

Outline Business Case – Boston Towns Fund

Project Name	Boston Train Station Redevelopment
Project Location	<p>Boston Railway Train Station, Station Approach, Boston PE21 3RN</p> 
Site ownership	Network Rail under lease to East Midlands Railway
Planning Application Ref	N/A - Works proposed to be within Permissible Development Rights.

Total Project Value (£)	£2,692,400	Town Funding Sought (£)	£2,505,600
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Lead Applicant	East Midlands Railway (EMR)		
Organisation Type	Transport Operator		
Applicant Address	1 Prospect Place, Millennium Way, Pride Park, Derby, DE24 8HG		
Main Contact Person	Mrs Kirsty Green or Mrs Surita Mengri		
Contact Email	Kirsty.green@eastmidlandsrailway.co.uk or Surita.Mengri@eastmidlandsrailway.co.uk	Telephone	07824 597 851

Project Summary (this will be used for publicity purposes and uploaded onto the GL LEP website)	<u><i>Economic Impact</i></u> <p><i>This project proposes to redevelop and reinvigorate Boston Train Station. The project aims to bring the customer spaces together ensuring that the facilities are easily utilised by customers, with accessibility improvements and connectivity being at the forefront of the project aims.</i></p> <p><i>The project will support the development of new small/community led enterprises with the delivery of a new community/retail café facility and the creation of secure</i></p>
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	<p><i>space for Rail, Community and SME use. Works are also to be undertaken in order to regain some additional land to use as a station facility, providing car parking on the platform 2 side of the station.</i></p> <p><u>Delivery of Towns Fund Priorities</u></p> <p><i>A key priority of the Town Deal Fund is to start the recovery from the pandemic as lock down eases and help consolidate the towns position as a leading visitor destination. The project will provide investment into a better future for the community in turn creating more jobs, better conditions for growth and making the town a more attractive environment for businesses to invest.</i></p> <p><i>This project seeks to regenerate Boston Train Station to improve accessibility and connectivity proving better services for commuters and instilling confidence in the Railway.</i></p>
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Project Start Date <i>date from which eligible expenditure will be incurred</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation's activities described in the application will be completed</i>
March 2021	August 2023	June 2024	June 2023

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) (please state source)	Private Match Funding (c) (please state source)	Totals (d)	Contribution Rates (a)/(d) x 100
Capital	£2,505,600*	£3,250 Community Rail Network £150,000 Rail Heritage Trust (full value TBC) £3,550 Lincolnshire County Council (Initial Design works) £30,000 East Midlands Railway **	£0	£2,692,400	93%
Revenue	£0	£0	£0	£0	0%
Totals	£2,505,600	£186,800	£0	£2,692,400	93%

* Note that an allowance of 40% contingency has been included in these sums at this time due to being at RIBA stage 2. Next stage will enable further refinement of costs.

** currently noted as Public funding due to operating under DfT – should there be a return to franchising model this will change to private.

Delivery Partners					
Will you work with other organisations to deliver this project?	YES	<input checked="" type="checkbox"/>	NO	<input type="checkbox"/>	
Boston Borough Council, Network Rail, Lincolnshire County Council, Community Rail Network and the Rail Heritage Trust.					

1. Deliverability	
1.1 What is the Project?	
(Please summarise in 100 words or less. More specific details can be provided in other sections of the form)	
The project will redevelop Boston Railway station to create a gateway to Boston town. The development is designed to create community space and enhance the provisions and appearance at the station to deliver a worthy rail transport gateway to the town. The project will see the redevelopment and improvements to the	

heritage building including but not limited to the creation of community/SME spaces, café/retail facilities, improved waiting facilities and ticket hall and toilet facilities. Alongside this it will see the improvement to the external façade of the property with works to the canopies, waiting shelters and building exterior.

1.2 How will the project be delivered, to and by whom?

Briefly explain:

- The specific activities that will be undertaken as part of the project
- Who are the target beneficiaries?
- Where the project's activity will take place

This project proposes the regeneration of Boston station to enable improvement to accessibility, community and the overall passenger experience, connectivity to Boston town centre and the commuting avenue between Boston and other destinations, providing a greater sense of arrival as the gateway into Boston.

The project will enable the delivery of a new community/retail café facility by developing the redundant unit between the ticket hall and the existing restaurant unit, providing a new welcoming hub to the centre of the station building. The refurbishment of the existing ticket hall and ticket office will create a new open and hospitable feel ticket hall and waiting space, encompassing the community feel by providing an improved space for the book share and a calm place to meet and wait.

The project seeks to bring the customer space together by relocating the split toilet facilities and creating an array of unisex toilet cubicles (which will enable use during distancing measures whilst also taking into consideration protected characteristics and a move away from segregation) This will additionally create a baby change & feeding facility, and additional accessible toilets. The relocation of existing toilet facilities will enable the release of space to the far end of the station to be created to secure space for Rail, Community and SME use, creating potentially 4 units for use, including private accessible toilet.

The exterior of the building and platforms will see some works with regards to aesthetics, with some refurbishment and painting works to the main canopy and over bridge, repair works to the lime render to create a uniformed appearance throughout. The sash windows will be repaired and restored with uniformed glazing throughout, along with repair to the render at the station entrance, new lighting to both the building exterior and canopy and refurbishment of the station British Rail sign, all working towards restoring the building back to its former glory. Further external works are proposed to the waiting shelters on platform 2, improved station and directional signage, installation of new Community Rail planters and proposal for a statue at the front of the station in the main planter.

Works are also to be undertaken in order to regain the land on the Asda side back in to use as a station facility, providing car parking on the platform 2 side of the station. The project is designed to encourage the community to use the railway facilities regardless of whether they are travelling on the railway or not, with the local community as one of the main target beneficiaries. The project is designed to encourage the use of the new SME spaces and community café as a place to meet, educate and develop businesses from the ground up.

With low rents enabling an affordable position for startups, and some space free to use such as school education trips, Local workshops run by the CRP or supported charities (detailed arrangements to be confirmed) the scheme is designed to improve the community connection with the rail network.

The travelling public (leisure and commuting) are also a target beneficiary, by reenergizing the station and creating a welcoming environment the principle is to encourage travel by train through investment in the railway infrastructure. With the East Midlands Railway franchise delivering improvements to the on train experience over the next 3 years with the increase in train capacities (all cars are minimum of 2 carriages as of

May 2020) and the introduction of new rolling stock improving the on train environment, the investment in the station and its environment will ensure a more positive experience for all. With this continued investment it is thought to create the ripple effect of people investing in Boston with improved perceptions of the rail experience and through positive work with the council and EMR marketing, positive perception of travel by train and close commuting links by rail to towns such as Grantham and Nottingham could improve inward investment through property purchase and relocation.

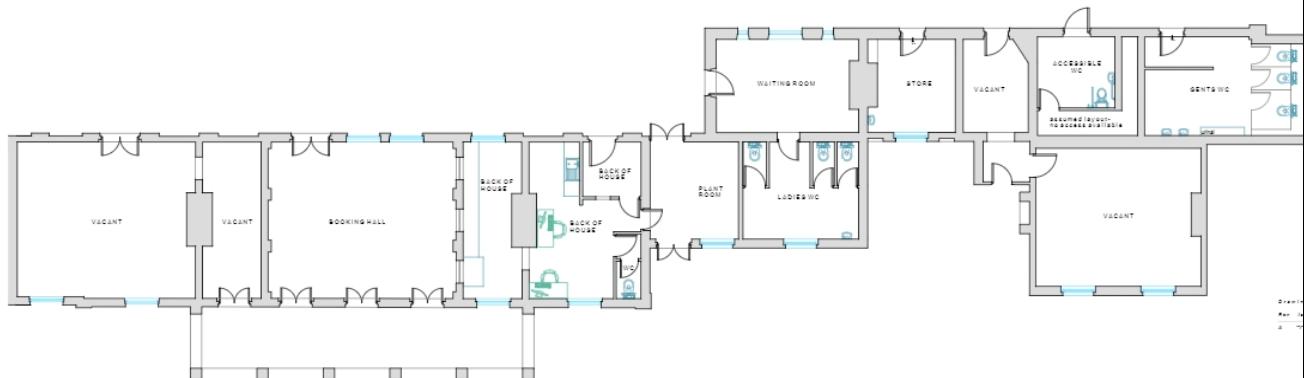
The increase in footfall will then further enable the rail network to continue its onward investment in this station and other stations in the region, by utilising the increase in revenue generation, creating a positive cycle of investment for the future. The overall recipient base is those living in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

2. Project Need

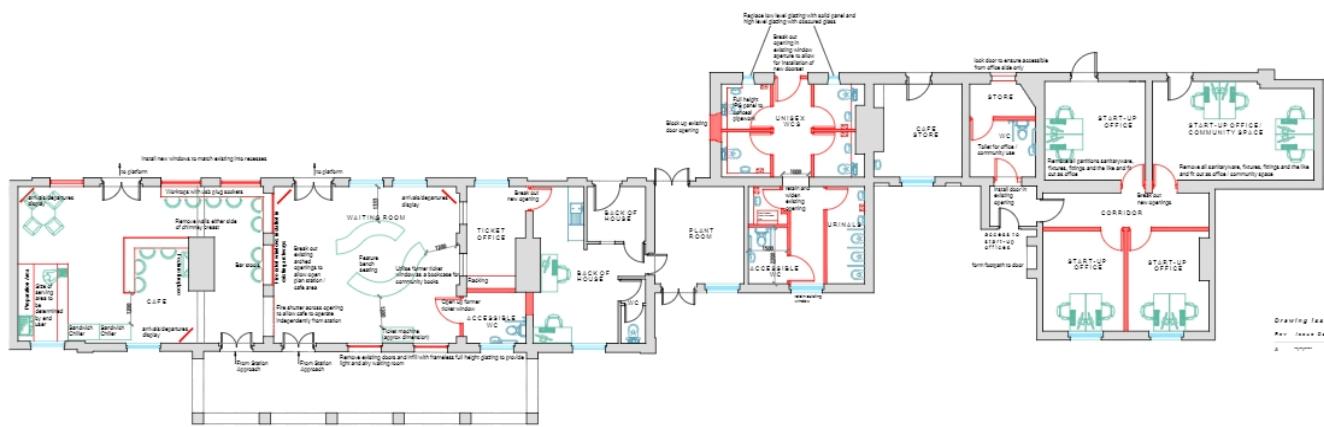
2.1 Why is the project needed?

Boston railway station became an active railway station on 17th October 1848, in its heyday, the station was a hub of activity and vitally important to the town and its community, this project is designed to reinvigorate the station and improve the stations standing in the local community and also the visitor economy. To support the regeneration and levelling up of Boston Town centre, the entrance into Boston for those travelling and commuting needs to be addressed. The project aims to bring the customer spaces together ensuring that the facilities are easily utilised by customers, with accessibility improvements and connectivity being at the forefront of the project aims.

This project proposes the regeneration of Boston railway station to enable improvement to accessibility, community and the overall passenger experience, connectivity to Boston town centre and the commuting avenue between Boston and other destinations, providing a greater sense of arrival as the gateway into Boston, ensuring that the first impressions of Boston, for those travelling by rail, reflect the investment and enhancement of the surrounding town centre and spire areas.



* Existing Layout



* Proposed Revised Layout

The station entrance is worn and tired with globe lights which do not represent the heritage nature of this building. The project will seek to improve the aesthetics to create a warm and welcoming entrance.



The station buildings are old and tired, with a number of rooms suffering from severe damp issues. The project would see these rooms renovated and reused with purpose creating a community café and SME facilities, along with training facilities for the Rail industry and local community groups.



2.2 What research or evidence has been undertaken to demonstrate the need , demand or impact of this project? Please attach or provide links to completed studies and impact assessments where available.

This project will enable the delivery of significant improvements to the station building, platforms and general customer asset. By improving the customer environment, it is likely to see an improvement on revenue, crime/vandalism and customer satisfaction, along with the opportunity to improve asset management and reduction in maintenance costs in the long term. The creation of community and Small, Medium Enterprise (SME) spaces will not only bring back in to use redundant space, reducing dilapidation and improving the general environment of the station.

The development is planned to be a reasonably quick turn around with an estimate of 18 months development from Government support through to a further 18 months of delivery investment. This will see the retention of jobs during uncertain times and seek to support the recovery from the Covid 19 implications on rail travel. This project also enables the potential to work closely with other investors and rail bodies such as the Railway Heritage Trust, Community Rail Partnership and Sustrans/Cycle rail, along with continuing the alliance works with Network Rail.

2.3 Please explain how the project will deliver the strategic objectives of the Town Fund. How will the project support the key principles of sustainable development – including Equality and Diversity assessments.

The project construction will look to use the most modern sustainable materials to ensure it meets the needs of the station now and does not comprise the ability of future development. The project will ensure a focus is given to both sustainable and low carbon materials, as well as where we source our labour and materials from, with a contract awarded to include consideration of this within their tender submissions. The project will be

designed to work towards BREEAM excellent wherever possible and ensure that the products life cycle design is calculated as part of the technical specification work.

The project will look to use green walling systems where appropriate and introduce planting around the station concourse and café in order to improve the carbon efficiencies. It will also seek to explore kinetic energy sources using the station footfall to generate power and support cycle charging and cycle usage.

Part of the Town Funds strategic objective is 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. As the project is seeking to complete a full redevelopment of the station, it will enable stronger train connectivity to other towns and cities through improving the access to the station to deliver opportunities for all.

The strategy aims to provide opportunities for the local workforces to re-train to access new jobs, where business have closed or declined and provide investments in social infrastructure – town centres, community spaces, schools, libraries which can create spaces for people to meet and deliver projects that build on a spirit of pride that is often strong in towns.

Disability impact assessments and diversity impact assessments carried out throughout design stages ensuring compliance with national standards and full inclusivity for all. The project is seeking the inclusion of gender-neutral toilets as part of the development in order to remove the segregation found by so many, this will not only increase the number of toilets provided for use per individual, but also remove the restrictions gender specific toilet impose on the community.

3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project

Milestone	Forecast Date	Comments
Initial scheme design complete	6 th August 2021	Design option selection completed
Detailed design completed	17 th September 2021	By this stage we will have approved the initial design scheme.
Planning Permission submitted	4 th October 2021	
Match funding secured	30 th August 2021	
Procurement contracts Awarded	26 th November 2021	
Start of construction	Early 2022	

Completion of construction	Late 2022/Early 202	
Start of activity	Early 2023	Entry into service.

Please provide details on any other key work or stages that need to be completed (by when) to ensure delivery

Milestone	Forecast Date	Comments
Submission of Lite Business case to government	23 rd April 2021	
Award contract to Consultant	28 May 2021	
Stage 1	30 June 2021	RIBA stage 1 completion
Stage 2	30 July 2021	RIBA stage 2 completion
Option Selection	6 August 2021	
Secure other third-party funding	30 August 2021	
Stage 3	10 September 2021	RIBA stage 3 completion
Apply for planning permissions/ Station Change / Minor Modifications	4 October 2021	
External Marketing	11 October 2021	
Design Freeze	17 September 2021	
Stage 4	29 October 2021	RIBA stage 4 completion
Tender for construction	26 November 2021	
Submit Town Deal Fund Full Business Case	14 January 2022	
Sign heads of Terms	25 February 2022	
Submission of EMR full Business case	14 January 2022	

4. Options Analysis

4.1 Rationale for Town Fund funding?

Options	Aims	Missed Opportunities	
Business as usual	If funding is not provided, then the station development 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"> • This would lead to missed opportunities to highlight Boston Train Station as a gateway to the town, and we miss-out on the prospect to provide an enhanced accessibility and connectivity for commuters and visitors to the Town. • Missed opportunity to fully redevelop the station and utilise any vacant spaces to support economic growth. • Unable to improve the community's facilities. • Missed opportunities to increase productivity, growth, and resilience by restoring rail services and revitalising town centres. • Missed opportunity to benefit from modernisation and investments into the UK infrastructure. • Unable to compete with larger cities to aim for levelling up. • Missed opportunity in offering a better first impression for customers travelling to the station and in turn providing the best experience. • Not being a position to provide a better customer retail offering. 	Not Recommended
Do Minimum	This option would only see maintenance carried out at the station and would see implementation of current plans for our committed obligations work to toilets and waiting rooms.	<ul style="list-style-type: none"> • As above 	Not Recommended
Preferred Option	Full redevelopment, redesign and modernisation of station.		Recommended
4.2 What other funding or delivery mechanisms were considered to deliver the proposed activity?			
Franchise funding and Network Rail funding allocations have only been able to cover costs for small developments within the station and no funding stream other than coastal communities has come close to enabling a regeneration of this size, funding was previously submitted for coastal communities but unfortunately was not progressed.			
4.3 Additionality: What will the project deliver above and beyond what would happen anyway?			

The funding will deliver a full redevelopment of Boston Station which would not be achieved by business-as-usual schemes. The funding will create:

- Improvements to connectivity is a key priority for the redevelopment of the station, allowing customers to easily commute to tourist destinations and other towns and cities.
- The funding will allow the project to explore and implement a more environmentally, financially and socially sustainable station.
- The development of new small/community led enterprises with the delivery of a new community/retail café facility.
- The creation of secure space for Rail, Community and SME use.
- Repair to exterior of building and windows with uniformed glazing throughout.
- Refurbishment and painting work to the main canopy and over bridge, repair works to the lime render to create a uniformed appearance throughout.
- The sash windows will be repaired and restored with uniformed glazing throughout, along with repair to the render at the station entrance.
- New lighting to both the building exterior and canopy and refurbishment of the station British Rail sign.
- The project aims to bring the customer spaces together ensuring that the facilities are easily utilised by customers.
- Improvements to accessibility will be delivered at part of this project.
- The funding will enable the project to regain the land on the Asda side back in to use as a station facility, providing car parking on platform 2 side of the station.

4.4 Scalability: What would happen if reduced Towns Fund funding was available?

If reduced funding was available, it would pose a significant risk to the aims of the project, which fundamentally seeks to complete a full redevelopment of the station. The project could not continue without the funding from the Town Deal, as the main objective is to remodel the station to modernise the infrastructure to meet the requirements of improved connectivity, accessibility and sustainability.

An aspiration of the project is for passengers, visitors and the local community to see the station as a gateway to the town, unfortunately in its current state it struggles to offer this view. The redevelopment will look to create this for the town. The delivery of the project will support the recovery from the pandemic as it will instil confidence for passengers to re-start using the railway as a reliable, modern, safe and sustainable mode of transport.

5. Proposed Costs

5.1 Funding Profile

	Previous years	Year 1 2020/21	Year 2 2021/2022	Year 3 2022/23	Future Years	Total
i) Capital						
Towns Fund	£0	£0	£283,000	£1,859,660	£362,940	£2,505,600

Public	£0	£3,550	£3,250	£30,000** £150,000	£0	£186,800
Private	£0	£0	£0	£0	£0	£0
Total Capital	£0	£3,550	£286,250	£2,039,660	£362,940	£2,692,400
ii) Revenue Costs	£0	£0	£0	£0	£0	£0
Total revenue	£0	£0	£0	£0	£0	£0
Total Project Costs	£0	£3,550	£286,250	£2,039,660	£362,940	£2,692,400
Total Towns Funding	£0	£0	£283,000*	£1,859,660	£362,940	£2,505,600

*It is planned that these funds will be claimed back upon agreement of heads of terms for the town deal funds.

**Should EMR continue to report in to the DfT we have classed these funds as Public funds at this stage, should there be a return to the franchise model these funds will be returned to private funding.

Spend plan is indicative post 2020/21 and will be confirmed as part of full business case.

5.2 Please provide more detail on what Towns Fund funding will be spent on

Consultant Fees of £165,000:

- Review of existing designs and redraw to match current standards.
- Visual designs for consultation purposes
- Ground surveys
- Utility surveys
- Structural engineering services – full process
- Architectural design services – full process
- Applications for approvals (listed Building Consent / Planning Permission / NR Engineering etc
- Market Research (Local influences, Local statistics, Retail requirements, demographic diversity etc...)
- Design works which follow RIBA stage 1 – 4 inclusive for Skegness and RIBA stages 2-4 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 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.
- Pedestrian flow analysis to ensure technical specification states minimum distances required to allow for turning circles and passenger movements,

- Diversity & Disability impact assessment on the final designs,
- Budget costs for all elements
- Final construction drawings & renders to be presented in completed binder / pack (hard copy) in both A3 and full size (A0/A1), in addition to electronic versions.
- Resource internally to manage project through full development stage.

Stage 1 - Project resource cost of £121,000 (Development)

- EMR Resource in advance of construction works to manage consultants and stakeholder/consultation engagements/General Public
- Undertaking of design approvals
- ORR & DfT Management (Derogations)
- NR Engineering resource for approvals
- NR project sponsor resource.
- NR support through engineering design stages, NR project funding contributions with renewal works at Skegness to be added to the project scheme to minimise disruption and maximise cost benefits.
- Design engineering assurance and approval requirements
- ASPRO engagement
- Route Asset Manager / customer manager support

Stage 2 - Project resource cost of £121,000 (Construction)

- Project delivery management
- NR project support for delivery elements & Technical expertise
- Contract management inc cost management
- Stakeholder / consultation management
- Media management
- Building accreditations / BREEAM management /
- HSSE management (including environmental and quality management)

Legal Fees – Provisional sum £30,000

- Legal fees in relation to discharging of tenancy rights where required.
- New tenancy agreements (including Community agreements)
- Any additional tripartite lease agreements / Station change alterations.

RIBA 5 - 7 Consultant Fees of £30,000 (provisional sum):

- Site Queries,
- Design alterations as required by on site activities.
- As built drawing completion

Community Rail art work - £3,250

- Sculpture and planting works to community rail planter at front of station

Construction - £2,218,600 (including contingency)

- Repair to exterior of building and windows with uniformed glazing throughout.
- Refurbishment and painting work to the main canopy and over bridge, repair works to the lime render to create a uniformed appearance throughout.
- The sash windows will be repaired and restored with uniformed glazing throughout, along with repair to the render at the station entrance.
- New lighting to both the building exterior and canopy and refurbishment of the station British Rail sign.
- The station building is noted as grade 2 listed, as such works will be required to apply for listed building consents and may be subject to additional standards / requirements as proposed by Rail Heritage.
- Renovated Ticket office and customer waiting facilities.
- New customer toilet provisions which should consider gender neutral application, disabled toilets, changing places and Parent and child space.
- New community style café and meeting/training spaces (fully fit out)
- SME and low cost small rental units where possible (fully fit out)
- Station waste management and storage provisions
- Platform and canopy improvements, including new platform furniture and waiting provisions.
- Walking and Cycling improvements including wayfinding.
- Full M&E installation (station rewire and possible upgrade)
- Wayfinding throughout

5.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.

Design costs have been taken from indicative costs identified in 2016 and again in 2020 gained from consultants to design similar scheme. Noted that indicative costs were priced on high level plan and detail was not explicit at the time. Full tender has now been issued to market to enable firm market costs for this work to be undertaken.

Construction costs have been taken from indicative costs plans submitted in 2016 for similar project at the station. Costs have been subject to some alterations and have been inflated to include 1.6% year on year inflation figures to enable a price reflective of current market prices.

Construction costs allow for element of contingency within as some products are not possible to accurately predict prices.

Full business case following design works will be based on construction prices from market tender exercise, although element of contingency will remain for unforeseen items / changes that may be necessary during the project delivery.

5.4 State the source(s) of your match funding, whether it is in place and if not, when is it likely to be confirmed?

- We are in discussions with the Rail Heritage Trust (RHT), and have confirmed in principle for financial year 2022/23, additional funding of £150,000 to support this project.
- There is £30,000 of EMR funding identified through franchise committed obligations works to toilets, waiting rooms and changing places, we would seek to add this in to our annual business plan 2021/22 in order for funds to be spent within that financial year as part of this project (subject to DfT approval)

- Local Community Rail Partnership (CRP) funding of £6,800, with £3,550 allocated in 2020/21 to pay towards the schemes outline design and £3,250 to be spent as part of the wider project on community works to the front of the station (creates the commencement of stage 1 of the project)
- We will continue to source additional funding support with a view to completing this by August 2021.

6. Forecast Outputs							
6.1 Output Profile							
	2020/21	2021/22	2022/23	2023/24	2024/25	Future Years	Total
i) Core Outputs (Strategic Economic Plan)							
Public Investment Leveraged (£)	£10,366	£835,850	£5,955,807	£1,051,025	£0	£0	£7,853,048
Private Sector Investment Leveraged (£)	£0	£0	£0	£0	£0	£0	£0
Number of new Jobs Created (gross)	0	0	40	16	0	1	57
Number of Jobs Safeguarded (gross)	1	6	4	0	0	0	11
ii) Local Strategic Outputs							
Commercial floorspace refurbished/constructed and occupied (sqm)	0	0	0	79	0	0	79
Number of businesses assisted to improve performance							
Number of learners supported	0	0	0	90	90	90	270
Number of new businesses created	0	0	0	3	0	1	4
GVA Uplift	0	0	TBC	TBC	TBC	TBC	TBC
iii) Others (please list) *							
Community spaces created (sqm)	0	0	0	38	0	0	38
Passenger satisfaction scoring	0	0	0	2%	2%	Maintained	4% uplift

6.2 Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project's activity and objectives. Please explain your method for calculating the target levels

Assumes 4 no. rail staff safe guarded through project delivery and improved facilities creating uplift in passenger numbers and therefore no reduction in employment figures as a result.

Assumed 4 café staff

Assumed 1 no SME employee per unit

Assumes 1.5 EMR staff appointed towards development and delivery of the project (although some heads will not equate to 1 person, as such number demonstrates FTE total not number of people actually included in the project)

Assumes 1.5 NR staff (as per above clarification)

1 Consultant appointed for initial design works in 2020/21

Assumed 3 consultants for detailed design works

Assumed 15 pupils per visit with assumed 6 visits per year (mix of primary/high school/college use)

Assumed 2 new business created utilising SME space on the station and 1 Café business created.

Assumed turnover of 1 SME per year after initial 18 month/ 2 year lease with anticipated movement in to larger facilities following initial development term with station facilities, releasing space for new SME each year

Floor space assumed 54m2 for café, 25m2 SME Office space

Railway business supported to improve performance in year 3 onwards, with the bus station seeing performance improvement through improved wayfinding impacting from year 4 onwards.

Using data from a large scale project we are able to estimate an uplift of around 50 jobs in the construction industry for works undertaken during the construction period. It is expected that 3 consultants to work on the project.

We can't accurately predict the impact on the town at this time and further work in to this will need to be undertaken in conjunction with the local council in order to provide data to support estimates on the wider community impact, However, CBI values estimate every £1 spent in construction will result in £2.92 back in to the local economy, this has been considered when calculating the investment leveraged back in to the local economy (as opposed to being directly demonstrable by the end product)

6.3 Please outline how the project will gather and assess evidence of outputs.

Footfall impact information will be taken from ORR data issued annually enabling mapping of passenger increase to be demonstrated using government approved data. Figures will also be support utilising EMR

revenue data through industry wide approved sales tracking information which will advise on increase of footfall through ticket sales and revenue generation.

Bi-annual independent National Rail Passenger Satisfaction surveys (NRPS) will be used to monitor increase in passenger perception of the station environment post project completion.

Site induction figures will be utilised to establish the number of contractors employed to work on the project during the project's construction period, with data to be provided by EMR, NR and Consultants to establish additional heads required in order to carry out works in order to demonstrate the number of individuals contracted to work on the project throughout its development and delivery.

Evidence for retail jobs created will be gathered through outputs from rental units and employment numbers for SME/pop up units and Café units, this will be tracked through EMR retail manager Abellio Services Business Ventures (ASBV)

Final design layout for floor space will demonstrate optimum value received by utilisation of floor space.

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 possible Lincolnshire construction awards in order to receive recognition externally.

7. Management & Control

7.1 Please describe whether or not the necessary team is in place to carry out the proposed activity and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.

The project will require a team of people to deliver the programme of works from a range of different skills and expertise. These will be recruited ahead and where available, locally sourced from within the area.

The railway connection to other cities will also provide a beneficially link to transport employees. We currently have the support and expertise of those skilled within the East Midlands Railway, Network Rail and Heritage Trust, Community Rail to further facilitate the project.

There will be a requirement to recruit the construction team, project managers, marketing, and design teams. The scope of the full requirement will be outlined pending approval of the project.

Accountability for the project will remain with East Midlands Railway with Network Rail supporting the project.

7.2 Please explain the key risks identified for the project and how these will be managed and mitigated throughout the project. Please attach separate risk register, if available.

Risk	Owner	Probability	Impact	Mitigation
Stations is required to remain operational throughout project.	EMR /Contractor	High	Medium	Access arrangements will need to be agreed as part of the construction phase to ensure that works do not hinder accessibility around the station during construction.
Station is Listed and requires consent for works to be undertaken – may include additional constraints on project	EMR	High	Medium	Works will be undertaken with the local conservation officer and heritage England to ensure that they are engaged throughout the design stage
Cycle route is not within EMR lease area and will require works with local council / Highways agency	EMR / Council and Highways Agency	High	Medium	Proposed changes will be made through full consultation with the Council and Highways agency.
Limited land allowance for site set up	EMR / Contractor	Medium	Low	Possible site set up locations in railway land on Asda side could be

				utilised, there are some areas of land available for material and storage compounds on the main station building side.
Network Rail Line Blocks / Possession	Network Rail	Low	Medium	NR Project Sponsor to be appointed upon funding award who will be responsible for ensuring that the project possessions / blocks are managed closely
Maintenance and repair agreements	EMR / NR / Boston Council/ Lincolnshire County Council / City of Lincoln Council	Medium	Medium	Discussion to be initiated as soon as funding secured with legal expenses identified as incurred as part of the development programme of works.
Right of Way agreements	EMR / NR /Boston Council/ Lincolnshire County Council / City of Lincoln Council	High	Low	Discussion to be initiated as soon as funding secured with legal expenses identified as incurred as part of the development programme of works.
HAZID (Hazid identification) workshop to be completed at stages throughout design. Ensuring that all risks are identified at each project stage, managed accordingly and treated as a live document at all times.				