


Outline Business Case – Boston, Mablethorpe and Skegness Towns Fund

Project Name	Skegness Train Station Redevelopment
Project Location	<p>Skegness Train Station, Lumley Square Skegness, PE25 3QL</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 (£)	£3,005,000	Town Funding Sought (£)	£2,900,000
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Lead Applicant	East Midlands Railway (EMR)
Organisation Type	Transport Operator
Applicant Address	1 Prospect Place, Millenium Way, Pride Park, Derby, DE24 8HG
Main Contact Person	Mrs Kirsty Green or Mrs Surita Mengri

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<p>Project Summary (this will be used for publicity purposes and uploaded onto the GL LEP website)</p>	<p><u><i>Economic Impact</i></u></p> <p><i>This project proposes to complete a significant redevelopment of Skegness Train Station to enable improvements to accessibility, connectivity to the seafront which is approximately ½ mile from the station, better connectivity to the town centre and other destination. The project will focus on modernising the existing railway station, whilst keeping the history of the heritage aspects, along with creating and delivering a safe, secure, and comfortable environment for our staff and customers, encouraging people to see this station as a gateway to the local town.</i></p> <p><i>The project seeks to redesign the station layout and enhancements will be made to the internal concourse area with a new ticket office, customer waiting facilities, upgrades to the station infrastructure which will provide better amenities and retail offerings for our customers. We would look to make improvements to the walking and cycling routes including wayfinding and improvements to the bus interchange.</i></p> <p><i>East Midlands Railway will be strengthening the train service to Skegness and adopting the increased summer-only timetable all year round. With this in mind, the station redevelopment will be designed to accommodate the increased annual traffic expected and provide an overall better customer experience.</i></p> <p><u><i>Delivery of Towns Fund Priorities</i></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 Skegness 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 Fund Funding (a)	Public Match Funding (b) – please state	Private Match Funding (c) Please state	Totals (d)	Contribution Rates (if applicable) (a)/(d) x 100
Capital	£2,900,000	£105,000	£0	£3,005,000	96%
Revenue	£0	£0	£0	£0	0
Totals	£2,900,000	£105,000	£0	£3,005,000	96%

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

1. Deliverability
<p>1.1 What is the Project?</p> <p>(Please summarise in 100 words or less. More specific details can be provided in other sections of the form)</p> <p>The project seeks to redevelop the railway station in Skegness in order to create a gateway to the town. The development is designed to improve the station environment, enhance provisions at the station and create a community hub that will deliver a worthy rail transport gateway to the town. The project will aim to make the station more sustainable to fit the needs of the community now, considering future aims and development for the Town with a focus not only on improving public perception of travel by rail in season but out of season travel as well.</p>
<p>1.2 How will the project be delivered, to and by whom?</p> <p>Briefly explain:</p> <ul style="list-style-type: none"> • 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 <p>The project will be delivered by East Midlands Railway with Network Rail as the delivery partners. The project activity will take place at Skegness Train Station.</p> <p>The target beneficiaries will be commuters, visitors and the local community. As we are increasing our train services this redevelopment project will enhance the overall customer experience. Tourists who visit the beach will benefit from better connectivity around Skegness and have access to improved facilities within the Station. The local community will see a major benefit from this project as it seeks to develop the station to make it a gateway to the town. We will be looking to provide the community with a space to safely interact and socialise.</p>

The improved infrastructure will enable an increase in trade by providing additional retail units therefore creating further jobs and supporting with the government aims of levelling up. The project will deliver additional facilities for the railway employees by creating suitable rooms for training.

The specific activities will be:

- Renovated internal concourse area with provision for picnic style area and permanent queuing layout.
- New 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 space
- Additional retail units, with a preference towards left luggage
- SME and low-cost small retail units
- Alterations to the station 'car park' to allow for more efficient use of the space.
- Station waste management and storage provisions.
- Green walling / living wall solutions and landscaping design.
- Walking and Cycling improvements including wayfinding.
- Improvement to the Bus interchange predominantly wayfinding solutions.

2. Project Need

2.1 Why is the project needed?

Skegness Train Station sees a significant number of tourists using the station to travel to the beach, Butlins and to other destinations including the town centre. The station currently lacks the contemporary infrastructure required to fully support the demands and expectations of customers travelling through the station, especially when wanting to enjoy a day out seeing the sights of Skegness. The beach is in close proximity to the station and is a wonderful tourist destination, however the station in its current state does not compliment the sights of the seafront and does not provide a warm welcome due to lack of facilities, poor retail offering and generally poor amenities.

Within the station is the former Booking Hall which is adjacent to the main station entrance, the floor by the entrance doorway is showing signs of potential wet rot damage to the extent of requiring a replacement to the floorboards. There is peeling paint on the plaster lining to the dividing wall where it abuts the wall facing the concourse.

Adjacent to the Booking hall is the ex Ticket Office which has visual signs of water damage. The gutter to the roof canopy along the concourse side appears to have leaked at some stage as shown by the water staining down the external face of the wall. The internal plaster and timber exhibits signs of water damage. The plaster and timber panelling around the fireplace shows signs of water damage which is assumed to be because of the poor condition of the flashing to the chimney at roof level. There is localised damage to the timber floor which appears to be a result of water ingress. The floor void is below the adjacent ground level and is poorly ventilated, standing water is visible in the floor void beneath the water source.

The Red Star Office within the station is in a very poor condition and has suffered both water damage from above due to the previous leaking canopy gutters and the main chimney. The floor has fully collapsed and in

several areas down to a drop of approximately 2ft because of damp rot. This room has an internal area of approximately 17.2m by 5m and in its current state is unusable and locked out of use.

There is damage to certain areas of the brick work which again is potentially due to water damage and there is no access to one of the rooms due to the presence of asbestos. Due to the current poor condition of the building and rooms within, there is a requirement to redevelop these with an opportunity to use these rooms to serve better services for customers.

The adaption of these spaces will see significant improvement to the overall environment of the station, removing the visual of closed up buildings, improving the lighting and security to the station and introducing much needed customer facilities such as a café and retail. The ticket office is in a poor location which is not immediately visible to newcomers to the station, the redevelopment will enable the layout of the station to be reviewed ensuring a better experience for both regular and new travellers through this station. If the station building does not see improvements in the near future there is a very real possibility that the dereliction of these units will lead to the demise of these properties and lead to their ultimate demolition, removing some of the heritage of this once grand station.

Skegness Train Station Ex Booking Hall



Celling to booking hall



Floor to doorway



Peeling paint on plaster dividing wall where it abuts the wall facing the concourse. Below gutter which has signs of leakage.



Ex - Ticket Office



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.

A Condition Survey was completed for Skegness Station in 2016, which detailed areas that required replacing or fixing. The survey highlighted several concerns regarding the station building and rooms. Over the course of the following 5 years the rooms have significantly deteriorated and are in need redevelopment otherwise they may need to be demolished for safety reasons.

The survey detailed the presence of asbestos and damaged external bricks, the project would look to fully remove the asbestos and repair the building bringing it back to life. This will include substantial works to the flooring, windows, doors and roof structure to enable the structure to become safe and habitable.

As the UK Covid restrictions lift, we anticipate that there will be more visitors to the beach with the uncertainty of travel abroad and more people opting to vacation at home, this in turn increases the need for the station to adapt to the increase of customers and demands on providing a better overall service.

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 enhancement of the railway station will demonstrate prioritised investment in the transport infrastructure at Skegness, by improving the connectivity at the station to the road (bus) and cycle network and creating a gateway to Skegness for those travelling by both rail and bus transport (bus station will naturally benefit from the improvement of the railway facilities given their proximity). The impact should be felt, by the local communities via a community hub space, learning centre facilities and improved local business spaces for SME's, but also the tourist community for those that are new to visiting Skegness, and those that are regular visitors. The inclusion of carbon reduction / neutral elements and the community hub / learning space is designed to promote Skegness as a leader in community rail and innovation.

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 compromise 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. The project is proposing to create a new community style café and meeting/training space and renovation of the internal concourse area with a provision for picnic style area. This will help to support the aims to provide opportunities and space for individuals to safely interact and develop skills. The addition of new retail spaces and the aspiration to deliver small seasonal retail hubs will enable business to find business units at reasonable rates.

Disability and Diversity impact assessments will be 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	29 th October 2021	By this stage we will have approved the initial design scheme.
Planning Permission submitted	29 th October 2021	
Match funding secured	30 th August 2021	
Procurement process issued	26 th November 2021	
Procurement contracts Awarded	March 2022	

Start of construction	April 2022	
Completion of construction	March 2023	

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 the redevelopment is not funded, the existing structure of the station will remain in place. There are many concerns regarding the existing station, with the main being the condition of the rooms, lending itself to potentially needing ongoing repairs, reconditioning, and maintenance, which will endure a cost of its own.	<ul style="list-style-type: none"> • Missed opportunity to fully redevelop the station and utilise the vacant spaces to support economic growth. • 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 towns/cities to aim for levelling up. • Missed opportunity in offering a better first impression for visitors to the town, travelling to the station and in turn providing the best experience. • Not being a position to provide a better customer retail offering. • Missed opportunity to enable the bus station to benefit from the enhancements (bus station is linked to railway stations and their customers will benefit from the station improvements) 	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?

The project has previously explored coastal communities funding as part of a joint build with the local council, however, the project fell short of the requirements at that time. The project has also explored the opportunity to receive funding from third party investors in the renovation of the red star building, however, the ROI involved in this unit as a standalone was not deemed sufficient by investors due to the condition of the building.

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.

4.3 Additionality: What will the project deliver above and beyond what would happen anyway?

The funding will enable the project to remodel the internal concourse area with a picnic style area and permanent queuing layout, which will provide a more welcoming and inviting entrance, to highlight the station as a gateway to the town.

The creation of the new community style café and meeting/training space will provide the community with a safe and accessible space to network and develop skills to further advance the town.

Additional retail units will be included within the redevelopment which will provide an opportunity for businesses to invest in the infrastructure and provides customers with more avenues to purchase items during their visit to the station, this would not be viable option without the investment from the Town Fund.

The alterations to the station 'car park' will allow for more efficient use of the space and the installation of electric car charging points with the inclusion of green walling and landscaping design will provide steps to move towards the aims of carbon reduction.

Improvements will be made to the walking and cycling routes which will allow for better accessibility in and around the station and aims to promote the use of traveling by more sustainable methods, that are more economically friendly to the environment.

Improvements will be made to the Bus interchange predominantly wayfinding solutions which will allow passengers to make easier connections around the town.

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

The project would not be able to continue without the funding from the Town Deal, as this project is seeking to complete a full redevelopment and modernisation of the stations infrastructure to meet the needs of the station now and those required with the future development of the town.

The project would not be able to meet its main objective of remodelling the station to modernise the infrastructure to meet sustainability requirements whilst make it aesthetically pleasing to be seen as a gateway to the town. The redevelopment is seeking to make a full renovation to the station which will require the full funding amount. As each element of the project is interlinked and therefore it requires all elements of the proposal to be met.

The project will consist of redesigning the current customer interface areas, such as waiting rooms, toilets, ticket offices and concourse areas, expanding on the existing EMR design guidelines, creating a concept that not only keeps within the brand vision for the stations, but also encompasses the local environment and local community.

To be able to fully utilise the space within the station to meet our retail and community needs, there is a minimum requirement for maintenance and construction work which will endure a cost of its own. We are

seeking a design partner to design and develop from idea stage a full station re-imagination of the station buildings and concourse environments. The schemes are focused on modernising the station, whilst holding on to some of it's more prized heritage aspects, along with creating and delivering a safe, secure and comfortable environment for our staff and customers, encouraging people to see these stations as a gateway to the local towns, we would be unable to scale this down due to overall aim and objectives of this project.

5. Proposed Costs						
5.1 Funding Profile						
	Previous years	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Future Years	Total
i) Capital						
Towns Fund		£0	£324,500	£2,000,000	£575,500	£2,900,00
Public		£0	£0	£105,000**	£0	£105,000
Private		£0	£0	£0	£0	£0
Total Capital		£0	£324,500	£2,105,000	£575,500	£3,005,000
ii) Revenue Costs						
Towns Fund		£0	£0	£0	£0	£0
Public		£0	£0	£0	£0	£0
Private		£0	£0	£0	£0	£0
Total revenue		£0	£0	£0	£0	£0
Total Project Costs		£0	£324,500	£2,105,000	£575,000	£3,005,000
Total Towns Funding		£0	£324,500*	£2,000,000	£575,000	£2,900,000

*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
RIBA 1-4 Consultant Fees of £203,500:

- 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

Construction - £2,499,500 (including contingency)

- Asbestos removal throughout building
- Flooring repairs to red star building
- Roof repairs throughout
- New windows and Doors where required
- Full M&E installation (station rewire and possible upgrade)
- Installation of new ticket office & passenger waiting area to red star building
- Creation of new retail unit to red star building
- Creation of new passenger toilet facilities to red star building
- Remove of old ticket office and toilets from main station building
- Creation of new community café
- Creation of new community hub / Learning space
- Refurbishment of station canopy
- Improvements to station taxi rank / drop off pick up
- Creation of rail replacement location
- Landscaping to café area
- Green walling installation in place of glazed windbreakers
- Concourse improvements including picnic area
- 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?

There is £105,000 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)

There is an unknown support funding through the Network Rail Control period 6 canopy renewal scheme which will be confirmed during development of project.

We will continue to source funding during the course of the project with an anticipated closure date for this of the 30th 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 (£)	0	0	947,540	6,146,600	1,679,000	0	8,773,140
Private Sector Investment Leveraged (£)	0	0	0	0	0	0	0
Number of new Jobs Created (gross)	0	0	3	47	11	1	62
Number of Jobs Safeguarded (gross)	0	0	3	8	0	0	11
ii) Local Strategic Outputs							
Commercial floorspace refurbished/constructed and occupied (sqm)	0	0	0	159	280	0	439
Number of businesses assisted to improve performance	0	0	0	1	1	0	2
Number of learners supported	0	0	0	90	90	90	270
Number of new businesses created	0	0	0	2	1	1	4
GVA Uplift	0	0	0	TBC	TBC	TBC	TBC
iii) Others (please list) *							
Community spaces created (sqm)	0	0	0	0	66	0	66
Passenger satisfaction scoring	0	0	0	2%	3%	0	5% increase

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 5 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 no. café staff

Assumed 3 no employee per retail unit

Assumes 1.5 no. 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 no. NR staff (as per above clarification)

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

Assumed 1 new businesses created utilising retail space on station and 1 Café business created.

Assumes 1 new business created each year through use of the pop up retail units proposed, each pop up being served by 1 employee.

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

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)

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.

Café area equates to total internal floor space of approximately 280m², community space equates to internal floor space of approximately 66m², Red start retail space equates to internal floor space of approximately 159m².

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.

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

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 proposal will require a team of people to support the development and delivery of this scheme where appropriate, based on skills and expertise; these will be recruited ahead and locally sourced from within the area.

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

There will be a requirement to recruit a 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
Planning Consent	EMR	Low	Medium	Works are expected to be undertaken under permissible development rights. Consultation with NR planning officer to be undertaken as part of the project development stage.
NR 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. Works are at an end of line station, likelihood of requiring these levels of possessions is low.
Asbestos identified in Red Star Building	EMR	High	Low	Additional risk assessment required with a licenced contractor employed to

				repair this, works anticipated to be undertaken as part of very first stage in order not to hinder delivery of works.
Maintenance and repair agreements	EMR / NR	Medium	Low	Discussion to be initiated as soon as funding secured with legal expenses identified as incurred as part of the development programme of works. Agreements already in place in the form of the station access conditions, it is unlikely the project will see significant impact to these due to types of work involved.
Stations is required to remain operational throughout project.	EMR /Contractor	High	High	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
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.				