 1.4.6 Following a competitive tender exercise, Make Consulting architectural designers were appointed in August 2021 to develop RIBA Stage 3 designs and Quantity Surveyor (QS) indicative costs for full design and construction works.

- 1.4.7 The project proposes to keep Make Consulting on for the client-side support during the Design and Build stage, this will take the form of Employees Agent Consultant and Quantity surveyor support to be the gatekeeper for Design and Build phase, to ensure the delivery phases meets our requirements, and to provide cost management and technical query support.

1.4.8 The proposed phases of works will be carried out over 52 weeks of construction works, commencing early September 2022. Detailed programme of works will be provided by contractors as part of their tender submissions.

## 1.5 Management Case

1.5.1 An EMR Development Project Manager has been appointed from the Infrastructure and Property Projects team to lead on the development of this scheme. The Project Manager is supported by an internal Principal Construction Manager, Development Strategy Manager and Development Project Manager with experts within the business forming the key stakeholder Boston Meetings.

1.5.2 EMR have a Project Management Office (PMO) who provide a governance framework for all projects across the business. PMO will assure, report, support, standardise and govern projects. This includes audits of the internal electronic project toolkit, documentations, milestones, timescales, reports and ensure projects at each stage follow the correct operating procedure.

1.5.3 When a project enters the delivery phase, the Project Manager must report every four weeks on the progress of the project against the original baseline established by the Business Case. This involves key updates on Time, Cost, Risks and other key indicators. Reports are reviewed centrally by the PMO team and responses collated into a central reporting document which is shared with the business at a senior level.

1.5.4 A project RACI model has been used to establish the level of roles and responsibilities required for this scheme. The output has defined attendees for the project meetings and workstreams, and how information has been shared with stakeholders. The information from the project is stored electronically on EMRs project toolkit.

Some of the key external stakeholders identified are: Network Rail, Network Rail ASPRO, The Railway Heritage Trust, Lincolnshire County Council, The Department for Transport, and Boston Borough Council.

1.5.5 The current programme timeline is outlined below:

Key Dates	Milestones
December 2021	Design consultants to deliver RIBA Stage 3 and costs for work
14 <sup>th</sup> January 2022	Business case submitted with designs and indicative QS costs to the Council.
14 <sup>th</sup> January 2022	PQQ issued to the Construction market for 30 days
11 <sup>th</sup> February 2022	Short list PQQ
14 <sup>th</sup> February – 8 <sup>th</sup> April 2022	Tender Process for Design and Build Contract
3 <sup>rd</sup> March 2022	Business Case submitted to Central Government
15 <sup>th</sup> April 2022	Government Decision
6 <sup>th</sup> May 2022	Identify preferred contractor
1 <sup>st</sup> June 2022	Sign Heads of Terms
1 <sup>st</sup> June 2022	Appoint chosen contractor
1 <sup>st</sup> June – 31 <sup>st</sup> August 2022	Detailed design RIBA Stage 4, NR Engineering Assurance, Site Set Up
September 2022	Construction Commences
September 2023	Construction Completes
October – November 2023	Snagging, handover, completion of scheme.





1.5.6 A risk register has been maintained and updated throughout the development of the scheme. The key risks are:



- The rising costs of material, this will be mitigated through using the contingency budget and the external Quantity Surveyor providing estimated costs for construction against the current market conditions and programme of works.
- The impact of coronavirus on safe working practices is a risk to the project. To manage this risk the Pre-Qualification Questions (PQQ) as part of the Tender process will request for contractors to declare their internal resource plans that demonstrates how they effectively manage the impact of coronavirus. EMRs procurement team will work diligently to manage the contracts. The identification of long lead times for materials and working effectively with suppliers will support to mitigate this risk.
- Works taking place in a railway environment have risks of injury for contractor and or railway users, this will be mitigated by EMRs chosen procurement process having a PQQ built in at the beginning of the Tender process, this will enable EMR to understand the level of railway experience held i.e Personal Track Safety qualifications and for contractors to declare - previous incident records, qualifications, policies and other vital details to aid the selection process.
- Working at height could result in injury or items being dropped from height. The controls in place will be formed as part of the Work Package Plan (WPP) and Risk Assessment Method Statement (RAMS) for each stage in conjunction with all other relevant procedures including health and safety regulations.
- A possible risk is inadequate resources available to project deliver the scheme, this will be controlled by EMR and NR resource costs being funded through the scheme and an internal review of resource available to project manage the scheme.

### 1.5.6 Benefits from the scheme:

The table below outlines an overview of the key elements of the redevelopment and what benefits are anticipated.

Project Delivery		Benefits
Re-modelling of station layout, better utilisation of overall space, modernising infrastructure, new signage, enhanced provisions for IT, Lighting, M&E, CCTV, taxi rank, cycle storage and accessible layout. Full renovation to create new waiting rooms, additional toilet provisions and a new parent room.		<ul style="list-style-type: none"> <li>• Enhanced customer experience</li> <li>• Gateway to the town</li> <li>• Enhanced accessibility and connectivity</li> </ul>
New self-contained Community Café Bookable Community Room New low rent Start up Offices Opening of redundant spaces		<ul style="list-style-type: none"> <li>• Connected Community</li> <li>• Enhanced Customer Experience</li> <li>• Central Hub</li> <li>• Gateway to Town</li> <li>• Better Quality Life</li> <li>• Growth of Local economy</li> <li>• Employment Benefits</li> </ul>
Restoration of the building and disused rooms, repaint, repair, and replace fixtures and fittings.		<ul style="list-style-type: none"> <li>• Gateway to Town</li> <li>• Central Hub</li> <li>• Enhanced Customer Experience</li> </ul>
Installation of sustainable and low carbon materials Installation of electric car charging and reusable energy Upgrade of thermal performance of the building fabrics Improvements to energy efficiency Landscaping and new green areas Secure waste compound		<ul style="list-style-type: none"> <li>• Sustainable Economic Growth</li> <li>• Better Quality of Life</li> </ul>

## 2. INTRODUCTION

**This document is a business case outlining a redevelopment project for funding in line with potential investment for Towns Fund.**

### 2.1 Introduction

The objective of the Towns Fund is part of the government's plan for leveling up the UK economy. Towns across England are working with the Government to address growth constraints and to ensure there is a course of recovery from the impact of COVID-19. The overarching aims of the Towns Fund are to drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth.

Boston Towns Investment Plan will meet the objective of the Towns Fund by focusing on creating an entrepreneurial, connected, healthy, inclusive, and aspirational community (Appendix A). The Stage 2 process requires the submission of the proposed project to a full business case outlining the strategic, economic, financial, commercial, management case with Royal Institute of British Architects (RIBA) Stage 3 designs.

2.2 The scheme promoter for the project is East Midlands Railway (EMR) with Network Rail (NR) supporting the project. EMR have led on the development of this scheme and will continue to lead this through delivery and into business-as-usual activities.

### 2.3 The Project - Redevelopment of Boston Railway Station

The project will redevelop Boston Railway station to create a gateway to Boston town. The designs have created community spaces, enhanced the provisions and appearance at the station to deliver commendable rail transport. The project will see the redevelopment and improvements to the heritage building including but not limited to the creation of community small to medium enterprise spaces, café/retail facilities, improved waiting facilities, ticket hall and toilet facilities. We have worked with and consulted The Railway Heritage Trust to implement improvements to the external façade of the property and regarding the heritage elements of the station. Works will be undertaken to make improvements to windows, doors, waiting shelters, and the building exterior.



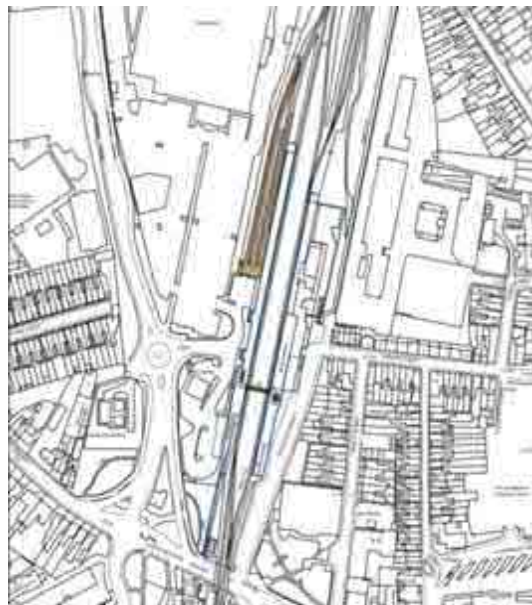
## 2.4 This Business Case

This business case outlines EMRs plans, vision, objectives, and programme of works to deliver the enhancements to Boston Train station. The case has been developed in conjunction with EMRs internal and external key stakeholders. An external design consultant 'Make Consultants' were appointed in August 2021 following a competitive tender exercise and appointed to deliver Royal Institute of British Architects (RIBA) Stage 3 spatial coordination drawings for the renovation of the station.

2.5 The business case outlines the strategic, economic, financial, commercial and management case for the redevelopment project.



2.6 Location: Boston Railway Train Station, Station Approach, Boston PE21 3RN  
Applicant: East Midlands Railway – Transport Operator  
Site Ownership: Network Rail under lease to East Midlands Railway



# STRATEGIC CASE

## PRACTICE NOTES

The Strategic Case sets out the rationale for proposed investment.

A lot of the information relevant for the Strategic Case will have been set out in the TIP, including:

- Evidence of need
- Key policy context
- Overall vision and objectives
- Option for investment and how it was identified
- How option will help achieve objectives

The information from the TIP relevant to this project should feed into the Strategic Case, focusing on the aspects unique to the project.

Note that specific project objectives will need to be identified in this business case (in addition to the TIP vision and objectives).

This case should state the key stakeholder groups and particular business partners and how they've influenced, shaped, and supported project scopes.

The Strategic Case should clearly demonstrate a golden thread of evidence of need → vision and objectives → proposed investment → outcomes and impacts.

## **3. STRATEGIC CASE**

**Boston Railway Station is the gateway to Boston Town, and in its existing condition is uninviting and lacks the visual elements and amenities to attract visitors to the station; it does not represent a vibrant town with investments into infrastructure. This could restrict new investment into the area and have a negative impact on the public's perception of Boston being a Town to live and thrive in, resulting in poor economic regeneration for the town.**

### **3.1 Introduction:**

Part of the Town Deal Funds strategic objective was to encourage businesses to make long term investments into towns. Where these businesses are growing and are significant in the town economy, local leaders should support them to grow further and invest into the workforce. By engaging with their supply chains, towns can diversify the economy and bring new opportunities to the area.

Boston Railway Station project will complete a full redevelopment of the station, with upgrades to current facilities. The project will open and renovate redundant spaces within the station to provide community spaces. The aim of this is to encourage and attract more visitors to the station, not just for those who require to use the station for train journeys but also to encourage the community and non-railway users to the station. Making the station a community hub and leading to overall improvements to connectivity.

### **3.2 Case for change:**

Boston Railway Station became an active railway station on 17th October 1848, the station was a hub of activity and vitally important to the town and its community, this project is designed to revive the station, improving the station's standing in the local community and the visitor economy. Modernising the station bringing the facilities up to the same standards as those in larger towns and cities.

The current challenges for the station, is that it does not meet the expectations of what would be a gateway to the Town. The station lacks facilities that would be seen at other stations across the country and those facilities needed to align with the agenda of levelling up our towns. On average, in its peak, 220,000 journeys are made to and from Boston a year and these passengers fail to benefit from quality provisions they would expect to see at a mainline station.

### **3.3 Current Station Plan:**

Existing station plan displaying the current layout of the station building, vacant rooms, wellbeing facilities, station operational areas and staff facilities.





### 3.5 Current Station Conditions:

The station building and entrance is worn and tired and does not represent the heritage nature of this building or an inviting station. The vacant rooms show signs of cracks to the ceiling, repair works required to the walls, foliage growing through the floors and needs restoration.



3.6 There is an opportunity to utilise the space available at the station to invest in a café providing refreshments for the community, providing the community with a place to meet and for those wanting to use the railway services. The opening of this new café will help drive the economy forward, placing additional employment opportunities at the station and encourages community networking.

### 3.7 Build back better

The East of the region has seen little investment over the years and as a result is seeing social and commercial economic challenges. Boston station offers regular train services to Skegness and Nottingham, however with the current low skills challenge in Boston, Boston Town being rated within the lowest 10% in terms of skills ranking across towns in England (Appendix A). There is a requirement to enhance the provisions at the station to attract new users to make onward connections to support the growth of those skills, either through training or employment. The provisions of the Community Room and enterprise offices proposed in this case will aid the growth and training of skills.

In May 2022 there are plans to strengthen the train services for Boston to an additional 5 trains on the Nottingham to Skegness route on Saturdays, matching the volume of services during the weekday, which has been driven by stakeholder aspirations to strengthen the services at the weekend. The increase in services forms part of a contractual requirement which was originally due to be implemented in the December 2021 timetable but has been significantly delayed due to the impacts of the pandemic.

The increase in services are expected to naturally cause an uplift in passenger journeys and support to ease the peaks in travel, whilst reducing the growing isolation of Boston. The enhanced provisions at the station will provide the additional passengers with the much-needed amenities at the station.

TSR1 May 2021					TSR2 May 2022				
From	To	M-F	Sat	Sun	From	To	M-F	Sat	Sun
Nottingham	Skegness	14	9	8	Nottingham	Skegness	14	14	8
Skegness	Nottingham	15	10	9	Skegness	Nottingham	15	15	9
<i>TRS1 May 2021 EMR train timetable.</i>									
<i>TRS2 uplifts and planned date for May 2022 EMR train timetable.</i>									

3.8 The challenges faced by the station during the coronavirus pandemic led to a reduced level of travel across the railway and low confidence in travel. In order to bring customers back and re-connect our communities, EMR train teams have implemented a strong programme of increased cleaning and enhanced safety/hygiene controls. EMR are also carrying out regular swab testing on the most commonly touched areas such as ticket machines, door handles and toilet flush buttons. To date they have seen zero positive results from these swabs. The swabbing project is part of a detailed plan that EMR have put in place to help travel with confidence. EMR are employing more cleaners using powerful disinfectant products and using specialist fogging cleaning equipment.

The proposed investment into the station building and the programme of works outlined in this business case will further encourage and provide confidence to our passengers and the community to continue to come back to the railway, demonstrating how significant the train station is to the community and their needs. Our programme of works will improve accessibility and connections with the community to enable them to access new jobs and training.

3.9 EMRs Revenue Analysis team have forecasted the future travel rates for Boston Station over the next 10 years, which has been developed based on the current infrastructure at the station (Appendix E). This data contains Coronavirus recovery rate, data supplied through government Office of Rail and Road (ORR) station entries and exits, EMRs May 2021 timetable improvements versus 2019, Coronavirus recovery rates versus 2019 which have been sourced from the most recent calculations from Abellio Group model of 01<sup>st</sup> September 2021.



The data shows that in 2018 there were a total of 224,773 journeys (total journeys originating and destination Boston). In 2019 there has been a decline to 219,282 journeys and this was further reduced by 59% to 89,823 in 2020, essentially owing to the impact of Coronavirus.

EMR have seen patterns of travel change as passengers return to the railway, which is understood to be because of the variations to the requirements of working in the office. EMR are seeing journey numbers gradually increase particularly for leisure travel and there is an opportunity to maximise on these changes in travel to benefit those groups.

This data predicts an increase in journeys only based on the current facilities available at the station and does not take into account the proposed redevelopment plans. The current future forecast predicts an 83% increase in passenger journeys from 2021 to 2025 with a 2% year on year increase in journeys from 2026.

To increase the station usage EMR need to build back better and make significant improvements to the station. The Towns Fund provides an opportunity to accelerate the number of journeys by attracting more visitors to the town through investing in the advancements to services at the station, leading to regeneration of the town and further encouraging inward investment.

The increase in footfall will then further enable the rail network to continue its onward investment in this station and other stations in the region, by utilising the increase in revenue generation, creating a positive cycle of investment for the future. The overall recipient base is those living in Boston and those working/commuting to Boston .

East Midlands Railway franchise has committed in delivering improvements to the On Train experience by introducing new rolling stock and by increasing train capacity (all trains are a minimum of 2 carriages as of May 2020). Investment into the station environment is needed to continue that improvement throughout the entire railway journey experience.

### **3.10 Passenger Demand Forecast Revenue**

3.10.1 EMRs revenue team have analysed and provided data to predict the revenue uplift expected for the industry (over a circa of the next 5 years) as a direct result of the enhancements due to be delivered from the works within this scheme.

This concentrates on evaluating those services that do not currently exist at the station against the proposals to add new provisions . The data shows a staggered increase of revenue benefits across the next five years and the prediction works on user benefits increasing over time, with some revenue benefits seen in year one of project completion. The revenue uplift has been developed by using the model within the industry recognised Passenger Demand Forecast Handbook (Appendix C).

The analysis for the industry shows a revenue uplift of £53,000 in year one of construction completion (2023), with increased revenue throughout the years and a total revenue uplift of £500,000 by 2026/2027 (Appendix B)

EMRs revenue taken from the predicted industry forecasted amount, following year one of construction completion is £32,000 with a total of £304,000 by 2026/2027 (Appendix D)

These calculations demonstrate how the project positively impacts the industry's financial profile and EMRs revenue. Leading to growth of the economy, following the Towns Fund proposed investment. This is in addition to the overall benefits to the customer experience and community integration.

### **3.11 Passenger Accident Data**

Passenger accident information has been supplied by EMRs Safety Team and shows the total number of accidents reported from 2018 for Boston Station, which includes journeys to and from Boston. Numbers reported have been relatively low with a total of 6 reported accidents. Of these 50% were related to a fall using the station overbridge, linking the platforms. The scheme proposes

to make improvements to the bridge tread, reduction to the surface water, lighting and CCTV provisions will be incorporated into the project as a further control to support safety measures.

### **3.12 EMR and Town Deal Schemes**

EMR are also working on developing the business case for the redevelopment of Skegness Station in line with the Town Deal Funding. The project team have worked on creating synergies across both schemes to ensure enhancements are relative and aligned for both stations providing the most modern infrastructure, services and provisions for both developments. The project has utilised learnings to adapt each scheme and save costs through the development stage whilst maintaining the quality.

This has been observed through the appointment of the design consultant who have provided a discount for being awarded both schemes. Stakeholder discussions and decisions have been developed with an understanding of both station developments in mind to ensure consistency at the stations for communities and for EMR passengers. A further example of this is the collaborative working between EMRs project team, Network Rail and the Councils delivery team across both schemes.

The Town Deal fund for Staffordshire County Council for the outline proposals for options to redevelop Kidsgrove station is currently underway and is being developed in conjunction with EMR and Network Rail. The project proposes a new car park, possible building extension, refurbishment to the building and bringing back redundant spaces to be used by the local community.

EMRs project teams work closely together to align proposals to ensure they are consistent for the railway user and offer the best provisions possible. The internal stakeholder views obtained for the Boston and Skegness schemes, have been shared with this project which provides consistency for passengers, our partners, and investors. This will further strengthen the publics perceptions about the consistency of facilities at stations.

### **3.13 Policies**

EMR has reviewed the local, regional, and national policies to ensure the delivery of the project objectives and visions align with those strategies. The redevelopment consists of enhancements, repairs and upgrades to the station building and environment, which will have a positive impact on the Town and the local community and complement the policy visions.

#### **3.13.1 Local policy context (Appendix A)**

Transport: improving accessible, sustainable and affordable transport for all and to enhance efficiencies for business.

Project Alignment:

The project will improve connectivity for Boston Town, providing the community with more attractive provisions and facilities, encouraging travelling by train. The redevelopment will use modern and sustainable methods of construction to enhance the quality of life in Boston. The project proposes to create new community facilities and remodel the station to integrate the community and improve accessibility and networking, leading to reduction in isolation for the Town.

#### **3.13.2 Regional policy context (Appendix A)**

Government strategy for the Midlands is focused on growth, connectivity, skills, enterprise and innovation, trade and quality of life. Improving connections between towns and cities in the Midlands to support clusters to grow. The coast as an economic engine that could support thriving

businesses and communities. Improving connections between towns and cities in the Midlands to support clusters to grow.

**Project Alignment:**

The development will see significant changes to the provisions at the station, the introduction of the new community café, will not only bring new employment to the area but will add growth to the economy by enticing users to the station and the café helping them to use the station as a means to access larger towns or cities.

### **3.13.3 National Policy context (Appendix A)**

- Enhancing the business environment – at national and local levels (e.g. technical education and training, Tourism Zones).
- Levelling up all regions - by enabling places to develop ambitious plans to drive economic growth.
- Liveable places - providing crucial infrastructure to help individuals flourish and creating shared spaces that bring communities together.
- Connected growth – digital, social and cultural connectivity to ensure the economy grows in a way that is strong and sustainable and makes all places viable for work in the global economy.

**Project Alignment:**

The project will upgrade the infrastructure at the station providing opportunities to the local communities through providing spaces for new business facilities, training and educational initiatives with the development of a new Community Room and Enterprise Offices.

The new proposed facilities are predominantly only available at mainline stations, improving the overall standard of the station, in turn levelling up the town. A vision for the project is to create a gateway to Boston Town, redeveloping the station to make it more accessible, improve connectivity and providing places for the community to unite.

The proposal is aimed at maximising all benefits of available space, relocating facilities to better integrate the community and to aid passenger flow. Adding in provisions to serve Boston Town making it a leading visitor destination.

### **3.14 Visions and Objectives:**

Vision		Objectives
→	<ul style="list-style-type: none"> <li>Enhanced customer experience               <ul style="list-style-type: none"> <li>Gateway to the town</li> </ul> </li> <li>Enhanced accessibility and connectivity</li> </ul>	
→	<ul style="list-style-type: none"> <li>Connected Community</li> <li>Enhanced Customer Experience               <ul style="list-style-type: none"> <li>Central Hub</li> <li>Gateway to Town</li> <li>Better Quality Life</li> </ul> </li> <li>Growth of Local economy</li> <li>Employment Benefits</li> </ul>	
→	<ul style="list-style-type: none"> <li>Gateway to Town</li> <li>Central Hub</li> <li>Enhanced Customer Experience</li> </ul>	
→	<ul style="list-style-type: none"> <li>Sustainable Economic Growth</li> <li>Better Quality of Life</li> </ul>	
<p><b>Increase in customer experience results/NRPS</b>  <b>Sustainability improvements</b>  <b>Increase in station footfall / journeys</b>  <b>Development of new local businesses</b>  <b>Increase in employment</b>  <b>Evaluation of revenue uplift</b>  <b>New community schemes initiated</b>  <b>Track and monitor community room usage and purpose</b></p>		

3.14.1 EMRs vision is for the train station to provide a greater sense of arrival and a gateway into Boston Town. The project aims to bring the customer spaces together ensuring that the facilities are easily utilised by customers, with accessibility enhancements, connectivity and improvements to the overall customer experience being at the forefront of the projects aim.

This intervention is proposing to improve the customer satisfaction of station users. To support this business case, EMRs Customer Experience team have supplied recent customer survey data for Boston, for a period of over 24 months (January 2020 to December 2021). The Customer satisfaction result for Boston was 73.6% with a Net Promoter Score of 76.2%. The project will also evaluate the results from the Independent National Rail Passenger Surveys (NRPS) to determine the impact of the enhancements. (For more information about customer satisfaction see Section 7 of this document).

This vision has been achieved by carrying out space utilisation evaluations to detect how best to exploit available areas across the entire station. Recognising rooms that best serve as new community spaces and retail units, taking into account the general pedestrian flows, entrances and exits at the station. The evaluations have identified vacant spaces which will be repaired and refurbished to be used as a bookable Community Room and Enterprise Offices, included within those areas will be independent welfare facilities.

Incorporated into the designs are a full remodelling and relocation of the existing facilities considering the best use of space and station user requirements. It has also enabled the design plans to develop a new parent and baby room, an additional accessible toilet, improvements to the cycle storage provisions, a full refurbishment of all rooms with new wayfinding signage.

A proposal for the phasing of works has been developed to reduce impact to customers and on the operational running of the station, these options will be available as part of the tender for construction, with the opportunity available to further enhance this through innovation from contractors, detailed within the responses received. The current programme of works is set to start detailed design RIBA stage 4 on 01<sup>st</sup> June 2022.

The result of these developments will therefore attract more users to the station and establish that sense of arrival into Boston, creating a better overall customer experience, tracked through customer experience results. The redevelopment then allows the station to compete with other stations in larger towns and cities. This will assist the community to connect to the culture of Boston whilst creating new employment opportunities. The new facilities offered will bring the station in line with those provisions offered at mainline stations.

- 3.14.2 An objective of the station redevelopment is to encourage non rail users to the station and to integrate the community with the station. This will be achieved by providing additional services for the community which are currently unavailable.

To meet this objective the plans include the restoration of a vacant and disused room of approximately 56m<sup>2</sup> which is suitably positioned towards the main entrance of Boston Station and will be transformed into a new Community Café including toilet provisions, (the cafe can be available for users outside of the booking office opening times) operated as a self-contained area, offering a safe, secure, and friendly meeting place for visitors and businesses, coupled with bringing in new employment opportunities for those managing the café. In addition to this, the proposal includes a new Community Room available for the public to book for various initiatives such as, educational, fitness or community led programmes.

The lease agreements for the cafe will be managed by EMRs Retail Management, Abellio Services Business Ventures (ASBV). Community Room usage can be tracked and monitored, to demonstrate how the redevelopment has resulted in integrating the station with the community. These will also see added benefits to the towns local economy and improve the experience of those visiting the station. The programme of construction phases for these rooms are available in the Boston Project Pack (Appendix F)

- 3.14.3 Improving the overall customer experience and security at the station is a vital component of the project. Making changes to prevent anti-social behaviour, crime and to provide continued support for the prevention of suicides on the railway.

The project will incorporate new and improved CCTV units throughout the station, providing extra station coverage and allowing the station managers to have sight of any known exposed areas. This will be achieved by installing new LED lighting, which casts less shadows and enriches images on CCTV units by reducing glare. The project will deliver additional constant lighting to illuminate darker areas, having a positive effect on the overall feel of the station acting as a further deterrent for anti-social behaviour. For details of the full scope of works and timescales refer to Boston Project Pack (Appendix F).

The independent National Rail Passenger Surveys and EMRs internal customer survey results will demonstrate the satisfaction of the proposed enhancements. EMR anticipates these enhancements will result in the overall feeling of an increased security for station users, improving their experience and safety, leading to creating a safer environment for all. EMR can monitor passenger accident & incident data post project completion.

- 3.14.4 Future proofing the station building/layout to make it viable to serve the community and future demands whilst delivering sustainable economic growth is a crucial goal of this project.

An independent report has been produced to identify the sustainability benefits that this programme will produce (Appendix G). The statistics will be monitored throughout the delivery of the scheme and evaluated post project completion.

The project will use more sustainable materials, reusable energy sources and the inclusion of electrical vehicle charging provisions, a new secure waste compound all in the aim of working towards the principles for BREEAM and reducing the carbon footprint. Restoring the station building using lime render, refresh and repaint the building, replacements of the sash windows using modern materials whilst being sympathetic to the heritage of the structure and surrounding buildings in the Town.

Resulting in reduced building maintenance, reduction in the carbon footprint, increased durability of the enhancements and future proofing the station to deliver consistent and reliable services to the local community and railway users. The overall results will be achieved following full construction completion with some benefits achieved throughout the programme as phases of works are completed. See Boston Project Pack (Appendix F) for programme of works.

3.14.5 One of the objectives of the redevelopment is to support local ventures to better ingrate the station with the Town. This will be achieved by the creation of two start up Enterprise Offices to assist new businesses and provide them with a suitable space to develop their businesses and further support the local community integrating with the station.

The office spaces will be available to lease at a low rent for a period of 12-18 months to help kick start small to medium local businesses. This medium-term lease agreement will then provide opportunities for a continuous cycle of new ventures using the facilities.

Resulting in providing affordable, attractive employment opportunities to the local community, reducing the skills and unemployment gap. It will encourage an entrepreneurial spirit within the community and as these businesses tend to play a large role in other community schemes, it will add to making Boston a great place to live and work.

3.14.6 The project team have consulted with key stakeholders to share the objectives and visions for the station and the aim to better integrate the community with the station. The discussions and agreements have formed the final option selection of the RIBA 3 drawings of the station. For full drawings refer to Boston Project Pack (Appendix F).

### 3.15 The Proposed Investment:

The table below outlines the options that have been considered to enhance the station facilities and provisions. Setting out missed opportunities in line with; continue as business as usual, do minimum and the preferred option.

Options	Aims	Missed Opportunities	
<b>Business as usual</b>	If funding is not provided, then the station redevelopment would not be able to proceed. The station redevelopment is heavily reliant on the Town Deal funding to cover the costs of redesigning, consultation works, SME support, Network Rail expertise, and full re - construction requirements.	<ul style="list-style-type: none"> <li>• This would lead to missed opportunities to highlight Boston Train Station as a gateway to the town, and the prospect to provide an enhanced accessibility and connectivity for commuters and visitors to the Town.</li> <li>• Missed opportunity to fully redevelop the station and utilise any vacant spaces to support economic growth.</li> <li>• Unable to improve the community's facilities.</li> <li>• Missed opportunities to increase productivity, growth, and resilience by restoring rail services and revitalising town centres.</li> <li>• Missed opportunity to benefit from modernisation and investments into the Uk infrastructure.</li> <li>• Unable to compete with larger cities to aim for levelling up.</li> <li>• Missed opportunity in offering a better first impression for customers travelling to the station</li> </ul>	Not Recommended

		<p>and in turn providing the best experience.</p> <ul style="list-style-type: none"> <li>• Not being in a position to provide a better customer retail offering.</li> </ul>	
<b>Do Minimum</b>	This option would only see maintenance carried out at the station and would see the implementation of current plans for EMRs committed obligations, work to toilets and waiting rooms.	<ul style="list-style-type: none"> <li>• As above</li> </ul>	Not Recommended
<b>Preferred Option</b>	Full redevelopment, redesign and modernisation of station.		<b>Recommended</b>

### 3.16 Risk Register:

During the development of the project the risks have been regularly reviewed and re-categorised, some risks have been removed from the scheme as they are no longer relevant. The current key risks identified are listed below, included are the details of how these risks will be effectively controlled and managed throughout the project:

For information relating to the Designers Risk assessments, refer to Boston Project Pack for Make Consulting's - Designer Risk Register (Appendix F)

Risk	Owner	Probability	Impact	Mitigation
Current market conditions for obtaining materials for construction work is limited and costs are increasing. Further increases in costs of materials are expected in 2022.	EMR /Contractor	High	Medium	<p>A 20% contingency has been allocated to the scheme which provides some mitigation against rising material costs.</p> <p>The tender pack will be requesting a fixed price against the scope of works.</p> <p>External Quantity Surveyor working throughout development and delivery phase to provide estimated costs and manage construction costs against current market conditions.</p>
Contractor quote will only be fixed for a certain amount of time (Estimated a max of 90 days). A delay in decision from Central Government could result in invalidation, of the quotes received, resulting in a further tender exercise.	EMR/ Contractor	Low	Medium	<p>EMRs revised procurement process has allowed for an adequate amount of time to allow for a decision from Central Government.</p> <p>The quotes are expected to be valid until a least early June 2022, in line with the anticipated response from Central Government.</p> <p>Quantity Surveyor providing indicative costs for full scope of work for full construction. Allowing a more accurate reflection of costs for work</p>

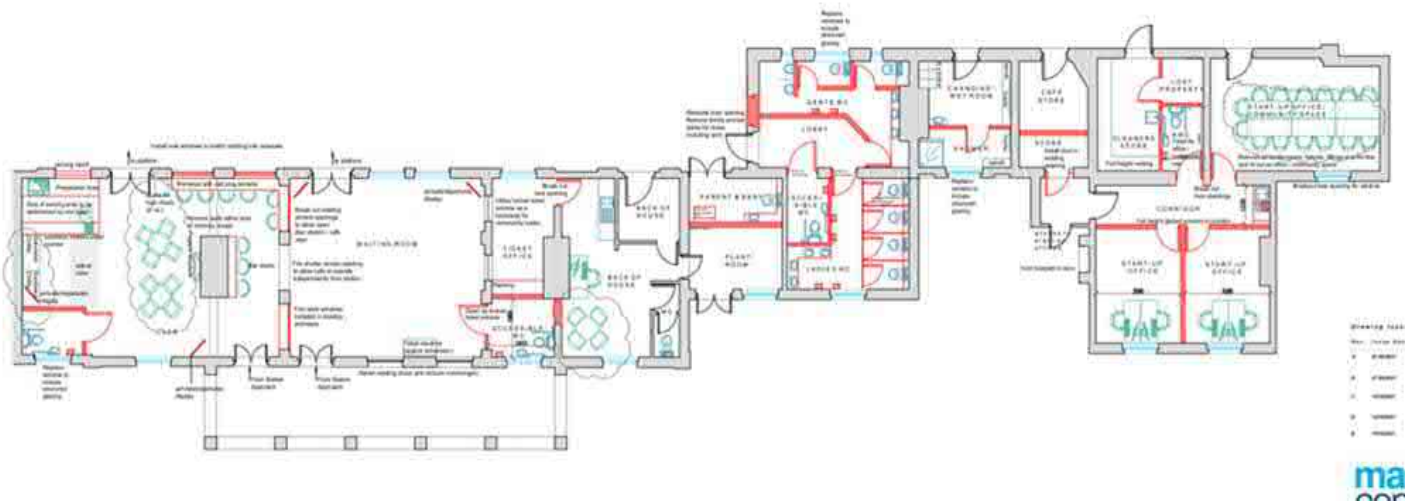
				and materials to meet budget requirements.
Costs and delays being incurred due to the impact of Coronavirus on safe working practices.	EMR / Contractor	High	High	EMRs procurement team will work diligently to manage the contracts can control this risk. Identifying long lead times for materials and working effectively with suppliers will reduce this risk. PQQ for Tender requesting resource plans from Contractors in the event of Coronavirus impacts.
Works on site impact the operational running of the station, impact on staff and customers. Included the additional impact over the summer period of increase passengers.	EMR /Contractor	Medium	Low	A proposal for the phasing of works has been developed to reduce impact to customers and on the operational running of the station and are included within the tender packs.  These will be further enhanced through the responses received when during the Tender process.  The project plan will have control over site access, management of deliveries/contractors, method of works, work package plans, line block possessions required for bridge works. This information is also contained within the Pre Construction Information (PCIP) included within the tender pack.
Design constraints due to conservation status and history of the building	EMR/Heritage	Low	Low	Boston Station is not a listed building, although the community and The Railway Heritage Trust (TRHT) have always seen this as historical building and have a vested interest in retaining the heritage of the station. To mitigate any potential issues, the project has consulted and engaged with (TRHT) throughout the development of the designs.
Limited land allowance for site set up	EMR / Contractor	Low	Low	During the development of the project, we have identified areas within the Asda car park and two areas near the staff car park owned by Network Rail that can be utilised for site set up. Discussions have been initiated to review which option is best for the scheme.
Associate costs and impact on programme to acquire Network Rail Line Blocks / Possession	Network Rail	Low	Medium	The requirement for line block possession for works to the bridge have been built into tender pack with the obligation for the contractor to initiated and plan accordingly. These are also items discussed with Network Rail and ASPRO in the re-occurring stakeholder meetings during the development of the scheme.
Closure of overbridge when works are taken place, impact on passengers and staff	EMR/NR	High	Low	The project team have identified a additional step free access route to the platforms if works require the bridge to be closed for a period of time. The communication plan will engage with the appropriate groups to



				ensure notification of any changes are delivered in a timely manner.
Works taking place in a railway environment risks of injury for contractor or railway users	EMR/Contractor	Low	High	EMRs chosen procurement process will have Pre-Qualification Questions (PQQ) built in at the beginning of the Tender process, this will enable EMR to outline key requirements from Contractors, relating specifically Railway experience, DPE, CRM and CEM qualifications with Network Rail approval for the Contractor.
Working at height and scaffolding requirements, injury from working at height or items being dropped from height	EMR/Contractor	Low	High	The controls in place will be formed as part of the Work Package Plan (WPP) and Risk Assessment Method Statement (RAMS) for each stage in conjunction with health and safety regulations.
Risk of being unable identifying a tenant and arrange leasing agreements for commercial spaces (community café and SME spaces)	EMR/ASBV	Low	Medium	EMR work with Abellio Service Business Ventures who manage the lease of commercial spaces.
Inadequate resources to develop and deliver scheme	EMR	Low	High	Town Deal Funding will fund EMR and NR resource costs. Internal EMR review of resource available to project manage the scheme.
Reputational risk of the Archco areas of Boston Station (Thai Restaurant) remaining in disrepair)	EMR	Medium	Low	Engagement will continue with Archo to acquire funding and permission to bring the unit into scope of works.
Lack of community engagement, impacting on the reputation of the scheme	EMR	Medium	Low	An EMR workstream has been set up dedicated to input in the communication strategy. Focus placed on internal, external, community engagement through various means i.e. post code drop, face to face engagement, social media and EMRs website. The project will create supporting visuals and have aligned the comms plan with the council in line with Central Government guidelines.
Adverse weather impacting on delivering project milestones	EMR/Contractor	Medium	Low	Awareness of long term changing weather forecast patterns to inform changes to construction delivery programme. Contractor to make suitable provisions to deal with adverse weather.

### 3.17 RIBA Stage 3 Designs:

Below is a high-level summary of the main proposed changes for Boston station. See Boston Project Pack to see the full plans (Appendix F).



### **Sustainability and Environment:**

The project will make significant improvements to energy efficiencies through the upgrades to the fabrics of the building and incorporating the principles of breem. The proposal will include an Electrical vehicle charging point, LED lighting and new green areas. and use sustainable materials to reduce carbon footprint. As part of the development of this project EMR have instructed a report to be written outlining the key energy benefits with the associated statistics. For the full report on the sustainability benefits see (Appendix G)

### **Ticket Office/Waiting Room:**

The proposal will complete a full renovation of the station entrance area which will see the waiting room, ticket office and community café being brought together to provide a user-friendly gateway into the station. Ticket office will be refurbished, and an additional accessible toilet facility is also proposed for this area.

### **The Community Café:**

The community café will occupy the vacant space adjacent to the Thai restaurant. This has a vacant space of 56m<sup>2</sup>. With a seat occupancy of 17, this room will provide a community hub to encourage non railway users to the station, the café can be access from both the platform side and the public side.

The room requires full restoration, and the final product will comprise of cafe tables, worktops with plugs and sockets, arrivals and departure display boards. bar stool seating, sandwich chillers a serving and preparation area, with a serving hatch leading onto the platform.

The café will be linked to the waiting room area through a new opened arch way and the cafe has been designed with toilet facilities which will allow the cafe to run as a self-contained unit, outside of the ticket office opening hours.

### **Community Room:**

The Community Room dimension of 23.10m<sup>2</sup>. will provide a bookable space for use by local groups of up to 10 – 15. We envisage this would be a popular space for local community groups, such as schools, local workshops run by the community rail teams or supported charities, educational learning groups, art groups, mother and baby groups, fitness room and also by local businesses as a meeting space.

Our aspirations are that the proceeds of the rent will be used to support local community initiatives. The fit for the room will be designed as a meeting room/conference room with a number of fold away chairs and tables, to allow users to also benefit from utilising the full floor space.

As referenced earlier in this business case, EMR are working on developing the business case for the redevelopment of Skegness Station in line with the Towns Funding. Proposals within the Skegness case are to convert spaces at the station to better serve the community. The proposal at Skegness is to convert one of the rooms into a bookable community room with additional new start up offices similar to the plan for Boston station.

At EMR's Sleaford Train Station a new community room is currently being developed which has already seen positive engagement and demand for this space. This has been developed with the collaborative workings between EMR, NR The Railway Heritage Trust and with The Community Rail Partnership. This project has the option to utilise the existing model to secure bookings for Boston Community Room.

#### **Start Up Offices:**

Two start up offices with neutral branding will be developed to provide new local businesses with a low cost space to develop their business. We would anticipate that the leasing term will be limited to 12-18 months to allow multiple start up business to benefit from this offering. The area available for each room is approximately 12m<sup>2</sup>.

The individual rooms will be fitted out with a desk, chair and plugs. The surrounding area will provide communal welfare facilities including a tea point, sink, storage and toilet facilities that will also be shared with the community room.

#### **Parent and Baby Room:**

A new parent and baby room will be installed and can be accessed via platform one of the station. This will be refurbished to the standard of the EMR branding palette and provide a fold down baby changing unit a toilet and sink.

#### **Toilets:**

The former waiting room will be converted into male toilets and female toilets as per EMR brand designs. The project considered a gender neutral toilet facility provision however, a traditional layout was identified as a preference after consultation with British Transport Police and other key stakeholders.

#### **Store:**

An identified vacant space will be converted into storage space for the community café, additional storage spaces have been allocated for station items. There is also an allocated space for a cleaning store and a secure room to house lost property. A separate plant room will house plant equipment, IT servers, distribution boards etc.

#### **Back of house area:**

All back of house areas will be refurbished to refresh those rooms to show consistency throughout the building and to provide the adequate facilities for staff.

#### **Platform furniture and improvements:**

The scheme has reviewed the locations of all existing furniture provision and will replace all benches, shelters and waiting areas with modern sustainable products, adding additional provisions where needed. The scheme is still in discussions with NR to determine the scope of any platform improvements that would be delivered under this scheme. The current condition of the platforms are considered satisfactory and would not be considered for significant upgrades until future NR control periods (post 2024). However, the scheme are aware of a NR tactile paving initiative and aspirations, which could provide up an opportunity to work collaboratively to allow this scheme to deliver tactile paving within this programme.

#### **Cycle Provisions:**

The project intends to remove the current cycle pods from the station platform and to provide a robust cycle storage unit by the station entrance. This new unit will be covered by CCTV to provide additional security.

#### **Waste/Storage Compound:**

The scheme will create a secure compound adjacent to the staff car parking areas, to house winter weather provision and wheelie bins that are currently loose around the station. This structure will be set on a concrete plinth to provide a level ground with louvered aluminium panels providing 80% visual screening, this will include a water provision to allow cleaning of the unit. This compound will be large enough to hold the existing 3 bins and an additional two more for the commercial units.

During consultations with Network Rail regarding this scheme, an opportunity for EMR became available to take additional land into EMRs lease area. This additional land is located adjacent to the staff car park and this would facilitate the space required for the construction site and open up the opportunities for the location of the new bin compound. Acquiring the land from NR will form a lease contract and EMR and NR have experience in this process. Acquiring this land is a betterment to the programme and the programme is not dependent on obtaining this, but it allows the station to have future provisions for car park extensions or other schemes.

#### **Bridge Works:**

Refurbishment of the bridge will be carried out, with additional measures put in place to prevent sitting water, adding in heavy duty anti slip treads with additional CCTV and lighting installed to cover hidden areas of the bridge and effectively making the condition of the bridge safer. Art work is planned for the bridge to welcome people to Boston Station and to create a feature that showcases an unique identity for the station. The scheme will work with the Poacher Line Community Railway Partnership to achieve this.

#### **Main Station Building:**

Significant improvements will be made to the main station building. External improvements will include render with lime mortar to protect the brick, restored sash windows, new lighting, and repointing and general tidy up to improve the aesthetics of the building and surrounding areas.

#### **Signage:**

A wayfinding study has identified the need for station signage to be reconfigured to be aligned with the station proposals to enable station users to move more effectively around the station. This will include improved accessibility information and will be assessed during RIBA stage 4 to provide the best solution.

#### **Canopies:**

Work will be undertaken to repair the pigeon netting and paint the canopies and make aesthetic improvements.

#### **Accessibility:**

The scheme will improve accessibility provisions at the station, all spaces will be DDA compliant with a range of seating heights provided. The ticket office counter will have a lowered level, tactile signage, the design concept for areas have been consulted with EMRs accessibility panel to ensure

the needs of all station users are met. The design has incorporated an additional accessible w/c provision.

**Lighting:**

External lighting has been reviewed and LED solutions will be installed to provide a more energy efficient provision. Additional lighting will be strategically placed to improve visibility and security across the station environment. Improvements to the emergency lighting and linking this to the adjacent train crew building.

**Landscaping:**

Improvements will be made around the staff car park area to provide step free access to the new waste compound and car park from platform 1 via a ramp. Car park lining will be reconfigured to allow for waste compound, accessible bay, electrical vehicle charging point and a new safe walking route to protect pedestrians from moving vehicles. Landscaping will also take place around the front of the community rooms to make the area more welcoming and aesthetically pleasing.

**Taxis:**

The scheme will improve the current taxi rank by installing seating provisions and improved lighting, to make this an official taxi point.

**M&E**

The proposal will see new heating systems, ventilation, new re wiring where required, new air conditioning units, additional and improved CCTV provisions, electronic access controls, fire alarms system upgrades and enhanced intruder alarm system.

**IT:**

Modernised IT infrastructure including improved station WIFI system. New interactive customer digital information systems to provide up to date journey and onward travel information.

**Additional Improvement Works & Investment**

The project will where possible continue to make improvements to the programme of works which can be taken forward into RIBA Stage 4 designs. Any remaining contingency funds will be used on additional enhancements to the station.

EMR will continue to engage with third parties to seek to secure further investment for the scheme during the life of project and to stay up to date with any current or future developments proposed. EMR are aware that Network Rail have a programme of works planned to pilot LED lighting column scheme at Boston, which is expected to be installed in 2022/2023.

Network Rail have a strategy in place to review improvements required for stations across the network. No significant works are planned for Boston with in NR current control period 6 up to March 2024, but we are working with NR to understand any future planned works.

**3.18 Accessibility Panel:**

EMR has held consultation workshops with our established accessibility panel, to develop design concepts for station areas. The principles following the consultation have then been applied throughout this scheme. Choice of floor spec, tactile signage, colour scheme, alternative height seating options. The final product will provide an environment fit for all station users.

**3.19 Stakeholders:**

The project has identified the key external stakeholders and completed a RACI model to identify each individual's role and input towards the scheme and the appropriate level of consultation and sharing of information required.

Below are key external stakeholders identified:

Organisation	Role	Interest in this Project
Make Consulting	Managing Surveyor	Lead design consultant for RIBA Stage 3 drawings
Network Rail	Station & Depot Portfolio Surveyor	Station lease plans and Station Portfolio management
Network Rail	Senior Asset Engineer (Building Fabric)	Regulation of building works
Network Rail	Senior Asset Engineer (Building Services)	Management of Mechanical and Electrical Systems
Network Rail	Project Sponsor	Accountability for Network Rail led activities
Network Rail	ASPRO	Any works that are carried out on or near the railway line are assessed for safety and adherence to procedures by the Asset Protection Optimisation Teams (ASPRO)
Department for Transport	Commercial Manager	Sign off for EMR for the development of the project
East Lindsey District Council	Strategic Funding Manager	Council Town Delivery Team
East Lindsey District Council	Assistant Director	Assistant Director of the Towns Fund
MP Boston & Skegness	Member of Parliament - Digital, Culture, Media & Sport	End product delivered against wider strategical policies
The Railway Heritage Trust	Executive Director	Designs to compliment the historical status Boston Station and providing match funding.
Lincolnshire County Council	Community Rail Officer - Poacher Line	Community aspirations and providing match funding
Network Rail	Town Planning Manager	Advise on any local planning consents required
Boston Borough Council	Transformation Officer	Boston Borough Council Town Delivery Team
Lincolnshire County Council	Sustainability Team	Improvements to Walking and Cycling
Archco	Landlord of Thai restaurant unit	Building connected to Boston Station, leased from Network Rail by Archco
Amion	MD Rose Regeneration	Economic Business Case development
Distract	Head of PR	Appointed by the Council for the communication of the Towns Fund programme
Boston Borough Council	Operations Manager	Recycling and reusing redundant furniture
Sustrans	Secretary to the Cycle Rail Working Group	Cycle Storage facilities and standards
Asda	Asda Representative	Car Parking

### 3.20 Key External Stakeholders:

#### Key Stakeholder Boston Meeting

Identified key external stakeholder who attend a fortnightly progress meeting where project milestones and designs are consulted, and status updates shared.

Actions Tracker Update, progress update, scheme/workstream update, latest drawings reviewed, progress against milestones, review of project risks and next steps. The notes and supporting documents from the meeting are distributed.

In addition to the above the three following work streams have been set up throughout the project development:

#### Network Rail/ ASPRO meeting

Fortnightly meetings in place to discuss the detailed design requirements and NR work stream. These meetings ensure that the design requirements meet NR standards, in order to aid the engineering assurance process.

## **Community Engagement**

EMR have a dedicated Community Engagement Team developed to lead on all aspects of engagement with the community to enhance our stations. The Poacher Line Community Railway Partnership works closely with EMRs Community Ambassadors for developments along the Nottingham to Skegness route.

EMR hold quarterly meetings with the Community Railway Partnerships and Network Rail to discuss station aspirations, developments in progress and agree actions to initiate projects. Meetings are formally tracked and minuted to help create a guide for station developments along the route. Aspirations for Boston Station have formed part of the development of this project.

Boston in Bloom have formed a partnership with EMR and the Community Railway Partnership focused on developments and improvements to Boston Station. Some of the proposals discussed in 2017 were regarding improving the aesthetics of the station building, adding in new planters with the support of the station adopters and the creation of a new Community Room.

Boston in Bloom have been very supportive of the creation of a Community Room, that they envisage can be used as a provision to facilitate the Boston in Bloom tours. The room can be used to hold the annual judging events, notably as the station is seen as a gateway to Boston Town.

One of the proposals within this business case is to arrange for artwork to be added to the station footbridge as a welcome to Boston. EMR have now progressed conversations with the Community Railway Partnership to identify a suitable local artist and complete a survey for Boston residents to understand what artwork they would wish to see on the station footbridge.

## **Council Engagement**

Periodic meetings have been in place to discuss the development and submission requirements of the business case and government requirements for scheme. These meeting have been utilised to seek feedback throughout the development phase, draft versions of the business case and presentation of information i.e., financial profile, designs and to consult on our identified procurement and communication strategy.

## **Design Meeting**

Fortnightly meeting with Make Consulting our chosen designer and the core EMR project team. This forum is used to discuss all elements of the scheme and requirements, discuss action tracker, progress update, latest drawings reviewed, progress against milestones, review of project risks, financials, tender documents, and next steps.

### **3.21 Ad hoc consultations**

Additional engagement has taken place throughout the development of the scheme with various external stakeholders to ensure all requirements have been gathered and scheme update shared as per our communications plan.

### **3.22 Internal stakeholders Engagement**

Comprehensive consultations have taken place internally with EMRs stakeholders throughout the development of this business case, further details are provided in the project management section of this business case.

All of the above stakeholder engagement has been monitored, captured and tracked as part of EMRs electronic project toolkit, and work stream documentation. During the requirements capturing phase of the scheme, detailed consultations were undertaken with internal and external stakeholders to ensure that the proposals benefits would meet the needs of all parties involved. These consultations then allowed us to identify the following deliverables / themes as a priority:

### **3.23 Stakeholder viewpoint:**

Listed below is a summary of the stakeholder viewpoint of the project and how it has influenced the strategic case.

- Reconfigure the station layout to best utilise the space and bring vacant areas into use.
- Retail offering and sourcing tenants for the café unit
- Provisions required for refreshments
- Better internal signage and signage to sign post Boston town and the walking/cycling route
- Grouping passenger facilities together to improve passenger experience and accessibility
- Creating a gateway to Boston Town through changes to the aesthetics of the building
- Integration with the local community through using local artists for art work and upkeep of landscaping
- Modernising the provisions of the station to bring in line with the rest of the industry
- Enhanced security and safety with improvements to CCTV, lighting, fire alarms and access controls
- Improvements to energy efficiency status and reduction in carbon footprint through the implementation of improvements to M&E, IT, waste facilities and inclusion of electrical vehicle charging located in staff car park.
- Upgrades to overall station facilities
- Improvements to external seating
- Type and specification for cycle provisions.

The viewpoint of stakeholders across the board have been positive and that this scheme offers a brilliant opportunity for the station and surrounding areas.



# ECONOMIC CASE

# 4 ECONOMIC CASE

## 4.1 INTRODUCTION

The purpose of the **Economic Case** is to identify the proposal that delivers best public value to society, including wider social and environmental effects.

## 4.2 APPROACH TO ECONOMIC CASE

The Economic Case assesses the economic impacts of the **Boston Station** project and whether value for money for the public sector is optimised. This initially involved developing a long-list of options, with the options qualitatively assessed to identify a shortlist. A quantitative comparison of the shortlisted options and the Base Case is then set out to identify the preferred option. Sensitivity analysis follows to test the quantitative findings of the preferred option.

The assessment of economic benefits for this **Towns Fund** scheme has been undertaken in full compliance with the latest **HM Treasury Green Book** (2020) and relevant Departmental guidance, such as Ministry for Housing, Communities and Local Government (MHCLG).

There are a number of overarching assumptions which apply to the value for money assessment (unless otherwise stated):

- all short-listed options have been appraised over a **30-year period**, consistent with appraisal guidance for the refurbishment of existing assets.
- where Present Value figures are presented, cost and values have been **discounted at 3.5%**
- all monetised costs and benefits have been converted to **2021/22 prices**, with general inflation excluded.
- the costs and benefits of the intervention options are presented in net terms and relative to the Base Case. Adjustments have also been made for **additionality** e.g. leakage, displacement and multiplier effects where appropriate (as detailed below).
- **Optimism Bias** of 10% has been calculated using HM Treasury methodology and included in the value for money analysis.

The framework for assessing the economic benefits of the **Boston Train** project has been developed having regard to the HM Treasury Green Book, MHCLG, BEIS and DCMS guidance. As set out within the MHCLG Appraisal Guide, projects should be appraised on the basis of a **Benefit Cost Ratio (BCR)**.

The calculation of costs and benefits has accounted for latest recommendations from MHCLG in relation to the Towns Fund, as well as other recent publications for regeneration and cultural projects. Reflecting the diverse nature of the interventions and their expected impacts, as well as the existing conditions within Boston and Skegness, a wide range of external benefits have been assessed in accordance with guidance as set out in the Economic Benefits section below.

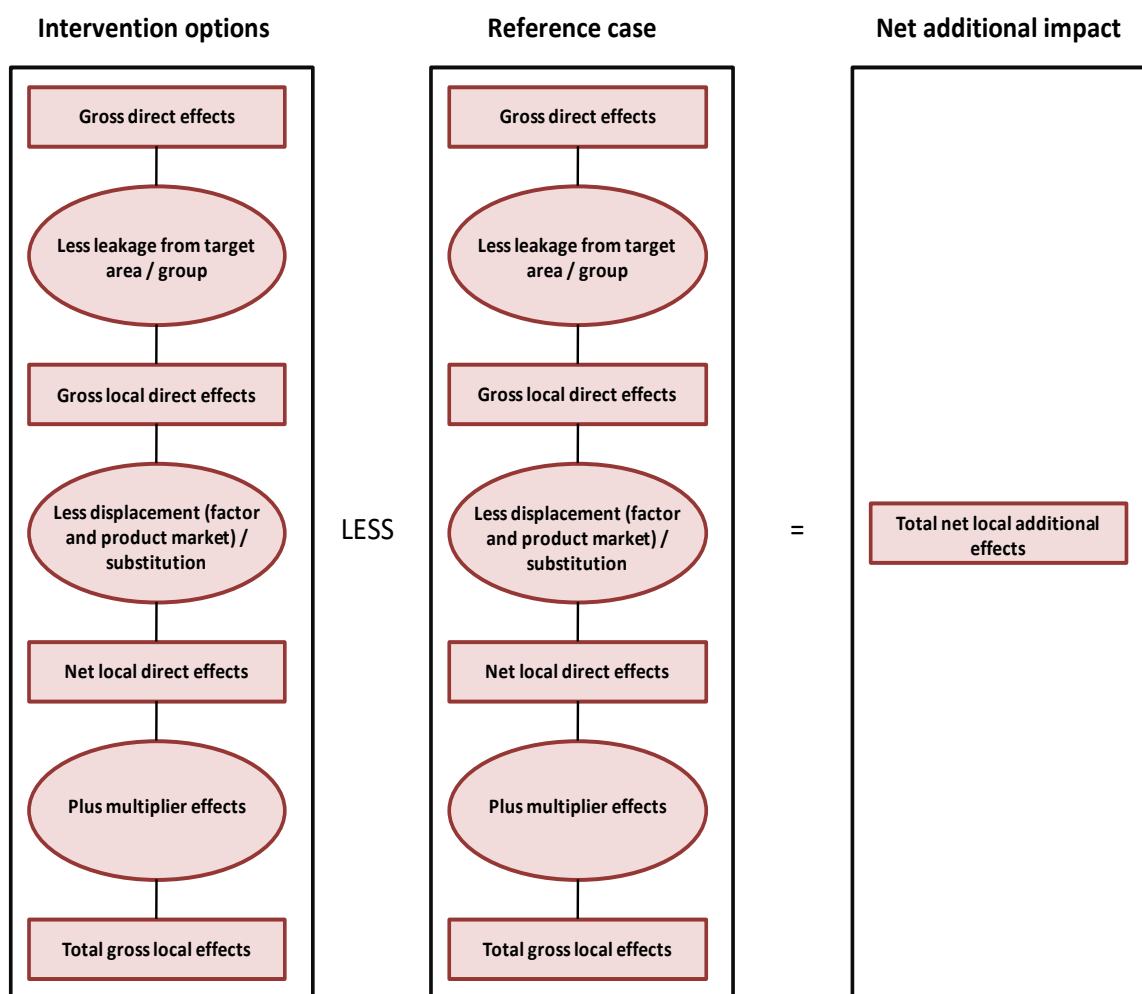
## 4.3 ADDITIONALITY

Of key importance in assessing the impact of the proposals on the local economy is the extent to which new activity is truly additional, in other words it does not simply displace existing activity. Furthermore, it is important to understand who is likely to benefit from the impacts generated and the degree to which further demand and investment is stimulated.

To assess the net additional impact of the proposals and overall anticipated additionality of the proposed project options, the following factors have therefore been considered:

- **Leakage** – the proportion of outputs that benefit those outside of the project’s target area or group
- **Displacement** – the proportion of project outputs accounted for by reduced outputs elsewhere in the target area. Displacement may occur in both the factor and product markets
- **Multiplier effects** – further economic activity associated with additional local income and local supplier purchases
- **Deadweight** – outputs which would have occurred without the project (Base Case)

The approach to assessing the net additional impact of a project, taking into account the above adjustments, is shown diagrammatically below.



For the economic modelling, we have assumed a composite additionality factor of 80%

#### 4.4 ECONOMIC BENEFITS

The economic modelling included a number of monetised benefits, consistent with governmental guidance. These included (i) land value uplift; (ii) educational (iii) welling of residents into work; (iii) labour market entrants; (iv) productivity; (v) crime reduction; and (vi) distributional.

The proposal will have positive distributional effects, by encouraging investment within **Boston**, and helping to re-balance the economy away from London and the South East. The approach used to calculate these effects is that set out in the HM Treasury Green Book, based on equivalised disposable household income and welfare weights (“estimate of the marginal utility of income”). The generalised marginal welfare weight after housing costs established for Boston by AMION is **1.37** which provides a reflection of the positive effects on net disposable income.

These benefits are outlined in more detail below

Towns Fund investment theme	Key benefits	Wider social and economic benefits	Key guidance to model and monetise benefits
Skills infrastructure	<ul style="list-style-type: none"> <li>• <i>Educational</i></li> </ul>	<ul style="list-style-type: none"> <li>• Increased employment and income</li> <li>• Attraction of businesses interested in the skills offered by the new infrastructure</li> </ul>	BEIS
Enterprise infrastructure	<ul style="list-style-type: none"> <li>• <i>Residents into work</i></li> </ul>	<ul style="list-style-type: none"> <li>• Increased employment and income</li> <li>• Better wellbeing</li> </ul>	MHCLG
Enterprise infrastructure	<ul style="list-style-type: none"> <li>• <i>New entrants</i></li> </ul>	<ul style="list-style-type: none"> <li>• Increased employment and income</li> <li>• Improved wellbeing</li> </ul>	MHCLG
Skills infrastructure	<ul style="list-style-type: none"> <li>• <i>Distributional</i></li> </ul>	<ul style="list-style-type: none"> <li>• Levelling up</li> <li>• Assisting relatively deprived areas</li> </ul>	HMT, MHCLG
Regeneration, planning and land use	<ul style="list-style-type: none"> <li>• <i>Land value uplift</i></li> </ul>	<ul style="list-style-type: none"> <li>• Increases in local values associated with investment</li> </ul>	MHCLG

## 4.5 ECONOMIC COSTS

The financial costs of the proposed intervention have been developed by the **Boston Station** Project Team, drawing on significant experience of delivering similar projects across the local authority areas.

The nominal financial costs in the Financial Case have been converted to economic costs in line with the Green Book approach by using the HM Treasury’s GDP deflator index to convert estimates of future costs to Constant (2021/22) prices. The constant price costs have been adjusted to present value costs by applying the Treasury’s Social Time Preference discount rate of 3.5% per annum. Public capital expenditure within the programme is expected to run until 2022/23, in line with the Towns Fund guidance.

Type	Source	Total Amount
Public sector cost (undiscounted)	Local Authority	£2.7 million
Public sector cost (discounted)	Green Book STPR	£2.5 million
Optimism Bias	AMION	£0.3 million
Public sector cost (with OB)	-	£2.8 million

## 4.6 VALUE FOR MONEY ASSESSMENT

A bespoke economic model was created to calculate the Benefit Cost Ratio, BCR of the proposed intervention. The results are summarised below

<b>Value for money assessment (£M, discounted, 21/22 prices)</b>		<b>Core scenario</b>	<b>Sensitivity test 1 No distributional</b>	<b>Sensitivity test 2 OB at 20%</b>
<b>Economic benefits</b>				
Land value uplift		£0.01	£0.01	£0.01
Educational		£0.4	£0.4	£0.4
Residents in work		£0.03	£0.03	£0.03
Labour market entrants		£0.3	£0.3	£0.3
Productivity		£1.4	£1.4	£1.4
Crime reduction		£1.0	£1.0	£1.0
Distributional		£1.2	-	£1.2
<b>Total economic benefits</b>	<b>(A)</b>	<b>£4.3</b>	<b>£3.2</b>	<b>£4.3</b>
<b>Economic costs</b>				
Towns Fund	(B)	£2.6	£2.6	£2.8
Co-funding	(C)	£0.2	£0.2	£0.2
<b>Total public sector</b>	<b>(D) = (B) + (C)</b>	<b>£2.8</b>	<b>£2.8</b>	<b>£3.0</b>
<b>Benefit Cost Ratio</b>	<b>(A) / (D)</b>	<b>1.54</b>	<b>1.18</b>	<b>1.41</b>

From Green Book (2020) guidance (p. 40): When considering proposals from a UK perspective the relevant values are viewed from the perspective of UK society as a whole. Where appraising a place based policy or a UK wide proposal with place based effects the relevant values include effects in the place of interest and similar nearby travel to work areas. The relevant costs and benefits which may arise from an intervention should be valued and included in Social CBA unless it is not proportionate to do so. The priority costs and benefits to quantify are those likely to be decisive in determining the differences between alternative options. The appraisal of social value involves the calculation of Net Present Social Value (NPSV) and Benefits Cost Ratios (BCRs) the ratio of benefits to costs.

## 4.7 SUMMARY

The analysis undertaken in this Economic Case was consistent with HM Treasury's Green Book and other departmental guidance. For the **Boston Station** project there a smorgasbord of benefits. The costings have been calibrated for Optimism Bias at 10% and discounted using HMT's 3.5%.

The provisional BCR = 1.54 provides an "acceptable" value for money. (MHCLG Appraisal Guide classes a BCR greater than two as 'high' value for money and between one and two as 'acceptable').

A value engineering exercise as part of the finalisation of the Economic Case has been undertaken and has identified a saving of potentially £156,521 which allied with 20% contingency of the build budget of £375,594 means the actual delivery cost is likely to be £2,267,885 which will deliver an **ultimate BCR of £1.9**

# FINANCIAL CASE

## **PRACTICE NOTES**

The Financial Case assesses the affordability of the investment, identifying cost, revenue, and funding sources.

Note the level of detail should be proportionate to the size of the project.

If you are developing a programme case, each project should have its own financial profile within this section.

# 5 FINANCIAL CASE

**The financial case outlines how the Towns Deal Fund and any co-funding will be used throughout the development and delivery of the project. It details organisations that have provided funding and how costs have been developed. It clearly sets out EMRs contingencies in place for any risks or emerging issues to ensure that the project meets the programme of works within budget.**

## 5.1 Introduction:

Based on the information provided within the strategic case and economic case it shows there are clear benefits in making the proposed investments to the station for a full redevelopment. The business case sets out all the opportunities that have been identified to enhance the overall customer experience of railway users, provide better connectivity and accessibility, integrate the community with the station to create a gateway to the town, to make Boston a more attractive choice to live and work in, resulting in better quality of life and economic growth.

The historical lack of investment into the station has only further added to the requirements to modernise and enhance the facilities to bring it into line with larger towns and cities. Providing Boston with a Train Station fit to service the local community.

With a predicted increase in journeys over the years and potential increase to weekend leisure travel (without any station enhancements), these stations users will be able to benefit from the redevelopment and the expectation is that this will attract more users to the station, easing the congestion on the roads.

## 5.2 Approach to Financial Case:

EMR assessments have shown that a significant amount of investment is needed to enhance the station to bring it to the level and standard of other stations. The project has reviewed other funding streams available to make the required level of enhancements to meet the objectives of the redevelopment. However, without the Towns Fund investment these enhancements would be limited and only stretch to EMRs committed obligations for upgrades to toilets and waiting room facilities.

EMR have and will continue to explore additional funding during the development of this project to support the scheme and on joint ventures to ensure enhancements are consistent i.e., improvements to the Archco areas of Boston Station and additional funding through Network Rail.

EMR have funded the initial layout costs for the development of the business case and designs up to RIBA Stage 3 including resources costs for EMR. This internal funding has been obtained by prioritising this scheme over other EMR schemes, allowing the project team to fully develop this business case and focus on the scheme. EMR will be reimbursed these development costs pending approval from Central Government. The amount of this is outlined within the financial tables in the cost section of this business case section ref 5.5.

## 5.3 Funding

EMR have committed to providing £80,000 in co-funding towards the scheme. EMR are currently within an Emergency Recovery Measures Agreement (ERMA) which has been extended until October 2022, this is a contractual agreement with the Department for Transport. The funding obtained through EMR would be classed as public funding until such time we have exited the ERMA.

The Railway Heritage Trust (TRHT) have been on the journey with EMR in developing the plans to make the enhancements at the station, they have committed to providing funding of £100,00 to be

used in addition to the Towns Funding. Formal letter of this funding has been received by EMR (Appendix H). The funding from TRHT will be used towards building restoration works and repairs to the historical features at the station.

Community Rail Network have funded the scheme for £3,250, towards installing large decorative planters, to create a grand entrance to the station.

Lincolnshire County Council have supported the scheme through funding the initial RIBA Stage 1 and 2 concept designs for the station at a cost of £3,550.

The project has a total of £186,800 which has been sourced as co-funding in addition to the Towns Funding of the proposed £2.5m investment. This brings the overall total budget to £2,686,800 derived from the public sector.

**5.4 The table below outlines the funding sources and if this is private or public sector funding:**

Type	Source	Total Amount
Public sector	Towns Fund	£2,500,000
Public sector	Community Rail Network	£3,250
Public sector	Lincolnshire County Council	£3,550
Public sector*	East Midlands Railway	£80,000
Public sector	The Rail Heritage Trust	£100,000
<b>Total</b>		<b>£2,686,800</b>

\* EMR are currently in an ERMA until at least October 2022, therefore funding from EMR would be classed as public sector funding.

Boston Town Deal Funding Amount	Co- Funding	Total Project Cost	Project Budget
<b>£2,475,248*</b>	<b>£186,800**</b>	<b>£2,662,048***</b>	<b>£2,655,248****</b>

\*Reduced by 1% for business case development

\*\* Total co-funding of £186,800, of which £6,800 has been spent pre 2022

\*\*\* Total cost of scheme less the amount for business case costs

\*\*\*\* Remaining project budget for development and delivery of the scheme



## 5.5 Development Costs:

The financial table below outlines the costs involved to develop the project to RIBA Stage 3 including EMRs resource. A total development project cost of £89,381 with a development contingency of 10% (£8,126) of the total development amount.

Development Phase	Dec-21	Comments
Consultant Fees RIBA Stage 3	<b>£27,375</b>	Design fees up to RIBA stage 3
Surveys	<b>£9,180</b>	Example, M&E Condition, CCTV drainage surveys
3D Renders	<b>£2,500</b>	
QS Costs	<b>£3,200</b>	QS support throughout the Tender process
Sustainability Report	<b>£4,000</b>	
EMR Resource Project Resource	<b>£35,000</b>	
Development Contingency	<b>£8,126</b>	10% of scheme
<b>Total</b>	<b>£89,381</b>	

## 5.6 Delivery Costs:

The table below outlines the remaining budget after all known development and delivery costs have been deducted. It shows a 20% contingency for the scheme, and assumed a Design and Build contract value of £1.8 million.

Delivery Phase	Amount	Comments
<b>Budget £2,565,868</b>		
Legal fees	<b>£5,000</b>	Solicitor Fees for commercial lease arrangements x3
External Resource	<b>£67,013</b>	Network Rail Sponsor , Make Consulting (post contract, Tender support) ,ASPRO, ASBV
EMR Project Resource Delivery	<b>£129,940</b>	
Network Rail Engineering Assurance	<b>£60,270</b>	
Design Stage SBEM	<b>£1,650</b>	To be confirmed
CEM/CRE/DPE Approval for drawings	<b>£11,140</b>	
Contingency 10%	<b>£256,587</b>	10% contingency for delivery phase held back from contractor
<b>Subtotal</b>	<b>£531,600</b>	Subtotal for known delivery costs
<b>Remaining Budget</b>	<b>£2,034,268</b>	
<b>Estimated Cost of delivery</b>	<b>£1,877,747</b>	Please note that this includes a 20% risk/contingency budget
<b>Potential Under Spend *</b>	<b>£156,521</b>	

\*The potential underspend will be ring fenced for further enhancements to the scheme/increased scope/contingency. Please also note that there are some minor elements of this scheme that will be fully defined at detailed design stage (External elements of Archo unit, level of platform resurfacing works), which could utilise these costs.

## 5.7 Estimated Quantity Surveyor Costs:

Estimated costs to deliver Boston redevelopment as per RIBA Stage 3 designs have been calculated by Make Consulting QS to be £1,877,747. Please refer to Appendix F for cost breakdown plan.

## 5.8 Resource:

The total resource costs for the delivery of the Boston redevelopment are estimated at £196,953. This is broken down into internal and external resource costs. Please see Boston Project Pack Appendix F for detailed breakdown of resource costs.

## 5.9 Contingencies:

A 10% contingency has been allocated for the scheme and will not be shared with the contractor.

The estimated costs as outlined in Makes cost plan includes a 20% risk contingency. We would expect the contingency to cover elements such as, known and unknown risks, rising cost of materials and variations from tender responses.

All contingency amounts remaining from the Development stage and during the Delivery stage will be used towards enhancements for the station.

## 5.10 Breakdown of deliverables of development phase:

### Consultant (Development)

- Review of existing designs and redraw to match current standards.
- Creation of Tender pack and support through the Tender process
- Visual designs for consultation purposes
- Ground surveys
- Utility surveys
- M&E evaluations
- Structural engineering services – full process
- Architectural design services – full process
- Design works RIBA stage 2 – 3 inclusive for Boston.
- In situ 3D render drawings to easily visualise proposals in EMR space for use in external and internal promotion
- Interior Design Proposals for East Midlands Railway (EMR) back of House areas, EMR Ticket office and Waiting Area, Internal concourse areas, Customer Toilet areas and Community Café / meeting / training areas.
- Technical specification to include all fixtures & fittings e.g. tables, seating type, picture walls, lighting effect, light fittings etc,
- Product proposals with longevity that can be easily replicated in future projects.
- Diversity & Disability impact assessment on the final designs,
- Budget costs for all elements
- Resource internally to manage project through full development stage.

### EMR Project Resource (Development)

- EMR resource in advance of the construction works to manage the design consultants,
- Initiation and set up of project including all relevant documentation and tool kit
- Periodic status reports
- Day to day management of project documentation and internal governance
- Effective handover to delivery
- stakeholder consultations, overall engagement
- delivery of Stage 2 Business Case document.
- Development of Tender process

- Leading of Design and Build Tender process
- EMR IT resource costs
- Engagement with key stakeholders including securing third party funding.
- Engage with NR to define engineering assurance process and approval requirements
- Asset Protection and Optimisation (ASPRO) engagement
- Submission of EMR internal business case

#### 5.11 Breakdown of deliverables:

##### **Project Resource (Delivery Phase)**

- EMR project delivery
- RIBA 4 detailed design works
- Approval sought through NR Engineering Assurance Process
- Network Rail project support for delivery elements & technical expertise
- Contract management including cost management
- Stakeholder / consultation management
- Media management
- HSSE management (including environmental and quality management)
- Ensuring scope of works are delivered against contractor
- Make contract working with EMR to act as a gatekeeper for stage 4 designs
- Ensure designs meet EMR requirements
- Managing changes
- Quantity Surveyor in place to assist with cost management, variations, and finance reporting
- ASBV – management of tenant contracts
- Initiation and set up of project including all relevant documentation and tool kit
- Periodic status reports
- Day to day management of project documentation and internal governance
- Effective handover to business as usual

##### **Legal**

- New tenancy agreements (including Community agreements)
- Any additional tripartite lease agreements / Station change alterations.

##### **Construction**

- Delivery of full refurbishments as per design pack, please refer to Boston Project Pack (Appendix F)
- Site Queries
- Design alterations as required by on site activities.
- Applications for approvals
- (As built drawing completion
- ORR & DfT Management (Derogations)

5.12 The below funding profile table sets out the co-funding in place and the anticipated spend for the project over the financial years:

Funding Profile							
	Previous years	Year 1 2020/21	Year 2 2021/2022	Year 3 2022/23	Year 4 2023/2024	Year 5 2024/2025	Total
Capital							
<b>Towns Fund</b>	£0	£0	£0	£1,485,148	£990,100	*	£2,475,248
<b>Public - Rail Heritage</b>	£0	£0	£0	£0	£100,000	£0	£100,000
<b>Public – EMR</b>	£0	£0	£0	£80,000	£0	£0	£80,000
<b>Public - Community Rail Partnership</b>	£0	£0	£3,250	£0	£0	£0	£3,250
<b>Public - Lincolnshire County Council</b>	£0	£3,550	£0	£0	£0	£0	£3,550
Private	£0	£0	£0	£0	£0	£0	£0
<b>Total Capital</b>	<b>£0</b>	<b>£3,550</b>	<b>£3,250</b>	<b>£1,565,148</b>	<b>£1,090,100</b>		<b>£2,662,048</b>
Revenue Costs	£0	£0	£0	£0	£0	£0	£0
Total revenue	£0	£0	£0	£0	£0	£0	£0
<b>Total Project Costs</b>	<b>£0</b>	<b>£3,550</b>	<b>£3,250</b>	<b>£1,565.148</b>	<b>£1,090,100</b>		<b>£2,662,048</b>
<b>Total Towns Funding</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£1,485,148</b>	<b>£990,100</b>		<b>£2,475,248</b>

\*A 5% construction retention cost will be retained by the project and be paid 12 months post practical completion date.

### 5.13 Revenue Uplift:

#### National Industry Rail Revenue Uplift impact:

- The revenue uplift earned based on the Passenger Demand Forecast calculations (Appendix C) takes into account the proposed enhancements to facilities at the station and is staggered over the course of the future years, in accordance with passenger usage increasing over time. £53,000 Industry Revenue uplift is expected by 2023/2024. The scheme will see a total Industry Revenue uplift of £500,000 by 2026/2027 (Appendix B). This calculation is based on provisions that do not currently exist or are significantly improved and includes the creation of the new Community Café, renewal of lighting to LED, improvements to customer information and additional waiting / seating provisions.

### **EMR Revenue Uplift:**

- Taken from the calculated Industry Revenue forecast, EMR will see revenue uplift of £32,000 (taken from £53,000) in year one 2023/2024 with a total of £304,000 (taken from £500,000) by 2026/2027 (Appendix D)

### **Revenue from lease agreements for new rooms:**

EMR work with Abellio Services Business Ventures (ASBV) who arrange the lease of commercial spaces at EMR stations. They play an important role of understanding the retail needs and requirements at the station to provide the best fit retail offering. This is done by using various data; from journey information, traveller type and understanding the local community needs and the revenue is forecasted on unit space available.

ASBV will arrange the relevant contracts for the lease of the Community Café and work on securing a suitable tenant that can provide the right offering for Boston community. Boston station managers will audit certain processes to ensure tenants meet the safety and security requirements for operational running of the railway in line with EMRs existing tenant processes.

ASBV have calculated the revenue expected from the lease from the Community Café based on pre covid footfall data. The Community Café offering a space of approximately 56m<sup>2</sup> (including the w/c provisions) would be forecasted to have a rental amount of £3,000 per annum.

ASBV anticipate to fully testing the market by preparing formal marketing details, advertising the opportunities on both Advance Ventures website and LinkedIn and then inviting expressions of interest before a formal tender process. Tenants would then be invited to submit proposals for a Minimum Guaranteed Rent with a turnover top-up. The turnover mechanism is where Compliant bids must provide for an annual Minimum Guaranteed Rent (MGR) supported by a proposal for a turnover rent sales percentage.

EMR envisage that any additional revenue (minus operational running costs) received from the new Community Room will be put back into the community and used for community led initiatives. These projects are likely to further promote economic growth and improve the standard of living in the town.

EMR will continue consulting with key stakeholder on the arrangements for the management of the enterprise offices to provide the best options for the local community. The revenue from x2 enterprise offices offered at a low rental amount to encourage and support new business ventures. The revenue income anticipated from these rooms, per room is estimated at £2,500 per annum.

### **Revenue from bookable Community Room:**

The lease for the new Community Room at Boston station will be offered at a low rate to support local initiatives. To ensure that the room is used appropriately, these groups/individuals will be vetted and will be provided with all relevant safety briefs in line with EMRs current procedures.

# COMMERCIAL CASE

## **PRACTICE NOTES**

The Commercial Case assesses the commercial viability of the investment.

Note the level of detail should be proportionate to the size of the project.

# 6 COMMERCIAL CASE

**6.1 The Commercial Case outlines how EMR will gain and enter into the contracts required for the project. These include the lease of the Community Café and the Enterprise Start-up Offices. This section will detail the Procurement Process for Construction works required to meet the redevelopment and other contracts or agreements that will be established.**

## **6.2 Introduction**

EMR have a Procurement Team and a Regulatory Contracts and Access Manager who work within the industry guidelines to ensure that contract management is fair and consistent in accordance with the relevant procedures. EMR work with ASBV who arrange the lease of Retail units across the EMR network.

## **6.3 The commercial objective is to agree a lease rental contract for the following spaces:**

X2 Enterprise Offices and X1 Community Café and W/C

## **6.4 Contract and Procurement agreements:**

- EMR have arranged and deployed a competitive tender exercise to select and appoint a design consultant to develop the project to deliver RIBA Stage 3 designs. Following the evaluations of all responses this contract was awarded to Make Consulting, who were appointed in August 2021.
- The project proposes to keep Make Consulting on for the client-side support during the Design and Build stage, this will take the form of Employees Agent Consultant and Quantity surveyor support to be the gatekeeper for Design and Build phase, to ensure the delivery phases meets our requirements, and to provide cost management and technical query support.
- Agreements will be developed for all maintenance obligations that are required for the developments at the station. EMRs maintenance team have been on the journey during the development of the project and have been consulted in relation to the designs and specifications of assets to ensure they are cost effective, low maintenance and more environmentally friendly. EMR have a contract in place with Vinci Facilities, the team provide hard and soft facilities management services such, on-going maintenance for M&E (mechanical and electrical), planned and reactive fabric maintenance, minor works and some trackside operations as well as cleaning services (including deep cleaning, in transit and turnaround cleaning), pest control and vegetation management at stations across the EMR network. EMRs internal business case will detailed the future operational costs anticipated from the uplifts of work.
- EMR have a Regulatory Contracts and Access team who will develop all Station Change plans where the project adds any fixed assets to the property, removes or close items i.e., benches or ticket offices. This team will notify the relevant organisations who include The Department for Transport, Other Train Operating Companies and key stakeholders that are affiliated with the station. This process allows for a formal notification of changes taking place and a 40-calendar day consultation process. It is anticipated that there will be minimal deviations from the proposed project following this process as key stakeholders have been informed and consulted on the scheme during the development stages, however this allows for consultation on the final proposals.

- Network Rail ASPRO have been on the development journey for this project to support Engineering Assurance and the delivery stage. A draft Basic Asset Protection Agreement (BAPA) has been received for this scheme.
- A JCT, Design and Build contract under the Utility Contracts Regulations 2016 will be in place for the largest contract as part of this project, further details are below section 6.6.
- A lease agreement will be developed for the land alterations with Network Rail. The project proposes to obtain additional land that is currently owned by Network Rail, which is adjacent to the staff car park at the front of the station. This additional land will be moved into the lease for EMR and used initially for the construction site set up and then the Waste Compound will be created in this area. Securing this additional land will also allow EMR to future proof the station to open up options for future investments and plans to further develop the station.

### **6.5 Abellio Services Business Ventures (ASBV)**

- EMR work with Abellio Services Business Ventures (ASBV) who arrange for the lease and management of commercial spaces at EMR stations. A rental contract will be in place for the Enterprise Offices and the Community Café. ASBV will arrange the relevant contracts for the lease of the cafe and work on securing suitable tenants who can provide the right offering for Boston Station and the local community.
- During the course of the development of this project ASBV have been a key stakeholder and have consulted on designs and initiated discussions with potential lines of enquires to fill the commercial units.
- The two new Enterprise start up offices will have a rental contract in place, EMR will continue consulting with key stakeholder on the arrangements for the management of the enterprise offices to provide the best options for the local community.
- ASBV have extensive experience in the setting up and fulfilling the management of retail lease contracts, evidenced through other units across the EMR network route.

### **6.6 Procurement Strategy for Design and Build**

The Procurement will be conducted under the Utility Contracts Regulations 2016. This process provides EMR with a documented fair and transparent procurement process which represents best practice and aligns with the Public Contracts Regulations 2015.

It is anticipated that the works will be awarded under a JCT Design and Build Contract. This standard form of contract is well understood by the industry and clearly sets out the responsibilities of all parties within the construction process and their obligations, so it is clear as to what work needs to be done, who is doing it, when are they doing it by, and for how much.

As it is anticipated that the contractor quote will only be fixed for a certain amount of time (estimated a max of 90 days). A delay in a decision from the Central Government could result in invalidation of the quotes received, resulting in a further tender exercise. Therefore, following consultation with the Council, EMRs revised procurement process has permitted for an adequate amount of time to allow for a decision from Central Government. Based on this the quotes are expected to be valid until a least early June 2022, in line with the anticipated response from Central Government.

To manage costs within this scheme, Make Consulting Quantity Surveyor has provided indicative costs for the full scope of works. For more information about delivery costs, see section 5.6. (For full cost break down and scope of works refer to Boston Project Pack Appendix F). This will allow a more accurate reflection of costs for work to deliver the programme.



The method of tender will be Negotiated Procedure with prior call for competition. This allows EMR to open the competition to the whole of the supply chain and enter into a dialogue with the identified tendered to ensure that EMR/ the governments requirements are met in full.

The anticipated procurement timeline is as follows:

1. Contract Notice issued on Find a tender service
2. 30 calendar days to request and respond to a PQQ
3. Supplier selection process
4. 40 working days to respond to a full ITT
5. Supplier presentations
6. Contract negotiation
7. DFT approval
8. Stand still period
9. Contract Award

Both schemes (Skegness and Boston) will form one tender package with two lots. Suppliers will be invited to bid either for individual lots of the combined package giving EMR the flexibility to identify any cost advantages in appointing a single contractor but not excluding any smaller suppliers from the process.

The Invitation to tender (ITT) pack will contain the following information:

- Drawings and plans
- Room Data Sheets
- Contract
- Preliminaries
- Costs
- Pre-Construction Info Pack

The PQQ will request for contractors to share their policies for sustainability goals, waste management, system to address sustainability, if the company has measured its carbon footprint and has the company been formally recognised for this. The PQQ will also request information about policies in place for human rights promotion, company statement for human trafficking / slavery, any breaches in labour laws, social and ethical requirements.

Following the 30 calendar days from the ITT, EMR will score and evaluate the response received. Successful candidates will be invited to interview. EMR anticipate identifying the preferred contractor by 6<sup>th</sup> May 2022. Anticipate that the Heads of Terms with the projected start date for the contractor of 1<sup>st</sup> June 2022. Three months has then been allocated to allow for RIBA Stage 4 designs with work to start on site September 2022.

The construction market at this time is complex and in a state of flux. EMR aim to manage this by having open dialogue and working with suppliers in collaborative way. EMR have sought to ensure that the tender is attractive to potential suppliers by including the following:

Clear and unambiguous scope  
Realistic time scales  
Fair share of risk  
Clear and fair contract terms

EMR have experience of working under these regulations. The challenge around tender process is that the construction sector is currently very demanding. By offering the work as lots we have improved access for medium to small businesses. The project could be delivered as a single package but combining the two works gives a more attractive tendering opportunity for a number of companies.

# MANAGEMENT CASE

## PRACTICE NOTES

The Management Case assesses the deliverability of the investment, identifying timescales and project responsibilities.

The questions set out below are intended to help you to think through a number of aspects which will help to ensure your project is successful. Whilst this may look quite detailed compared to some of the other cases, it will be important for you to think through each of these elements so you can be in the best place possible as you look ahead to project initiation and project delivery.

The management case should build on the delivery plan outlined in the TIP for this specific project.

From a stakeholder engagement perspective, it's important to identify the key stakeholders and include a strategy and plan laying out a programme of stakeholder engagement activities that will help deliver the project.

Note the level of detail should be proportionate to the size of the project.

# 7 MANAGEMENT CASE

**The Management Case will outline EMR's approach to managing projects and processes that will be implemented to assist in the successful delivery of this scheme.**

## 7.1 Introduction

EMR have extensive experience in project management and construction management evidenced through works completed across the network. Our portfolio of successful projects has been achieved through partnerships with Industry stakeholders such as Network Rail and through collaborations with external third Parties. This management case will share the Project Governance and processes in place to effectively manage Scope, Programme, Risks, Opportunities, Issues and Change. EMR Project management strategies allow us to effectively plan, monitor and track project progress throughout the project life cycle. This case will detail the tools available to assist with the management of Information and benefits realisation and will outline our Stakeholder management processes and communications plan.

## 7.2 Project Organisation and Governance

### The Project Management Office

EMR have a dedicated Project Management Office (PMO) who provide a project governance framework across the business to aid in the successful delivery of projects. The five core elements of the PMO are as follows:



- **Assure**  
Ensure quality control is in place for all project documentation, change management and project impact assessments.
- **Report**  
Provide reporting to all levels of the organisation on projects, before, during and after project delivery.
- **Support**  
Provide support, training and coaching to the EMR project management community.
- **Standardise**

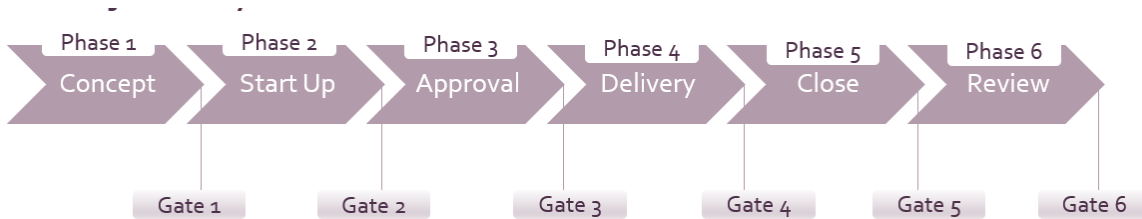
Define and maintain a set of processes across the business ensuring all projects are carried out in the right way and in the right order.

- **Govern**

Support the business to deliver projects in line with the correct operating procedures, following the correct approval route at all times.

## Project Lifecycle

All projects follow the EMR Project Lifecycle, which has six defined gates to ensure that key activities relating to projects happen at the right time, and in the right order.



Key Elements of the Lifecycle are as follows:

### Gate 3 – Approval

This gate ensures that Business Cases for project delivery follow a structured format, including the following key areas:

- Options Considered
- Proposal
- Deliverables and Milestones
- Financial Summary
- Risks and Opportunities
- Benefits

An EMR Business Case is only approved following review by key internal stakeholders and appropriate delegated authorities, allowing for full oversight at a senior level of the plans for the project, its proposed benefits and delivery plans. For this project a Project Initiation Document has had approval at the authorised levels at EMR, which will be followed by an internal business case submission.

### Gate 4 – Delivery

Project Status Reporting, escalation of risks and issues and tiered governance structure.

Once Projects enter their Delivery Phase, the Project Manager must report every four weeks on the progress of the project against the original baseline established by their Business Case. This involves key updates on Time, Cost, Risks and other key indicators. Reports are reviewed centrally by the PMO team and responses collated into a central reporting document which is shared with the business at a senior level.

Periodic governance meetings (below) are established for the escalation of risks and issues highlighted as part of this reporting cycle and allow for key project decisions to be made efficiently.

Tier	Meeting Forum	Frequency	Owner
Exec	EMR Exec	Periodic	EMR Exec
1	Programme Board	Periodic	Transition and Projects Director
2	Programme Review Board	Periodic	PMO
2	Functional Programme Meetings	Periodic	Business Sponsors/ Heads of
3	Project Management Meetings	Weekly	Project Manager

If a Project is identified as changing from the established baseline, there is a Change Process to follow which outlines the reason for the change and the requested change. This is reviewed by stakeholders and approved in accordance with delegated authorities.

### Project toolkit

The project toolkit is used to capture, monitor and track all areas of project management and includes the following sections:

- Stakeholder RACI matrix
- Communications plan
- Risk/ opportunities register
- Issues register
- Benefits
- Dependencies
- Work Breakdown structure
- Programme of works
- Project finances
- Allocated actions

The content of the toolkit feeds into the Periodic Status report that the Project Management Office uses to track and monitor the progress of all projects within the business.

### Project Assurance

EMR Assurance guidelines consist of monitoring and evaluating the project against the following procedures:

- EMRs Health and Safety procedures,
- Key stakeholder engagement list,
- Formal approvals required,
- General legislations,
- Project Specific legislation,
- EMR procedures & policies,
- Handover provisions and project close out requirements.

The assurance process will review and evaluate the project to ensure that it is implemented into the business effectively

## The Infrastructure and Property (I+P) Team

EMR have an Infrastructure and Property (I+P) projects team who are a dedicated resource committed to delivering projects for the Business. The Infrastructure and Property Projects team at EMR is divided into 3 sub teams with field experts across the structure. The teams are, the development of new projects, the delivery of projects and assurance of projects. Projects will start with the development team and will move through to the Delivery and Assurance teams during the project lifecycle. Subject matter experts will be consulted throughout all stages of the scheme to deliver the best solutions and programme of works.

This scheme will be delivered by EMR's Infrastructure and Property projects team. The allocated Project Development Manager and Project Manger will manage the project through its lifecycle adhering to the governance framework and processes outlined in this management case.

### 7.3 Scope Management

The scope of this scheme has been defined during the development programme and through careful consultation with key internal and external stakeholders.

The objectives of the scheme are defined in the project mandate which can be referred to throughout development to ensure the project remains on track. This document also outlines any elements to be excluded from the scheme.

The project team held a series of workshops, interviews and focus groups to collate requirements for each scheme which were then individually assessed and prioritized. The final set of deliverables formed the requirements schedule and this information has then been replicated onto detailed data sheets for each station area. The content of the requirements schedule helped to form the work breakdown structure and identified where additional work streams and focus groups were needed to further define requirements and specifications.

The requirements were agreed and signed off with subject matter experts and representatives from functions across the business. The project allowed for a 6 weeks requirements gathering phase and the output fed into production of the concept designs and layout options. Any amendments to the requirements post approval have been made in writing and any variations have been assessed to understand the impact on the wider scheme and the project appetite to make the change. The fortnightly stakeholder meetings have been used to communicate any scope and requirement amendments during the development phase.

### 7.4 Programme Schedule:

Below outlines the key milestones for the project.

Key Dates	Milestones
April 2021	Submission of Lite Business Case for Council Approval
7 <sup>th</sup> May 2021	EMRs presentation to FDWG
31 <sup>st</sup> May 2021	Council Submission of Lite business case to Government
27 <sup>th</sup> May 2021	Tender Review for Design Partner
August 2021	Contract with Design Partner
October 2021	Option Selection
December 2021	Design consultants to deliver RIBA Stage 3

14 <sup>th</sup> January 2022	Business case submitted with designs and indicative QS costs to the Council.
14 <sup>th</sup> January 2022	PQQ issued to the Construction market for 30 days
11 <sup>th</sup> February 2022	Short list PQQ
14 <sup>th</sup> February – 8 <sup>th</sup> April 2022	Tender Process for Design and Build Contract
3 <sup>rd</sup> March 2022	Business Case submitted to Central Government
15 <sup>th</sup> April 2022	Government Decision
6 <sup>th</sup> May 2022	Identify preferred contractor
1 <sup>st</sup> June 2022	Sign Heads of Terms
1 <sup>st</sup> June 2022	Appoint chosen contractor
1 <sup>st</sup> June – 31 <sup>st</sup> August 2022	Detailed design, NR Engineering Assurance, Site Set Up
September 2022	Construction Commences
September 2023	Construction Completes
October – November 2023	Snagging, handover and project completion

EMR will request as part of the ITT process where possible innovations for a betterment to this programme of works, which currently see construction complete by September 2023.

- There are no current interdependencies that would halt or severely impact this scheme, however we will work closely with Network Rail as the landowners and other key stakeholders who are affiliated with the station to ensure we remain up to date with current and future aspirations for the area.

## Development Milestones

- Submitting lite business case April 2021
- Acquiring EMR and third party match fund funding
- Seeking approval from DfT to proceed with the development of the scheme
- Setting up all project documentation and toolkits as per EMR process
- Periodic project reports updating on status and progress of schemes against baselines.
- All areas of project management including cost management, risk management, programme management, change management as per EMR process.
- Completion of full tender exercise to award Design works to Make consulting
- Full project development including requirements gathering, work breakdown structure, programme , communications plan, stakeholder matrix etc
- Development of designs from concept through to RIBA 3
- Regular consultations with Key stakeholders
- Submission of Full business case
- Creation of full tender pack for Design and Build contract
- Full Design and Build Tender process to identify and award to contractor
- Submission of Internal EMR business case

A full procurement process was undertaken to identify our preferred designer , Make Consulting to undertake the RIBA 3 design works. Six contractors were invited to tender for the works and the responses were evaluated and scored based on Quality, Cost, Make Consulting were awarded

The development of design was broken down into RIBA stages and the structure of this has allowed for stage gates of approval to be applied after each phase. Approval was sought from key stakeholders prior to proceeding to the next design phase. Fortnightly meetings with the Network Rail ASPRO team has allowed Network Rail to be fully sighted of the proposals as they develop. Full signoff and approval from Network Rail will be sought during the engineering assurance process in RIBA 4 stage (post business case)

A design freeze was applied after RIBA 2 stage after the preferred layout option for each station was identified. This allowed the detailed design phase to progress without risk of further layout changes being made.

The RIBA 3 design phase output feeds into the final development pack and includes a full suite of drawings for each scheme comprising: structural drawings , elevations, M+E layouts , fire strategy and phasing plans.

The schedule for tender process is based upon our procurement strategy working within the Utility Contract regulations (due to the combined value of the schemes). This involves a 30day Pre-Qualification Questionnaire (PQQ) phase to notify and attract contractors to our tender process. Through a series of questions we are able to shortlist interest parties to ensure they have the right level of skills, experience and credentials to proceed to the Invitation to tender (ITT) Stage. The ITT phase is required under the regulations to be a minimum of 30 days. EMR as has allowed 40 working days for this phase due to the size of the schemes.

The EMR Procurement Manager will release the PQQ and ITT information to the market via the Find a Contract system which is the Government portal..The TDF schemes will be advertised as two schemes under one lot. Interested Parties will be able to submit responses to one or both schemes. Reduction of costs and further efficiencies can be expected from parties interested in both schemes. This approach allows EMR the flexibility to split the schemes across two contractors if preferred and allows mitigation in the event that funding is awarded to one scheme only.

A further 20 working days have been allowed post ITT for queries, scoring , shortlisting and interviews with a preferred contractor expected to be identified by 6.5.22 and Head of Terms for a JCT design and build contract expected by 1.6.22.

## **Delivery Milestones**

Following approval of the Business case and the award of funding the TDF schemes will move into the Delivery phase and the works will be awarded via a JCT Design and Build Contract. The Delivery phase is broken down into three stages – Detailed (RIBA 4) Design, Construction and Handover.Key milestones include:

- Progression of drawings to RIBA stage 4 detailed construction drawings
- Network Rail Engineering Assurance process for approval of designs
- Management of Site Set up and commencement of works
- Management of contractors throughout construction phase
- Periodic project reports updating on status and progress of schemes against baselines.
- All areas of project management including cost management, risk management, programme management, change management as per EMR process.
- Snagging, handover and sign off of completed works
- Transition of project deliverables into Business as Usual activities
- Closure of project.

The detailed design phase will progress the plans created to Construction level drawings and see them through the Network Rail Engineering Assurance consent process. 12 weeks have been allowed for this phase.

Site setup is expected end of August with works on site commencing 2.9.22 and lasting for 52 weeks. Refer to Boston Project Pack (Appendix F) for details of proposed phasing of construction works for the scheme. This programmed and phasing of works has been estimated by Make Consulting. Completion dates for the scheme estimate completion and handover of works 3.11.23.

EMR will request possible innovations for a betterment to this programme of works as part of the ITT process. A Detailed programmed of works will be defined by contractors as part of their tender submissions.



## Phasing

The Boston Scheme will split the Main Station building refurbishments into three construction phases to allow for operation of the station to continue whilst works progress. The External works will take place alongside the station building works.

Phase 1 will convert the vacant Unit into a temporary ticket office and WC facility. This phase will also convert the two SME office units and begin Mechanical and electrical alterations in the plant room facility. This phase is expected to last 19 weeks.

Phase 2 works will focus on renovation of the current waiting room and ticket office and Back of House area. This phase is expected to take 8 weeks and during this time customers will use the temporary ticket office facilities completed during phase 1.

Phase 3 works will convert the temporary ticket office unit into the new community café and the final Back of house, cleaning storage and SME office facilities. This phase will also reconfigure the ladies , gents, accessible and parent and baby facilities bringing them all together in one area of the station. The final stage of this phase will convert the current gentlemen toilets into the bookable community space – this allows for sufficient toilet facilities to be available to customers throughout the proposed phased works.

## Constraints

- The Station will need to remain operational throughout works
- The ticket office team will require access to their safe (for cash handling regulations) throughout Phase 2 works
- Access between platforms will be required throughout works - any temporary restrictions on access and walking routes will need to be carefully communicated to Train crew teams.
- There is limited space available for Contractor compound and vehicle space - delivery and removal of materials from site will need to be carefully considered.

## 7.5 Risks, Issues and Opportunities Management

### Risk Management

Effective management of risks is embedded in EMR and applied effectively across our business through standard EMR/SMS/020 . This procedure explains how EMR identifies, assesses and controls the significant risks to which its staff, contractors and passengers are exposed. This includes:

- The process for identifying hazards and ranking risks;
- The process for identifying, evaluating and implementing control measures to
- The process to reduce the risk of injury or ill health to as low as reasonably practicable;
- The process for producing written assessments of the risks in a consistent manner

Project risks are identified early on during project conception and are collated through various forums including workshops, consultation with end users, stakeholders and subject matter experts and by analysing previous projects and applying lessons learnt.

Hazard identification workshops are used by EMR as an effective forum to identify risks to a scheme. Risk management continues throughout the project lifecycle and are used to effectively identify and manage risks to all areas of a project e.g. budget, programme, scope. The identification of budget risks allow the scheme to effectively allocate contingencies to areas of known risks and unknown risks.

The project toolkit is used to capture and score risks and also allows for efficient tracking and monitoring of any mitigations in place and identification of action owners.

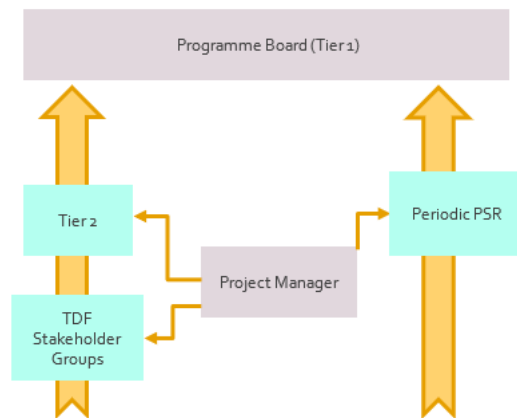
Internal reporting measures are in place to ensure that top risks to schemes are captured in periodic status reports that are collated by the Project Management Office and cascaded to the wider business and escalated through appropriate channels when required. Risk scores are calculated in a Qualitative method using the probability and impact matrix outlined below:

Probability Ratings	Probability Scale Values	Calculated Risk Values (1 - 80, Pre-Ranking)					Ranking Index Values (1 - 25)				
Almost Certain	16	16	32	48	64	80	15	20	23	24	25
Likely	8	8	16	24	32	40	10	15	19	20	22
Possible	4	4	8	12	16	20	5	10	14	15	18
Unlikely	2	2	4	6	8	10	2	5	9	10	13
Rare	1	1	2	3	4	5	1	2	4	5	8
<b>Impact Scale Values</b>		1	2	3	4	5	<i>Probability is weighted to enable the PM to prioritise the risks most likely to occur, but the scores are ranked to keep the scales simple.</i>				
<b>Impact Ratings</b>		Insignificant	Minor	Medium	Major	Severe					

For details of the key risks identified for this scheme refer to section 3.16.

### Issues management

Issue management is approached in a similar way to risk management within EMR and is captured both on the project toolkit and the periodic report. Project governance is in place for quick escalation of issues to heads of and director level to allow effective resolutions to be agreed:



### Management of Opportunities

Effective management of opportunities allow the project to recognise and capitalize on opportunities to increase project success.

The project toolkit is used to capture potential opportunities and calculate the expected positive outcome or deliverable. The toolkit will also identify any barriers that need to be overcome for the opportunity to be realised and to identify action owners.

This scheme has allowed EMR to undertake a collaborative approach by working closely with local councils, network rail and other key stakeholders. This not only strengthens these working relations but allows efficiencies of time and cost, opens up future opportunities and allows a joined up approach to deliver significant improvement to the local community.

## **7.6 Project information management (storage, management of documentation)**

The Project communications plan outlines different type of information required by stakeholders and the forum and frequency of information shared.

For this scheme the project has sourced a range of data from various functions across the business to support in the development of these proposals and this business case. This ranges from customer feedback on current provisions through to anticipated footfall and leisure travel data. Data is collated, categorised, analysed and converted into useful information to aid in successful delivery of the project.

EMR have a company wide Sharepoint site, a secure web based platform used internally to store, collate, access and share company information and updates. The EMR Infrastructure and Property team have a dedicated section of the site where we store information for all projects in a structured filing system that allows internal colleagues to identify and review project documents quickly. Project information can be shared internally through this system via document links.

Each project manager is responsible for information management and within EMR we are encouraged to regularly archive and update our project folders to ensure information is easily accessible and up to date. This cycle continues throughout the life of the project. Version controls are used to track updated documents with older versions archived for future reference if required.

External parties do not have access to the EMR sharepoint but documents can be shared externally as outlined in the projects communications plan. Due to the size of this scheme and the level of external engagement a separate sharing page has been set up to allow external sharing of documents via links. The development manager has control over who can access the files on this page and can manage each individuals access levels accordingly to dictate those who can view / edit / download etc.

At project close there are certain element of project documentation that is collated by Project Management Office to aid in future schemes and to ensure future reviews take place to analyse the realization of project benefits.

## **7.7 Change management**

Effective management of risks is embedded in EMR and applied effectively across our business through standard EMR/SMS/011 – Change Management and Validation of change for HSSE impact. This procedure explains how EMR manages the introduction of new, or changes to; existing rolling-stock, infrastructure, working practices and organisational structure that may have the potential to import health, safety, security and environmental risks to the business unless suitable and sufficient control measures are identified and implemented.

It is essential such changes are identified, evaluated and introduced in a controlled manner so that any risks associated with the change are controlled to a level as low as is reasonably practicable (ALARP). This procedure explains how EMR identifies the appropriate change control process to be applied for each type of change proposed.

The EMR Safety Validation process is applied to each project as standard and will assess the level of process required to ensure changes created through project activities and deliverables are effectively managed and incorporated into Business as usual activities.

## 7.8 Stakeholder Engagement

The project has been managed through a series of regular workstreams who will meet to discuss the details of the designs, options and raise any risks. The project team monitor and track the output of the meetings and provide feedback to develop the station designs.

A RACI project model has been used to establish the level of roles and responsibilities required for this scheme. The output has defined attendees for the project meetings and workstreams, and how information has been shared with stakeholders. The information from the project is stored electronically on EMRs project toolkit. The core workstreams are defined as:

- Communication
- Construction
- Operation Impact to Station & Train Crew with assurance
- IT
- Commercial
- Procurement
- Safety and Security
- Finance
- Project Management
- Council / Business Case
- Network Rail & ASPRO

The table below sets out the core roles within EMR who have developed the scheme and will initially continue to lead into the delivery of the project:

Role	Project Influence
Project Development Manager	Development Project Lead
Transitions & Projects Director	EMR Director and Project Sponsor
Customer Service Director	Consultation
Customer Services - Head of Stations	Consultation
Head of I&P	Project Governance
Customer Services - Station Manager	Core stakeholder group. Operational Impact workstream attendee
Assets & Facilities Senior Asset Manager	Core stakeholder group. Vinci Contract Management
Finance Business Partner	Core stakeholder group. Finance workstream
Franchise Delivery Manager	Relationship with The Department for Transport
Project Manager	TBC Project Delivery Manager Post Business Case Approval
M&E Engineer	EMR M&E workstream
Principal Construction Manager	Core stakeholder group. Construction workstream
Principal Commercial Strategy Manager	Core stakeholder group, Revenue Analysis workstream.
Crime Prevention and Security Manager	Core stakeholder group. Security workstream.
ASBV Senior Portfolio Manager	Abellio Services Business Ventures/ Implementation of commercial contracts - New Station Developments
Head of Security	Core stakeholder group
Integration Support Manager	Core stakeholder group. Communication workstream
Business Integration Manager	Project Assurance
Senior Retail Systems Manager	Core stakeholder group
Internal Comms	Core stakeholder group. Communication workstream
Infrastructure and Property Projects Development Assistant	Project Development Team. Core stakeholder group

Accessibility & Inclusion Manager	Core stakeholder group.
External Communications Manager	Core stakeholder group. Communication workstream
On Train Depot Manager	Core stakeholder group. Operational Impact workstream
IT	Core stakeholder group.
Regulatory & Access Manager	Station Change Process and Contracts Management
Procurement Manager	Procurement of Services
Systems Manager	Core stakeholder group
Development Strategy Manager	Project Development Team. Business Case.

### **Key Stakeholder Boston Meeting**

A key stakeholder fortnightly project meeting is held to where the core project milestones and designs are consulted, and status updates shared. Action tracker updated, progress updates, scheme/workstream updated, latest drawings reviewed, progress against milestones, review of project risks and next steps. The notes and supporting documents from the meeting are distributed.

### **Communication Strategy:**

An EMR communications workstream has been set up to agree the strategy for this scheme. Regular meetings have been held to discuss and agree the vision and update the group on key milestones for the programme.

The project team attended the Council led Communications and Engagement Workshop to further support the development of EMRs strategy. The workstream participants have been on the journey of the development of this scheme and will work within the Government Comms and Branding guidelines. The team represent the following areas: External Comms (including press releases and media management), Marketing – EMRs external website and social media, Internal Comms, Project Comms, assurance and visuals/branding.

The strategy has focused on the key areas:

### **External Communication:**

- Station presence upon announcement of Government decision to discuss the proposals with the community and businesses
- Supported by Director level and other key partnerships – Council & Network Rail.
- Press Release Documents will be pre prepared
- Artistic Impressions of the proposal to share
- Social Media Updates and External Website Updates
- Train Running Performance Control Team to support communications received
- Customer Experience Team to support communications received
- Engagement with the media – Press, Radio

### **Internal Communications:**

- Station Management Team to be formally updated on the Government decision to support customer queries
- Sharepoint Site Updates
- Newsletters
- Internal Website and Communication

### **Retailers/Residents/Local Community :**

- Engagement Sessions with visuals
- Post Code letter drop
- Continued engagement
- Formal updates to businesses

**During Construction, Completion and Post Construction:**

- Posters, leaflets
- Post code letter drop
- Government approved Branding for Hoarding
- Artistic Impressions
- Launch Event
- On going updates throughout snagging period

Following consultation with the Council, EMR have agreed to minimise public communications regarding the designs until a formal outcome has been obtained from Central Government. This is to reduce reputational risk and public inconvenience. Upon receipt of the outcome, EMR have a communication strategy which can be deployed to communicate a successful or unsuccessful funding outcome. EMR have extensive experience in providing communications to the public, with support from EMRs Communications Manager.

**7.9 Benefits, Monitoring and Evaluation**

The below table details the benefits that will be provided following the programme of works and how EMR can evaluate those benefits.

Project Delivery		Vision	
Re-modelling of station layout, better utilisation of overall space, modernising infrastructure, new signage, enhanced provisions for IT, Lighting, M&E, CCTV, taxi rank, cycle storage and accessible layout. Full renovation to create new waiting rooms, additional toilet provisions and a new parent room.	➔	<ul style="list-style-type: none"> <li>• Enhanced customer experience               <ul style="list-style-type: none"> <li>• Gateway to the town</li> </ul> </li> <li>• Enhanced accessibility and connectivity</li> </ul>	<b>Evaluation</b>  Increase in customer experience results/NRPS Economic evaluation Sustainability improvements Increase in station footfall / journeys Development of new local businesses Increase in employment Evaluation of revenue uplift New community schemes initiated Track and monitor community room usage and purpose
New Community Cafe Bookable Community Room New low rent Start up Offices Opening of redundant spaces	➔	<ul style="list-style-type: none"> <li>• Connected Community</li> <li>• Enhanced Customer Experience               <ul style="list-style-type: none"> <li>• Central Hub</li> <li>• Gateway to Town</li> <li>• Better Quality Life</li> </ul> </li> <li>• Growth of Local economy</li> <li>• Employment Benefits</li> </ul>	
Restoration of the building and disused rooms, repaint, repair, and replace fixtures and fittings.	➔	<ul style="list-style-type: none"> <li>• Gateway to Town</li> <li>• Central Hub</li> <li>• Enhanced Customer Experience</li> </ul>	
Installation of sustainable and low carbon materials Installation of electric car charging and reusable energy Upgrade of thermal performance of the building fabrics Improvements to energy efficiency Landscaping and new green areas Secure waste compound	➔	<ul style="list-style-type: none"> <li>• Sustainable Economic Growth</li> <li>• Better Quality of Life</li> </ul>	

**EMR will track evaluations through the following methods:**

- Customer Satisfaction results will be tracked through EMRs post travel survey data and the independent National Rail Passenger Survey (NRPS) which is conducted twice a year by Transport Focus, an independent customer body. It measures passenger satisfaction with railways across Great Britain.
- EMRs Customer Experience team have supplied internal post travel survey data, taken from the past two years January 2020 to December 2021. The customer experience results are based on

customer survey responses about the overall journey experience for passengers who travel to and from Boston. The overall results for 24 months are detailed below:

<b>EMRs post travel survey - Boston</b>	<b>Result out of 100%</b>
Customer Satisfaction	73.6%
Net Promoter Score	76.2%
Value for Money	70.2%
Station Information	70.1%
Comfort	56.0%
Cleanliness	70.5%
Way Finding	13.3%
Staff Availability	61.9%
Toilets	61.7%

- EMR envisage that the overall customer satisfaction results will improve based on the full redevelopment programme of works. Some examples have been selected below to demonstrate how those results can increase:
- Station information improvements will be achieved through the new interactive information screens and new train information screens, strategically placed for overall effectiveness, including the improvements to wifi and the IT infrastructure. Coupled with the section of works to be completed to reconfigure, re write and add additional wayfinding signage for the station and for the Town.
- Improvements to the satisfaction results for toilets will be evidenced through the solutions adopted by the remodelling of the station and opening up of the redundant spaces. This has allowed for additional w/c facilities; new accessible w/c close to the main entrance, which is adjacent to the waiting room, a new w/c contained within the café, a parent and baby room with toilet provisions and grouping together the remaining ladies and gents w/cs will provide a better usage of the space and more coherent arrangements of facilities.
- EMR will compare the results from this data to those that are received post project completion to understand the impact the development has had on the passenger experience. The project is exploring avenues to conduct a deep dive analysis by creating a bespoke survey, pre and post project completion to truly understand the impact of the enhanced provisions.
- Footfall impact information will be taken from Office of Rail and Road (ORR) data issued annually enabling the mapping of passenger increase to be demonstrated using government approved data, this data feeds into EMRs revenue data to provide the National Industry Revenue uplift information and journey data will be tracked through EMRs ticket sales.
- An independent report was conducted to demonstrate the forecasted statistical improvements to sustainability and energy, as a result of the proposed enhancements to the station (Appendix G), The project will track and compare the details within this report to the output following full construction. This will demonstrate the actual energy efficiencies created as a direct result of the redevelopment.
- Economic benefits will be evaluated and monitored against the Benefit Cost Ratio calculations to understand the value for money based on this intervention.
- Evidence for retail jobs created will be gathered through outputs from rental units and employment numbers for SME/ Café units, this will be tracked through EMR and Abellio Services Business Ventures (ASBV)

- New community initiatives and usage of the new Community Room can be tracked internally with support from EMRs Community Engagement Team.
- The floor space layout demonstrates the optimum value received by utilisation of floor space. Refer to Boston Project Pack for full dimensions (Appendix F)
- The project will also look to receive press coverage before, during and after construction and will be submitted for awards such as rail heritage and possibly Lincolnshire construction awards in order to receive recognition externally.

The project will achieve the following outputs:

<b>Forecast Outputs</b>							
	2020/21	2021/22	2022/23	2023/24	2024/25	Future Years	Total
<b>Local Strategic Outputs</b>							
Commercial floorspace refurbished/constructed and occupied (m2) (Café)	0	0		Circa 56m2	0	0	Circa 56m2
Number of businesses assisted to improve performance (x2 Enterprise Offices)	0	0	0	2	0	2	2 every 18 months
Number of learners supported	0	0	0	45	45	45 per year	135
Number of new businesses created	0	0	0	3	0	2 per every 2 years	
<b>Others</b>							
Community spaces created (m2) (Community Room)	0	0	0	Circa 23m2	0	0	Circa 23m2
Passenger satisfaction scoring	0	0	0	2%	2%	Maintained	4% uplift
Industry Passenger Demand Forecast Uplift				£53,000	£174,000	£272,000	£500,000

- 4 new employees to manage the new café
- 2 employees to occupy the two enterprise offices
- 15 pupils per visit with assumed 3 visits per year (mix of primary/high school/college use)
- 3 new business created (2 enterprise offices and 1 Café business created)
- Turnover of 1 small / medium enterprise per year after initial 12 -18 month lease with the business moving in to larger facilities following initial development term with station facilities, releasing space for new business each year
- We would expect a large scale project of this size to support the construction industry in retaining jobs to deliver works undertaken during the construction period.
- For further details on dimensions and building internal/external layouts, refer to Boston Project Pack (Appendix F)

### Summary:

It is anticipated that the information within the management section provides reassurance and confidence that EMR have the required level of expertise, skills and project management experience to successfully deliver this scheme.



## Boston Stage 2 Business Case Appendices

Appendix	Title	Revision
Appendix A	<b>Boston Town Investment Plan</b>	
Appendix B	<b>National Industry Revenue Uplift Forecast</b>	
Appendix C	<b>Passenger Demand Forecast Document</b>	
Appendix D	<b>East Midlands Railway Revenue Uplift</b>	
Appendix E	<b>Future Journey Rates</b>	
Appendix F	<b>Boston Project Pack</b>	
	F1 Boston Cost Plan and Scope of Works	
	F2 Proposed Phasing Plan	A(002)
	F3 Main Station Building Layout	E
	F4 Proposed External works (1)	A
	F5 Proposed External Works (2)	A
	F6 Proposed External Works (3) (DRAFT to be updated)	A
	F7 Delivery Resource Costs	
	F8 Designers Risk Assessment (M+E)	
F9 MEP Project Risk Register (M+E)		
Appendix G	<b>Sustainability Benefits Report (Due by 31.01.22)</b>	
Appendix H	<b>The Railway Heritage Trust Co Funding letter</b>	

**M+E drawings and detailed specification available on request**

Once Heads of Terms have been agreed, towns are required to develop business cases for each project and submit a Summary Document to Ministry of Housing, Communities and Local Government (MHCLG). MHCLG will need to review and be satisfied with the Summary Document before funding can be released.

The **Summary Document is mandatory**, even if you do not use the TFDP business case template.

## SUMMARY DOCUMENT

### Towns Fund Stage 2 Business case guidance Annex C: Summary Document template

Towns must:

- Submit a completed Summary Document for each project to Ministry of Housing, Communities and Local Government (MHCLG) as soon as they are ready and within 12 months of agreed Heads of Terms.
- **Where towns require funding in 2021/22** then Summary Documents **must** be submitted to MHCLG by 14 January 2022.
- Note that in the event of late submission of Summary Documents (SD), MHCLG cannot guarantee payment. If there is a risk of late submission, towns should promptly liaise with their MHCLG local leads.
- **With the first Summary Document, include** Part 2: Town Investment Plan (TIP) conditions (where applicable).

Please note: MHCLG will use the financial profile (Annex A-1) submitted previously to make any payment.

### Programme-level update

Where not submitted today, the remaining Summary Documents submission timings.

Project name	Month/Year
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

## **Part 1: Project Summary Document**

Towns should complete this for each project.

<b>Summary Document table</b>	
<b>1. Project name:</b>	
<b>2. Heads of Terms project conditions</b> <ul style="list-style-type: none"><li>- Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.</li><li>- Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.</li></ul>	
<b>3. Business case appraisal</b> <p>Provide details of how the business case has been appraised including:</p> <ul style="list-style-type: none"><li>- business case type</li><li>- any internal or external assurances</li></ul>	
<b>4. MHCLG capital (CDEL) 5% payment</b> <p>Main activities, if applicable:</p> <ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li><li>•</li></ul>	
<b>5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)</b> <p>A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.</p>	
<b>6. Deliverability</b> <p>Will this project still be delivered within the Towns Fund timeframe? (Y/N)</p>	

**7. Delivery plan**

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

**8. Town Deal Board Chair name & signature**

Name of the Town Deal Board:

Chair's name and signature:

Date:

**9. By signing, I agree that:**

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

**Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer**

Name of the lead Local Authority:

Job title:

Name and signature:

Date:

## **Part 2: Town Investment Plan (TIP) conditions**

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released**.

<b>TIP conditions table</b>	
<b>1. TIP improvement condition</b>	Set out TIP improvement conditions as agreed in Heads of Terms
<b>2. Evidence</b>	Provide evidence of how conditions have been addressed
<b>3. Name of the Town Deal Board Chair &amp; signature</b>	Name of the Town Deal Board:  Chair's name and signature:  <p style="text-align: right;">Date:</p>
<b>4. Lead Local Authority's name &amp; signature of the Chief Executive Officer or S151 Officer.</b>	Name of the lead Local Authority:  Job title:  Name and signature:  <p style="text-align: right;">Date:</p>

## **Annex: submission checklist**

Use this as guidance when submitting the Summary Documents.

<b>Items</b>	<b>Checked</b>	<b>Qty</b>
<b>first submission</b>		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document	<input type="checkbox"/>	
3. Part 2: Town Investment Plan (TIP) conditions	<input type="checkbox"/>	
4. Final Monitoring & Evaluation (M&E) plan	<input type="checkbox"/>	
5. Any other documents	<input type="checkbox"/>	
<b>all other submissions</b>		
1. Programme-level update	<input type="checkbox"/>	
2. Part 1: Project Summary Document table	<input type="checkbox"/>	
3. Final M&E plan	<input type="checkbox"/>	
4. Any other documents	<input type="checkbox"/>	

# PROPORTIONALITY GUIDE

**You should consider the following questions and prompts to help guide the level of detail required for your business case. Ultimately, this is a question for your local assurance processes and your Town Deal Board.**

## GENERAL CONSIDERATIONS

Key questions to consider the level of detail and effort required for your business case as a whole include:

- Is your project large (smaller projects – e.g. <£1m – require less detail compared to larger projects – e.g. projects over £25m)?
- Is the project of regional or national significance?
- Is it a complex or innovative project?
- Is this the first time you have delivered a project of this kind?

If you answer ‘Yes’ to one or more of these questions, you will need to produce a more detailed business case.

**Ultimately, you should follow any guidance on the level of detail required for business cases based on your local assurance processes.**

For each of the five cases below, we set out key questions and considerations to help you gauge the level of detail required for your business case.

At the end of this document, you can use the [Proportionality Tool](#) to assess where each business case falls on the scale of these key questions, which should help you understand the level of detail required for your business case.

## STRATEGIC CASE

Key questions to consider the level of detail and effort required for your Strategic Case include:

- Is the project a key enabler for other projects or programmes? Is it part of a set of projects to achieve more transformational change?
- Is there a complex stakeholder or policy challenge which requires further evidence or articulation of wider strategic alignment?
- Does the project or its theory of change have any dependencies on other projects or activities?

## ECONOMIC CASE

Key questions to consider the level of detail and effort required for your Economic Case include:

- Is the project in any way high risk or/and new and novel? Are the benefits of this type of project well understood and is there evidence that they are likely to be achieved?
- Is the “Do something” well-articulated – or does it need further refinement? Are the scenarios easily defined?
- What is the level of certainty around the costs and benefits? Is the BCR or NPV calculation particularly sensitive to any of the variables or assumptions?

- Is there any interrelationship or complexity between costs, benefits etc.? For instance, prices or costs impacting on demand?
- Are the costs and benefits dependent on the commercial or financial deal?
- Are there any significant dis-benefits?
- Is the case dependent on significant benefits which are difficult to monetise?
- Is the project likely to have a different impact on different groups (e.g. age, income)?

## FINANCIAL CASE

Key questions to consider the level of detail and effort required for your Financial Case include:

- What are the various sources of co-funding and commitment levels, and are there key uncertainties around those?
- Are there any foreseen Capital or Revenue constraints?
- What are the key assumptions that will impact the financial viability and what sensitivities do you plan to run? Are there any key financial risks to the project?
- Has there been consideration of tax and accounting treatment with your local assurance owner / accounting buddy?

## COMMERCIAL CASE

Key questions to consider the level of detail and effort required for your Commercial Case include:

- What is the commercial strategy underpinning delivery of the project?
- Which party owns which risk and the basis for the risk allocation? To what extent is there opportunity for suppliers to bear risk? Where suppliers are able to take risk how will the pricing mechanism reward/penalise them?
- Does the project involve partnering with multiple bodies and, if so, how will agreements be negotiated?
- Does the scope of the project require specialist input and are there any specific challenges or risks?
- Is the market understood and is the project likely to result in competitive tender(s)?
- Are there any specific challenges in deciding the procurement route to market? To what extent can existing processes for procurement and contract management be used? Do you have experience with this type of procurement?
- To what extent can the project be delivered as a single package or are multiple packages required?
- Can social value be delivered through procurement?

## MANAGEMENT CASE

Key questions to consider the level of detail and effort required for your Management Case include:

- Does the accountable body have an existing and proven approach for the delivery of projects and how will that be applied to the delivery of the project?
- What is the scale and complexity of the project?
- What are the key risks, who are the owners and how will they be managed?
- Is this an innovative project and does the project sponsor have experience in delivering similar projects?
- How many organisations will be involved in the delivery of the project and have they worked together?
- Does this project require complex delivery arrangements and are the roles and responsibilities clear and agreed?



- To what extent is the project dependent on projects by others and how will interfaces be managed?
- How many stakeholders will need to be engaged during development and delivery stages and how will this be achieved?
- What is the basis for the workstreams/activities in the proposed delivery schedule and the confidence in achieving key milestones?
- To what extent are there existing processes and procedures for project controls and how will these be applied?
- Who requires to assured, about what, to what level of detail and to what extent can existing arrangements be adapted and used?
- Is benefits realisation dependent on other parties, behavioural change, or additional enablers such as training or programming?
- How many outcomes and outputs will need to be monitored, and is there an established method for monitoring the outcomes and outputs that have been identified?

## PROPORTIONALITY ASSESSMENT TOOL

	Less detail		More detail
<b>General</b>			
Project size and value	<£1m	←————→	£25m+
Regional and national significance	Local	←————→	Regional / national
Innovation	Low	←————→	High
Experience delivering similar projects	High	←————→	Low / no experience
<b>Strategic case</b>			
Enabler of other projects and transformational change	Local impact	←————→	Transformational change
Stakeholder picture	Simple	←————→	Complex
Key dependencies with other projects	No dependencies	←————→	Strong dependencies
<b>Economic case</b>			
Risk and novelty of project	Low	←————→	High
Scenario definition	Simple	←————→	Complex, including Covid-19 impacts
Certainty around costs and benefits	High certainty	←————→	Low certainty
Disbenefits	No disbenefits	←————→	Potential Disbenefits
Monetising benefits	Easy to monetise	←————→	Difficult to monetise
Distributional impacts across groups	simple impacts, less relevant to project	←————→	Complex distributional impacts
<b>Financial case</b>			
Co-funding and uncertainties	Clear co-funding approach	←————→	High uncertainty and complex co-funding
Capital and Revenue restraints	None	←————→	Some
Financial viability and key financial risks	Low risks	←————→	High financial risks
Tax and accounting treatment	Clear	←————→	Complex, to be defined

	Less detail		More detail
<b>Commercial case</b>			
Number of parties	1	↔	>3
Procurement experience	Procured before	↔	Never procured
Risks and allocation	Clear and obvious	↔	Shared and need defining
Market assessment	Sufficient capacity	↔	Limited capacity
Procurement route	Framework	↔	Negotiated deal
Contract conditions	Standard, used before	↔	Modified, complex
Payment mechanisms	Cost reimbursement	↔	Target price
Incentives	None	↔	Pain / Gain
Assurance required	Minimal	↔	Independent
Value added	Minimal	↔	Multiple opportunities
<b>Management case</b>			
Technical complexity	Low	↔	High
Novelty	No novel aspects	↔	Little experience
Delivery risks	Few and manageable	↔	Many, likely, resource hungry
Dependencies	Few	↔	Many
Delivery model	Single body	↔	Multi-party
Project team	1-3	↔	>5
Project model	Single	↔	Part of a programme
Stakeholders	Passive management	↔	Active management
Assurance required	Minimal	↔	Independent
Benefits	Clear, concise, measurable	↔	Multi-faceted



## **Board Report - Agenda Item 5**

**Date: 23 February 2022**

**Title: Work Programme Update**

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### **1. Introduction**

This report sets out progress in relation to individual projects. It should be read in conjunction with the programme gantt which has now been developed for the programme and which brings together the financial profile, risk register and key deliverables for each project.

### **2. Completed Full Business Cases (FBCs)**

Healing the High Street, the Centre for Fresh Produce and Logistics, St Botolph's Library and Lighting and Blenkin Memorial Hall have all now been signed off following completion of their FBCs. The next stage of their implementation involves the agreement of a delivery plan for each project. This will involve the issuing of a funding agreement and the development of a process for collecting evidence of the outcomes arising from the activity undertaken by each project. It is anticipated that this process will have been completed by the end of February 2022.

### **3. Shodfriars**

Whilst Shodfriars is ostensibly a sub-component of Healing the High Street, the project was nested within that larger project to ensure it remained on the agenda pending the confirmation of detailed plans with the owners. The ownership of the building has now transferred to a third party. An initial meeting has been held with the new owner who has appointed an architect to work with Heritage Lincolnshire and the Towns Fund secretariat to work through the draw down of the funding for the restoration of the building. The next stage of the process will involve a final agreement on the uses of the building and a confirmation or re-negotiations of the outputs and funding draw down from within the larger envelope of Healing the High Street.

### **4. Boston Railway Station**

This project is supported by a full programme team led by East Midlands Rail (EMR). It is progressing towards the completion of its FBC in February 2022. There are no major concerns associated with the delivery of the project at this stage. There are some

sensitive issues to navigate in terms of ensuring the listed building consents and rights of way issues associated with the project are effectively navigated but these are all scoped and managed within the programme process which is being led by EMR.

## **5. Mayflower and Leisure**

The final identification of the costings for the commissioning of a new swimming pool arrangement to satisfactorily replace the current facilities at the Geoff Moulder site has introduced major challenges in relation to these two inter-woven projects. The likely cost of the new leisure facility is £22 million and there is only £5 million currently available. This means it is not possible for the council to proceed as originally hoped. A plan B is currently being worked up focused on the refurbishment of the present Geoff Moulder Leisure Centre. This strategy will have a major knock on impact on the Mayflower project. The plan was to build the new leisure facility on the Ingelow Manor site and hand over the current Geoff Moulder Centre to the college on which the Mayflower centre would then be developed. This is not now possible and the college therefore is actively considering a new site strategy for Mayflower. The most straightforward response is to locate Mayflower on the Ingelow Manor site which is in college ownership. The College have decided that they do not wish to pursue this approach and have instead suggested that the Mayflower be relocated within their current campus to the Skirbeck Road entrance. This has raised considerable concerns amongst some of the Town Fund Board and has led to a debate about the likely value for money of this strategy. A separate paper covering the future of these projects is attached as a separate agenda item for the Board to consider.

# BOSTON TOWN COMMUNICATIONS PLAN

FEBRUARY 2022





- ← Railway Station 7 min
- West Street Shopping 4 min
- ← Backhous Arts Centre 1 min
- Pyral House and Gardens 4 min
- Quadrant Museum & Tourist Information 4 min



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# HISTORY OF OUR COMMUNICATIONS

**February 2020**  
Showcasing of the #MyTown suggestions begins through the Boston Town Deal Facebook page with the intention of seeking residents opinions on the ideas.

**February 2020**

PE21 Town Centre Regeneration Facebook Page becomes Boston Town Deal's home, and the new website is launched. Requests for suggestions of #MyTown launch with flying success and by the end of the month, over 80 suggestions are submitted.

**September 2020**  
Government have confirmed that our Boston would be receiving the accelerated funding announced in July.

**August 2020**

Whilst Covid19 occupied a great deal of resources, work continued on pulling together the ideas and suggestions that were put forward earlier in the year through the Expressions of Interest and the #MyTown ideas page.

**October 2020**  
A series of video interviews with significant individuals is published on social media with a combined reach in excess of 310,000 and combined sharing in excess of 350 times

**October 2020**

News published that Boston has been awarded £750K in accelerated funding from the Towns Fund to bring forward key projects to help level up the town in a range of areas.

**February 2021**  
Projects funded through the Accelerated Grants scheme are given publicity through Facebook including the new Monolith Installation, Transformation of Shop Frontages and Haven High Academy's 3G pitch.

**November 2020**

The Town Investment Plan (TIP) is submitted to Central Government on behalf of the Boston Town Deal.

**March 2021**  
£21.9 million boost for Boston announced in the Budget! Councillor Paul Skinner (Leader of Boston Borough Council) and Neil Kempster (Chair of the Boston Town Board) issue statements about the fantastic news for the town.

**February 2021**

Boston College's Digital Transport and Logistic Academy completes, thanks to funding available through the Accelerated Grants Scheme

**April 2021**  
The first shop front transformation is finished by Heritage Lincolnshire, part funded by Boston Town Deal

**March 2021**

Ground breaks on Haven High Academy's new £750k 3G Pitch, funded by the Accelerated Grants scheme.

**August & September 2021**  
Social media used to provide a virtual tour around the town of the projects that the Boston Town Deal will fund

**June 2021**

Monolith installation project finished and starts to be publicised on social media platforms

**February 2022**  
LinkedIn launches and first draft of Communications Plan is drawn up.

**February 2022**

New joint Communications Lead is appointed to focus on Boston Town Deal & Connected Coast communications platforms



# METHODS UTILISED

Presently, it is known that the Boston Town Deal communications methodology revolves around successful useage of the following:

## **Facebook - Boston Town Deal**

*posts are then shared across a variety of other Facebook pages including Boston Borough Council, VisitBostonUK, and other pages of whom have representatives sit on the Boston Town Deal board.*

## **Youtube - Boston Town Deal**

*Various video interviews that have been created of projects and interviews of persons involved in the projects have veeb uploaded to the YouTube channel, but never significantly promoted.*

## **Website - [www.bostontownddeal.co.uk](http://www.bostontownddeal.co.uk)**

*All documents are added and has a blog feature that hasnt been utilised to the best of its capability. Posts were then copied over to the MyBostonUK website and links shared across social media.*

## **Local Press**

*Boston Borough Council's Communications team and/ or project partners have distributed press releases related to significant stages of each project.*



# IN THE PRESS

Over the last 12 months in particular, Boston Town Deal has seen some press coverage, but this could have been maximised a lot more.



**BOSTON** VIBE



**BOSTON** VIBE



**BOSTON** VIBE



**BOSTON** VIBE



Lincolnshire **live**



Lincolnshire **World**



Lincolnshire **World**



Lincolnshire **World**



**MYBOSTONUK.COM**



**MYBOSTONUK.COM**



**the** LINCOLNITE

*plus features on/ in Greater Lincolnshire LEP, Lincolnshire Chamber of Commerce, Lincolnshire Life, Lincolnshire Today, Lincolnshire Pride, BBC Radio Lincolnshire, Lincs FM, BBC Look North & more*



# SOCIAL MEDIA & WEBSITE

Over the last 5 years or thereabouts, social media has taken the world by storm, becoming the primary method of communication.

Throughout the pandemic, record numbers of individuals signed up to various platforms in order to stay in touch with loved ones and those we work with, even people who had always insisted for life they would never use social media platforms.

Social media algorithms change frequently, and it is crucial to stay in the loop on these changes and to respond to them adequately.



**Likes:** 1,329

**Average reach:** 4097

**Average engagement:** 244



**Followers:** 43

**Post Impressions:** 189

**Engagement:** 15

*\*based on period of 28 days from 13th January 2022 - 9th February 2022  
LinkedIn only established on 7th February 2022 therefore unable to give a true impression on figures.*

The Boston Town Deal website requires some changes to make it more visually attractive, including the menu bar being summarised and sub-menus being added.

Blog posts and press releases will become a regular occurrence which can then be cross posted to social media to further enhance our readability which will increase our reach, impressions and engagement statistics.





# EXPLORING NEW METHODS

Communications aren't as easy as just take a photo, put it on social media, write a caption and boom, it's done.

There's the target audiences, maximisation of posting time, boosted posts and much more.

Among younger generations, a few different avenues are coming more and more popular, and it is worth considering whether Boston Town Deal should be looking into utilising these methods to maximise exposure, enhancing our reach and further developing the delivery of what we are doing to improve the town.

## **Instagram**

*The photo specific social media app is a huge communication tool for any business and individual.*

*There are currently 28.81 million users of Instagram within the UK with the most popular age range of this service being between 25-34 years of age.*

## **Twitter**

*Whilst the popularity of Twitter has reduced considerably in recent years, it still remains popular with the 25-40 year olds, and is a prime communication tool for businesses to publish a message.*

# WHAT'S NEXT?

Over the coming weeks, the newly appointed Communications Lead will continue to familiarise themselves with the various projects that have been completed, initiated and yet to begin.

## **SOCIAL MEDIA POSTS**

will become more regular, with topics including:

**Work that has been undertaken** e.g. monolith installs, 3G pitch at Haven High, Boston College's DTLA, Transformation of Shop Frontages

**Work that is imminent** including the Centre for Food and Fresh Produce Logistics, working with the University of Lincoln and Boston College; Healing the High Street

## **PRESS RELEASES**

will be circulated more often:

**Healing the High Street**

**The Centre for Food & Fresh Produce Logistics**

## **NEW PROGRESS VIDEOS AND INTERVIEWS**

will be created over the coming months and showcased at a steady rate to maximise exposure





**Boston Town Deal Board Report:  
Options Appraisal for Flagship  
Project - the Mayflower  
February 2022**

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<b>5-6</b>	<b>Leisure</b>
<b>7-8</b>	<b>Mayflower</b>
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<b>18</b>	<b>Recommendations</b>



**BOSTON  
TOWN DEAL**

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## **Introduction**

There are 7 projects that form the Boston Town Deal.

Approval and funding has been received for 4 projects, including:

1. St Botolph's Library and Lighting
2. Blenkin Hall
3. Centre for Fresh Produce and Logistics
4. Healing the High Street and Shodfriars

The 3 remaining projects are:

**The Railway Station project** has been reviewed by the technical sub group of the Board and is awaiting final approval from the Town Deal Board on 23<sup>rd</sup> February. If agreed, this project will be submitted to DLUHC by the end of February.

**The Leisure project** - the remodelling and refurbishment of the Geoff Moulder Leisure Centre - is led by Boston Borough Council. The Business Case is in development and will be presented to the technical sub group and Town Deal Board in March, dates to be confirmed. The Council approval process is also scheduled for March 2022 (Cabinet on 23<sup>rd</sup> March and Council on 29<sup>th</sup> March). Briefings have already been held with Boston Borough Council members and the technical sub group due to the original ambition to incorporate into a wider regeneration project involving Boston College's proposed Mayflower centre. This project can and will come forward, whether or not it is aligned to the Mayflower as part of the wider project. No project variation is required.

**The flagship project, the Mayflower**, has the ambition to better connect the worlds of education and business, inspire lifelong learning and build the aspirations and skill base of the Boston workforce. The project is led by Boston College and the building will provide a showcase for their hair and beauty salons, an employability and digital skills hub for adults, entrepreneurial start up space and coffee/restaurant outlets for the College's hospitality and catering department.

A revised proposal for the Mayflower project was presented by Boston College to an extraordinary meeting of the technical sub-group held on 7th February.

This report was considered by the sub-group held on 16<sup>th</sup> February and incorporates:

- The context of the revisions to the Mayflower project and a summary of the timeline.
- An options analysis.
- Decision making process with clear recommendations for the Town Deal Board to consider and vote on, and the outcome and additions from the sub-group meeting held on 16<sup>th</sup> February.

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## Context and timeline:

March 2021: Heads of Terms offer £21.9m from Government, forming the Boston Town Deal.

May 2021: Project confirmation forms sent for all project, and a project adjustment form issued for PE21.

Proposal for Boston Borough Council to work collaboratively to move the existing leisure facility and co-ordinate with Boston College to provide skills and leisure facilities that are accessible from the town centre location. The creation of a skills and leisure escalator represented effectively a health based driver of footfall through the town. This investment planned to begin the process of redeveloping an area in the town at the end of Rowley Road, where the Geoff Moulder Leisure Centre is currently located and opposite a site owned and operated by Boston College, the Ingelow Manor Centre.

July 2021: Boston Town Deal Grant Offer letter received, confirming £9.9m allocation of Towns Fund to the Mayflower and initially £2.199m for Leisure (renamed from PE21).

September 2021: Project adjustment submitted to transfer Towns Funding allocation from Connected Living project, which was unable to progress, to the Leisure project.

November 2021: Health space requirements confirmed.

*Between May and November both projects - Mayflower and Leisure progressed. Project team members from BBC and Boston College joined weekly team meetings to update on progress.*

*Boston Borough Council worked with industry experts, Alliance Leisure, on a revised site plan, floor plans and accommodation schedule for a new Leisure Centre on the site of the Ingelow Manor Centre.*

*On 24th November, the Town Deal Team received a capital investment summary for the leisure project. This confirmed that the creation of a new leisure centre, with no less than the current provisions was not financially achievable.*

*Meeting arranged with Boston College and Michelle Sacks to discuss the cost estimates received for Leisure and the feedback from Boston Borough Council members.*

*There were three key considerations that effectively changed the Leisure project from an ambition for a new build to a transformation of the current Geoff Moulder Centre. These included:*



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*1) Due to inflationary pressures the costs associated with a new leisure provision far exceeded the expectation of both the team and members.*

*2) Following consultation, there was significant concern regarding the timescales for delivery of both the Mayflower and Leisure Centre, particularly relating to the public expectation of ongoing access to the swimming pools during the development of the new leisure centre.*

*3) The significant impact on the Leisure sector from Covid restrictions has had a knock on effect to the ability of the Council to secure any external leisure operator or investor/developer.*

December 2021 Meeting with Boston Borough Council members, Cllr Nigel Welton and Cllr Tracey Abbott with Boston College Board members, Peter Cropley and Nick Worth, and Claire Foster as Principal. Boston Borough Council officers present included Michelle Sacks, Mike Gildersleeves and Lydia Rusling.

The outcome of the discussion was to present Boston College with a proposal to retain the linkages and benefits between Leisure and Mayflower by developing the Mayflower on the Ingelow site instead of demolishing the Geoff Moulder Centre. Boston Borough Council commissioned YMD Boon (architects that were already working for Boston College on the Mayflower and familiar both the site and their requirements).

January 2022 Boston Borough Council officers presented Option 1 proposal as detailed in this report to Boston College Board. Boston College expressed concerns regarding safeguarding.

February 2022 Boston College presented the re-location of Mayflower onto Skirbeck Road on 7<sup>th</sup> February to the technical sub-group. Notes from this meeting are attached.

This report - an options appraisal - was considered by a further technical sub-group on 16<sup>th</sup> February. Notes attached. The recommendations from this sub-group and feedback will be presented to the Boston Town Deal Board on 23<sup>rd</sup> February.

#### Outcomes:

1. Leisure was supported to progress independently of the Mayflower (one board member abstained from this vote).
2. Two board members supported Option 3, however the consensus and recommendation was to provide further information on Option 2 and Option 3 in readiness for the Board.

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## **Leisure**

**The Leisure project** - the remodelling and refurbishment of Geoff Moulder Leisure Centre - is led by Boston Borough Council. The Business Case is in development and will be presented to the technical sub group and Town Deal Board in March, dates to be confirmed.

Briefings have already been held with Boston Borough Council members and the technical sub group due to the ambition to incorporate Leisure into a wider regeneration project involving Boston College's proposed Mayflower centre. See supporting documentation to this report - Boston Leisure Project Presentation.

However, this project can and will come forward, it is not dependent on the Mayflower being developed as part of the wider project. No project variation is required. The Council approval process is scheduled for March. The technical sub-group on 16<sup>th</sup> February supported the project's progression to full business case for review in March.

Cabinet of Boston Borough Council has delegated to the Deputy Chief Executive (Growth) in consultation with the Cabinet the following:

- Commencement of community and stakeholder consultation on the proposals and the incorporation of any subsequent feedback as appropriate.
- Approving any additional resources to support internal or external capacity or in collaboration with Boston College to enable project delivery - including the appointment of architects, project manager and technical specialists.
- Development of business case for submission to Full Council and Government.
- Development and submission of a planning application for the project.

Boston Borough Council has commissioned YMD Boon Architects and Construction Consultants to create plans, drawings and visuals, fully costed proposals for all physical works and capital investment required, associated reports including a timeline of activities to enable a planning application to be made. We are also utilising the expertise of Max Associates (consultancy and project management across the sport, leisure and cultural sectors) to support the development of the full business case.

### **Outcomes and Outputs**

Please note the original project related to Health and Leisure on PE21; this was subsequently subject to a project variation, reflecting the Towns Fund allocation.

The project confirmation table submitted to Government for Leisure in May:

- Towns Fund ask (£ million): £2.199

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Match funding total and breakdown:

- Public match funding: £2.5
- Private match funding: £0
- Total match funding: £2.5

Expected outputs and outcomes:

- 1 new, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens
- Remediation and/or development of 1 abandoned or dilapidated sites
- Increase in the breadth of local skills offer that responds to local skills needs - 1
- Perceptions of the place by residents/visitors - 20000
- 400 new learners assisted Land values - 5%

A project variation was submitted in September following the Connected Living project no longer progressing. This variation led to a change in the funding allocation:

£2,425,092 towns fund contribution to Leisure (formerly PE21)

The match funding will be agreed by Boston Borough Council in March and is expected to be £3.6m. This is an increase to reflect the commitment of the Council to Leisure.

Please see Value for Money note on page 12 regarding Leisure Centre.

The BCR for the project as a stand-alone Leisure Centre is 2.2:1.

### **Recommendation for Board:**

The Leisure project is a consistent element of all three options presented in this report, therefore we recommend the Board agree to Leisure project progressing as outlined.

The full business case will be presented to the Board in March and we confirm full support from Boston Borough Council.

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## **Mayflower**

The Mayflower is the flagship project of the Boston Town Investment Plan. The project summary in the Investment Plan stated:

*Mayflower re-imagines the FE College, where botanical gardens provide a haven from the elements and where the whole community can find sanctuary, hope and future prosperity. The radical, biophilic Mayflower connects us with each other, with businesses, enterprise, innovation and new thinking and the natural world, providing space for the town's economic relaunch; tackling our communities' embedded low aspirations and skills through innovative living learning spaces enabling digital upskilling with on-hand support and tuition. Open, welcoming and nature-filled, Mayflower provides space for voluntary services, careers advice and health and wellbeing support as well as space to support skills development.*

Please note the outline business case for the Mayflower project was located on the site of the Geoff Moulder Leisure Centre. The ambition was to build a new leisure centre, demolish the Geoff Moulder Centre and build Mayflower on this site.

The project confirmation table issued in May for the Mayflower project set out the following:

Towns Fund ask (£ million): £10m

Match funding total and breakdown:

- Public match funding - £4.8 (ongoing commitment post 2025/26 of £1.2 p.a)
- Private match funding - £1.271
- Total match funding - £6.071

Expected outputs and outcomes:

- Increase in capacity and accessibility to new digital skills facilities - 2000 p.a. accessing facility
- Increased collaboration with employers resulting in 5 emergent projects per year
- 400sqm increase in the amount of incubation and shared innovation facilities
- Business facilities attracting 7 new businesses to the area per year
- 1000sqm of new community hubs, spaces where this linked to local inclusive growth
- Perceptions of the place by businesses - % TBC
- Number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces - TBC
- % of learners gaining relevant experience/being 'job ready' (as assessed by employers) - TBC

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The project is led by Boston College and the building will provide a showcase for their hair and beauty salons, an employability and digital skills hub for adults, entrepreneurial start up space and coffee/restaurant outlets for the College's hospitality and catering department.

A revised proposal for Mayflower was presented to an extraordinary meeting of the technical sub-group held on 7th February. The next section of this report presents the options for Mayflower. The revised proposal presented on 7<sup>th</sup> February is Option 2.

### Options Appraisal

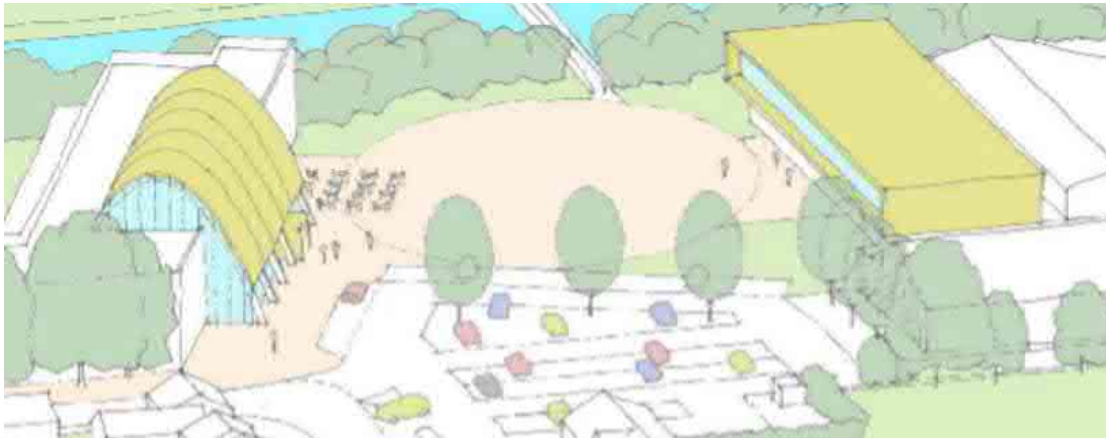
There were three proposals, which formed the options appraisal, in summary:

- Option 1      Leisure and Learning Campus - this will see the Mayflower developed on the Boston College owned Ingelow site, Geoff Moulder Centre redeveloped and the area at the end of Rowley Road regenerated with improvements to the public realm.
  
- Option 2      Boston College's proposal to relocate Mayflower onto Skirbeck Road, replacing an existing College building at the entrance to their main site.
  
- Option 3      Regeneration of PE21, which reflects the Boston Town Investment Plan.

Each of these options is evaluated for deliverability, likelihood of Government approval, level of match funding and an overall risk analysis rating. To support the Board's decision making process an independent economic analysis has been conducted to give an indicative Benefit Cost Ratio (BCR).

**Please note following the sub-group meeting on 16<sup>th</sup> February, Boston College withdrew its support for Option 1, therefore this option is no longer viable for the Board to consider. It is included below for the Board to view what was presented to the sub-group.**

- Option 1      Creation of Leisure and Learning Campus with a remodelled leisure centre (Geoff Moulder Centre) and Mayflower as originally presented to be developed on the Boston College owned site of Ingelow Manor. The image below is an illustration of the Mayflower sited on the Ingelow Manor site (owned by Boston College) on the left and a remodelled Geoff Moulder Leisure Centre on the right. The open space is proposed to be developed as a plaza with improved public realm to increase footfall and dwell time, as well as connect to the town centre.



OPTION 1	Summary	RAG Rating
<p>Deliverability (outputs/outcomes)</p>	<p>The largest part of the site is in Council ownership and there is commitment to deliver the Leisure element.</p> <p>The College raised concerns as previously documented. These indicate an unwillingness to deliver the Mayflower on the Ingelow Manor site. Although it is considered that the concerns could be designed out, albeit it is accepted that the building would be outside the College's current campus (but this is no different to the Ingelow Manor site which currently hosts SEN provision and the staff car park which are both outside the current restricted boundary).</p> <p>The land between is highway, and discussions have been held with the County who have in principle not raised any objections.</p> <p>Officers would advise that whilst clearly a number of the issues can be addressed, the key reason for the Amber rating is the lack of agreement from the College.</p>	
<p>BCR/Value for Money</p>	<p><b>1.5</b></p>	
<p>Likelihood of Government Approval</p>	<p>This option does <u>not require a project variation</u>, therefore the business case would proceed for submission to the Department for Levelling Up. This approach has been discussed with DLUHC and is the preferred option given the timeline for submission of business cases to secure to Towns Fund allocation. The linkages between the projects support the wider ambition of the Town Investment Plan for regeneration, skills and health outcomes.</p>	

Level of Match Funding	The Council is committed to its side of the project, therefore this match funding is assumed to be provided. There remain queries regarding the College match funding. Should that match be available, there is no reason that there will not be sufficient match funding to deliver the project in conjunction with the Towns Fund asks.	
Overall Analysis	Officers consider that if the involvement of Boston College can be resolved positively, there is no reason that this project cannot be delivered and have significant positive effects. There is potential for transformational change arising, at relatively low risk. This is the preferred solution.	

Option 2 The Mayflower Centre would replace an existing College building located on Skirbeck Road at the main entrance to Boston College.



This option was presented to the sub-group on 8<sup>th</sup> February and indicated requirement of the full £10m Towns Fund allocation.

OPTION 2	Summary	RAG Rating
Deliverability	The site is within the College ownership and would be an enclosed site. Its delivery therefore should be relatively straight forward subject to the necessary funding.	
BCR/Value for Money	<b>1.2</b>	See Value for money note

Likelihood of Government Approval	A project variation would be required and guidance from DLUHC indicates this would need to clearly demonstrate a similar level of outcomes/outputs to the original project submission.	
Level of Match Funding		
Overall Analysis	Whilst deliverable, this does not deliver the levels of transformational change as indicated by option 1. There are risks associated with value for money, and the likelihood of Government approval. There remain questions relating to the degree of match funding, particularly as a single project reliant on the College delivering the match over and above the Towns Fund.	

Option 3 A third option has been presented for the Board to consider if Option 2 was unable to achieve the confidence of the Board to deliver the outcomes and achieve the value for money likely to ensure Government’s approval of this variation.

Option 3 considers the PE21 regeneration to be progressed as the flagship project. The project would be focused on the regeneration of the B&M Building and Crown House with a linear park between and connecting to the town centre, as detailed in the levelling up bid which was presented to the Boston Town Deal Board in 2021.

PE21 was presented in the Boston Town Investment Plan as an exciting and transformational opportunity to open up, improve and re-balance the connectivity between east and west side of the River Haven. The original project included a new combined health and wellbeing facility in partnership with NHS Lincolnshire, town centre living, retail opportunities and integrated community facilities.

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

PE21 was the cornerstone of a positively evaluated **Levelling Up bid** (not successful) submitted last year. The bid demonstrated deliverability and spend in 21/22 financial year. It achieved a BCR of 2. Following the submission of the levelling up proposals the team has worked with NHS colleagues who have in turn engaged with Wilmott Dixon to progress the health components of PE21. The team has also progressed discussions with the owners of the B&M store. A briefing note has been prepared and is attached to this report.



The business case could be developed at pace for submission by the end of March 2022, based on the levelling up proposals and in partnership with the Scarborough Group (owners of the B&M store).

OPTION 3	Summary	RAG Rating
Deliverability	The focus on three components - B&M building, Crown House and Linear Park - would enable sites to be developed at pace, with a JV arrangement with the owners of the B&M building. Some of the land is in Council ownership. A range of partners including health, community providers and housing developers have also been involved in discussions of recent times.	
BCR/Value for Money	<b>A separate analysis of the BCR for the Levelling Up submission in relation to PE21 was 2:1.</b>	
Likelihood of Government Approval	The PE21 regeneration was an intrinsic element of the Boston Town Investment Plan and aligns with the objectives of the Towns Fund.	
Level of Match Funding	To be confirmed if the Board wish BBC to pursue this option. Match funding was agreed for the levelling up bid to enable the purchase of two buildings on PE21. We have already received support from the Scarborough Group to further invest and develop the plans for the B&M building in preparation for a future round of levelling up.	
Overall Risk Analysis	A business case will need to be developed at pace with evidence of consultation and engagement. Partnerships with the Scarborough Group, NHS and Wilmott Dixon are already in progress and can support this initiative.	

Please note that the Towns Fund allocation for Leisure remains unaffected for Options 2 and 3. This can progress independently to Boston College and the business case is progressing at pace.

### Value for Money Assessment

An independent assessment of value for money has been undertaken by Amion. Based on the latest information provided by each project the following Benefit Cost Ratios have been calculated:

**Table 1: Value for money results - Mayflower and Leisure centre**

Category	Mayflower	Leisure Centre	Combined
Public sector costs (NPV, £m)	£14.3	£5.2	£19.6
Public sector benefits (NPV, £m)	£17.4	£11.3	£29.3
Benefit Cost Ratio (BCR)	1.2:1	2.2:1	1.5:1

A separate analysis of the BCR for the Levelling Up submission in relation to PE21 was 2:1. Any BCR close or below 1 represents poor value for money.

The consultants who do not have detailed experience of the area have applied the same assumptions to all three projects. As per discussions at the last Sub-Group there is a strong body of opinion that the relocation of the Mayflower Building to Skirbeck road will reduce the additionality of the Mayflower being sited on that option. The approach used by the consultant is set out below:

Optimism Bias of 15% has been added to both cost profiles. Additionality of 80% has been applied to the assessment of benefits. The benefits have been profiled over a 30-year appraisal period, in line with the Green Book guidance for regeneration and redevelopment projects. The costs and benefits have been discounted at 3.5% per annum in line with Green Book guidance.

No revenue running costs have been applied to any of the projects to ensure a consistent approach.

In the opinion of the secretariat the BCR for the Mayflower is dangerously close to representing poor value for money. If a more pessimistic approach was taken to additionality it could slip into this zone on the basis that it is only 20% above the threshold of 1 and any significant increase in costs or reduction in benefits could soon erode the buffer.

## **Update for Board meeting: Risk Issues**

### **Option 2: Relocate the Mayflower to Skirbeck Road and decouple from Leisure project**

This project was conceived around the delivery of a number of benefits summarised from the business case and set out below:

- Land value uplift: analysis of changes in land values which reflect the economic efficiency benefits of converting land into a more productive use. Estimates of land value uplift calculated based on project information in accordance with MHCLG guidance

- 
- Educational benefits: wage premia benefits arising from the new learners attending the educational programmes delivered by the scheme. Industry standard benchmarks for the wage premia and productivity effects arising from this form of education applied to the expected learner numbers.
  - Labour supply benefits: the project will have benefits associated with employment creation and reduction in barriers to employment for local workers through new and improved floorspace. The reduced barriers to entry will generate local economic benefits for the area, as calculated through labour supply benefits in line with DLUHC best practice.
  - Residents into employment benefits: wellbeing benefits associated with unemployed residents moving into new jobs arising from the additional employment-generating floorspace of the project.
  - Productivity uplift benefits: the new jobs or startups created are in sectors which are above average productivity. The subsequent benefits arising from transferring labour into more productive roles captured using average wages data and wage premia, consistent with BEIS Appraisal Guidance.
  - Distributional analysis: based on equalised disposable income as set out in the Green Book and reflecting the high levels of deprivation in Boston.

The justification for these needs to be revisited in each case to demonstrate that they will not be lessened through the relocation. Without a very clear repurposed rationale it will not be possible to justify the current level of value for money in the form of a Benefit Cost Ratio developed independently by Amion consulting. The proposed outputs which have been used to justify these benefits are set out below (Appendix 1).

In addition to the need to justify the ongoing achievement of the current outcomes the analysis of the proposed outcomes based on a project development cost of £13,471,311 came out at 1.2 which is at the very bottom end of acceptable value for money. There is some dispute about whether the project might actually be delivered for £10,000,000 plus 15% optimism bias. This would raise the BCR to 1.5 but is not substantiated by detailed costings at this stage. Taking the current uncertainty in the round about value for money and in view of the fact that option would require a contract variation there is a significant risk it could fail a value for money test. If this is the case there is no guarantee that DLUHC would agree for the funding allocated to the Mayflower to be spent on this basis.

This option has proved extremely divisive in terms of the opinions of the Town Fund Board Sub-Group. If this diverse opinion continues at full Board, against a backdrop of this local level of dispute it will be hard to demonstrate sufficient confidence and support for a project with this level of delivery risk to be seen as the collective positive wish of the Board. This is likely to make it unpalatable at the level of VFM risk associated with it DLUHC as an alternative option. In this situation the funding could be lost to the Town Fund programme.

### **Option 3: PE21**

In effect by declining to participate in the proposed combined Leisure and Mayflower option (Option 1 in the paper) the college has narrowed down the options available to a level that is unattractive to some Town Fund Board members. It is important that the Board have a range of options to ensure they can consider the widest range of scenarios to make best use of the money available. Whilst it is not possible to introduce brand new projects to the Towns Fund at this stage it is possible to suggest a reworking of initial proposals. The PE21 proposal was identified

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as a project in the Heads of Terms and discussions with DLUHC have indicated that subject to a project variation form it could be re-introduced.

It is proposed that the flagship project and its associated funding be redirected back to PE21 with the aim of delivering elements of the PE21 project which formed part of the original TIP. This project has matured due to the passage of time and discussions that have taken place post the TIP, and in consequence of the development of the round 1 Levelling Up Fund (LUF) bid. Further detail on this maturing process, an update on where things currently stand in terms of landownership and partner engagement, and the relationship between PE21 as a TIP project and the LUF bid are given in the separate PE21 note also circulated with this paper.

The details of this project were worked up in detail for the LUF bid in 2021 and have continued to be developed as the build up to a round 2 bidding opportunity is awaited. A short excerpt on the LUF bid is given below, and further detail can be found in the PE21 note also circulated with this paper.

#### Levelling Up Fund Excerpt

The Project will address:

- Significant deprivation - particularly in relation to education and employment
- High (particularly youth) unemployment
- A poor low value housing stock much of it in the rented sector
- Retail decline with the closure of major brands including Marks and Spencers and the local Department Store overtime the loss of key retailers has impacted on the vibrancy and vitality of the town centre

This proposal will address these challenges through a number of interventions namely:

- the creation of a new integrated multi-agency hub and learning centre driving new footfall at the core of the town, this will relocate the library along with some retail and residential options into one new landmark building - bringing long terms sustainable employment into the heart of the town and generating significant footfall for adjoining businesses
- the development of a new urban liveability agenda around contemporary housing, hospitality and retail uses, which will bring a 24 hour agenda into the heart of the town, this will involve the creation of up to 6225m2 of new town centre residential space along with packages of bespoke retail and civic uses - creating a new more appropriate range of 21st century commercial activities in the town and fuelling the development of its night time economy
- the development of a programme of urban greening and new town centre leisure and heritage animation - which will increase the visitor attraction and spend in Boston

We have developed a costed and designed approach to delivering these changes using Levelling Up Fund resources to undertake the strategic acquisition of: B&M Bargains and Crown House, to create a new 'liveability corridor' based on high quality housing, retail and library usage.

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This will provide 5430m<sup>2</sup> of retail, 5625m<sup>2</sup> of offices and 12395m<sup>2</sup> of residential space in a repurposed and contemporary context.

Using current norms based on space utilisation rates by class of building and considering the construction and longer term direct and indirect multiplier effects of the investments, adjusted for the counterfactual we can demonstrate the following impacts once the whole programme is completed including the residential development linked to the site acquisitions (per year):

Retail: 117 jobs and a GVA contribution of £3,108,554

Residential: 11 jobs and £279,192 of impact

The construction impact arising from this investment equates to 56 jobs and a further £5,308,735 of GVA.

It will deliver a BCR of 2

A visual representation of the development is set out below:



PE21 does provide a viable alternative. The reasons for this conclusion are set out in the separate PE21 note also circulated with this paper. It was scored positively in the TIP and supported by Government at Heads of Terms stage. The project has evolved and gathered interest and commitment from key partners. It is now in a more advanced position than it was at the TIP stage. The contribution of the LUF bid has aided this, and development in this area would contribute positively both as a stand-alone project, but would also maximize the layering with other Towns Fund and public sector investments.

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Depending on the extent of funding to be allocated by the Board, the following avenues are available to move PE21 forward:

1. **Developing out the Levelling Up proposal** - The investment of £9-10m public funding would provide the opportunity to acquire the sites identified, or pump-prime a joint-venture arrangement (with Scarborough group), which would as a minimum secure the delivery of the re-development of the B&M site and the adjacent open space. The landmark building on the B&M site would provide the opportunity for flexible space at ground and partial first floor which could include a library / learning environment / community space, with residential or hotel. The open space, and the demolition of Crown House, further contributing to positive improvements to the immediate environment. **This would meet objectives 1-6 of the TIP.**
2. **Developing out the Health-hub and POS** - The investment of £9-10m public funding would provide the capital investment to unlock the health hub (including works to Len Medlock), as well as the public open space which is integral to the PE21 scheme. This would provide a landmark community building, which would increase footfall. Achieving this would in turn unlock surrounding sites - such as the Council car park. There would be significant visual enhancement to the existing environment as well as bringing a new use to the town-centre. **This could meet objectives 1-4 & 6 of the TIP.** All objectives could potentially be met, if opportunities for education/skills could be identified, say within Len Medlock for example.
3. **A blended approach** - In a blended funding approach, there is potential to enable parts of 1 and parts of 2 above - for example a combination of health delivery and acquisition/JV. **In which case there is potential to deliver on all 6 TIP objectives.** These can be explored in more detail to achieve the best blend, unless of course the Board were to provide a clear direction of encouragement.

The activities and outcomes from PE21 are set out in the PE21 note also circulated with this paper, as is more detail on delivery, timescales, engagement and risks.

If this proposal is used instead of Option 2 the following risks exist:

1. It may not be deemed an appropriate alternative to option 2 due to its different content.
2. It is not necessary impossible to develop it fully in the time remaining - however a short extension of time may be required to develop the best possible business case.
3. There is a risk that the project partner(s) may struggle to respond to the opportunity in the time available - again this could be resolved through a short extension to deliver the best possible business case.

## **Recommendations:**

On 14<sup>th</sup> February the Technical Sub-Group requested an options appraisal and clarity regarding the next steps. An options appraisal was presented to a further Technical Sub-Group on 16<sup>th</sup> February, including the background, the timeline, the outstanding projects to be agreed by the Town Deal Board, and an options analysis for the Flagship project.

The preferred option to ensure retention of the full Town Deal allocation was option 1. Although Option 1 did not require a project variation submission to the Department for Levelling Up, Boston College was unable to support. This option no longer has support and therefore is withdrawn from consideration.

Option 2 proposes to achieve the skills outputs, yet misses the opportunity to achieve the wider benefits of regeneration which would warrant the level of investment.

Option 3 has been presented to ensure the Board has a viable alternative.

The regeneration of PE21 is capable of achieving similar outputs for skills, particularly if delivered in partnership with the College. It would have a significant impact on the regeneration outputs and be well supported by the public. Consultation and engagement has indicated support for the regeneration of PE21, recognising the current issues and dilapidation of a town centre location.

### **Appendix 1 - Original Mayflower Output list**

i) Core Outputs (Strategic Economic Plan)							
Public Investment Leveraged (£)							
Private Sector Investment Leveraged (£)							
Number of new Jobs Created (gross) 2 additional cleaners / 1 employability tutor / 1 careers adviser / 1 caretaker				5	3	8	
Number of Jobs Safeguarded (gross)							
Number of new housing units completed							
ii) Local Strategic Outputs							
Commercial floorspace refurbished/constructed and occupied (sqm) start up units and hair salon / catering space				478			478

Number of businesses assisted to improve performance (use commercial training plus uplift for businesses in enterprise units)				8	8	8	24
Number of learners supported (use employability plus digital learners)							
16-18 year olds				200	300	350	850
Adults (employability)				900	1,000	1,100	3,000
Number of new businesses created							
GVA Uplift							
iii) Others (please list) *							
New training/learning space refurbished/constructed (sqm) size of building minus above				2,722			2,722



# BOSTON TOWN DEAL

## Board Report - Agenda Item 5

**Date: 23 February 2022**

**Title: PE21 Update**

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The purpose of this note is to give the sub-group and Town Deal Board a short update on actions to date in respect of PE21 and its development following the project change to move the leisure project location being agreed.

Officers have continued dialogue on 3 principal fronts:

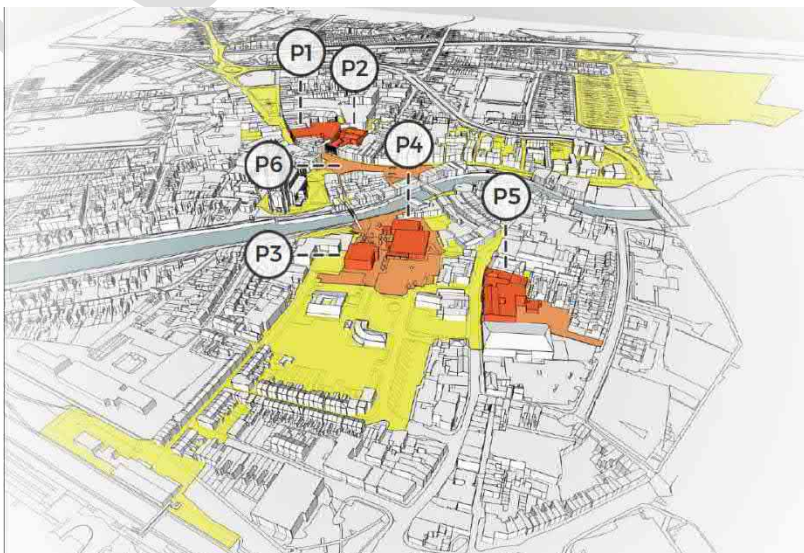
1. Levelling up submission
2. Discussions with Scarborough Group (B&M) and Dhedi family (Crown House) - 2 principal landowners at east of site
3. Discussions with Health colleagues

This note is intended to give confidence to the Board, that in the event of any surplus / uncommitted funds being identified, there is scope to move forward with aspects of the PE21 delivery at pace. The specific project and direction could be refined in short order, once any funds are identified.

Furthermore, this note provides an expansion of the potential regarding PE21 and the 'option 3' as presented to the sub-group, and how PE21 could contribute positively, and at pace, should the Board determine to seek to reallocate those funds.

### **1 - Levelling up submission - PE21**

The Board will be aware of the content of that submission, which sought to focus on the eastern end of the PE21 site and strategic acquisition as a key to unlocking the site. This would have seen the purchase of B&M & Crown House as the kick-start of the wider PE21 project. This can be seen



in the image below (P3 is Crown House, P4 is B&M) with the yellow being areas covered by the Towns Fund initiatives -

The levelling up submission showed the following:

- 2 main delivery aspects - 1 acquisition of assets (B&M, and Crown House); 2 design, procure and deliver transformational improvement.
- The aim was to transform the space, create new open spaces, provide improved facilities and increase footfall and active recreation as a driver for town centre regeneration.
- The timeline was for these strategic interventions to be delivered by the end of March 2024. Initial acquisitions were identified as to take place in 2022.

For the strategic sites (B&M; Crown House) this would have involved the acquisition and re-development of the sites to provide:

- B&M site - A multi-agency hub (focused around a library), supplemented by retail and residential (above) in a landmark new building. This providing the anchor to the eastern end of PE21.
- Crown House - c1900sqm total of new floorspace - flexible commercial spaces at ground floor with c 1500sqm of residential (above).
- Between the sites, the public open space would also be transformed, to create a new 'framed' space which would be visual appealing, safe, improve the perception of the area and increase dwell-time.

***NB: Officers would ensure that the Fisherman's Memorial would remain within the site.***

Examples of the concept images which formed the bid can be seen below - note the difference in elevations shows the flexibility of the concept depending on end use:





Initially, it had been proposed that B&M would be re-developed to provide a 65-bed hotel with 300sqm of ground floor retail, or 53 apartments with 1175sqm of flexible space. However, positive discussions were held with a library service provider, with the desire to provide a large scale library for the town (c£300k investment) to provide a new location and offer which would cater for all ages both for leisure and structured education/reading along with potential modest business use. This would occupy part of the building (over 2 floors) and would be supplemented by the remaining space being used for a combination of uses as previously examined. The benefits of the library scheme would be that it would provide a secure 'public sector' use which also contributes to a number of social objectives and outcomes, thus providing an anchor to the development.



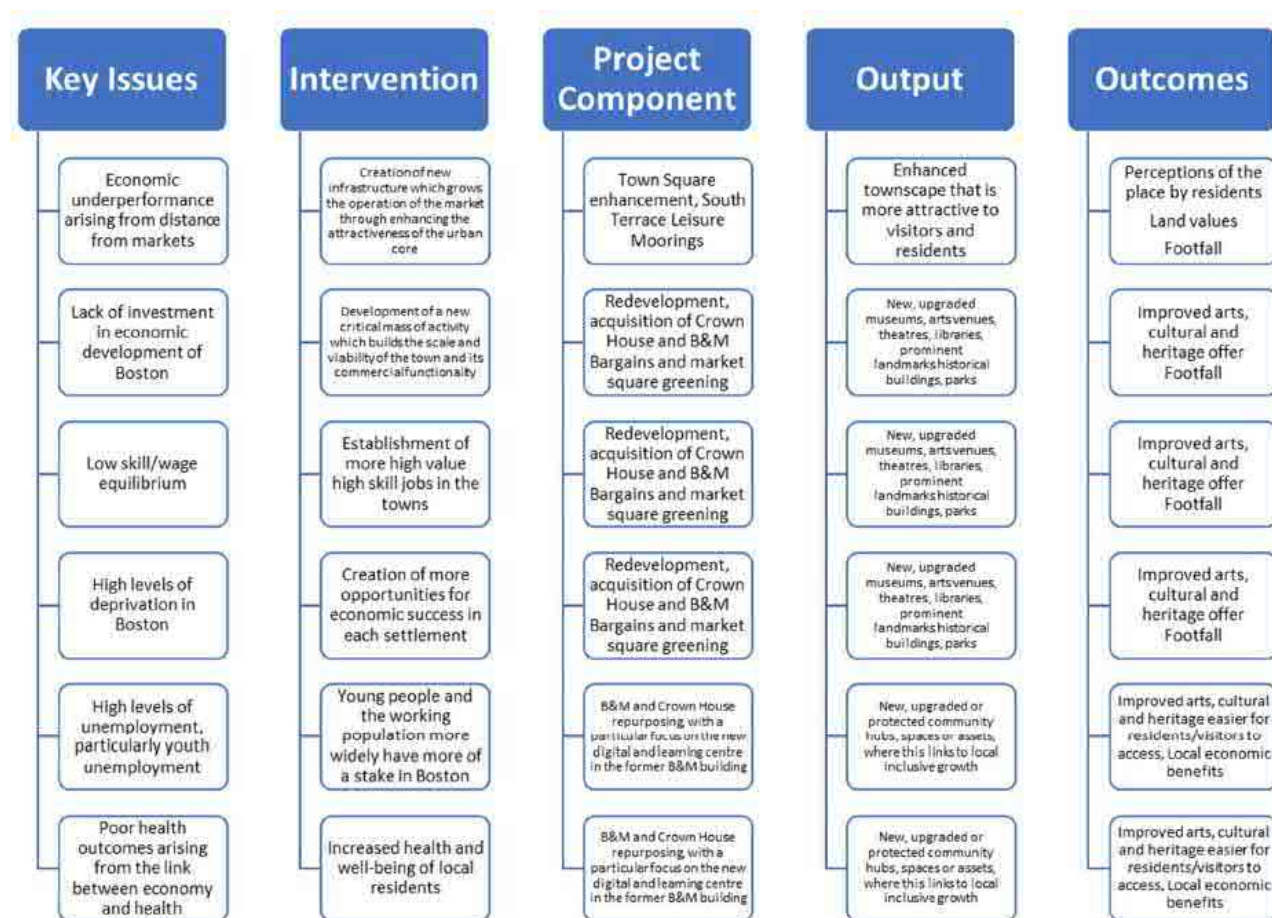
It was proposed that c£19.8m would have been secured through the LUF, with c£2.2m match = c£22m total. Of this, c£20m was identified for the purchase and re-development of B&M/Crown House and the intervening public space.

Key outcomes of the bid were:

- Re-developed, improved town centre sites - presently vacant/brownfield
- Enhanced townscape - attractive to residents and visitors
- New, upgraded cultural asset - increasing footfall
- Local economic benefits - occupancy rates and footfall, increased land value



The image below shows the key issues/interventions/components and outputs/outcomes. Whilst other LUF projects are referenced, it can be seen that the majority of inputs/outputs relate to the PE21 scheme:



Engagement was undertaken on the LUF proposals for PE21, with support offered from the Council, MP, Town Deal Board, GLEP, LCC, Midlands Engine, and Visit Lincoln, as well as support from the respective landowners and interested parties.

As can be seen from the above, the LUF proposals were essentially a component of the wider PE21 project and objectives and an evolution of that project proposed in the Towns Fund Tip originally.

Officers have been advised that our bid was generally well received, and that with a few tweaks, a future bid would be viewed favourably.

Following this feedback, it has been identified that for any future funding bid we should extend the bid into the PE21 project area. This is the current direction of travel, pending the future funding prospectus.

## **2 - Discussions with Scarborough Group and Dhedi family**

The Scarborough Group are the owners of B&M, they have a background in project led regeneration, particularly in the north/north-west. Discussions are ongoing with possibilities for the site, and they are actively engaging with the PE21 project, including reviewing the plans to date. They would like to be involved, and are interested in a JV arrangement. They see the presence of public sector uses, along with housing, as being central to the project being delivered. There is potential for the Scarborough Group to help drive this project forward at pace, given their experiences in other towns and cities, as well as connections with partners such as Homes England.

Scarborough Group have identified the importance of public funding (such as Town Deal, Levelling Up or Shared Prosperity) accompanied by a public sector interest (either as JV partner or covenant to take space/accommodation) to de-risking delivery. This is similar to many other such sites in their experience. In particular, they recognize the necessity to work positively with Government (local and national) to secure inward investment as a precursor to wider regeneration.

A site walk was undertaken on 2/2/22, where Scarborough Group indicated the importance of developing PE21 from east-to-west (starting nearest the river) to generate value and create a 'landing point'. This would act as a catalyst for later phases. They would also wish to involve Homes England in terms of potential infrastructure investment. They have offered their own architects to review the work to date, offer up other alternatives, and commitment to working with the Council on a second Levelling Up submission or detailed business cases and have experience in this area. They are also open to further land acquisition where necessary. This should give confidence that they would be a good strategic partner for the project moving forward.

The Dhedi family own the Crown House building, and discussions are ongoing with them. They see the Council as a preferred purchaser, and would be willing to dispose of the building. This is being pursued.

In summary, there is general buy-in to the PE21 project from these parties, in land acquisition terms, if both of these sites were obtained, this would put the majority of PE21 in to public ownership/influence (with the Council and health).

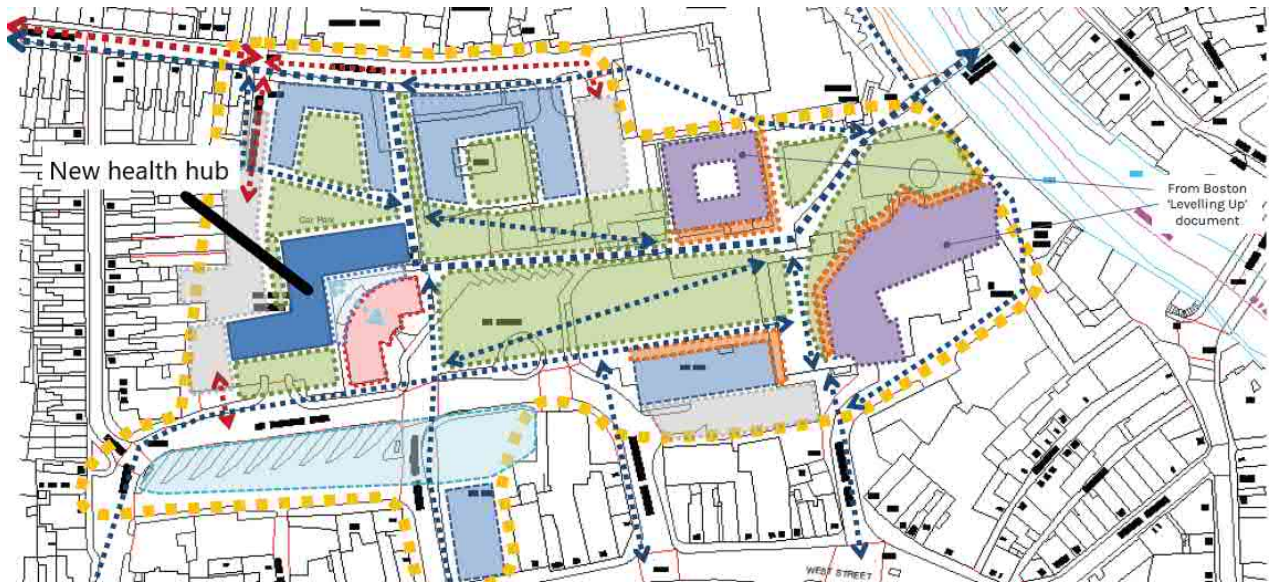
### **3 - Discussions with Health colleagues**

In parallel to the above, Officers have continued to engage with Health colleagues with the potential of PE21 to deliver an improved health offer for the Town. This would include the re-provision of a modern health facility (replacing the existing) alongside other opportunities for primary care/GP/multi-surgery - collectively these would form a health-hub.

Health partners consider that the location (to the western end of PE21) would be ideal, due to its accessibility for users (including proximity to the bus station, car parking etc) as well as accessibility of other well-being services (such as the Council, DWP, CAB, CVS and those contained within the Len Medlock centre). It is considered that combined with new open space, there is significant potential for the site to be part of a best practice model for future health provision, and meet the range of challenging needs which Boston possesses.

Positive recent discussions have been held between health partners, the Primary Care Network, and the Len Medlock Trust, as well as with the Council who are a significant landowner in this part of the site, and the County Council.

Those discussions have progressed positively, with some initial masterplanning/feasibility having been undertaken which would see a potential opportunity adjacent to the bus station and Len Medlock. This option needs to be refined, but subject to funding opportunities could be a deliverable solution which unlocks the western end of the site. This builds upon the work undertaken as part of the LUF bid and can be seen below:



Officers are continuing to progress this, and are currently considering a proposal with Wilmott-Dixon (WD) to work up the health scheme, and surrounding parcels to enable detailed feasibility and cost-gaps to be identified. This will include the detailed development of the public open space which is central to the PE21 vision and which would be fully-costed, to inform the potential Levelling Up 2 bid. This could be delivered in 8 weeks from commission.

Based on the above proposal, working with WD, it is considered that it is possible that within a short window (say 8-10weeks) it would be possible to take the health and public space elements of PE21 from concept sketches, to a more detailed feasibility which would be sufficient for a Towns Fund Full Business Case to be completed. With a view that this work could then be taken forward, at pace, in to a formal planning application.

In summary, there is commitment from the health sector that this is the option that should be moved forward with, to benefit the town. Subject to a detailed business case, although initial capital investment would need to be secured. Discussions are taking place regarding funding options. In addition, there is commitment from the Council (as a key landowner) to explore the provision of the health opportunity as a catalyst for PE21, in this context, the Council is willing to explore the use of its assets to achieve this aim, including working in partnership as part of a comprehensive re-development scheme.

### **Commentary and summary of “Option 3” as presented to the TD subgroup on 16.2.22**

Option 3 that was presented was essentially the re-distribution of funds associated with the flagship Town Deal project, to enable the original Town Investment Plan’s PE21 regeneration to be progressed. The sub-group requested more information be presented to the Board to enable an informed decision, and in essence elaborate on what this option could be, how it could be delivered, in what timescale, and how the money would generate positive outcomes.

#### **The original TIP:**

PE21 achieved an overall assessment score of 86%; meeting 92% of Towns Fund criteria; and scoring 80% on the Green Book appraisal. It had a BCR of 2.22 based on £2.5m match to £4.75m ask.

The project details in the TIP were as follows:



Project Details	
<b>Project Rationale Theory of Change</b>	<ul style="list-style-type: none"> <li>This is a core cluster of buildings in a central part of Boston which forms a natural regeneration cluster, providing scope to repurpose and redevelop the Town Centre offer taking account of covid-19 and the challenges of developing a sustainable long term future of the town centre as a physical and health setting.</li> <li>From our engagement with the public in 2019 there is widespread support for focussing on prevention &amp; self-care and there is also widespread support for joined-up, proactive, local community services. These are key themes in our Long Term Plan. People want more information, advice and guidance about how to make better lifestyle choices and an affordable and supportive infrastructure to achieve this. Boston has lower levels of physical activity than the England average and higher levels of obesity and cardiovascular disease.</li> <li>The integrated hub would fit with the Lincolnshire NHS aspirations regarding Integrated Community Care which is underpinned by the following principles:               <ul style="list-style-type: none"> <li>Holistic health and care configured around service users,</li> <li>Population health and care needs that are fully understood and services provided in line with those needs, including a much greater focus on prevention and supported self-management in the community in partnership with the community and community groups,</li> <li>Focus on wider determinants of health and wellbeing in an integrated way with other public sector partners including: DWP, Education &amp; skills, housing</li> <li>A workforce that supports integration and is underpinned by a set of values based behaviours,</li> <li>Health and care that is delivered at home first and digitally as default;</li> <li>Communities and individuals are empowered to make their own choices and access the support that they need.</li> <li>Encourage residents to become more active and use these facilities for health promotion and prevention</li> </ul> </li> </ul> <p>Key benefits to the System:</p> <ul style="list-style-type: none"> <li>Integrated Community Care – including Neighbourhood Teams, keeping care local and reducing avoidable hospital attendances</li> <li>Sustainable Primary Care – attracting and retaining the GPs and other health and care professionals into Boston. Supporting Primary Care Networks to work more collaboratively together and to provide more resilient primary care and the capacity increases needed to meet the planned housing growth in the Boston area.</li> <li>Estates and Capital rationalisation– provides estate rationalisation and disposal opportunities</li> </ul>
<b>Alignment with Boston's Investment Plan Objectives</b>	This project will deliver the main component of the regeneration of the centre of Boston. The NHS as an anchor tenant will support and attract other parts of the PE21 vision and development. It will facilitate and support the improvement of health and wellbeing outcomes for the local residents
<b>Town Fund Intervention Framework</b>	Delivery of quality residential and commercial space in key locations (town centres, gateway areas, employment sites)
<b>Town Fund Outcomes</b>	Enhanced townscape that is more attractive and more accessible to residents businesses and visitors Sustainable urban growth with the NHS and Leisure as anchor tenants Enhanced Pride of Place through a more attractive regenerated gateway to Boston linking to the Station enhancements and the Heritage offers New community hubs New learners assisted and increased breadth of local skills Increased footfalls
<b>Impact</b>	This is a flagship feature of the sustainable economic growth element of the Town Investment Plan. It provides impact on multiple levels linking a number of the other key schemes and provides the link between the station developments and the heritage offers in the heart of historic Boston
<b>Ask and Match Funding</b>	Up to £4.75m from the Towns Fund , target of £2.5m from NHS, local authority and market sources including operating costs in the form of revenue support
<b>Timescales and Spend Profile</b>	This project will run from March 2021 to December 2025.

#### KEY OUTCOMES based around:

1. Enhanced townscape - attractive and accessible
2. Sustainable urban growth with the NHS as an anchor tenant
3. Price in place
4. New community hub - **1 new community hub**
5. New learners assisted and increase in skills - **400 identified / 1 Local skill increase**
6. Increased footfall - **20000 identified**

It should be noted that in the Heads of Terms in response to the TIP, PE21 was accepted, with the only condition being to provide further detail on the impact of the project through a broader range of outcomes. Therefore from a Government perspective there were no significant concerns with the project or its value for money.

It is considered that this could be addressed through the Full Business Case process as clearly the project has moved on significantly in the intervening period.

As can be seen from the images included earlier in this paper, there is a clear synergy between the proposals for PE21 and the wider Town Deal projects. It would aim to reinvigorate this part of the

town centre; bringing forward a mix of uses to compliment and expand the range of opportunities within the town; increasing footfall and dwell time in a highly accessible location; and reinforcing the sense of place and identity through the creation of new, high quality spaces and places.

Collectively these interventions would have potential to achieve a number of cross cutting objectives including health improvements, provision of new homes, creation of new spaces for employment/skills/education/community, and ultimately having a transformational effect which would raise value, aspiration and pride in place.

### **Option 3 - proposals and next steps**

The previous paper to the sub-group, which identified Option 3 led to questions about what could be achieved? what would be deliverable? And essentially how c£9-10m of funding could be used?

At this stage, there is no fixed plan. A number of Masterplan exercises have been undertaken on this site, and the proposals are becoming more refined as discussions evolve. That said, there is enough information and evidence to say from an informed stand-point that if attention was redirected to PE21 delivery as the desired solution, there is clear, tangible scope for a proposal and business case to be brought forward at pace, which could meet the objectives identified in the original TIP (as set out above). There is a wealth of background information and evidence which could inform a business case and identify the strategic context for intervention. Additionally, it was previously identified that the BCR was favourable and this is unlikely to have been negatively affected.

In short, PE21 as a project has matured, has advanced beyond 'concept' and is deliverable.

If the £9-10m was available and PE21 was to become the flagship project, there are two main avenues that this could take moving forward:

1. **Developing out the Levelling Up proposal** - The investment of £9-10m public funding would provide the opportunity to acquire the sites identified, or pump-prime a joint-venture arrangement (with Scarborough group), which would as a minimum secure the delivery of the re-development of the B&M site and the adjacent open space. The landmark building on the B&M site would provide the opportunity for flexible space at ground and partial first floor which could include a library / learning environment / community space, with residential or hotel. The open space, and the demolition of Crown House, further contributing to positive improvements to the immediate environment. **This would meet objectives 1-6 of the TIP.**
2. **Developing out the Health-hub and POS** - The investment of £9-10m public funding would provide the capital investment to unlock the health hub (including works to Len Medlock), as well as the public open space which is integral to the PE21 scheme. This would provide a landmark community building, which would increase footfall. Achieving this would in turn unlock surrounding sites - such as the Council car park. There would be significant visual enhancement to the existing environment as well as bringing a new use to the town-centre. **This could meet objectives 1-4 & 6 of the TIP.** All objectives could potentially be met, if opportunities for education/skills could be identified, say within Len Medlock for example.

An alternative would be a blended approach:



3. In a blended funding approach, there is potential to enable parts of 1 and parts of 2 above - for example a combination of health delivery and acquisition/JV. **In which case there is potential to deliver on all 6 TIP objectives.** These can be explored in more detail to achieve the best blend, unless of course the Board were to provide a clear direction of encouragement.

### **Option 3 - Delivery**

In terms of delivery, and business case timescales, given the commentary provided elsewhere in this note, there is no reason to suggest that a detailed business case could not be provided at pace. **As a headline, within 8-10weeks, subject to the board agreeing this option and subsequent appointment of consultants.**

Delivery would be likely to be a multi-partner approach, with landowners (Council/Scarborough Group), Local Authority, and end-users (Health and library provider). The Council are committed to driving this forward and intervening as necessary. As indicated by this note, there are proposals on the table (from Scarborough Group and Willmot-Dixon) to mobilize professional teams as soon as possible.

Delivery of the overall project would be significant given the scale of the project, but could come forward within the Towns Fund window as evidenced by the previous LUF bid. That said, it is possible for some interventions (such as demolition) to come forward within 12months and this in itself would demonstrate to Government and the community that there is commitment to the project and that transformation is taking place.

Clearly the provision of £9-10m as a flagship project would be a huge boost and accelerate the project. However, it is considered that even with a lower amount, such as £5m, this would still go some considerable way to igniting the project - care would just have to be taken as to how to best target and leverage that investment alongside private/public sector match. This would not result in a lowering of the BCR to a point that such an investment would no longer represent value for money.

### **Option 3 - Engagement**

Regarding engagement, clearly there has been a significant level of engagement on various aspects of PE21 as identified in this note - more would need to be undertaken as proposals are developed and there would be a comprehensive engagement and communication strategy.

On end-users, clearly there is buy-in from both health partners and a library provider - thus there is scope for the community users. In addition, there is potential to integrate other parties such as the College, another education provider, or parties such as YMCA who have also indicated a desire to find space in the town.

### **Option 3 - Risks**

Clearly if option 3 were to be chosen by the board, there is a risk that Government could decline the project variation. However, it is considered that this is unlikely given that PE21 was in the original TIP and there is potential for the scheme to meet those 6 outputs. The other risk is time, and whilst the end of March would not be achievable for Business Case approval, there is no reason to suggest that one cannot be brought forward promptly, certainly by the end of May, if not earlier. Equally, overall project delivery within the Towns Fund window would still be achievable - as indicated by the LUF submission.

Other typical risks associated with this sort of project - ie time, landowners, costs of construction etc - can all be managed through the established risk register and program management processes which are present across all Towns Fund projects and would be no different for this proposal.

### **Option 3 - Concluding remarks**

In summary, in the event that the board were to determine that option 3 were their suggested approach and that the flagship project be relocated to PE21 and re-imagined, this note should give confidence that there are schemes being developed which could meet the TIP outputs and that these could be brought forward at pace. A £9-10m investment into this area, would deliver significant strides towards catalyzing the delivery of the regeneration of this part of the town, re-using brownfield land, increasing footfall, and raising the aspiration and opportunity of the town centre.

PE21 continues to have significant transformational impact for the town. It is a key, under-utilised site, it is highly accessible and has significant potential to introduce a variety of new uses and spaces which can positively contribute to the town centre that cannot be delivered elsewhere. This is due to its unique aggregation of location, accessibility and scale, offering characteristics which are not available elsewhere in the town. In addition, for the first time, the project has reached a stage of maturity where there is clear and unequivocal buy-in from a range of strategic partners who are committed to the delivery of the vision.

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