



## BOSTON TOWN DEAL BOARD MEETING

FRIDAY 25 MARCH 2022 AT 11.30AM

VIA TEAMS

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### AGENDA

- 1 Welcome and Apologies for Absence
- 2 Declarations of Interest
- 3 To agree the minutes of the Boston Town Deal Board Meeting held on 23 February 2022 and discuss any matters arising (*Enc*)
- 4 Mayflower Full Business Case (*Enc*)
- 5 Leisure Full Business Case (*Enc*)
- 6 Any Other Business



## Minutes of the Boston Town Deal Board Meeting

Date: 23 February 2022 (Via Teams)

**Present:** **Board Members:** Neil Kempster (Chair) - Chestnut Homes, Claire Foster (Vice-Chair) - Boston College, Alison Fairman, BEM - Community, Councillor Paul Skinner, David Fannin - Lincs CVS, Councillor Paul Goodale, Professor Val Braybrooks, MBE - University of Lincoln, Richard Tory - Boston Big Local, Matti Pajula - Metsa Wood, Andy Lawrence - Port of Boston, Nick Heath - Willmott Dixon, Stephanie Dickens - MP's Office and Greg Pickup - Heritage Lincolnshire

**Observers:** Mick Lazarus - BEIS, Mike Gildersleeves - S&ELCP, Adrian Sibley - S&ELCP, Matthew Hogan - S&ELCP and Richard Hodgson - S&ELCP, Halina Davies, LCC and Justin Brown, LCC

**Town Deal Delivery Team:** Michelle Sacks, Lydia Rusling, Clive Gibbon, Luisa Stanney, Sharon Warner and Tim Sampson  
Ivan Annibal - Rose Regeneration  
Nathan Bryant - PR Consultant

Kate Parnell - East Midlands Rail (for item 4 only)

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### 1 Welcome and Apologies for Absence

NK welcomed everyone to the meeting. Apologies for absence were received from Simon Beardsley, Sandra Dowson, Matthew Van Lier, Ruth Carver, Kingsley Taylor, Cllr Danny McNally and Nick Worboys.

LS reported that Robert Barclay had tendered his resignation from the Board. On behalf of Board, NK thanked Robert for his contribution to the Board.

NK informed the Board that the agenda order would be changed slightly. Following on from the Boston Train Station full business case (FBC) agenda item 7 would be discussed (Mayflower and Leisure Projects - Variations) to allow for a full debate, if required.

### 2 Declarations of Interest

JB confirmed that she had an interest in the PE21 project, should it be discussed at any point.

### **3 Minutes of Previous Boston Town Deal Board & Sub Group Meetings**

Boston Town Deal Board - 17 December 2021 - agreed - proposed by PG, seconded by PS.

Sub Group - 7 February - amended to reflect that GP was in attendance and agreed - proposed by JB, seconded by GP.

Sub Group - 8 February - agreed - proposed by JB, seconded by PG.

Sub Group - 16 February - agreed - proposed by PS, seconded by CF.

### **4 Boston Train Station Full Business Case**

NK reported that the Sub Group met on the 8 February to consider the FBC in detail for the train station. The FBC was circulated to the Board which was a very comprehensive document. The Sub Group agreed unanimously to recommend approval of the FBC for submission to the Department for Levelling Up, Housing & Communities (DLUHC) to the Board. Kate Parnell from East Midlands Rail was in attendance at the meeting, who was project sponsor. Kate was happy to give a quick presentation on the FBC and was open to questions. Once Kate had finished her presentation she would leave the virtual meeting room for a decision to be made by the Board.

Kate thanked the Board for the invitation to the meeting. Kate was development lead in the Infrastructure and Property team for East Midlands Rail (EMR) and had attended the Sub Group meeting with her colleague, who unfortunately was not available for the Board meeting. Kate gave a short presentation which covered the following points:-

- One of the key elements of the project was a focus on integration into the community. There would be space available which could be used by a local business as a cafe and a refreshed waiting room. There would also be bookable community space and two offices for use by start-up businesses who would pay a peppercorn rent on a 12-18 months lease. Following on from that period the businesses would move on and the space re-let for other new businesses.
- The heritage features of the train station would be retained - the building was not listed, but there were some elements that EMR wanted to retain such as the sash windows and doors that would be restored rather than replaced.
- The ticket office would remain in the current position with slight renovations to the back of the building for staff to use. The toilets would all be moved into one block, with a parent and baby facility.
- Externally the building would be restored - lime rendering and repointing. The heating and electricity would be changed for more sustainable options. The external features such as the overbridge, platforms and cycle pods would all be improved.
- There would be an upgrade of the CCTV system with better coverage and improved IT which would provide Wi-Fi and digital information for passengers for onward transport.
- The current car park area would be reconfigured and would include a safer walking route.
- EMR had already gone out to tender for the design and build work - 11 responses had been received and these would be shortlisted. If the FBC was approved EMR would identify the contractor by June 2022, using the summer months to complete the detailed design stage and RIBA4 designs. The construction phase would then commence in September 2022 to avoid the busy summer period. The works would be a 52 week programme - renovating the station in 3 phases so operations could continue.
- Kate took the Board through the financial information for the project and EMR were still in discussions with Network Rail to see if they would bring additional funding into the project.
- Kate was confident that the project could be delivered as per the proposals and come in just under budget.
- EMR's procurement team would work diligently to manage the contracts - identifying long lead times for materials and working effectively with suppliers to reduce this risk. The tender

process would request resource plans from Contractors in the event of any impact of Coronavirus.

NK thanked Kate for the presentation. The Sub Group had been impressed with the business case and the contingency in the budget and the project was a realistic programme. The space for rentals for a café and business space ensured that the benefits would be felt by the community.

Following a short discussion it was noted that -

- DF would contact Kate to discuss possible users for the community café and community space.
- AF confirmed that Heritage Groups had been delighted with the project and the changes it would bring to the town.

Kate then left the meeting.

NK asked the Board to vote on the FBC. The Board unanimously approved the Boston Train Station project and submission of the FBC to DLUHC. This was an important project at the gateway into town and would make a big difference.

## **5 Mayflower and Leisure Projects**

NK explained that the Mayflower and Leisure projects were fast moving projects and issues had arisen that had to be resolved. The Sub Group had met to discuss the both projects on two occasions, with each meeting lasting 2 hours. The Sub Group had not been able to reach a consensus of opinion which had been reflected in the notes of the meetings. However, further developments had taken place and there was a solution to the issues for the Board to consider.

MS referred the Board to the notes of the Sub Group meetings which showed the level of detailed consideration that each project had been given. There had been a change in the leisure offer which would see the GMLC remodelled and staying on its current site - with the Mayflower project being developed on the Ingelow Manor site. Through discussions with Boston College, initially they could not support the Mayflower project on that site and came back with proposals to relocate the Mayflower project onto the Skirbeck Road site (main entrance to the College). This prompted considerable debate by the Sub Group in terms of benefits cost ratio (BCR), value for money (VFM), whether the new site would meet the specific outcomes in the Town Investment Plan (TIP) and the impact it would have on the wider regeneration and all of the other Town Deal projects.

To protect the transformation and regeneration of the town centre and reduce the possible impact of losing £10m for the flagship project, a Plan B had been put to the Sub Group which involved regeneration of the PE21 site.

However CF met with the Corporation Board at the College. The Collage then withdrew Option 2 (Mayflower to Skirbeck Road) and suggested Option 1(a). This option saw the Mayflower building back on the Ingelow Manor site and brought back the village option with a shared piazza area, with walkways along the Maud Foster and pedestrian routes into the town centre.

As the projects were fast moving, written reports were not available but CF would be giving a visual presentation. Option 1(a) did not require a formal project variation to be submitted to DLUHC. This project was contained in the TIP and presented the lowest risk to both the agreement of the scheme and deliverability. For clarity to the Board - Option 2 (Mayflower to Skirbeck Road) and Option 3 (PE21 scheme) were no longer options for consideration.

MS explained that it had been a very challenging period for all parties involved and was extremely pleased to put forward the remodelling of the GMLC (Leisure) and Option 1(a) (Mayflower) to the Board for consideration as it was felt that these would have the best impact for the community.

CF gave thanks to the architects who had produced the plans for Option 1(a) in a short space of time. This option retained all of the aspirations for the original joint project. As originally intended the Mayflower would provide a space for adult learning and a space to access education for digital skills. It would retain the opportunities for entrepreneurial and business growth and support, with start-up spaces available. The Corporation Board had looked at how the new building could make a difference to the town and had agreed to relocate the offer of higher education (degree courses) into the Mayflower building so they would be visible to everyone. The Centre for Fresh Food and Logistics would also be located in the building. The College would work collaboratively with Lincs CVS and other groups to have space in the building, whilst retaining the softer and complimentary services such as food and beverage and hair and beauty within the space so that they would be accessible to the public.

The GMLC gym would be located to the front of the building which would give it a more visible presence than where it was currently located. The architect's plans showed footpath access which was important for safeguarding students. However the number of 16-19 year olds on the site would reduce.

It was hoped that these changes would uplift the area and the joint endeavour would raise economic prosperity and inclusive growth, which would be written into the business case.

The main reception for the College would move to the front of Skirbeck Road. College Lane would be retained, but would be less of a difficulty as staff and students would cross the main piazza into the College site. The joint endeavour would also give access to Manor Gardens, with remodelled pool facilities and access to the Maud Foster. There would also be a new shared car park with 150-200 spaces.

MG turned to the Leisure project and felt the images shown by CF provided a good context. The Leisure project was a stand-alone project and the revised Mayflower project was complimentary and both would work well together. To clarify the detail of the Leisure project - effectively it saw an extension to the current GLMC and would provide a 2 storey block with a new changing village and a remodelled entrance and first floor. It would provide more of connection between the leisure pool, nursery pool and training pool with a better quality environment and experience for users. The coach park would be located on the site of the current changing rooms for the training pool and the biomass would be relocated to the rear of the site where the spa facility was which would be retained. There would be space available that could be hired out by the community and the two sites should function well together. Technical work would be required to ensure the road around the two sites worked well for all parties - it would be a single sited approach - both for car parking and how it would be managed.

MG was very pleased to have CF and the College back on board as it presented the best opportunities for the community. Work could now continue on the FBC's.

NK explained that it was important to remember that the Board were not approving the FBC's for both projects, just the direction of travel for the projects. There had been a great deal of debate by the Sub Group members and NK was delighted that the projects were back on track and as close to the original concept as was possible, with no project variation required.

Following a discussion by the Board, the following was noted -

- AF felt the two projects would make the town far more attractive but it was important to make sure that cyclists dismounted when moving across the Maud Foster footbridge. NK confirmed this would be looked at as the projects evolved.
- DF strongly endorsed the two projects - which would be a stronger offer working side by side and provide a space for people to expand their skills which linked to inclusive and economic growth.

- The designs of the projects as they stood were very positive and met the objectives set by the Board and TIP. On that basis these were viable projects and something that should be supported as they would benefit the town in the longer term.
- RT liked the overall design but asked that the metal art work projects that were on display outside the GMLC were incorporated into the new project and reused. The art work had received Transported Arts funding.
- PS thanked all involved for the hard work that had got the projects to this point. There was a great deal of work to complete which would be worthwhile for the community when the projects were delivered.

After a show of hands the Board unanimously agreed that the Mayflower and Leisure projects should proceed as discussed. NK thanked all those involved in the process.

NK took the opportunity to also thank those involved in the work on the PE21 project - which should not be ignored. If there was a slippage of town funding this project could still be a consideration as the vision linked to the TIP and it was not time wasted but good practice that the Sub Group had different options to consider. MS confirmed that work would continue on the project and would be part of a bid for Wave 2 Levelling Up funding.

It was agreed that a presentation would be made to a future Board meeting on how the PE21 scheme had developed, as well as a discussion on other funding streams available.

## **6 Work Programme Update**

IA confirmed that all other projects had been fully approved, with FBC's signed off and moving into implementation stage. There had been some real progress with the Shodfriars project, with all other projects moving into the stage of drawing down their funding.

When the Shodfriars project moved to a stage where delivery was more certain a report would be submitted to a future Board meeting.

The 5% funding agreements had been sent out and as soon as they were signed the money could be released to individual projects. TS confirmed that funding from DLUHC would be received on 24 February and would pay out on invoices from any recipients as soon as possible. IA thanked TS and SW for their work on this. SW confirmed that 4 agreements had been sent out - 3 had already been signed and returned.

## **7 Communications Plan**

MS informed the Board that Nathan Bryant had been appointed on a short term contract to act as the communication lead for both Boston Town Deal Board and Connected Coast.

NB gave a short presentation on the draft Communications Plan that had been circulated to the Board and summarised what work had been done since the start of the TIP.

There had been some Town Deal updates on social media during the last 2 years, but more engagement was required, such as updates on projects and making the Town Deal website more user friendly.

NB would be contacting some Board members over the next few weeks to carry out short interviews to get the message out on how the projects would have a positive impact on Boston. There would also be an ambassador toolkit available to members which would include which logos, fonts and text to use.

NK thanked NB for his presentation, but one of the things that had struck him initially was that the Board should almost take a step back and ascertain what they wanted to achieve with a Communications Strategy. There was a need to get the message out and use the various forms of social media, but it needed to be clear what the Board was trying to achieve. The Communications Strategy should be structured with clear dates and key milestones and be clear and succinct and show what was driving the Board - for example skills and regeneration.

Following a short discussion it was noted that -

- NB would be the main contact for any media queries around the Town Deal.
- LR explained that there was a post identified within the Economic Growth team for a Co-ordinator/Communications assistant for the Boston Town Deal Board and Connected Coast. This post would promote the Town Deals and also highlight any other engagement with the local communities around other initiatives such as the City Status bid.
- There would be a "Celebrate Boston" event on the 19 March which would showcase the Town Deal projects, amongst other things. LR would circulate details of this to the Board.
- ML thanked NB for his passionate and interesting presentation. Central Government was keen to get involved to help raise the profile and would be happy to work with NB.
- All Board members and partner organisations would be copied into any press releases so that they could be reshared and gain as much support as possible. No press releases would go out without receiving the necessary approval from the Delivery Team/Partners/DLUHC. NB would liaise with LS to ensure that Board members received copies of all external communications after each meeting.

It was agreed that NB would expand the draft Communications Plan to include timelines and key dates and make reference to the TIP. This amended Plan would be submitted to a future Board meeting for approval.

## **8 Any Other Business**

Boston Town Deal Board - it was noted that the Board were moving into the delivery phase of the projects. Therefore this would be an opportune time to have a discussion around future membership and structure of the Board and agree what it was the Board wanted to achieve moving forward. A report would be submitted to a future Board meeting for members to consider.

Meeting Dates - meeting dates for a Sub Group meeting and Board meeting in April would be circulated by the team.

# THE MAYFLOWER BUSINESS CASE

MARCH 2022



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# 01

## EXECUTIVE SUMMARY



# 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 deliver the sustainable economic regeneration of the towns to deliver long term economic and productivity growth through connectivity. In response to this opportunity, Boston College submitted a bid for Mayflower, a facility focused on skills-delivery and enterprise, aspiring to be pivotal to the sustainable economic growth and development of the town. Boston was successful with the Town Fund award of £21.9m to invest into 8 projects, with an award of £10m for the development of Mayflower.



Boston has long been characterised as part of a low skill, low wage, low aspiration economy and as a result, residents are significantly less qualified than the national average, earning around £450 per month less than the national average wage and in poorer health than the national average.

The spark of enterprise in Boston has yet to be ignited. The town has a very low level of business births - just over 20 per 10,000 population – a third of the England average and has a very 'static' economy with a level of business 'churn' 50% less than the England average (ONS).

However, times are changing and Local Enterprise Partnership (LEP) research has consistently shown that the local economy will increasingly require people with at least Level 3 (technical) skills to meet local job requirements and satisfy the drivers of Industry 4.0. The development of UK Food Valley in South Lincolnshire and the increasing use of robotics and automation means that the need for low-skill work will dwindle. Mayflower will inspire the local community that it serves and engage people who previously felt excluded from college and education, empowering them with the skills that they need to fully participate in the local job market and determine their own futures.

## The Mayflower project will deliver:

- An enterprising culture that encourages businesses to 'hatch' and grow.
- Space for employers, businesses and the voluntary sector to meet and connect in both informal and formal environments.
- Learning pods designed for adult learning access for digital upskilling and career-skills development.
- Student-supported small retail outlets including coffee shops, bakery, health foods, crafts etc.
- On-hand support and tuition provided in a low key, calm and spacious environment.
- Health and well-being pods/outlets - with support to talk about mental health, nutrition and exercise advice, etc.

## National Policy Themes supported by this project:

- Industry 4.0 Strategy, Tourism Sector Deal Concept, DCMS Digital Connectivity Portal and Inclusive Economy Partnership:
- 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.
- Enhancing the business environment – at national and local levels (e.g. technical education and training, Tourism Zones).
- Flexibility – from the national level through to regional / LEP level to support innovation and ensure small towns and their rural hinterlands are able to contribute to, and benefit from, wider economic growth.

Regional bodies, such as Midlands Engine, are focused on supporting Government to deliver Inclusive growth – ensuring people everywhere can both contribute to, and benefit from, economic growth through supporting concrete actions that will create more jobs, export more goods and grow productivity.

Boston sits within the South East Lincolnshire Local Plan, within which the relevant local growth priorities are outlined as follows:

- Sustainable development - with particular emphasis on balancing greenspace, flood-risk and social needs
- Economy - diversifying and strengthening the economic base, vibrant historic town centres, supporting employment and business.

Mayflower is an iconic building designed to welcome people into the college environment through a non-traditional education aesthetic. The space will offer our showcase hair and beauty salons, a digital skills hub, employability/business support services, entrepreneurial start up space and coffee and restaurant outlets for our award-winning hospitality and catering department. Mayflower will coexist in a wider development that regenerates an entire area and includes a health and leisure facility thus creating a 'destination' for the community. This mix of education, enterprise and entertainment will encourage access and participation in learning through its 'soft' approach in a welcoming and inclusive space.



**John Cridland CBE**

Director-General of the Confederation  
of British Industry from January 2011  
to November 2015

“The Mayflower proposal has the potential to better connect the worlds of education and business, and doing this is an exciting opportunity for Boston”

“We need more focus on the business we have in Boston building better connections with schools and our college so our young people can see the jobs they can aspire to.”



The appraisal considered five options for this project.

- 1 Do Nothing
- 2 Refurbish part of the existing college buildings
- 3 Utilise existing college land adjacent to Skirbeck Road for Mayflower
- 4 Swap land adjacent to Rowley Road with the council to create a continuous college estate from Rowley Road to Skirbeck Road, demolishing Geoff Moulder Leisure Centre to create space for Mayflower
- 5 Develop the "Ingelow" site opposite the Geoff Moulder Leisure Centre for Mayflower as part of a place improvement scheme at the end of Rowley Road and between the two sites (Ingelow and Geoff Moulder)

Following the appraisal, option 5 was selected to be the most appropriate way forward. As Mayflower will be built on land already owned by the College, the project is low risk although some demolition work will need to take place once planning is approved.

## ECONOMIC CASE

### Summary of Economic Benefits Considered

TOWNS FUND INVESTMENT THEME	KEY BENEFITS	WIDER SOCIAL AND ECONOMIC BENEFITS	KEY GUIDANCE TO MODEL AND MONETISE BENEFITS
Urban regeneration, planning and land use	Land value uplift	Increases in local employment and GVA Increased local spend	MHCLG guidance
Enterprise infrastructure	Land value uplift	Increased employment and income Attraction of more businesses in the long term	MHCLG guidance
Enterprise infrastructure	Labour market entrants Resident into work Productivity benefits	Increased employment and income Better wellbeing	MHCLG guidance BEIS guidance
Skills infrastructure	Educational benefits Distributional	Levelling up Assisting relatively deprived areas	HMT MHCLG guidance

## Summary of Economic Costs Including Optimism Bias:

TYPE	SOURCE	TOTAL AMOUNT (£M)
Public sector cost (undiscounted)	Boston College and Towns Fund	£16.1
Public sector cost (discounted)	Green Book STPR	£13.9
Optimism Bias	AMION	£2.1
<b>Public sector cost (with OB)</b>	-	<b>£16.0</b>

## Value for Money Assessment

VALUE FOR MONEY ASSESSMENT (£M, DISCOUNTED, 21/22 PRICES)	CORE SCENARIO	SENSITIVITY TEST 1 NO DISTRIBUTIONAL	SENSITIVITY TEST 2 OB AT 24%
<b>Economic Benefits</b>			
Land Value Uplift	£0.5	£0.5	£0.3
Residents in Work	£0.1	£0.1	£0.1
Labour Market Entrants	£0.1	£0.1	£0.1
Productivity	£0.4	£0.4	£0.1
Educational	£23.2	£23.2	£2.9
Distributional	£8.9	£0.0	£5.6
<i>Total Economic Benefits</i>	(A) £33.1	£24.2	£20.8
<b>Economic Costs</b>			
Towns Fund	(B) £10.3	£10.3	£11.1
Co-funding	(C) £5.6	£5.6	£6.1
<i>Total public sector</i>	(D) = (B) + (C) £16.0	£16.0	£17.3
<b>Benefit Cost Ratio</b>	<b>(A)/(D) 2.1:1</b>	<b>1.5:1</b>	<b>1.9:1</b>

## FINANCIAL CASE

The total capital cost of the project is £10.525m including professional fees and VAT. The project will be funded with £525,000 from the College's own reserves together with £10m awarded from the Boston Towns Deal.

Some revenue is expected from the business start up space and the hiring of conference and meeting facilities as well as from the hair/beauty salons, the coffee outlet and the restaurant. Further revenue is expected from the courses that are planned to run in the space. The operational running costs over 5 years will total £5.546m and are match funded for the project.

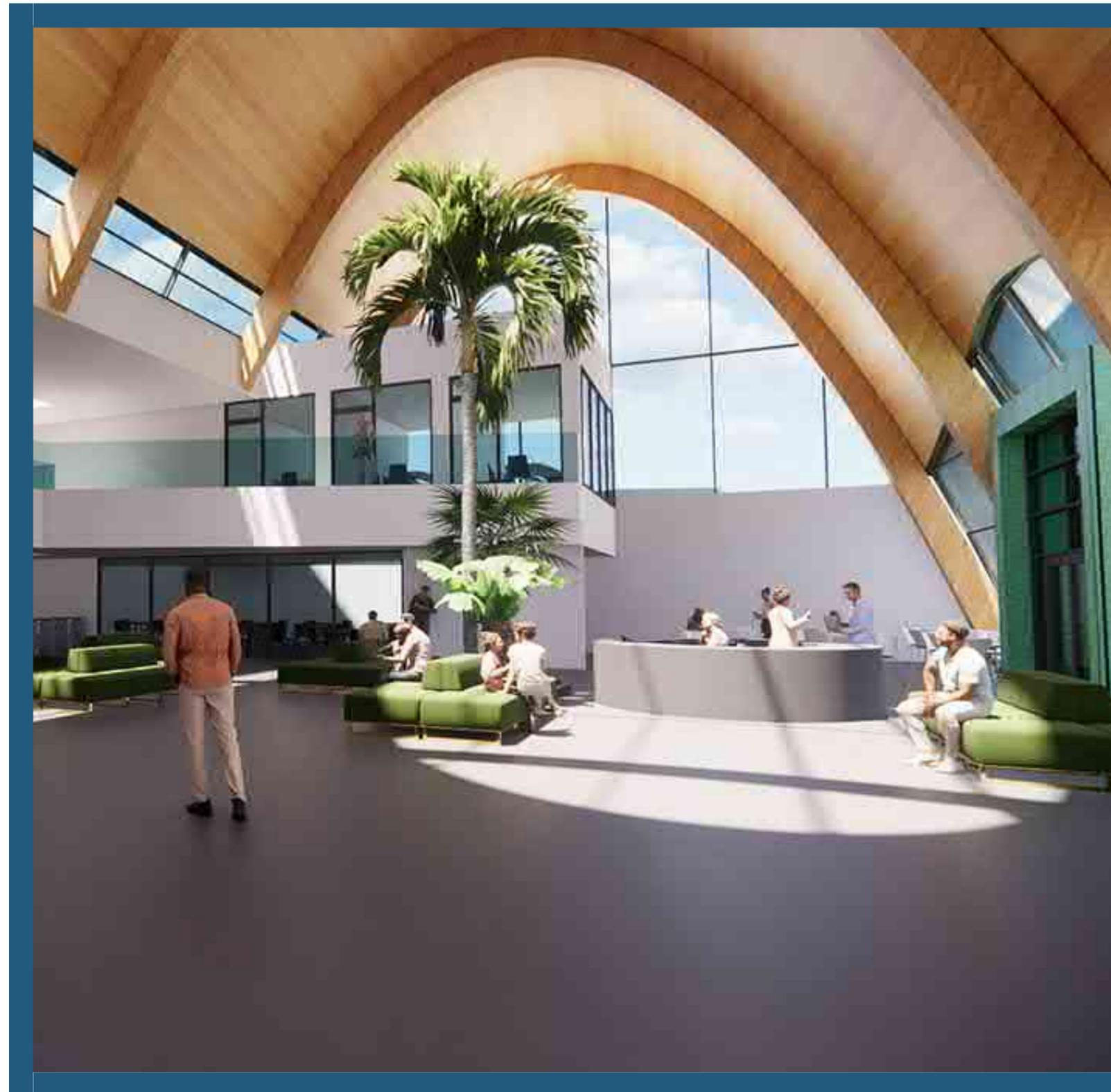
A 5% contingency is included in the costings for the scheme. Boston College would expect the contingency to cover elements such as known and unknown risks, rising costs of materials and variations from tender responses.

To mitigate risk and manage project costs, Boston College has worked with the appointed design consultants for RIBA Stage 2+, and a cost consultant 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.

## COMMERCIAL CASE

Boston College has extensive experience of managing this type of building project as evidenced by recent builds: Engineering and Manufacturing Technology Centre, the Digital, Logistics and Transport Academy.

The largest contract will be for the procurement of the construction works contractor, who will be appointed using a JCT Design and Build DB16 Form of Building Contract. An open or restricted competitive tender will be used based on Public Procurement Regulations 2020. The College has experience of working under these regulations and will work with the internal procurement team to manage this process from end to end. The College's tender strategy will include an expression of interest phase, a Pre-Qualification Questionnaire process, and an Invitation to Tender process. The final decision on construction contractor will be based on a combined cost and quality assessment. The future revenue projections are secure as they are based on existing activity and conservative expectations of increases as a result of the new environment.



# MANAGEMENT CASE

The Vice Principal, Finance and Corporate Services is overseeing the project to ensure all elements of the project meet the needs of the curriculum, managing the budget and cashflows and the reporting process. The Head of Estates will be working with the design and build team on site to ensure the build is completed on time, to specification, meets regulations and is on budget. The Principal is the Project Lead for the Boston Town Fund Board and will be liaison point between the College, the College Corporation and the Boston Town Fund Board for reporting on progress.

We have external support for the management and delivery of this project. Our Architects, YMD Boon, are working with CPW, specialists in creating sustainable and environmentally conscious education buildings and award-winning consulting civil and structural engineering practice, Price & Myers.

The proposed phases of works will be carried out over 18 months of construction works, commencing in January 2023. A detailed programme of works will be provided by the constructors as part of their tender submissions. The key milestones in the timeline are shown here:

## Summary of key milestones

Corporation Approval Mayflower build option 5	10 <sup>th</sup> March 2022
Business Case submitted to Government	31 <sup>st</sup> March 2022
Decision Case submitted to Government	September 2022
Decant of Ingelow building	September 2022
RIBA Stage 4 completed	October 2022
Main contractor appointed. RIBA 5 commence	November 2022
Site mobilisation	January 2023
Demolition of Ingelow building	January 2023
Start on site of main work	February 2023
All buildings work complete	June 2024
Mayflower building open to public and students	September 2024

## Approach to project management

The College has delivered two new buildings and two substantial refurbishments in the last four years, demonstrating the competence and capability of the Estates and Finance teams to manage projects effectively and efficiently. The same teams remain in place for the delivery of Mayflower providing confidence over capacity and capability. The project will be managed in line with the College's financial regulations which provide a tested structure to all procurement and auditable activities. The College team will be supported by YMD Boon, Price & Myers and CPW alongside Thornton Firkin.

Some of the key external stakeholders identified are: Lincolnshire County Council, with respect to the re-purposing of the highway, local residents of Manor Gardens and Rowley Road, Boston Borough Council and College staff and students. We also consider important stakeholder groups to include the wider local community, schools and community groups and the businesses and entrepreneurs of Boston. A detailed stakeholder engagement strategy is presented in the Management Case.

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

- The rising costs of materials, 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, regular cost checking, project scope trimming and VAT exposure to be assessed.
- Change in the project scope – this will be mitigated by minimising change and ensuring briefing process is extensive.
- Poor ground conditions, site contamination and flood risk are all high risks mitigated through early site investigations, assessments, and contingency budgets.

## Project Interdependencies

The delivery of the Mayflower project is dependent on the following all being approved:

- 1 Suitable accommodation being provided by the college to facilitate the relocation of SEND learners from the current Ingelow building so that it can be demolished to make way for Mayflower.
- 2 Planning permission being granted for Mayflower and the proposed plaza linked to the redevelopment of the Geoff Moulder Leisure Centre including permissions from the Highways department
- 3 Towns Deal funding being approved for both projects.
- 4 Mayflower needs to be completed before the public realm works on the plaza can be finished

## Benefits Realisation Plan

### PROJECT DELIVERY

New Mayflower building with performance and meeting space, upgraded teaching and learning environments.



Gateway to Town  
Enhanced accessibility and connectivity  
Enhanced Learner Experience  
Increased Access to Skills  
Inclusive Growth

Place improvement and creation of a destination with Boston Leisure redevelopment and plaza



Gateway to Town  
Enhanced accessibility and connectivity

New low rent start up offices and business growth and continuity support



Growth of local economy  
Connected Community

New flagship restaurant and hair and beauty salon



Enhanced Customer Experience  
Growth of local economy

Installation of sustainable and low carbon materials  
Installation of electric car charging points  
Improvements to energy efficiency



Sustainable Economic Growth  
Better Quality of Life

### BENEFITS

# 02

## INTRODUCTION



# INTRODUCTION

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This document is a business case outlining a project for funding via the Towns Fund programme.

The objective of the Towns Fund is part of the government's plan for levelling 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 Town Investment Plan will meet the objective of the Towns Fund by focusing on creating an entrepreneurial, connected, healthy, inclusive, and aspirational community. The Towns Fund 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 2+ designs.

The stage 2 process for the development of Mayflower has involved in depth design work and extensive consultations with the relevant curriculum areas and stakeholders to ensure that the proposal will meet current and foreseeable future needs leading to demonstrable improvement in the facilities and equipment available to our learners and local community.

The scheme promoter is Boston College and the accountable body for the project is Boston Borough Council.



## THE PROJECT - MAYFLOWER

To provide an inspirational learning space to raise aspirations and inclusion, boosting entrepreneurship and skills in the post 16 population of Boston and South Lincolnshire.

An iconic and purposeful building for the town – a reason to **come**  
Access to enterprise and employability to support – a reason to **stay**  
Access to business support and facilities including superfast connectivity – a means to **thrive**  
Access to a workforce, to ideas and to innovation – a means to **flourish**  
Access to each other both real and virtual – a means for everyone to **prosper**

## THE BUSINESS CASE

This business case presents the strategic imperative for action and what will be achieved through the investment in Mayflower. This includes the vision, objectives and programme of works to deliver the project. The case has been developed in conjunction with the College's internal and external key stakeholders. An external Architect, YMD Boon, were appointed to deliver the design concept and detailed plans for Mayflower.

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

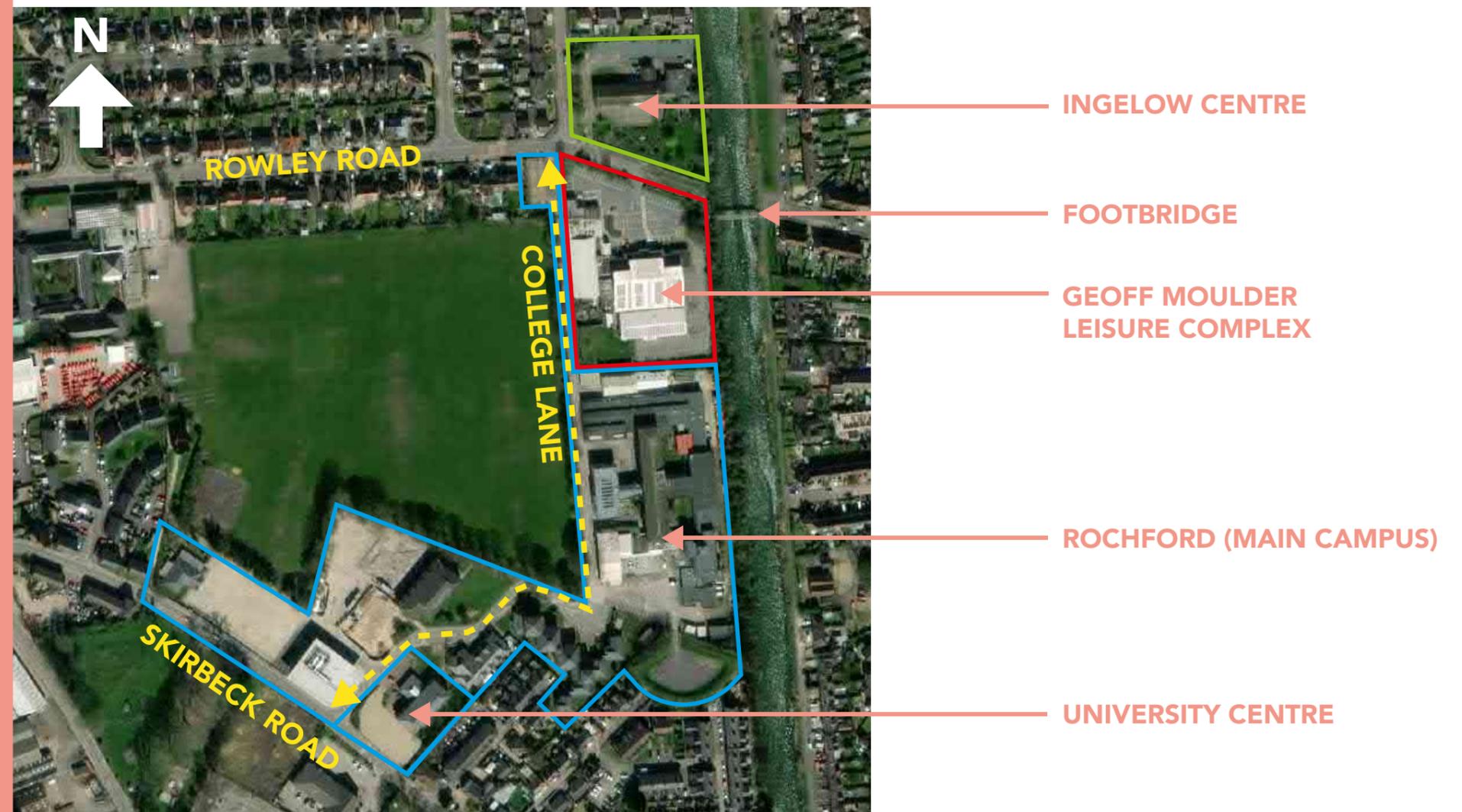
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# LOCATION

**Ingelow Centre, Rowley Road,  
Boston PE21 6JE**

**Applicant:** Boston College

**Site Ownership:** Boston College



# 03

## STRATEGIC CASE



# STRATEGIC CASE

Boston is a town with a hugely important economic history and the potential to have an impressive economic future. However, this truth is not universally acknowledged and therefore to maximise the economic impact of the town, it is essential that we raise aspirations and ambitions across the Borough. Mayflower is critical to this, delivering an iconic building in the heart of the town, to provide a unique and inspirational learning, business and community space alongside both the existing college and a transformed leisure and health facility. Mayflower will provide access for skills training, especially for digital skills, for business development and support and as an attractive element of this 'destination development'.

## INTRODUCTION

The strategic case sets out the rationale for the proposed investment. Much of this rationale has been set out in the Town Investment Plan (TIP) including evidence of need, key policy contexts, overall vision and objectives and how this project will help achieve the TIP's objectives.

There is a golden thread of evidence of need to the vision and objectives, the proposed investment and the project's outcomes and impacts.

## CASE FOR CHANGE

The spark of enterprise in Boston is waiting to be ignited but currently Boston's greatest challenge is low skills. It ranks lowest of all local authorities in England in terms of the skills domain within the 2019 English Indices of Deprivation. The number of people qualified to NVQ3 and above in Boston is over 20% points lower than the national average. This tracks through into wages, with the area having wage levels that are £130 a week lower than the England average (ASHE). The challenge remains to increase aspirations and engage people with upskilling, reskilling and lifelong learning. This reflects the high levels of deprivation in the borough and poor educational experiences over many years. Mayflower's key purpose is to elevate skills and enterprise both visually and economically with a new and beautiful 'community and business face'.

The town has a very low level of business births: just over 20 per 10,000 population – a third of the England average and has a very 'static' economy with a level of business 'churn' 50% less than the England average (Business Demography 2018 - ONS). Boston is 18% points behind the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS).

Boston's only public buildings of note in current use are the Boston Stump – St Botolph's parish church and the Guildhall. This project will provide the people of the borough with an iconic building which will be a beacon of hope and change for the town. It will

provide access to learning, to digital support and to entrepreneurial space. It will improve the learning space available to current and future students through redeveloping the public facing curriculum areas of hair, beauty and catering providing more real world working environments in which to practice their skills. As an adult-focused facility, Mayflower will provide a calm and curated environment for learning and skills, delivering opportunities from employability to HE, from short entry courses to full degree programmes.

With the vast majority of the 2050 workforce already in work, the need for people to engage in continuous upskilling throughout their careers has never been more important to meet the challenges and opportunities of the 4th Industrial Revolution. The development of robotics and automation, particularly in industries which have traditionally offered more entry level jobs, will require a rebalancing of the economy and the development of significant skills within the workforce. This is particularly true for digital competencies and Mayflower will provide an adult focused space centred on improving these skills. Currently around 2% of Boston's adult population is engaged in learning and our target is that Mayflower will double this to 3000 adult learners over the course of 5 years as shown in the output table.

Mayflower will provide an employer-led, accessible, inspiring environment to facilitate the Industry 4.0 Strategy's foundations of productivity within Boston. People will be encouraged to meet and share ideas, boosting innovation and enterprise in the area from informal meets to full-on conferences. Training for critical life and work skills will be made more accessible within a calm, shared environment, displacing the negative connotations of school for those who most need to access upskilling and support. Mayflower will encompass start-up business space with access to superfast broadband, resources and advice through the Business Lincolnshire team as well as on-site business development advisers, supporting the revival of Boston through new endeavour.

# POLICY ALIGNMENT

## National Policy Alignment

This project is part of the town's Levelling Up proposals, although funding comes from the Towns Deal. It reflects the crucial importance of Place and engendering pride in 'local'. Mayflower will be an iconic building – a landmark in the town - highlighting the importance of skills but also very firmly based in its community and with an emphasis on accessibility and inclusive growth. Equally, the space will resonate a sense of openness and a welcoming, purposeful atmosphere.

The emphasis within the building on connectivity, with super-fast broadband available throughout, a focus on developing digital skills alongside the social shared space available for formal and informal gatherings meets the national priority of connected growth, that is: digital, social and cultural connectivity to ensure the economy grows in a way that is strong and sustainable and makes all places viable for successful working in the global economy.

The Lincolnshire Covid Revival Strategy identified the need for greater access to skills in Boston (part of Coastal Lincolnshire) and through the rural heartland areas (p19). Mayflower will provide training spaces and encourage engagement in adult skills such as technical education at level 3 and above but also providing the necessary pathways for adults to find their way back to education. It will provide entrepreneurial space to support business growth and development in partnership with Business Lincolnshire and our own business development advisers, supporting economic growth throughout the area.

Government strategy for the Midlands is focused on growth, connectivity, skills, enterprise and innovation, trade and quality of life. The Midlands Engine's innovation strategy includes Future Food Processing as a key theme; given how important this sector is in the region and the need for innovation and skills to drive sector growth it reflects how important it is to increase the skills levels available to match what is needed for this sector in the future. Mayflower links directly to the Town Deal supported project: Centre for Fresh Produce and Logistics and will facilitate the engagement of adults to meet the required skills outcomes. Mayflower supports the Midlands Engine's aims through improving connectivity, growth, enterprise and innovation and by raising aspirations in one of the most deprived parts of the region we will positively impact the quality of life. Connectivity between the town centre, the leisure facility and learning is embedded into the proposition. The enhancement of public assets is designed to act as a magnet to further investment in the area.

The evidence for the developing Local Industrial Strategy (LIS) acknowledges the importance of the college for the area's economic growth. The impact that deprivation, poor 4G coverage and slow broadband speed can have on the development of aspiration and economic enterprise is well-established and has been further demonstrated during the pandemic. The LIS contains an overarching strategic priority to: work together to make towns stronger, not individually but collectively and this investment in Boston will produce a remarkable building on the edge of one of the most deprived areas in the borough. Providing an inclusive, supportive environment, Mayflower will help to diversify the capability of the workforce to be more agile and participative in the face of the employment challenges to come both from Covid-19 and the 4th Industrial Revolution and inspire the local community to raise their aspirations for themselves and for their community.

The LIS details a focus on inclusive growth (p68) which identifies that "Slow progress on inclusive growth in these most-deprived areas is a substantial challenge which must be addressed – this will in part be developed through the visitor economy priority but also through broader support around skills development and infrastructure." The strategy also references the need for higher levels of qualifications (a proxy for skills) stating that "A major challenge for the area is to find suitably qualified and resilient residents to fill over 207,000 projected job vacancies by 2024. Greater Lincolnshire's working age population is shrinking; upskilling and retraining of existing work force is imperative" (p71), and "In order to support lifelong integration of skills and development, new approaches to access training and skills are required" (p71-72). Mayflower will support an improvement in educational outcomes for Boston and South East Lincolnshire, especially around level 3 and providing pathways to Level 3 and beyond for the existing workforce. It will create a learning destination integrating a social space with coffee and catering outlets alongside a digital training hub with career advice and support available as well as more formal training spaces for adults. The creation of such an aspirational centre supports the pride in place that is such a feature of the #MyTown feedback of Boston's residents.

# VISION AND OBJECTIVES

Boston's Town Fund Vision is: "To define and deliver the investment in professional and technological support needed for strategic interventions that will shape the development of an aspirational, skilled and healthy population. To achieve sustainable economic growth and pride of place through bold urban design, digital solutions and connected communities. This will launch Boston into the future, build on its unique heritage and make our town an exciting place to live, work, invest and visit for generations to come."

The Town Fund Board's plan for delivering this vision is built on three pillars: Skills and Aspirations, Sustainable Economic Growth and Pride in Place. The interplay of learning, heritage and the port come together in the Town Investment Plan (TIP), interlacing to provide consistency, sustaining the levelling up agenda. The central rationale for the Mayflower scheme as the flagship project is to build Boston's aspirations and skills base, diversifying the capability of the workforce to be more agile and participative in the face of the employment challenges arising from the Covid-19 pandemic and Industrial Revolution 4.0. Mayflower re-imagines the face of an FE College, focusing on promoting accessibility, inclusion and the college as 'place-maker' for the town, for businesses and visitors as well as learners, showcasing the interdependency at the Green Industrial Revolution's heart.

The Boston College Vision of: "Brilliant Today, Better Tomorrow, to inspire lifelong learning, growing people to be their brilliant best, energising our communities and brightening futures" reflects the focus on aspiration that is embodied by this project and its place within the Towns Fund programme. The achievement of a truly ambitious community will be through the creation of collaborative learning between the schools, college and university to offer greater learning opportunities, increased earning potential and creating a supportive environment for businesses to flourish. The radical, biophilic Mayflower building connects us with each other, with businesses, enterprise, innovation, new thinking and the natural world. It will provide space for Boston's economic relaunch and tackle our communities' embedded low aspirations and skills through innovative, living learning spaces. This will enable digital upskilling with on-hand support and demonstrates how the College and education in general is a haven for community hope and future prosperity.

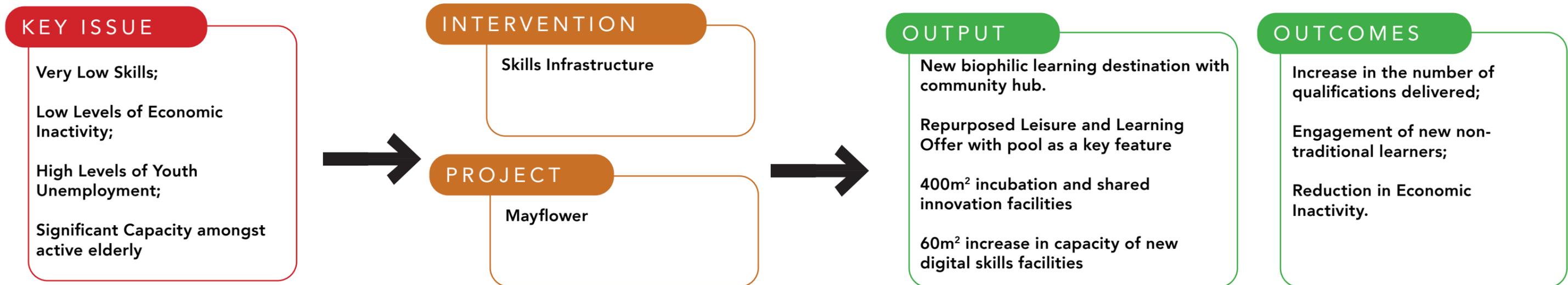
Mayflower is the embodiment of our commitment to lead a place-based business and skills revolution. It will incorporate 'public-interest' curriculum such as hair and beauty and hospitality as both local services and realistic work environments for students. This development will be a new build designed to create a landmark of learning to offer greater training opportunities, increased earning potential and create a supportive environment for businesses to flourish. The building will be a learning destination, fully accessible to all and without the negative undertones of school which inevitably disenfranchises the very working-age people we need to engage. The objective is to provide other reasons to visit Mayflower to boost community engagement with the college and then introduce training and development once people are more confident.

Mayflower is also the College's vision for employer engagement on the scale envisaged by the new White Paper "Skills for Jobs: Lifelong Learning for Opportunity and Growth" (Skills for Jobs). Employers are central to the development of Mayflower, the enterprise centre and the provision of employability support and digital learning. The proposal demonstrates how ready and enabled the college is to contribute to the Local Skills Improvement Plans and ensure that the provision in Boston is what our local and regional employers need in order to thrive. Engagement with Mayflower and its digital hub will lead effortlessly across the sites to signpost health, leisure and further learning. Our wide-range of skills training areas include, for example, the superbly equipped and industry standard Engineering, Manufacturing and Technology centre, the Digital Transport and Logistics Academy and the flagship Institute of Technology. Our focus is on improving local skills levels through collaboration on Local Skills Improvements Plans so that our community is ready for the jobs that will be available over the coming years, critical to the ongoing success of the town.

# PROJECT OBJECTIVES

## The Theory of Change

The Mayflower will deliver against the skills and aspirations theme of the Boston Investment Plan and this is reflected in the project objectives and smart output measures listed below.



The outcome and targets for the first five years following this Towns Fund investment were set out in the TIP and are shown in detail in the management case. It is a flagship statement and commitment to driving forward a learning and growth agenda for the Town in a most ambitious and engaging way.

An increase in the skills base and range of job opportunities enables Boston to approach parity with the average wage at a national level (ONS annual statistics).

Average salary is  
**£130**  
 per week  
 less than  
 national average

Lowest   
**10%**  
 in terms of  
**skills ranking** across  
 towns in England

Boston in worst  
**30%**  
 of **neighbourhoods** in  
 England in employment  
 outcomes

# THE PROPOSED INVESTMENT

The following is an overview of the list of options considered by the college as part of the application process. Each is a possible option which would achieve the project's business needs, potential scope and service requirements to varying degrees.

## 1. Do Nothing – continue to deliver our current suite of qualifications using current equipment; will not meet local needs and key priorities

- No impetus to raise aspirations within the town
- Reduced ability to improve estate, increased pressure on space, unable to expand to meet known demographic change
- No employer hub or entrepreneurial space. No refreshed hospitality, hair or beauty trading spaces
- Lack of public-facing frontage to encourage adult learning

## 2. Do Minimum - Refurbish an area of the current building to improve adult learning offer space

- No public-facing frontage therefore no appeal to the town, no refreshed hair or beauty or hospitality space
- No additional space so unable to expand to meet known demographic change or include employer and entrepreneurial space.

## 3. Mayflower Building Site 1 - Remodel and extend existing University Centre building

- Iconic building built to meet present and anticipated future demographic needs – addressing estates issues with a public facing frontage to encourage adult learning and engagement with the college
- Employer Hub and Entrepreneurial space and refreshed hospitality, hair and beauty trading spaces

- Would lose current teaching space, currently dedicated to HE.
- This option secures the western end of the college estate and develops an iconic new building and an in-demand facility that will support current and future job creation through a focus on adult learning, allows the redevelopment of other parts of the campus in line with the estates strategy to meet learner numbers and learner expectations, supports the community through entrepreneurial space and enhances public facing curriculum areas to increase public use and income from associated retail outlets.
- The building will be situated at the front of the college facing a main road into the town centre with significant travel from residential and industrial areas, complementing previous investment in the campus from the LEP in Engineering and Digital Technologies and the new public facing college entrance will work to raise the low aspirations of our local community by encouraging more people to feel included in the college's activities. It benefits from being the least disruptive option for our local community. This option reduces risk as land is already college owned and it has been indicated that planning would be approved. Costs will be reduced in this option as ground levels are more suitable for building, there is no asbestos present in the existing building and there are reduced site preparation costs.

## 4. Mayflower Building Site 2 - Demolish and rebuild at Geoff Moulder Leisure Centre

- Iconic building built to meet present and anticipated future demographic needs – addressing estates issues
- Public facing frontage to encourage adult learning and engagement with the college, consolidating the college estate from Rowley Road to Skirbeck Road.
- Employer Hub and Entrepreneurial space and refreshed hospitality, hair and beauty trading spaces

- The college will gain a contiguous campus from Skirbeck Road to Rowley Road enabling a more logical development of the estate in the future. In addition, the new public facing college entrance will work to raise the low aspirations of our local community by encouraging more people to feel included in the college's activities. However, the Council have indicated that they are not able to swap the site of the Leisure Centre for the Ingelow Centre site opposite and therefore this proposal cannot proceed.

## 5. Mayflower Building Site 3 – Demolish and rebuild at Ingelow Centre

- Iconic building built to meet present and anticipated future demographic needs – addressing estates issues
- Public facing frontage to encourage adult learning including degree-level courses and engagement with the college but not linked to the existing college site.
- Employer Hub and Entrepreneurial space
- Refreshed hospitality, hair and beauty trading spaces
- This option links up with the proposed redevelopment of the Geoff Moulder Leisure Centre producing a statement public plaza between the two developments and providing a landmark destination within walking distance of the town centre. It will create an adult-focused building with public hospitality areas and salons to increase engagement with the college alongside business start-up space for entrepreneurs. The option reduces risk as land is already college owned and it has been indicated that planning would be approved. Costs will be reduced from the original prediction of £16 million+ in this option as ground levels are more suitable for building, there is no asbestos present in the existing building and there are reduced site preparation costs.

# SUMMARY OF OPTIONS CONSIDERED

	<b>1. Do Nothing/ Business as Usual</b>	<b>2. Refurbish part of existing building</b>	<b>3. Mayflower Building Site 1 - University Centre</b>	<b>4. Mayflower Building Site 2 - Geoff Moulder</b>	<b>5. Mayflower Building Site 3 Ingelow</b>
<b>What will be delivered?</b>	Continue to deliver our current suite of qualifications using current equipment	Continue to deliver our current suite of qualifications using some new equipment	Iconic building. Brand new facilities and equipment enabling a revised curriculum and more real-world learning environments. Employer hub and entrepreneurial space. New reception at end of campus, improving security	Iconic building linking into existing campus. Brand new facilities and equipment enabling a revised curriculum and more real-world learning environments. Employer hub and entrepreneurial space. New reception at end of campus, improving security	Iconic building separate to existing campus. Brand new facilities and equipment enabling a revised curriculum and more real-world learning environments. Employer hub and entrepreneurial space
<b>Project Completion Dates</b>	As soon as possible	12 months	September 2024	September 2024	September 2024
<b>Project Funding and Financing - Who pays?</b>	No additional investment required	College investment and if possible, attract small grant funding Cost estimate @ £100,000	Towns Fund investment plus College funding Cost estimate @ £10,000,000	Towns Fund investment plus College and grant funding from more than one source Cost estimate @ £11,900,000	Towns Fund investment plus College funding Cost estimate @ £10,500,000
<b>Strengths</b>	No additional spend required	Relatively low cost Will provide some added value to the college's offer Will provide some support for learners	Affordable option - smaller amount of funding required as no asbestos on site and land levels appropriate Site already owned by the college Specialist facilities with latest technology and qualified staff Will attract new learners and employers Dedicated space to ensure a good number of learners and employers are able to access facilities at the same time Landmark building at current site entrance, providing increased site security Will support career development and address local needs/priorities	Dedicated space to ensure a good number of learners and employers are able to access facilities at the same time Will support career development and address local needs/priorities Extensive additional specialist facilities for Hospitality, Hair and Beauty Landmark building with new reception space giving secure access to the rest of the college site. Secures college site from Rowley Road to Skirbeck Road	Dedicated adult space to ensure a good number of learners and employers are able to access facilities at the same time Will support career development and address local needs/priorities Landmark building as an integrated part of Council's planned leisure redevelopment of Geoff Moulder site opposite
<b>Weaknesses</b>	Not meeting local needs or priorities Does not improve college offer or community / employer engagement Does not meet requirement for additional space to meet known demographic change	Quality of material and delivery Would not provide entrepreneurial space nor address local needs/priorities Numbers/reach limited Does not meet demographic growth challenges Does not provide the step change in community aspiration	Numbers/reach limited due to size and resources available Will not provide landmark destination	Requires land swop with Borough Council Redevelopment of former swimming pool – site involves different land levels, asbestos risks and filling in the pool	Does not contribute to enhancing college site security. Requires relocation of SEND learners

# SUMMARY OF OPTIONS CONSIDERED CONTINUED

	<b>1. Do Nothing/ Business as Usual</b>	<b>2. Refurbish part of existing building</b>	<b>3. Mayflower Building Site 1 - University Centre</b>	<b>4. Mayflower Building Site 2 - Geoff Moulder</b>	<b>5. Mayflower Building Site 3 Ingelow</b>
<b>Opportunity</b>	No new opportunities to develop income, or course offer. No spend would mean resources are diverted to other areas of the business	Relatively low-cost option which will not require significant funds – college resources diverted to other areas of the business	Dedicated space which will support the development of new programmes for the future Increase in learners and employers engaged due to ‘new’ technology introduced Commercial/full costs opportunities including offering specialist training	Dedicated space which will support the development of new programmes for the future Increase in learners and employers engaged due to ‘new’ technology introduced Commercial/full costs opportunities including offering specialist training	Dedicated space which will support the development of new programmes for the future Increase in learners and employers engaged due to ‘new’ technology introduced Commercial/full costs opportunities including offering specialist training
<b>Threat</b>	Other providers offering better facilities could reduce the college’s appeal for learners and employers – reduction in numbers due to competition.	Other providers offering better facilities which could reduce the college’s attractiveness to learners and employer – reduction in numbers due to competition No impetus to engage increased numbers of adult learners  Does not meet the needs of the Town Deal Board	Other providers offering better facilities which could reduce the college’s attractiveness to learners and employer – reduction in numbers due to competition Potential loss of investment due to lack of interest from learners and employers Does not meet the needs of the Town Deal Board	Site ownership – not under our control Interdependencies of required land swap with Council could impact on existing learners Other providers offering learning with better facilities which could reduce the colleges attractiveness to learners and employer – reduction in numbers due to competition Potential loss of investment due to lack of interest from learners and employers Lack or loss of specialist staff	Other providers offering better facilities which could reduce the college’s attractiveness to learners and employer – reduction in numbers due to competition Potential loss of investment due to lack of interest from learners and employers
<b>Strategic Fit</b>	✗	✗	✓	✓	✗
<b>Potential Value for Money</b>	✗	✗	✓	✓	✓
<b>Supplier Capacity</b>	✓	✓	✗	✓	✓
<b>Potential Affordability</b>	✓	✓	✓	✗	✓
<b>Potential Achievability</b>	✓	✗	✗	✗	✓
<b>Summary</b>	Carry forward	Discount	Discount	Discount	Carry forward

## Project Risks and Constraints

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 risk register is included in the management case, together with details of how these risks will be effectively controlled and managed throughout the project.

## Project Interdependencies

The delivery of the Mayflower project is dependent on all of the following being approved:

1. Suitable accommodation being provided by the college to facilitate the relocation of SEND learners from the current Ingelow building so that it can be demolished to make way for Mayflower.
2. Planning permission being granted for Mayflower and the proposed plaza linked to the redevelopment of the Geoff Moulder Leisure Centre including agreement for augmentation of current access road.
3. Towns Deal funding being approved for both projects.

RIBA Stage 2+ design drawings are attached at Appendix A.

## Stakeholder Engagement

Significant work has been undertaken by Boston College, the Town Deal Board and the Borough Council with a wide range of stakeholders as this scheme has been developed. Due to Covid, much of this was online, but webinars with businesses and Business Lincolnshire members have been hosted by the Town Deal Board and the College. Information has been provided to College staff who will be affected by the development through in-person briefings ensuring opportunities to provide feedback are maximised. Ideas and suggestions were gathered on the priorities for Towns Deal investment through the #MyTown consultation run through the website portal and Boston received the second highest number of comments and proposals from all 101 towns involved. This demonstrates the passion and support for the town from its residents and the desire to see Boston succeed and grow. Feedback received included the following comments:

## WHAT OUR RESIDENTS SAY...

"Having multi use areas/buildings in the town centre that incorporate offices, culture, restaurants, leisure, learning hubs, residential units, open spaces and health facilities will attract people in and they will then use the shops more."

"Provide co-working space with excellent broadband and networking opportunities for start-ups"

"Central leisure complex, swim, gym, park food court, easy transport links, complete recreational area."

"Our fantastic young people have one of the lowest aspiration rates in the region. We need more focus on the business we have in Boston building better connections with schools and our college so our young people can see the jobs they can aspire to."

"Many start-up businesses struggle to get off the ground because of start-up costs, high rent and rates. Providing some small low cost units in a prominent location to allow businesses to test the market and take their first steps might help some flourish and then with confidence in the market move on to some of the many empty premises in the town."

Stakeholders are clear that Boston has a problem with low skills and low aspirations despite repeated interventions over the last 20 years with New Deal for Communities, European funded projects addressing skills issues, Inclusive Boston (MCHLG funded) and many more. This project aims to provide a community space to encourage and support the population to engage in skills and education by providing a non-threatening informal pathway to engaging with the college

### Expected different impacts by protected characteristics and/or income groups

One of the main areas for design consideration has been to ensure accessibility for all is embedded throughout the design. This is demonstrated through the inclusion of two lifts, ensuring a back-up is always available. Level access is prioritised throughout the building, with tactile signage planned meaning that disabilities will not be a barrier to participation. This includes consideration to floorings and spaces to support those with dementia and other more hidden needs. Pregnancy and maternity protected characteristics are provided for with baby change facilities and spaces for feeding within the restaurant and coffee shop areas. There is a designated Changing Places standard toilet included in the design as we recognise these are essential to allow everyone to benefit from the building's amenities.

The design team are very aware of the socio-economic profile of the local area and this is reflected in the building's facilities. There will be showers and changing facilities to support those walking and cycling to the site and encouraging a reduced reliance on private transport. The site is also situated on a main walking route to the town centre with easy access from public transport options. The restaurant and hair/ beauty salons are able to offer a subsidised service, whilst still delivering excellence, which will support the local communities.



# 04

## ECONOMIC CASE



# ECONOMIC CASE

The Economic Case determines the value for money of the investment. It should include an analysis of monetised benefits and costs, as well as non-monetised benefits. The benefits and costs assessed should be aligned to the objectives set out for the project in the Strategic Case. It is important that Economic and Strategic Cases are closely aligned. "Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations."

## APPROACH TO ECONOMIC CASE

The Economic Case assesses the economic impacts of the **Mayflower** 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 15% has been calculated using HM Treasury methodology and included in the value for money analysis

The framework for assessing the economic benefits of the Mayflower 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 based on a Benefit Cost Ratio (BCR).

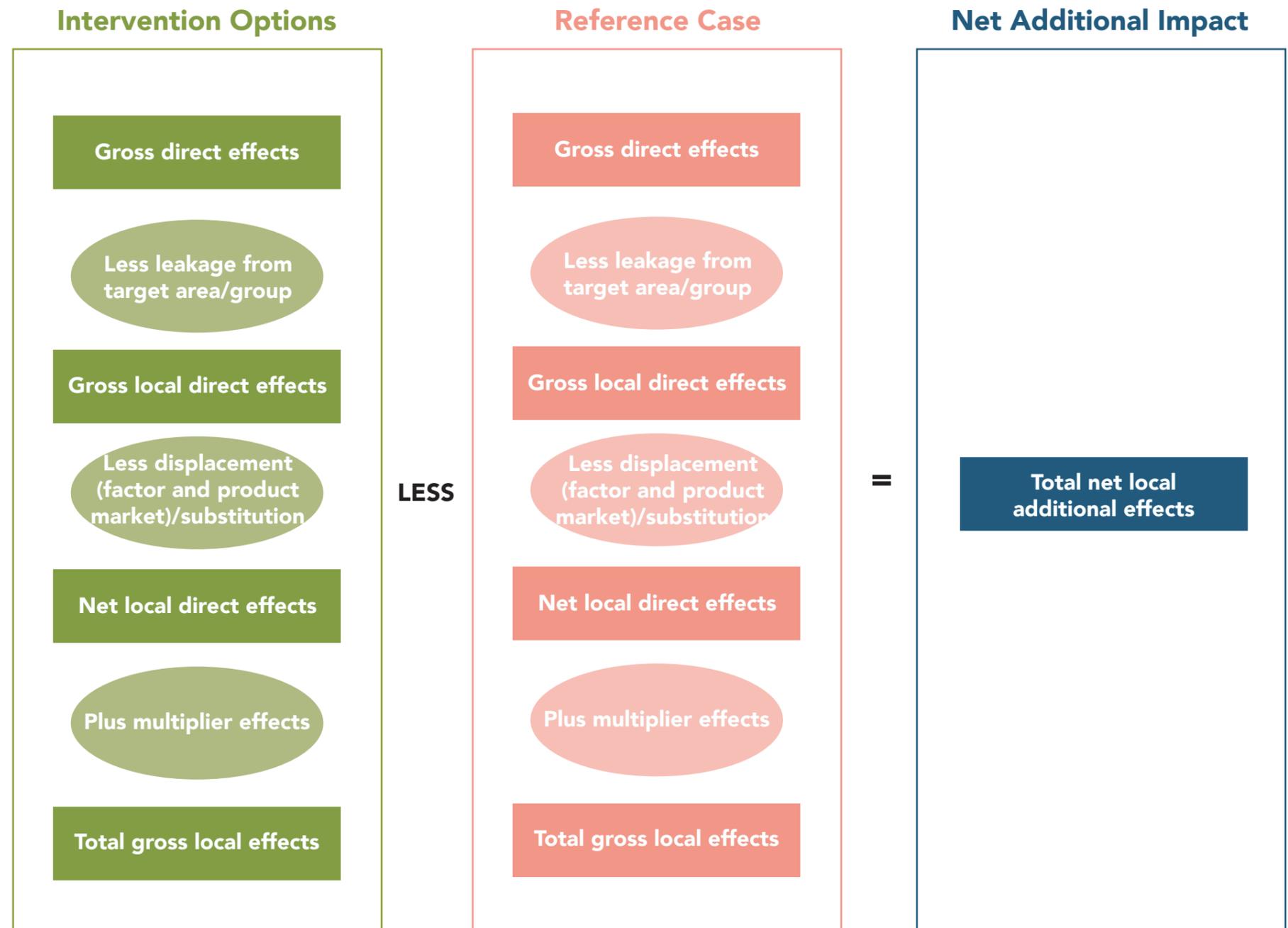
The calculation of costs and benefits has accounted for latest recommendations from MHCLG in relation to the Towns Fund, as well as other recent publications for regeneration and cultural projects. Reflecting the diverse nature of the interventions and their expected impacts, as well as the existing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

# 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%

# ECONOMIC BENEFITS

The following outputs were considered in the economic benefit assessment:

OUTPUTS	MATURE YEAR ESTIMATE
Creation of new community hub, spaces linked to inclusive growth (m <sup>2</sup> )	600
New Commercial Floorspace, incubation and shared innovation facilities (m <sup>2</sup> )	400
New training / learning space constructed (m <sup>2</sup> )	2,722
Increase in capacity of digital skills facilities	60
Increased collaboration with employers visits per annum	20
New jobs created	5
Number of jobs safeguarded	3
Number of businesses assisted to improve performance per annum	8
Number of learners (per annum) graduating or completing courses at new or improved training or education facilities, or attending new courses	1500
Number of people (per annum) supported to develop business related digital skills per year targeting increased productivity and efficiency	100
Number of potential entrepreneurs assisted to be enterprise ready by 2030	20
Number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces by 2030	20

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

TOWNS FUND INVESTMENT THEME	KEY BENEFITS	WIDER SOCIAL AND ECONOMIC BENEFITS	KEY GUIDANCE TO MODEL AND MONETISE BENEFITS
Urban regeneration, planning and land use	Land value uplift	Increases in local employment and GVA Increased local spend	MHCLG guidance
Enterprise infrastructure	Land value uplift	Increased employment and income Attraction of more businesses in the long term	MHCLG guidance
Enterprise infrastructure	Labour market entrants Resident into work Productivity benefits	Increased employment and income Better wellbeing	MHCLG guidance BEIS guidance
Skills infrastructure	Educational benefits Distributional	Levelling up Assisting relatively deprived areas	HMT MHCLG guidance

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 equalised 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 **1.4** which provides a reflection of the positive effects on net disposable income.

## ECONOMIC COSTS

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

TYPE	SOURCE	TOTAL AMOUNT (£M)
Public sector cost (undiscounted)	Boston College and Towns Fund	£16.1
Public sector cost (discounted)	Green Book STPR	£13.9
Optimism Bias	AMION	£2.1
<b>Public sector cost (with OB)</b>	-	<b>£16.0</b>

## VALUE FOR MONEY ASSESSMENT

The value for money assessment is summarised below. **The project has a BCR of 2.1:1 in the core scenario.** It also withstands scrutiny from two technical changes within the sensitivity testing, with the BCR remaining above 1.5:1 in both instances.

VALUE FOR MONEY ASSESSMENT (£M, DISCOUNTED, 21/22 PRICES)	CORE SCENARIO	SENSITIVITY TEST 1 NO DISTRIBUTIONAL	SENSITIVITY TEST 2 OB AT 24%
<b>Economic Benefits</b>			
Land Value Uplift	£0.5	£0.5	£0.3
Residents in Work	£0.1	£0.1	£0.1
Labour Market Entrants	£0.1	£0.1	£0.1
Productivity	£0.4	£0.4	£0.1
Educational	£23.2	£23.2	£2.9
Distributional	£8.9	£0.0	£5.6
<i>Total Economic Benefits</i>	(A) £33.1	£24.2	£20.8
<b>Economic Costs</b>			
Towns Fund	(B) £10.3	£10.3	£11.1
Co-funding	(C) £5.6	£5.6	£6.1
<i>Total public sector</i>	(D) = (B) + (C) £16.0	£16.0	£17.3
<b>Benefit Cost Ratio</b>	<b>(A)/(D) 2.1:1</b>	<b>1.5:1</b>	<b>1.9:1</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.*

The project has the option to be combined with **an adjacent Towns Fund scheme, Boston Leisure Centre**. This project has total NPV benefits of £20.8m and total NPV costs of £7.7m. If the two projects were delivered together, **an additional 0.5ha of public realm can be delivered** through the efficiency gains, as well as all the costs and outputs from the separate projects. This will provide enhanced amenity benefits for the local population, using values within the DLUHC Appraisal Guide.

**The combined project has a BCR of 2.3:1.** The overall benefits arising from the combined project is greater than if the two projects were delivered separately due to these additional amenity benefits arising from the new public realm.

## NON QUANTIFIED BENEFITS

In accordance with Green Book orthodoxy, the BCR does not include additional local spend and Gross Value Added but is referenced above.

The project is also likely to deliver substantial wider benefits relating to regeneration, image, community, agglomeration, resident aspirations, and Covid-19 recovery.

## SUMMARY

The analysis undertaken in this Economic Case was consistent with HM Treasury's Green Book and other departmental guidance. For the Mayflower project, specific benefits modelled relate to land value uplift, employment, and education. The costings have been calibrated for Optimism Bias at 15% and discounted using HMT's 3.5%. Additionality has been applied at 80%.

**The BCR = 2.1 provides a "Good" value for money,** according to MHCLG Appraisal Guide.

# 05

## FINANCIAL CASE



# FINANCIAL CASE

**The financial case outlines how the Town Deal Fund will be used throughout the development and delivery of the project. It details how costs have been developed and assessed the affordability of the investment, identifying cost, revenue, and funding sources. It clearly sets out the contingencies in place for any risks or emerging issues to ensure that the project meets the programme of works within budget.**

Based on the information provided within the strategic case and economic case it shows there are clear benefits in making the proposed investment in the Mayflower building at the Ingelow site.

The business case sets out all of the opportunities the Mayflower will provide, Mayflower is critical to raising aspirations and ambitions across the Borough, providing an iconic building in the heart of the town, providing a unique and inspirational business and community space.

## APPROACH TO FINANCIAL CASE

Various funding options have been explored, to support the costs of the Mayflower project. A pipeline bid to the GLLEP was submitted, however as there are currently no funds available with the LEP this has not been included within the business case.

To ensure the Mayflower project is affordable alongside the Towns deal funding, a value engineering exercise was undertaken to scale back the Mayflower build, ensuring it would fit on the Ingelow site and continued to deliver on all of the outcomes as the preferred option for the Towns Deal funding. The rising costs of inflation are a major factor in the current economic climate, all costings have been undertaken with this taken into account.

Boston College have funded the initial layout costs for the development of the business case of both site options up to RIBA stage 2+. Internal cash reserves have been used to fund the development of the plans, surveys and designs and Boston College will be reimbursed pending approval from Central Government. The amount of this is outlined within the financial tables in the cost section of this business case.

## FUNDING PROFILE AND SOURCES

The Town Investment Plan initially valued the project at £10.0m which was confirmed in the subsequent Heads of Term Offer in March 2021 and Project Confirmation Table submitted back to Government in May 2021. This was based on an estimate capital build cost of £10.5m, with a further five years revenue match of £5.546m.

Boston College have committed to providing £525,000 in capital co-funding towards the scheme and £5,546,000 in revenue costs over 5 years. The capital match funding will include the costs of physical relocation of the current Ingelow building SEND and adult skills student. The revenue match is based on the operational running costs of the Mayflower building over 5 years from opening in September 2024.

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

SOURCES	VALUE £'000	USES
Towns Fund (public sector)	10,000	Capitol Costs and Management Fees
Boston College (private sector)	525	Capital Costs including building relocation
Revenue - Boston College (private sector)	5,546	Operational Costs (5 year estimate)
<b>Total Sources</b>	<b>16,071</b>	

FUNDING PROFILE	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	TOTAL
<b>Capital</b>	<b>£'000</b>								
Towns Fund	285	977	7,977	760	-	-	-	-	10,000
Boston College	-	66	419	40	-	-	-	-	525
<b>Total Capital</b>									
<b>Funding</b>	<b>285</b>	<b>1043</b>	<b>8,396</b>	<b>800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,525</b>
<b>Revenue Boston College</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>724</b>	<b>1,241</b>	<b>1,241</b>	<b>1,241</b>	<b>1,099</b>	<b>5,546</b>
<b>Total Funding</b>	<b>285</b>	<b>1,043</b>	<b>8,396</b>	<b>1,524</b>	<b>1,241</b>	<b>1,241</b>	<b>1,241</b>	<b>1,099</b>	<b>16,071</b>

Revenue match funding costs consist of the annual running costs for the Mayflower building and include staffing, premises and consumables.

# COSTS

## DEVELOPMENT COSTS

The financial table below outlines the costs involved to develop the project to RIBA stage 2+ for the full business case:

DEVELOPMENT PHASE	MAYFLOWER PROPOSAL 1 INC. VAT £	MAYFLOWER PROPOSAL 3 INC. VAT £	TOTAL FEES INC. VAT £
Architect RIBA stage 2+	94,770	37,260	132,030
Project Manager	18,720	0	18,720
Cost Consultant	11,040	0	11,040
Services Engineer	29,640	10,831	40,471
Mechanical and Electrical	44,428	15,813	60,241
Principal Designer	4,860	2,268	7,128
Flood risk assessment	1,530	504	2,034
Additional framework fees	10,679	2,536	13,215
<b>Total</b>	<b>215,667</b>	<b>69,212</b>	<b>284,879</b>

The professional design team services were all purchased using the ESPO procurement framework which is compliant with our financial regulations.

## REVENUE COSTS

The following table details the annual revenue operating costs associated with the Mayflower building once open, which have been used as match over 5 years post completion:

ITEM	PER ANNUM £'000	NOTES
Pay Costs	1,141	Includes teaching and support staff
Premises costs	100	Estimate
<b>Total Revenue Costs</b>	<b>1,241</b>	

## CAPITAL COSTS

The capital project costs are based on the following capital estimates provided by Project manager and cost consultants Thornton Firkin as part of the RIBA stage 2+ design.

ITEM	£	NOTES
Preliminaries	450,000	Main contractor staff, plant, welfare & accommodation
Abnormals (demolitions etc.)	136,950	Site clearance, existing building demolition
Sub structure	419,000	Foundations
Super structure	2,908,875	
Internal finishes	328,800	Floors, walls and ceilings
Fittings, furnishings and equipment	595,000	
Services	2,020,000	Mechanical & electrical services and lift
External works	860,000	Includes 50% share of costs with the Boston Leisure project
Contingency and Design risk	442,259	5% of all costs including design fees
Contractor overheads and profit	300,000	
<b>Construction Cost Total inc.</b>	<b>8,460,884</b>	
<b>Design Contingency and Prelims</b>		
Professional and Design Fees	826,545	Includes statutory fees
<b>Sub-Total Including Design</b>	<b>9,287,429</b>	
VAT	1,237,571	20% of all costs less an allowance for partial recovery of VAT
<b>Total Including VAT</b>	<b>10,525,000</b>	

The above capital costs and schedule of works will be reviewed and updated following completion of RIBA stage 4. The current cost plan includes a contingency allowance of £442,259 based on 5% of all costs, and an allowance for partial VAT recovery (to be approved by HMRC). Where the revised cost plan exceeds the approved cost envelopes for the capital works, this will be subject to the following options:

- Value engineer the scheme to meet available cost envelopes
- Increase Boston College's contribution following corporation approval
- Seek additional grant funding

# 06

## COMMERCIAL CASE



# COMMERCIAL CASE

**This section of the Commercial Case outlines how Boston College will procure all works and services required for the delivery of the Mayflower Building project and how it will enter formal contracts for the same. It will also detail the procurement process and proposed contractual arrangements for the construction works required by the new building.**

Boston College will procure all works and services required for the Mayflower Building project in accordance with all current public sector procurement regulations. The College has in-house procurement specialists within its finance team that are experienced in dealing with public sector procurement regulations and in ensuring that all projects/services are procured in line with procurement best practice. All works and services will be procured in accordance with the College's own financial regulations and with the Public Contracts Regulations 2015.

In addition to in-house specialists, the College will appoint consultants with a proven track record of delivering services on similar public sector projects in accordance with public sector procurement best practice. In addition, and where necessary, the College will engage with external specialist procurement consultants following the College's own financial regulations and Public Contracts Regulations 2015.

## PROCUREMENT STRATEGY FOR THE MAYFLOWER PROJECT

All procurement will be in line with the College's financial regulations and procurement policy, this will be overseen by the College's Vice Principal Finance and Corporate Services.

The College's internal financial regulations and procurement policy require a competitive tender process for all works and services required by the project. This competitive tender process requirement can be satisfied by an open competitive tendering process and by using a nationally recognised framework agreement arrangement which has been established by competitive means.

All procurement required by the project will commence as soon as the project is ratified by the Boston Town Deal board and the Department for Levelling Up, Housing and Communities, all procurement activities will be completed in line with the requirements of the overall project programme.

Where possible, the College will work with Boston Borough Council (in relation to the adjacent Leisure Project) and will jointly procure works and services if by doing so both parties receive time and cost benefit and best value for external funding. Areas of potential joint procurement benefit will be reviewed and discussed in detail in a joint procurement exercise to be held between both parties. This will include options for one construction contractor delivering both projects utilising one or two contracts.

One potential area of joint benefit for both Boston College and Boston Borough Council is

the appointment of the same design team and specialist consultants on both projects. It is likely that both projects will be designed, sent to planning and constructed at very similar times. Utilising the same design team & consultants will ensure cost betterment and design & interface synergies between projects. The College has decided to appoint the main members of the project design team using the ESPO Property and Buildings for the Rest of the UK Framework. This is a competitively tendered framework with rates sourced in open competition within the construction consultant marketplace.

Other design team consultants and specialist consultants required for planning will be procured via a restricted competitive tender/quotation process. Tendering consultants will be identified based on suitable track record and available resource.

Due to the likely value of the construction works, the College intends to procure the construction works contractor via either an open or restricted procurement procedure based on the requirements of The Public Procurement Regulations 2020. The process will include an expression of interest phase, a Pre-Qualification Questionnaire process, and an Invitation to Tender process. The final decision on construction contractor will be based on a combined cost and quality assessment.

It is expected that the procurement of the main construction contractor will be completed by mid-November 2022, and onsite works will commence on 1st February 2023.

# COMMERCIAL DELIVERABILITY

The following table summarises the above:

Works/Services	Outputs	Procurement Route
Main Design Team	Design and services for RIBA Stages 0-7	ESPO Framework
Other Design & Specialist Consultants	Design for RIBA Stages 0-4; planning application services	Competitive Tender/Quotation
Site Clearance	Site cleared	Competitive Tender
Construction Works	Completion of Design and Construction of Mayflower Building	Open or Restricted Competitive Tender based on Public Procurement Regulations 2020
Statutory Installations	Statutory works/installations required by the new building including new electrical supply, new water connection and new fibre provision	Competitive Tender via Specialist Utility Consultant or Non-Competitive Order with Statutory Body
Purchase and Installation of Equipment and Testing	Equipment required by the new building including catering equipment, Hair & Beauty equipment, and other specialist installations	Competitive Tender or CPC Framework
Purchase and Installation of IT Equipment and Testing	IT Equipment required by the new building	Competitive Tender or CPC Framework
Purchase and Installation of Furniture and Fittings	FFE required by the new building including loose furniture, lockers, vending, welfare installations and the like	Competitive Tender or CPC Framework

## Challenges

The key commercial challenges facing the Mayflower project will be caused by the current level of volatility within the construction marketplace and the wider economy. Recent and current marketplace volatility has led to and continues to lead to rising labour and materials cost, reduced availability of labour and materials, and considerable uncertainty which, in turn, leads to a reduction in cost competitiveness and a vastly reduced desire on the part of tendering companies not to make full allowance to cover all potential risks. Uncertainty inevitably leads to a considerable reduction in the number of tendering companies prepared to bid on competitive projects.

In addition, the impact of another pandemic on cost, uncertainty and availability of companies willing to tender cannot be ignored.

The College will take all measures, in conjunction with its consultants, to ensure that all potential risks, including those of a commercial nature, on the project are minimised or negated. Construction works will be as detailed as possible. Scrutiny on project tenderers will be tight and will include full financial and company robustness checks. Adequate time will be allowed for all elements of the project. Sensible and realistic cost and time contingencies will be put in place and all heads of risk will be assessed in full detail.

## Contracts

Formal contracts will be entered into by the College and all consultants, construction works contractors, and equipment providers.

Main design team members will be appointed using formal appointments recommended by the ESPO Framework.

Other specialist consultants will be contracted with using industry standard forms of appointment.

The construction works contractor will be appointed using a JCT Design & Build DB16 Form of Building Contract and all sub-contractors/suppliers working under the main contractor will be appointed using JCT suite documentation.

Equipment providers will be formally appointed using forms of appointment recommended by the CPC Framework.

Special provisions on the Mayflower Building project will include the use of apprentices, safeguarding and sustainable construction targets including minimising of waste and recycling of materials wherever possible.

Internal project resourcing roles and responsibilities are as follows:

## Commercial Risks

Key commercial risks include the marketplace volatility cost & resource availability issues noted above and the financial stability of the construction contractor. These risks can be controlled through regular due diligence financial and resource checks. A performance bond will be taken out for the construction works to provide protection in the event of the construction contractor's insolvency.

## Commercial Organisation

The College has excellent and recent experience of managing and executing large scale projects of this size. Resources available in-house includes, financial planning and procurement, project management, digital infrastructure build experience, business and stakeholder engagement experience.

For professional services the design team has been procured through the ESPO framework Architect and Project management fees. The College is working with highly regarded architects, YMD Boon, with vast amounts of experience within the field of education and with Boston College. The project management and cost consultancy is through Thornton Firkin, who are a leading project management and cost consultancy practice with over 65 years' experience in the building and construction industry and also with vast amounts of experience within the field of education and with Boston College.

We have also engaged award-winning consulting civil and structural engineering practice, Price & Myers to provide advice and technical support to the project and CPW a leading environmental building services consultancy who will ensure the design meets the sustainability and carbon reduction targets that we want to achieve.

Name	Job Title	Role
Debbie Holland	Vice Principal Finance and Corporate Services	Overall financial and estates accountability for the delivery of the project. Project Link to the Corporation. Member of the Executive Team for providing project oversight and monitoring. Chartered Accountant (CIPFA).
Charlotte Robinson	Head of Finance	Responsibility for monitoring expenditure against cash flow and project plans. Claiming funding. Procurement and audit responsibility. Tendering is managed through the CPC's Multiquote system. Certified Accountant.
Shawn Thomas	Head of Estates	Overall responsibility for on-time and on budget project delivery and management. Will be accountable for site safety and contractor management. Has successfully managed similar projects in 20/21 and 21/22 and has been in post for over 8 years; alongside substantial new build and renovation project management experience.
Bill Weavin	Senior Maintenance Technician	Will be managing the contractors and project progress on a day to day basis. Extensive experience of working with on site contractors and of the college's policies and procedures.
Pete Davy	Head of Health and Safety	Responsibility for site wide health and safety.

# PROCUREMENT STRATEGY

## Our Strategy

It is a requirement of the financial memorandum that the governing body of the college is responsible for delivering value for money from public funds.

The National Audit Office (NAO) uses three criteria to assess the value for money of government spending i.e. the optimal use of resources to achieve the intended outcomes:

- **Economy:** minimising the cost of resources used or required (inputs) – **spending less;**
- **Efficiency:** the relationship between the output from goods or services and the resources to produce them – **spending well;** and
- **Effectiveness:** the relationship between the intended and actual results of public spending (outcomes) – **spending wisely.**

Consideration shall always be given to the need to purchase and to minimising any unnecessary expenditure.

The College shall maximise its resources wherever possible and utilise all resources offering economies of scale. Where a procurement need has been identified then:

- the use of existing contracts will be considered to determine that the College has not already entered into an agreement for the provision in question, thereby ensuring that existing contracts and the realisation of anticipated benefits through such formal contracting arrangements are not compromised;
- collaborative agreements with regional or national hubs such as CPC and ESPO will be considered as a solution to the procurement requirement in question, thereby deriving financial benefit from the economies of scale; or
- Where options available above do not address the need, then the College will proceed with its own procurement exercise, using professional advisors Thornton Firkin (already procured).

# 07

## MANAGEMENT CASE



# MANAGEMENT CASE

The Management Case outlines Boston College's approach to managing projects and processes that will be implemented to assist in the successful delivery of the Mayflower project.



## INTRODUCTION

This management case details the College's approach to deliverability, an outline of Boston College's experience in delivering similar projects and comprehensive information on our management and governance procedures and plans. It will share the Project Governance and processes in place to effectively manage Scope, Programme, Risks, Opportunities, Issues and Change. Boston College's 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.

The project will be delivered by the existing in-house Estates team supported by other College staff notably the Vice Principal of Finance and Corporate Services and the Head of Finance. The College is supported by external specialists, notably our architects, YMD Boon and our project management and cost consultants, Thornton Firkin. This provides additional assurance over costs, design details, sustainability and future-proofing of the project.

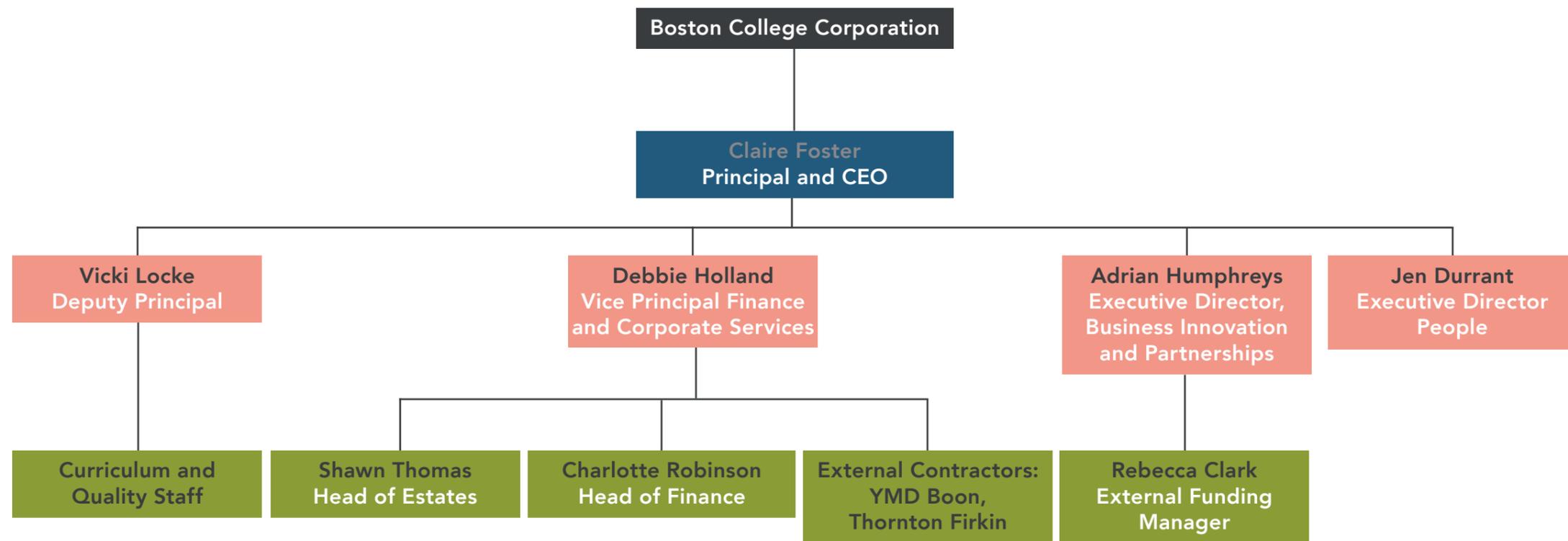
The College has significant experience of delivering substantial estates projects and has rigorous policies in place around procurement and financial activity to ensure probity and accountability within this project.

In the last 4 years, the College has completed four major building and refurbishment projects, primarily through GLLEP and central government funding supported by match funding from the College. The Engineering, Manufacturing and Technology building was the first of the major building projects, a £4.2m project part funded by the LEP. The building was complete in 2020 and was managed by the inhouse estates team supported by external professional advisors Thornton Firkin. The second major building project was the Digital, Transport and Logistics Academy building, £3.3m project also part funded by the LEP. The building was complete in 2021 and was also managed by the inhouse estates team supported by Thornton Firkin. The final two projects are smaller refurbishment projects, the Institute of Technology refurbishment project valued at £1.2m and the Care CoRe project valued at £0.7m.

All of these building projects have been managed by the same in-house team that will be managing this project as outlined below.

# PROJECT ORGANISATION AND GOVERNANCE

The leadership and governance of the College and the Project is demonstrated in the following organogram.



The College is governed by the Corporation and led by the Executive Leadership Team, headed by Claire Foster, the Principal and Chief Executive Officer.

The Corporation has responsibility for the financial management of the College within the statutory framework established by the Further and Higher Education Act 1992. The Corporation has ultimate responsibility for the management and administration of the College, exercising effective control to ensure that funds and assets are protected and legal obligations are met. The Corporation is responsible for overseeing the management of land and buildings, and for ensuring estates are used in the most efficient way for the benefit of students. All decisions around the College’s development plans, capital assets and use of public funds are the responsibility of the Corporation. The Corporation approved the Mayflower project on 10th March 2022, minutes are published on the Boston College website.

Claire, the Principal and Chief Executive Officer, is the institution’s Accounting Officer, is a member of the Corporation and is responsible to the Corporation under the terms of the Financial Memorandum with the Education and Skills Funding Agency for the management of the College’s resources and the operation of financial controls. Claire has led on the Mayflower project since April 2020 and has been the Vice Chair of the Boston Town Fund Board since September 2020.

The Finance and Corporate Services directorate includes responsibility for Estates and Funding and is headed by Debbie Holland, Vice Principal Finance and Corporate Services. The Vice Principal Finance and Corporate Services’ responsibilities include the day-to-day financial affairs of the College and to develop and implement the College’s Estates strategy. Supported by Shawn Thomas, Head of Estates and Rebecca Clark, External Funding Manager the team have developed the Mayflower designs and business case completion for the project, in conjunction with the external professional design team.

In terms of the RIBA Plan of Work 2020 Overview (below), the Finance and Corporate Services team, supported by YMD Boon architects and Thornton Firkin Project Manager, will lead the commissioning of agreed work steps for the Mayflower build up to RIBA stage 6.

From RIBA 7, post completion and handover from the main contractor, the College Corporation will operate the Mayflower building in its entirety.

The RIBA Plan of Work 2020 Overview table is a comprehensive grid detailing project stages from 0 to 7. Each stage includes a description of its purpose, key tasks, and associated documents. The stages are: 0 Strategic Definition, 1 Preparation and Briefing, 2 Concept Design, 3 Spatial Coordination, 4 Technical Design, 5 Manufacturing and Construction, 6 Handover, and 7 Use. The table also includes sections for 'Care Statutory Processes', 'Procurement Route', and 'Information Exchanges'.

# PROJECT MANAGEMENT AND GOVERNANCE ARRANGEMENTS

Governance arrangements for the Mayflower project will follow the College's established policy procedures for use of public funds, as outlined within the College's constitution and financial regulations. This will ensure robust compliance with all relevant guidance and legislation, including the College's adopted financial and contract procedures, audit, and governance structures. Delivery progress will be reported to the College's Corporation, Executive Leadership Team, and College Leadership Team.

The Mayflower Design Team, consists internally of the Vice Principal Finance and Corporate Services and the Head of Estates and externally architects YMD Boon, project managers and cost consultants Thornton Firkin, structural engineers PriceMyers and mechanical and electrical engineers CPW. This team have met bi-weekly throughout the various option designs, and will continue to do so up until the contractor appointment and construction commencement.

From contractor appointment and construction commencement meeting regularity and structures will be as follows:

Tier	Meeting Forum	Frequency	Owner	Attendees
1	College Corporation	Standard meetings	Principal and CEO	Governing body and senior staff
2	Executive Leadership Team	Bi-weekly	Principal and CEO	Senior staff
3	Mayflower Progress meetings	Bi-weekly	Vice Principal Finance and Corporate Services	Design Team, contractor
4	Mayflower Technical meetings	Bi-weekly	Head of Estates	Head of Estates, contractor, technical team

# THE PROPOSED INVESTMENT

The Mayflower technical meetings will be for technical items to be discussed, reviewed and escalated if required amongst the specialist technical teams, the contractor and Head of Estates.

The Mayflower progress meetings will be for updates and review of the build programme and to discuss any issues. It will be attended by the Vice Principal Finance and Corporate Services and the Head of Estates, ensuring there is an internal oversight of all project developments and early intervention can be made where budget or timeline is not compliant with the plans.

Risks to the project will be visible and managed throughout, ensuring the integrity of the business is paramount and project vision is embraced by the organisation at all levels.

The allocation of resources will be optimised by efficiently and effectively utilising the skills, knowledge, and experience, of the College resource alongside external specialist resource.

The project will be performance monitored in line with the project governance to ensure the objectives are achieved openly and transparently.

Any problems or issues arising from the project would be escalated through the tiers shown in the table, within approved tolerance levels. Any changes to the project will be managed through the project governance channels and agreed or otherwise at all levels before being actioned.

## Key Roles

- The College will act as Employer under the terms of the building contract
- The College will act as the Employer under the CDM Regulations
- The Principal Designer role under the CDM Regulations will be carried out by the College's Architect
- The main contractor will act as Principal Contractor under the CDM Regulations.
- Thornton Firkin will act as the College's Project Manager and will manage employer input and requirements throughout the project. The Project Manager will have responsibility for issuing instructions to the main contractor. The Vice Principal Finance and Corporate Services and Head of Estates will act as the liaison point between the project manager and Boston College.
- The College will appoint a consultant Clerk of Works to ensure the project is delivered in accordance with the contract requirements and is delivered to the correct quality level
- The College will appoint a Client Side Mechanical Services Engineer to act as Technical Advisor to the College on the services elements of the project
- The Main Contractor will allocate a Contracts Manager to the project who will be responsible for programme, procurement, and interface with the Employer.
- A Site Manager will be appointed by the main contractor. The Site Manager will have day to day responsibility for safely delivering the construction works and will be the day to day contact point between the Main Contractor and the Employer's campus team.

Authorisation of payments will be in accordance with the College's financial regulations, which requires all payments more than £8,000 to be authorised by a member of the Executive Leadership Team alongside the Head of Estates. All invoices will be accompanied by an approved certificate of works for the invoice period which will be verified by the Project Manager, Thornton Firkin.

# PROGRAMME/SCHEDULE MANAGEMENT

## Programme and Principal Stages and Workstreams

Provided below is a summary of the pre-construction programme to progress the project through to start on site works on 1<sup>st</sup> February 2023, in accordance with the RIBA workplan:

### Summary of key milestones

Corporation Approval Mayflower build option 5	10 <sup>th</sup> March 2022
Business Case submitted to Government	31 <sup>st</sup> March 2022
Decision Case submitted to Government	September 2022
Decant of Ingelow building	September 2022
RIBA Stage 4 completed	October 2022
Main contractor appointed. RIBA 5 commence	November 2022
Site mobilisation	January 2023
Demolition of Ingelow building	January 2023
Start on site of main work	February 2023
All buildings work complete	June 2024
Mayflower building open to public and students	September 2024

A detailed programme of works is included at Appendix B.

# ISSUES AND RISK MANAGEMENT

The table below provides a headline summary of the main project specific issues and risks. The main contractor will also maintain a separate risk register in relation to the main construction works, which will be reviewed at the Project progress meetings.

## College Approach to Risk Management

The College adopts and follows good practice in the identification, evaluation, and control of risks to ensure that, as far as reasonably practicable, risks are avoided or reduced to an acceptable level:

1. The College makes conservative and prudent recognition and disclosure of the financial and non-financial implications of risks.
2. Senior and middle managers are responsible for ensuring good risk management practice within their designated managed area.
3. Key risks will be identified by the Vice Principal Finance and Corporate Services and closely monitored regularly by the Executive Team.
4. Where a risk outside of the College's appetite is identified that cannot be mitigated within the policy, then the position will be regularly reviewed by the Risk Management Group.

No.	Category	Specific Risk	Likelihood	Severity	Risk Score	Mitigation	Owner
1	FUNDING	Failure to secure external funding & associated match funding; failure to meet funding application timelines	2	5	10	Ensure funding application process is fully adhered to and deadlines are met	BC
2	LEGAL	Failure to secure legal agreement with BBC regarding shared space; failure to agree other legal issues	2	5	10	Ensure liaison and communication between College and Council legal advisors is done & concluded early	BC
3	COST	Exceeding Project Budget	5	5	25	Ensure regular cost estimating and cost checking is undertaken from the start of the project; arrange regular formal cost review meetings; project scope to be trimmed and adjusted where possible to assist with keeping project within budget; alternative specifications/materials to be considered on an ongoing basis; scope to be rationalised where possible without affecting building quality and function; design team to be instructed to design/specify with project budget limitations in mind; VAT exposure to be assessed	BC/DTM
4	TIME	Failure to meet project delivery programme and failure to meet funding deadlines	3	5	15	Regular monitoring of programme; early notice of any delays; immediate delay mitigation option discussions; re-draw programme in response to impacting issues; regular assessment of project cashflow forecast; mitigation of potential underspend; investigation of early order materials	BC/DTM
5	BUSINESS OPERATION DISRUPTION	Negative Impact on Continuing Operation of College and ability to deliver education	2	5	10	Ensure clear separation between construction works and College operations; ensure no critical services serving the existing College accommodation is not impacted.	BC
6	SCOPE OF PROJECT WORKS & PROJECT BRIEF	Failure to confirm Project Brief in terms of time, cost, quality, accommodation etc; failure to confirm detailed brief in time	3	5	15	Client Brief defined by LC Management/ Estates/Building Users/Curriculum early (DONE); designs reviewed early & scope etc approved (DONE); ongoing	BC
7	CHANGE	Change in Project Scope	5	5	25	Minimise/eliminate any change; College to be vigilant in not changing requirements; ensure briefing process is extensive	BC
8	STATUTORY APPROVAL	Failure to secure Planning Consent & Building Regulation Approval	2	5	10	Engage with planning department; appoint specialist planning consultant; seek planning department opinion on likelihood of consent; arrange pre-application meeting; identify key issues and take action to attend to & minimise impact	BC

No.	Category	Specific Risk	Likelihood	Severity	Risk Score	Mitigation	Owner
9	PROJECT DELIVERY TEAM	Failure to appoint competent delivery team with necessary resources to comply with time constraints	1	4	4	Ensure competent and suitably experienced design team & consultants are appointed; monitor DTM performance; ensure adequate response time & resource allocation	BC
10	ECONOMY	Economic Uncertainty, impact of BREXIT and on-going cost volatility of construction sector	2	4	8	Ensure that existing market behaviour is analysed; ensure good understanding of current construction & other sector costs and availability of companies willing to enter into competitive tender; allow sensible contingency sums in overall project budget; consider early purchase of key materials/equipment; minimise specification of overseas sourced equipment	BC
11	PANDEMICS	Impact of Covid-19 or other unforeseen pandemic	2	4	8	Ensure that pandemic prevention measures are taken as required by all parties	ALL
12	HEALTH & SAFETY	Compliance with CDM Regulations 2015 & Other Health & Safety Legislation	3	2	6	Appoint Principal Designer; appoint competent designers; appoint Competent Contractor; confirm Contractor operates acceptable H&S compliant procedures/systems	ALL
13	HEALTH & SAFETY	Ensuring safety of existing campus users; protection; segregation	2	5	10	Ensure constant vigilance and commitment to site specific H&S measures; ensure liaison with College, Estates & end users; ensure procedures are in place in Construction Management Plan	CTR
14	HEALTH & SAFETY	Protection of adjacent users from site set up/compound/contractor access & ingress; external highways	2	5	10	Ensure competent Contractor with suitable health & safety experience and management systems etc is appointed; ensure construction site areas, access & egress routes do not impact on College users; ensure separate pedestrian routes	CTR
15	ABNORMALS	Early identification of project abnormalities	3	5	15	Ensure assessment of site abnormalities is carried out very early on the project; carry out all necessary site surveys & investigations early.	BC/DTM
16	POOR GROUND CONDITIONS/SITE LEVELS	Poor ground conditions requiring abnormal (and costly) substructure & foundation solutions; need for retaining structures	5	4	20	Ensure early site ground investigation is carried out on the site	BC/DTM
17	SITE CONTAMINATION	Presence of site contamination necessitating expensive disposal or treatment and potential risk to construction/maintenance operatives	5	4	20	Ensure early contamination & site investigation and associated WAC testing is carried out on the site	BC/DTM

No.	Category	Specific Risk	Likelihood	Severity	Risk Score	Mitigation	Owner
18	SITE FLOOD RISK	Requirement for new development to be constructed in line with flood prevention regulations	5	4	20	Ascertain if site is in designated flood zone; ensure that design of building/substructures comply with current flood regulations; commission detailed FRA (Flood Risk Assessment) and drainage/flood strategy	BC
19	EXISTING SITE SERVICES PROVISION & DIVERSION	Capacity of electric, gas, water, fibre, drainage; risk of SW attenuation; requirement to divert or relocate existing below ground services to facilitate construction of new building	4	4	16	Carry out survey of existing below ground services & drainage; arrange for any existing services to be re-directed/diverted etc in advance of construction works commencing	BC
20	EXISTING DRAINAGE & ASSOCIATED EASEMENTS	Existing sewer & easements; existing drainage	4	4	16	Carry out survey of existing below ground drainage; make early contact with AWA & ascertain all restrictions and easements etc which may impact on new building	BC/DTM
21	ADJACENT DYKE; EASEMENTS	Existing water course/dyke to side of development site	4	4	16	Make early contact with Internal Drainage Board & ascertain all restrictions and easements etc which may impact on new building	BC/DTM
22	HEALTH & SAFETY	Safe Construction Site & Operations	2	5	10	Ensure appointment of competent Contractor with suitable health & safety management procedures in place; ensure appointment of contractor experienced in working adjacent to live College facilities; ensure safeguarding measures are in place; ensure DBS qualification of key contractor team members; ensure regular health & safety liaison between contractor & College; ensure constant vigilance and commitment to site specific H&S measures	CTR
23	CONTRACTOR FAILURE	Financial failure/insolvency	2	5	10	Ensure robust financial checks are carried out on any contractor being considered for tender/appointment; Instigate performance bond; monitor site performance; avoid over-claiming & over payment; monitor eg site resource reduction	CTR
24	CONTRACTOR FAILURE	Failure to perform on site	2	4	8	Ensure any contractor appointed has adequate suitable & competent resource; monitor site performance; interrogate non or slow performance; use contract where necessary	CTR

No.	Category	Specific Risk	Likelihood	Severity	Risk Score	Mitigation	Owner
25	MAJOR SUBCONTRACTOR OR SUPPLY CHAIN FAILURE	Financial failure/insolvency	3	4	12	Ensure robust financial checks are carried out on any subcontractor being considered for tender/appointment; Instigate performance bond; monitor site performance; avoid over-claiming & over payment; monitor eg site resource reduction	CTR
26	MAJOR SUBCONTRACTOR OR SUPPLY CHAIN FAILURE	Failure to perform on site	3	4	12	Ensure regular assessment of site progress against programme; identify delay issues early & insist on early mitigation measures	CTR
27	QUALITY	Site Workmanship Quality	3	3	9	Ensure project specification is adequate in terms of requesting suitable quality standards; appoint Clerk of Works on both building & services elements to ensure quality of construction works.	CTR/DTM
28	MATERIAL UNAVAILABILITY	Inability to procure materials/equipment required for the works	2	4	8	Check availability before specifying; consider bulk up front purchasing	CTR

# RISK MANAGEMENT AND THE SYSTEMS OF INTERNAL CONTROL

The College's system of internal control incorporates risk management. This system encompasses a number of elements that together facilitate an effective and efficient operation, enabling the College to respond to a variety of operational, financial, and commercial risks. These elements include:

## (a) Policies and procedures

The College has a series of policies that underpin the internal control process. The policies are set by the Corporation through its committees and implemented and communicated by senior management to managers and staff. Written procedures support the policies where appropriate.

## (b) Regular reporting

Regular reporting is designed to monitor key risks and their controls. Decisions to rectify problems identified are made at regular meetings of the Risk Management Group, relevant committees of the Corporation e.g. Audit, Finance and Resources and, if appropriate, of the Corporation itself.

## (c) Strategic planning and budgeting

The strategic planning and budgeting process is used to set objectives, agree action plans, and allocate resources. Progress towards meeting planning objectives is monitored regularly.

Business Plans are reviewed by the Risk Management Group to ensure that material risks identified by departments are considered as part of the whole College risk review process. The strategic Risk Register is aligned to the strategic objectives and KPIs.

## (d) Self-assessment and Customer Excellence Framework

The College Self-Assessment and Customer Excellence Framework processes identify weaknesses which will in turn identify risks.

## (e) Risk management assessment

The Risk Management Group will identify risks to the College meeting its strategic objectives, budget and key funding targets on an ongoing basis. All risks identified by the group will be assessed, taking into account the likelihood and the impact of the risk occurring. Strategic risks assessed as either high or medium risks will be included in the Risk Register. A senior manager will be allocated as Risk Owner for each risk to co-ordinate the actions to manage the risk and report on progress to each meeting of the group. The Risk Register will be formally reviewed annually but emerging risks are added as required, and improvement actions and risk indicators are monitored at least termly by the group.

## (f) Directorates and Cross College responsibilities of management

Management are required to develop and use this approach to ensure that significant risks in their directorates and area of work are identified, assessed and monitored through each directorate's business plan and self-assessment process.

## (g) Audit Committee

The Audit Committee in their report to the Corporation on internal controls will alert the Corporation to any emerging issues. In addition, the committee oversees internal audit, external audit and management as required in its review of internal controls. The Committee is therefore well placed to provide advice to the Corporation on the effectiveness of the internal control system, including the College's system for the management of risk.

## (h) Internal audit programme:

Internal audit is an important element of the internal control process. Apart from its normal programme of work, internal audit is responsible for aspects of the annual review of the effectiveness of the internal control system within the College.

## (i) External audit:

External audit of the financial statements provides feedback to the Corporation on the operation of the internal financial controls, including risk management; reviewed as part of the annual audit.

## (j) Third Party Reports

From time to time, the use of external consultants will be necessary in areas such as Health And Safety and Human Resources. The use of specialist third parties for consulting and reporting can increase the reliability of the internal control system

# ISSUES MANAGEMENT

Issue management is approached using the project governance arrangements, which allows for quick escalation of issues to the Executive Leadership Team and Corporation, dependent upon level of tolerance allowing for effective resolutions to be agreed. Regular reporting to the Accountable body of the Towns Deal Fund would also be incorporated.

# STAKEHOLDER ENGAGEMENT

The table below identifies a list of key audiences who will have an interest in the project and how their engagement, interest and influence will be managed throughout the scheme, in addition to general publicity and PR arrangements delivered on the project.

Who is your audience?	Why is information necessary?	What information is needed?	How will information be shared?	When is information needed?
<b>Funding and Delivery partners</b> - HM Government - Boston Borough Council	To provide local assurance and governance on project delivery. To monitor and approve agreed expenditure and activity in line with contractual and adopted procedures.	Full Business Case (Stage 2) Funding Heads of Terms Council/Board approvals Payment Certificates/Invoices Site Photography Evidence of outputs Financial monitoring	Progress updates via Email Boston Borough Council/Towns Fund Board Reports Site ceremonies Ministerial visits Audit reports	Monthly and when critical decision points/key milestones occur
<b>Staff and Students</b>	To engage staff and students early and throughout the project To keep staff and students up to date with the works Curriculum development	Site visits Construction updates Interactive displays and technologies	Bespoke correspondence Community engagement events Social Media Website Updates Community Newsletters Representation to local meetings	Monthly and when critical decision points/key milestones occur
<b>Local Residents and Businesses</b>	To keep local communities aware, informed and interested in delivery of main works and to maintain support for the new buildings and improved facilities. To be aware of new business opportunities to generate increased footfall locally.	Updates on construction timeline. When individual elements are likely to be completed and available for use.	Bespoke communications plan to include Site Boards, regular press releases, community newsletters, websites and use of different social media platforms. Interactive displays/information in shop frontages (high street) and community centre.	Monthly and when critical decision points/key milestones occur
<b>Main and Sub Contractors</b>	To deliver main construction works in accordance with TIP objectives and outcomes and all relevant legislation. To monitor, track, direct and promote on-site delivery and mitigate all construction risks appropriately.	JCT Contract; Early Warning Notices; Minutes of project meetings; Evidence of physical delivery; Site logistics plan; Health and Safety plan; On site signage.	Via direct correspondence and design team/site meetings	At critical decision points
<b>Local schools, community groups, volunteers</b>	To engage local residents and community/voluntary representatives in the build programme. To facilitate engagement activities to learn more about the project design and delivery	Site visits Bespoke competitions Interactive displays and technologies	Bespoke correspondence Community engagement events Social Media Website Updates Community Newsletters Representation to local meetings	At start of project, at key milestones and at the end of the project / opening of the building.
<b>Local business community and start ups</b>	To engage local businesses and entrepreneurs with the opportunities available in Mayflower	Updates on construction timeline. Information on what is planned to support their businesses. When individual elements are likely to be completed and available for use.	Bespoke correspondence Engagement events organised by the College, Business Lincolnshire and Federation of Small Businesses. Social Media And Website Updates Community Newsletters Representation at local networking meetings	At start of project, at key milestones and at the end of the project / opening of the building.

The College has been open and transparent in its communications with all stakeholders including the public over the plans for Mayflower.

The College publishes all committee minutes (except where confidential information prevents this). The Boston Towns Deal also publishes all minutes on their website.

## BENEFITS, MONITORING AND EVALUATION

The college will ensure the project will meet and adopt the monitoring, post implementation and evaluation requirements as set out in the Towns Fund Local Assurance Framework.

The monitoring and reporting of performance metrics will be collected to ensure the effective management of our projects and to ensure that Government funding targets are met.

The Vice Principal of Finance and Corporate Services, supported by the External Funding Manager, will monitor outputs and outcomes in accordance with the Monitoring and Evaluation framework. The following targets are set for the outputs from the Mayflower project:

Outputs	2023/24	2024/25	2025/26	Future Years Target (per annum)
Creation of new community hub, spaces linked to inclusive growth (m <sup>2</sup> )	600	-	-	-
New Commercial Floorspace (m <sup>2</sup> )	400	-	-	-
New training / learning space constructed (m <sup>2</sup> )	2,722	-	-	-
Increase in capacity of digital skills facilities	60	-	-	-
Increased collaboration with employers visits per annum	20	20	20	20
New jobs created	-	5	-	-
Number of jobs safeguarded	-	3	-	-
Number of businesses assisted to improve performance	8	8	8	8
Number of learners graduating or completing courses at new or improved training or education facilities, or attending new courses	1,100	1,300	1,450	1,500
Number of people supported to develop business related digital skills per year targeting increased productivity and efficiency	100	100	100	100
Number of potential entrepreneurs assisted to be enterprise ready by 2030	-	-	-	20
Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces by 2030	-	-	-	20

## The outputs will be measured by:

- Tangible and core quantifiable deliverables, e.g. new floorspace created and new jobs created;
- Core outputs which can be assessed via measurement e.g. number of learners completing courses, number of people supported with digital skills;
- Interactions with businesses via the Customer relationship management system e.g. number of businesses assisted to improve, number of start-ups

This will ensure the project is monitored to ensure that the approved funding and subsequent initiatives we develop lead to the delivery of our stated outputs and outcomes.

## Quarterly reporting will include:

- Expenditure
- Progress against milestones
- Project management arrangements
- Communications activity
- Risk register
- Output and outcome delivery
- Overall RAG rating

## Post-project completion report:

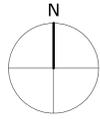
The College will produce a post-project completion report which will ensure the College and subsequently Boston Borough Council as the accountable body follows best practice using recognised project and programme management techniques to ensure sound decisions have been made. The project's evaluation report will be defined by the outputs and outcomes delivered as a result of this project. Post-project completion report will be completed by the College's project group.



# 08

## APPENDIX A





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**CDM - RESIDUAL RISKS**  
The following are considered to be significant risks relevant to this drawing, which could not be fully mitigated or removed through design. Further possible control measures have been identified within the Design Risk Assessments which may help to mitigate these and other identified risks further during the construction / maintenance process.

**NOTE:**  
Proposals based on information available, i.e. Topographical survey & Historical building layouts.

Standard Parking Spaces = 194

DDA Parking Spaces = 29

Coach Parking Spaces = 2

— Site Boundary - Proposed Works



Rev	Issue	Date	Drawn	Chk'd
1	First Issue	11.03.22	SL	SWD

PRELIMINARY

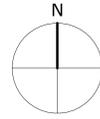


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NG2 1RT  
Tel: 0115 777 3646 Email: enquiries@ymdboon.co.uk

Client:  
**Boston Borough Council**

Project:  
**Boston Leisure Project**

Scale	Date	Drawn
1 : 200 @A0	18.02.2022	SL
Drawing Title	Checked	
Site Plan Proposed	SWD	
Drawing Number	Suitability/Revision	
BLP-YMD-00-SI-DR-A-0102	SO	P1



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P1	First Issue	11.02.22	SL	SHD

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Client  
**Boston Borough Council**

Project  
**Boston Leisure Project**

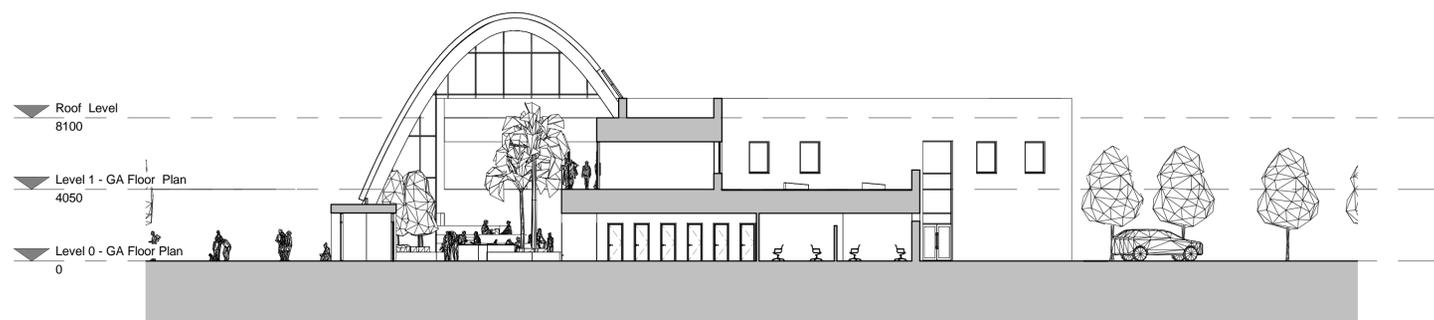
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Site Plan Existing			SWD
Drawing Number		Suitability/Revision	
BLP-YMD-00-SI-DR-A-0101		S0	P1

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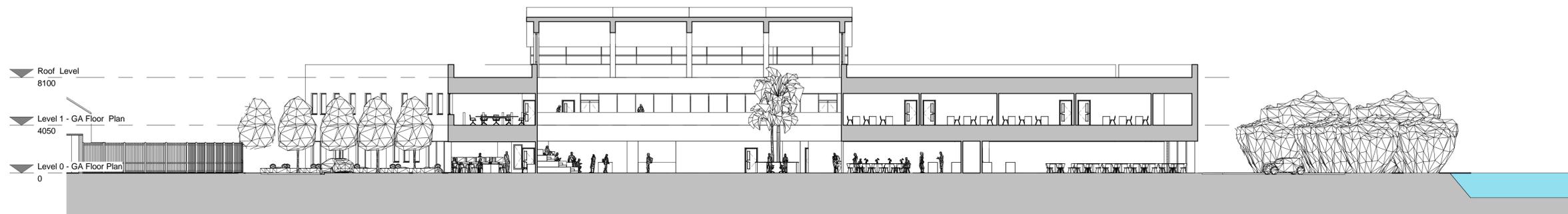
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**1 Section AA**  
1 : 200



**2 Section BB**  
1 : 200



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**PRELIMINARY**



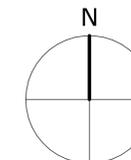
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Client  
**Boston College**

Project  
**The Mayflower**

Scale	@A1	Date	09.03.2022	Drawn	SL
Drawing Title	Section AA & BB			Checked	SWD
Drawing Number	MAY-YMD-01-ZZ-DR-A-0400	Suitability	SO	Revision	P1

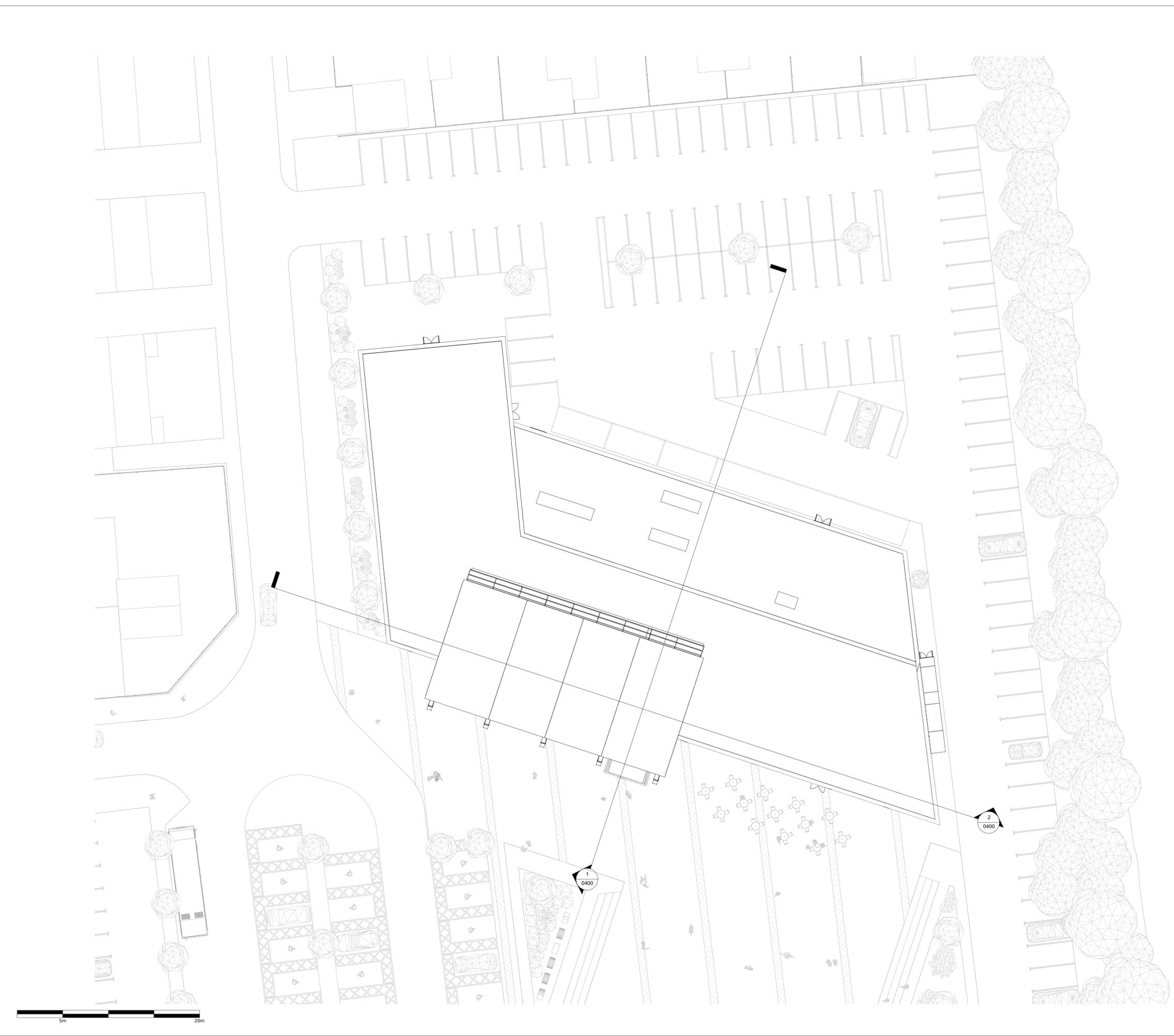
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Client  
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Project  
**The Mayflower**

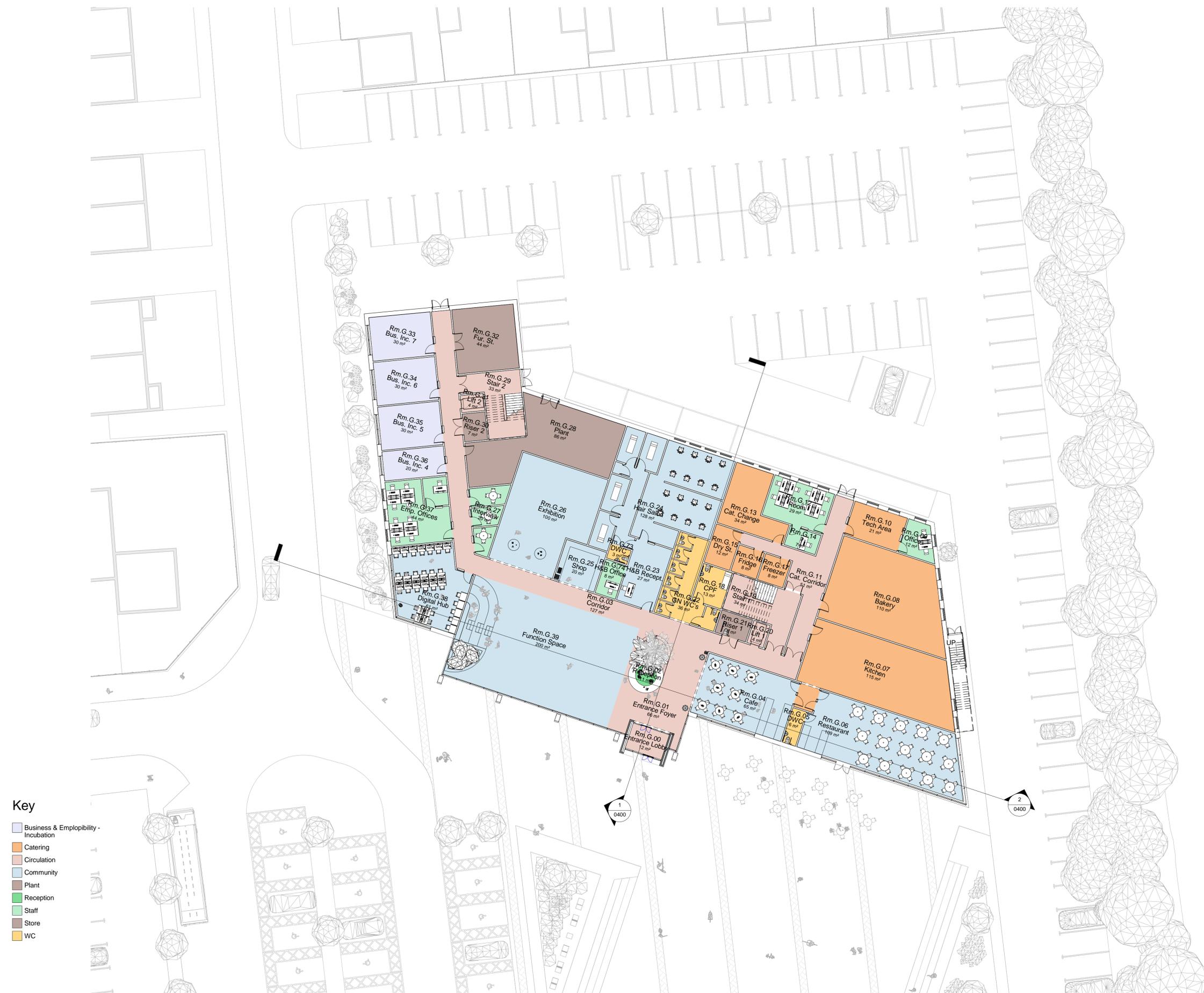
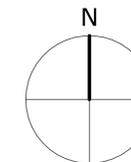
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Drawing Title <b>Roof Plan</b>		Checked <b>SWD</b>	
Drawing Number <b>MAY-YMD-01-RL-DR-A-0202</b>	Suitability <b>S0</b>	Revision <b>P1</b>	

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**Key**

- Business & Employability - Incubation
- Catering
- Circulation
- Community
- Plant
- Reception
- Staff
- Store
- WC

P1	First Issue	11.03.22	SL	SWD
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**PRELIMINARY**

Architects &  
Construction  
Consultants

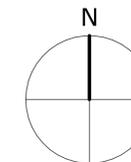
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Client  
**Boston College**

Project  
**The Mayflower**

Scale <b>1 : 200</b>	@A1	Date <b>09.03.2022</b>	Drawn <b>SL</b>
Drawing Title <b>Ground Floor Plan</b>		Checked <b>SWD</b>	
Drawing Number <b>MAY-YMD-01-GF-DR-A-0200</b>	Suitability <b>S0</b>	Revision <b>P1</b>	

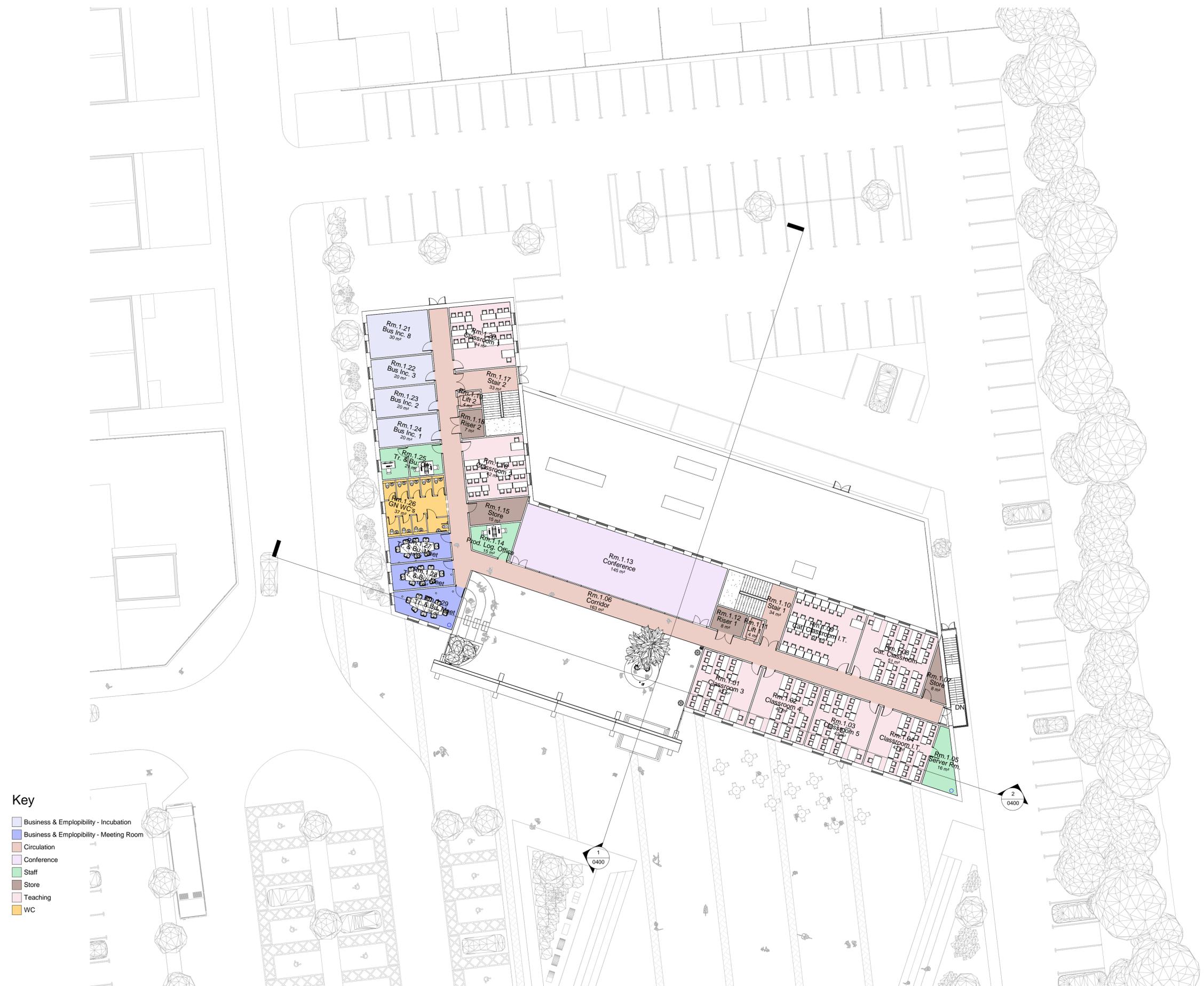
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- Key**
- Business & Emploibility - Incubation
  - Business & Emploibility - Meeting Room
  - Circulation
  - Conference
  - Staff
  - Store
  - Teaching
  - WC

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Client  
**Boston College**

Project  
**The Mayflower**

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## APPENDIX B

### KEY

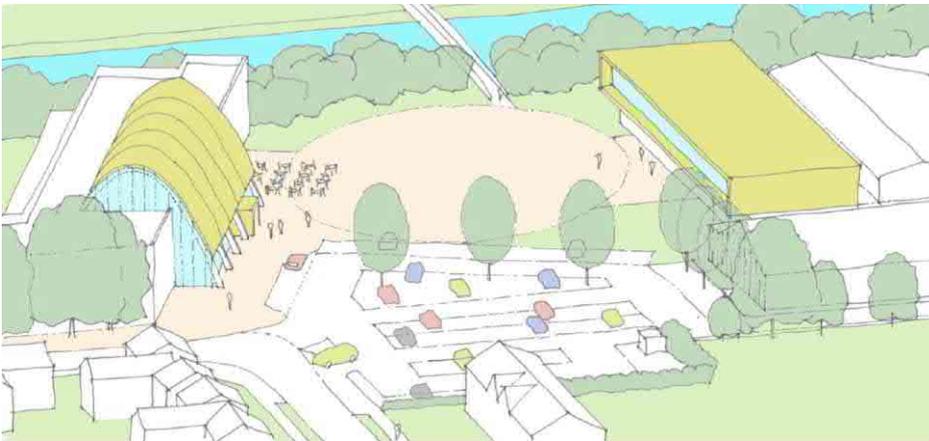
	FBC Approval Period
	Client Brief
	Surveys & Investigations
	RIBA Stage 1 - Preparation & Briefing
	RIBA Stage 2 - Concept Design
	RIBA Stage 3 - Spatial Design
	RIBA Stage 4 - Detailed Design
	Planning
	Tender
	Contract Award
	RIBA Stage 5 - Construction
	RIBA Stage 6 - Handover
	RIBA Stage 7 - In Use/Defects
	DfE Funding Process







## The Boston Leisure Project Stage 2 - Business Case



March 2022

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## 1. EXECUTIVE SUMMARY

The evidence is overwhelming that moving our bodies – through community sport, fitness, and physical activity – improves our lives, individually and collectively.

From better mental and physical health to greater career opportunities and social cohesion, movement benefits us from the day we're born through to old age. And if young people are able to have positive experiences of getting active, it can help build the foundations for an active life.

*Sport England – Uniting the Movement Strategy 2021*

- 1.1. The Geoff Moulder Leisure Complex (GMLC) is a much-loved local facility, which has had a pool on site since the 1960s and which has had a series of strategic additions throughout its life. However, the building is now not meeting customer needs, requires investment to address significant backlog maintenance and following the impact of Covid-19, is no longer a sustainable, fit for purpose building to serve the growing community of Boston.
- 1.2. Given local health inequalities, aging population, and low levels of physical activity in Boston, it is critical that the Council delivers a solution to transform the centre into a place where people want to come to swim and be active. The solution is the Boston Leisure Project.
- 1.3. The previous two years of living with Covid-19 and closure of facilities has significantly impacted activity levels, Boston's aging population has been more impacted than other regions. The Boston Leisure Project will include Covid-19 secure design and practices to give people the confidence to come and swim and be active in a welcoming and safe environment. It will also modernize the facility, to meet current expectations for leisure and recreation.
- 1.4. With improved accessibility from the town centre, the Boston Leisure Project will significantly enhance the immediate area to improve the sense of pride in the town, aligning perfectly with other investments being derived from the Towns Fund process.
- 1.5. The development of the building will include visual enhancements to 'define' the entrance, improve quality, and quantity of facilities, support operational efficiencies, improve internal aesthetics, and ensure a modern, accessible, fit for the future, building.
- 1.6. There is a second phase opportunity to include a 'community health and well-being hub', developed with health partners and other community groups to include flexible spaces for consultations, physio, complementary therapy, community group meeting rooms, and courses linked to healthy lives; smoking cessation, healthy eating, fall prevention etc. All of which contribute to increased activity at the site, confirming its position as a destination and community hub, and contribute to the financial case for investment.
- 1.7. New build centre options have been considered, but given site constraints, total capital costs, continuity of service issues and a value for money review, this redevelopment plan is the preferred route.

- 1.8. The site of the Boston Leisure Project, being adjacent to the Mayflower<sup>1</sup>, provides the opportunity to not only transform leisure provision, but develop a leisure and education campus. This can further cement the relationship with Boston College to provide a direct link between the current skills shortage, and healthy living, as well as using the campus approach to cement the location as a destination. In particular, the Mayflower with its focus on Higher Education and Adult Learning has a clear synergy with the offer within the Boston Leisure Project as it seeks to capture those who may be returning to education to up-skill or re-skill following life changes or having children – on a practical level therefore, the opportunity to capture the interest of such individuals whilst their children take advantage of swimming lessons in the new centre is a clear and obvious one. Thus collectively the projects have the potential to increase skills outputs and increase the level of skill and 'job-ready' people in Boston. The two projects together will create a unique leisure and educational space, intrinsically designed to be linked together via a central public open space/piazza and function as a single campus, thus offering immediate changes to the sense of place and enhancing the aspiration of the immediate area
- 1.9. Collectively they offer the potential to derive significant positive outcomes for people in education/attainment, place-making, health and well-being, and skills.
- 1.10. Implementation of the Towns Fund programme will follow the Council's established policy procedures for use of public funds, as outlined in detail within the Council's constitution. This will ensure compliance with all relevant Government legislation, including financial and contract procedures as well as risk management, energy efficiency/carbon reduction and equality and diversity. Regular reporting will take place with monitoring internally within the Council and also via the Boston Town Deal Board. The proposal is also that the Council will work closely with Boston College, with the aim of bringing the two projects forward in parallel, and this, will also provide opportunities for further management of risk and sharing of resources to derive improved value for money.
- 1.11. The Towns Fund investment will enable HM Government and local partners to meet the following objectives:
- Develop physical confidence and competence from the earliest age by providing opportunities for children of all ages to be active through play;
  - Encourage and enable inactive people to be more active, by introducing new activities aimed at fun and recreation;
  - Support wellbeing and resilience in communities through physical activity and sport;
  - Link with Boston College to provide employment opportunities for young people in the area;
  - Support economic regeneration of Boston's centre; and
  - Give local residents a sense of 'pride of place' through the enhancement of a key local building.

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<sup>1</sup> Boston College Towns Fund Project

## 2. THE BUSINESS CASE

- 2.1. On behalf of HM Government and the Boston Town Deal Board, Boston Borough Council (BBC) is the accountable body, which has developed the business case for the Boston Leisure Project (working title). The project will deliver a significant redevelopment of the Geoff Moulder Leisure Complex (GMLC). The central aim is to provide transformational change through improved and remodelled facilities to support the wider area's education, health, and wellbeing priorities.
- 2.2. The redeveloped centre will be located adjacent to the Mayflower, Boston Town Deal's flagship project - a new Biophilic Learning Destination intended principally to provide a Higher Education / Adult Learning offer, along with spaces for business and opportunities such as a café where existing students can be provided practical/real-world experiences. This provides a distinct opportunity to enable the wider regeneration of both sites to create an admirable learning and leisure environment for Boston.
- 2.3. Heads of terms for a Boston Town Deal were confirmed in March 2021 for £21.9m and subsequently seven projects were confirmed with the Department for Levelling Up, Housing and Communities (DLUHC), including improved leisure facilities for Boston. The leisure project has been allocated £2,425,092 of Towns Fund monies, pending the submission of this Full Business Case.
- 2.4. This business case has been prepared using the Towns Fund Delivery Stage 2 template. The business base will be refined and further tested at each project milestone, prior to construction contract award. This will include further testing of capital, revenue, and overall lifespan project affordability. Any updates and amendments will be reported back to the Boston Town Deal Board and HM Government for formal approval where required.
- 2.5. **The Project**
  - 2.5.1. Proposals to redevelop and remodel the GMLC, provide an opportunity to improve this much loved and well-used facility whilst modernising it, improving operational efficiency and providing opportunities to improve its long-term sustainability is critical.
  - 2.5.2. The existing facility, built in 1989, is the main public leisure centre in Boston. However, local children and families have learnt to swim, swim for fun, and compete as part of Boston Swimming Club at pools which have been on the same site since the 1960's. It has seen strategic investment over time, with a number of additions, including the enclosure of the main pool, addition of the training pool, and more recently (c 20years ago) the addition of the rear building comprising the gym and health suite. Essentially in architectural terms the facility is comprised of 3 buildings, each with separate entrances and which leads to duplication and inefficiency of operation. That said, the pools, fitness and spa facilities attracted over 250k visits in 2019/20 (pre-pandemic), and this demonstrates its importance locally. The facility (pre-pandemic) was also frequently used for competitive swimming events, as well as being heavily relied on by local schools.
  - 2.5.3. The dated facilities and poor layout are impacting on the financial performance of the centre. The gym is too small for demand, the poor quality and lack of 'village changing' for the pools deter people, particularly families, and the facilities are expensive to staff. The overall subsidy per visit is in the lowest quartile<sup>2</sup>. Through this investment, the

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<sup>2</sup> 2019 Sport England National Benchmarking - efficiency

centre's visits and income will increase and costs will reduce, to significantly improve its financial performance.

**Figure 1 The leisure project comprising the existing GMLC site.**



- 2.5.4. Whilst this business case is for redevelopment of the GMLC, the context and benefits across this project and the Mayflower are important to set out. The Mayflower and Leisure Campus (working title) brings together two of the Towns Fund projects with the aim of creating a unique leisure and educational space, intrinsically designed to be linked together via a central public open space/piazza and function as a single site/campus.
- 2.5.5. The Mayflower aims to create an iconic building, providing inspirational education, business, and community spaces. It will provide access to skills training, in particular digital skills, and support business development through providing space for collaboration with employers, start-up units and access to the latest industry standard equipment. Mayflower is the flagship project within the Town Investment Plan, with the highest funding allocation, and was assessed as 'green' by Government. The location of this, adjacent to the main college campus, is critical for Boston College. The aim is for this facility to be open in 2024.
- 2.5.6. In addition to providing high quality, new leisure and learning facilities, the proposals will create an exemplary single space in place shaping terms that will visually make a bold and ambitious statement locally and which will enhance the immediate area. Collectively they will function as a single destination point, serving the Borough as a whole, and the surrounding areas. It is proposed to utilise the development of the campus area to connect with the town centre through walking routes/trails - improvements in public realm and signage - as well as public transport routes. The proposals will also complement the other proposals being brought forward through the Towns Fund which seek to reinforce the 'pride in place' amongst other things, and this layering would be further complemented by proposals for other funding streams or objectives such as the Council's City Status bid.

- 2.5.7. There is an existing, historical synergy between the GMLC, and Boston College given their proximity to each other. This proposal seeks to reinvigorate that relationship through the provision of new statement/landmark buildings and associated spaces. Both partners (the Council and the College) are committed to working collaboratively to deliver this project which, as a general approach, has been endorsed by the Town Deal Board.
- 2.5.8. There are two key opportunities the partners will exploit from these synergies; the first focuses around skills gaps, training, and employability and the second is the introducing new audiences to both learning and physical opportunities.
- 2.5.9. An important outcome of the project is to link education and employers to understand the current skills gap in the workforce and ensure local education establishments are fulfilling local needs. Following the recovery of Covid-19, the leisure industry (private and public) is suffering from a massive skills gap, as people (mainly young people) left the industry as centres closed during lockdowns. BBC is currently experiencing a shortfall of skilled lifeguards, swimming teachers, fitness instructors and experienced managers. Going forward, there will be an increasing need for specialist activators, for example, people skilled and trained in working with inactive people, people with long term conditions and fitness people trained to navigate the health sector. There is a huge opportunity to provide this link in the education and leisure project in Boston.
- 2.5.10. Working with the college to refine sports course curriculums to meet the Chartered Institute for the Management of Sport and Physical Activity (CIMPSA) professional standards and partnering with BBC and other sport, fitness, and physical activity employers in the surrounding area for work placements, will ensure young people leave education with skills to be 'job ready' and increase their employability.
- 2.5.11. The council and college will work together to introduce their own audiences to the benefits of each other's activities. This may be adult learners being introduced to swimming or fitness to improve their mental health or to learn new skills, or it may be gym users or parents of children on swimming courses, being introduced to courses the college has to offer. The team is determined to actively promote and encourage this interaction and provide welcoming environments to all participants, both existing and new.
- 2.5.12. The proposals seek to raise aspiration, generate interest, and provide a multifunctional space which can be accessible for a variety of users from all areas of the community. The buildings themselves will provide a unique blend of educational spaces, leisure facilities; and flexible areas which can be used to collaborate with other partners such as health and commercial providers. Collectively they offer the potential to derive significant positive outcomes for people in education/attainment, health and well-being, and skills.
- 2.5.13. Bringing these two projects together maximizes the opportunity, and creates the collective ambition to deliver on the Towns Fund vision, and its sub-aims of:
- An entrepreneurial community
  - A connected community
  - A health community
  - An inclusive community
  - An aspirational community

2.5.14. Co-locating the Boston Leisure Project and Mayflower in one campus will create several benefits in both construction and delivery stages:

**Table 1 – Co-location benefits**

Construction	Delivery
Savings through "Economy of scale".	Employment opportunity for the College - career pathways from the College's sports courses to work placements, apprenticeships, and jobs at the leisure complex.
Architects have been commissioned jointly by the College and Council to ensure suitable co-location facilities and services and economies of scale in delivery.	Both buildings will draw people from the town centre to the campus.
The College and Council will jointly develop the piazza space to ensure customer journey and dwell times are maximised.	Council directly manages the centre and therefore work in close partnership with the College to deliver their wider outcomes of the project.
Option for joint construction contract to maximise value including social value.	Attract younger people to the leisure centre.
Phased delivery for the leisure - no need for closure.	More footfall / more revenue.
	Share facilities without compromising safeguarding– car park, sports hall for exams, café to serve both buildings etc.
	Enhance College's profile and presence.
	Raising town aspiration "education for all".

**Figure 2 Joint Plaza and two projects**



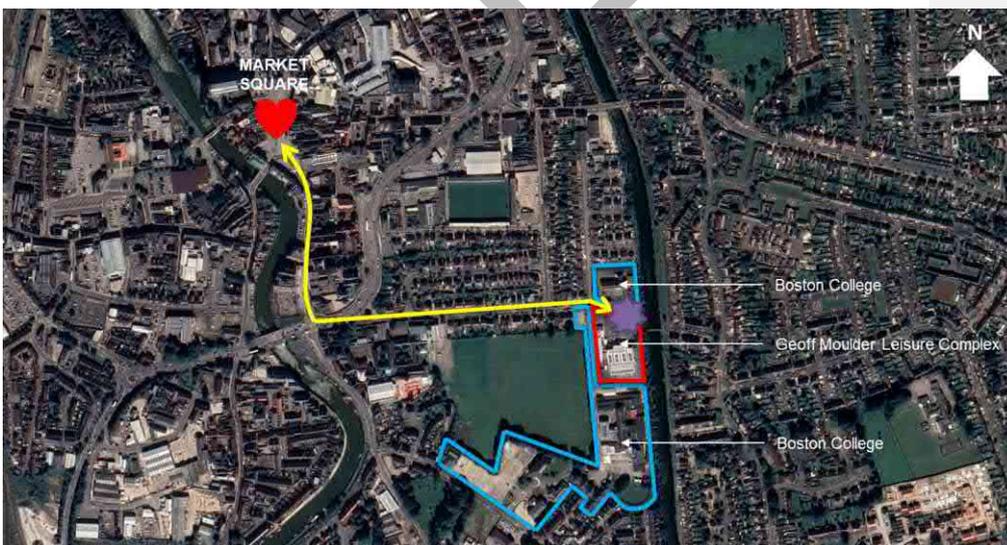
2.5.15. The Boston Leisure Project is one of the Council's core objectives, in delivering the wider Boston's Towns Fund Vision, which is:

*"To define and deliver the investment in professional and technological support needed for strategic interventions that will shape the development of an aspirational, skilled and healthy population. To achieve sustainable economic growth and pride of place through bold urban design, digital solutions and connected communities. This will launch Boston into the future, build on its unique heritage and make our town an exciting place to live, work, invest and visit for generations to come".*

2.5.16. To develop this vision, the Council undertook extensive consultation and engagement with key cross-sector stakeholders throughout Boston and the region, which is detailed in section 3.24.<sup>3</sup>

2.5.17. As the figure below shows, the site is a 0.6 mile (12 minutes) walk from Boston Market Square, with good visibility from the junction. It has been suggested that the complex could therefore become a 'Civic Hub' within the local community.

**Figure 3 – GMLC Location**



<sup>3</sup> <https://www.bostontowndeal.co.uk/wp-content/uploads/2021/11/Boston-Town-Deal-Annual-Report.pdf>

## 2.6. Existing GMLC and Boston Leisure Project proposals

2.6.1. GMLC is managed by the Council, and has the following facilities:

- 1 x 25 Metre/7 Lane Leisure Pool;
- 1 x 25 Metre/5 Lane Training Pool;
- Baby/Toddler Pool;
- 48m Flume/Splash Pool;
- Health & Beauty Treatment Rooms;
- Spa Facilities;
- 70 Station 'Adult' Gym;
- 18 Station 'Kids' Gym;
- 1 x Spinning Room;
- 2 x Classes Studios;
- 1 x BosFit recording studio for online/virtual classes; and
- Garden/Growing Space.

2.6.2. Several concerns with the state of the existing complex have been raised. These are as follows:

- Two pools are separated
- The gym is at the rear and disconnected from the other relevant activities. This requires two receptions and doubling up on staff requirements
- The appearance and facility is looking tired and require an upgrade
- The levels around the main pool need to be adjusted
- The car park to the front dominates the site – not attractive
- The woodchip boiler is not in an ideal location / not very attractive frontage
- The plant at the rear requires tidying up / potential enclosure or relocation
- The mezzanine floor is underutilised and doesn't have defined function
- The building is very inward looking with minimum windows / natural day light

2.6.3. The images below show the current state of the complex, which is aging, of poor quality, and which does not reflect the modern, bold aspirations of the town, which would inspire residents to be active and attract new people to live in Boston.

**Figure 4 – Current Facilities**

**Entrance**



**Reception**



**Changing Rooms**



**Internal access routes**



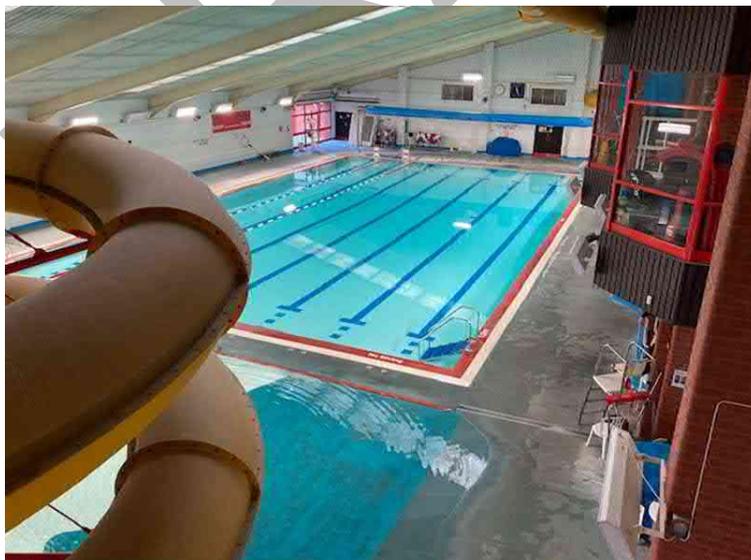
**Training Pool**



**Gym**



**Main Pool and view of flumes**



2.6.4. The planned improvements to the site include:

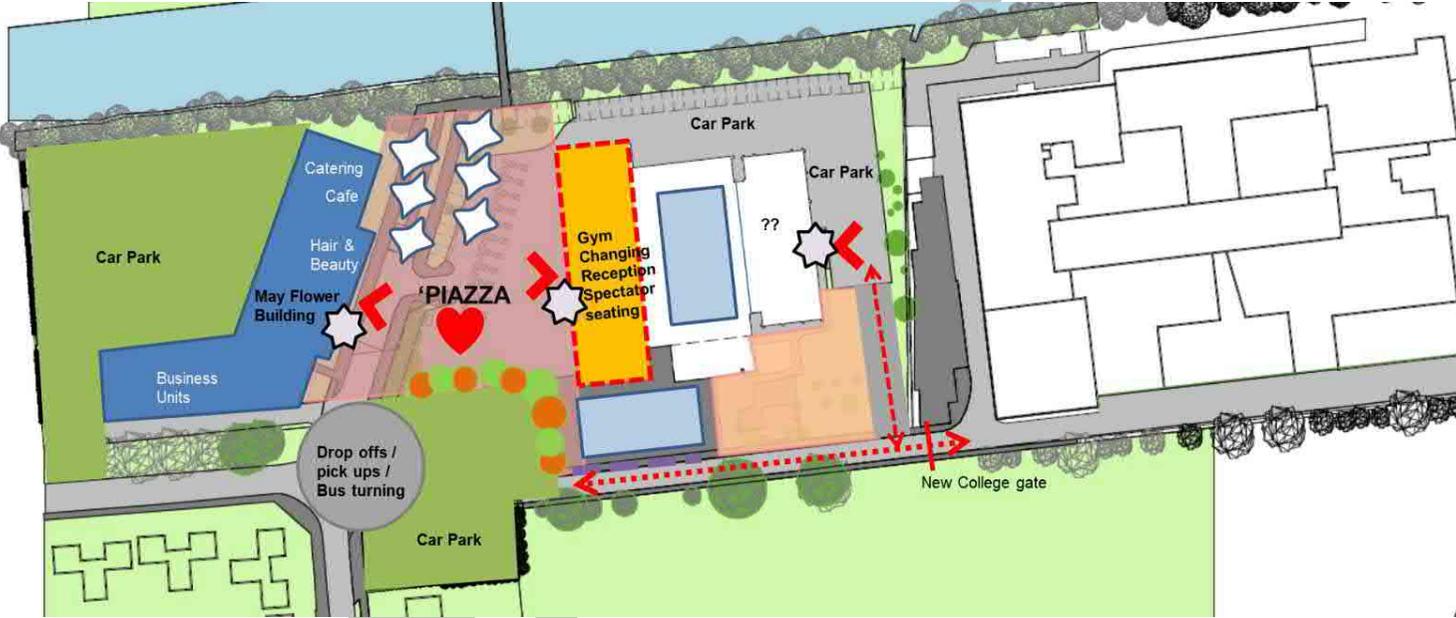
- Visual appearance and definition of entrance
- Quality and quantity of facilities
- Operational efficiencies - e.g., single changing village as opposed to duplication
- Improved internal aesthetics including access to natural light
- Modern, fit for future provision, to meet needs of wide range of users

## 2.7. **Layouts and Visuals**

2.7.1. The following map shows the concept for the proposed refurbishment plans for the complex, the creation of the campus, and includes connecting the site to the adjacent Boston College.

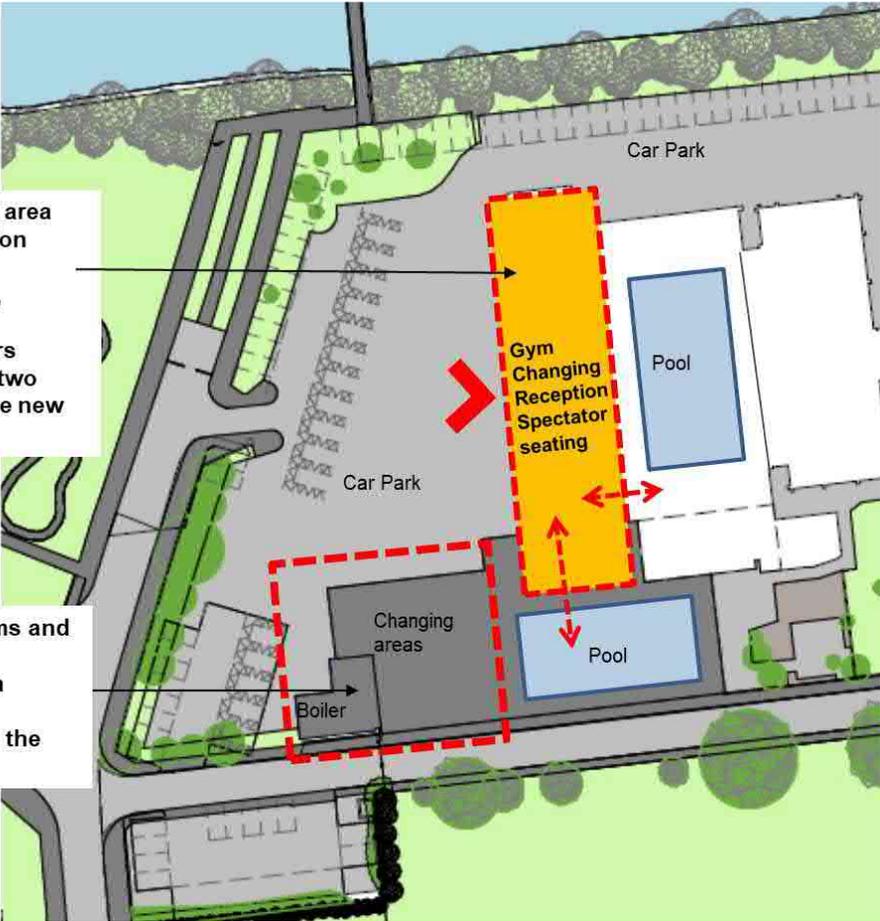
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Figure 5 – Proposed Refurbishment to GMLC and internal images



- Demolish existing front area
- New two storey extension
- Foyer & reception and changing village on GF,
- Gym and flexible accommodation upstairs
- Physically connect the two pools together using the new extension

- Demolish changing rooms and relocate boiler
- Refurbish the pools with upgraded equipment
- Tidy up the plant area to the rear



2.7.2. The design of the extension and refurbishment of the current GMLC reinvents it for the 21st century providing a contemporary centre for the town. The images below provide the look and feel of the new centre showing a dramatic improvement to the current facades, with the plans of the ground and first floors following. These show where the front entrance will be demolished and new extension built to make a clear statement that the existing centre has been transformed.

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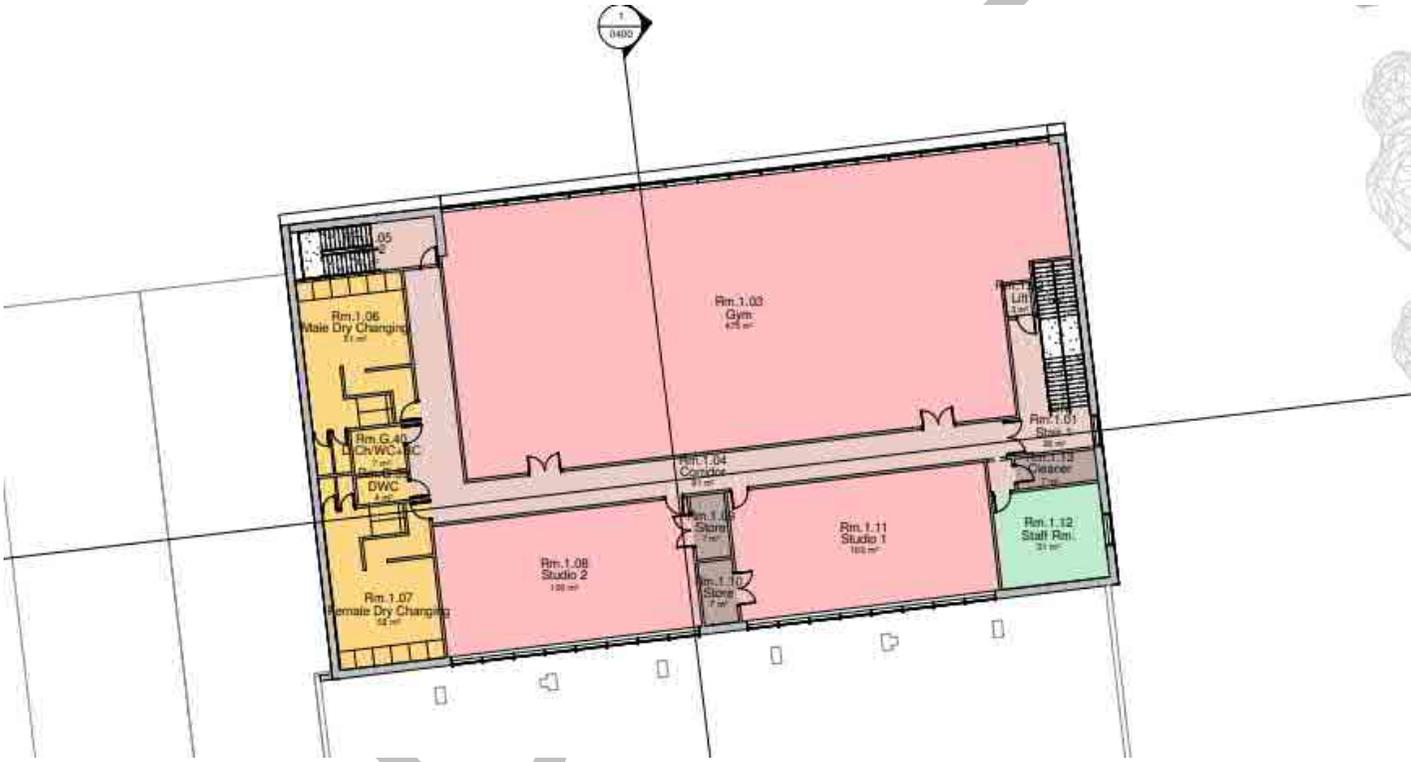




Figure 6 – Proposed Ground Floor Layout Plan



Figure 7 – Proposed First Floor Layout Plan



## 2.8. Design Outcomes

2.8.1. The core improvements to the centre include:

- Increased gym enabling 90% increase in fitness space and additional new 100m2 studio
- A new wet 'changing village' directly accessed from the main entrance foyer, which serves both the leisure pool and training pool.
- The changing village will provide a more gender-neutral changing facility, including single, double, family and disabled changing cubicles. The training pool, primarily used by schools and swimming clubs has simpler group changing facilities with adjoining access to the changing village.
- Direct views of the leisure pool on entering the building reinforcing the sense of arrival and one of the core activities in the leisure centre.
- There will be a single main entrance and reception / concierge for staff to greet the public and manage access to both pool facilities and the gym.
- Existing rear space comprising 600m2 for future development including health and well-being hub and other income opportunities.

2.8.2. The income from the new centre is projected to be £1.1m in a mature year, with usage increasing 23% to 349k annual visits.

## 2.9. Funding

2.9.1. The Towns Fund Investment of £2.4m will be used to contribute towards the main capital construction costs, match funding will be provided by BBC to the tune of £4.7m for the remaining capital funding and equipment fit out. There are options available to the Council as to how this is dealt with, including the use of reserves, or borrowing or a combination of both. The Council understands the capital implications, particularly given its historic investment into the site, and therefore subject to the approval of the Business Case by the Towns Fund Board and Government, the Council would identify the necessary funds within its capital programme.

## 2.10. Project Development

2.10.1. It should be noted that as part of the project moving forward from Business Case into detailed design and delivery, there is sufficient time for the Council to fully analyse funding arrangements, cost minimisation, capital investment v revenue saving implications, alternative operating models, and potential for additional income streams. All of which have been reviewed at a high level to date. The Council would continue to work with the retained specialists and internal teams on these matters.

2.10.2. Max Associates have undertaken demand modelling, demographic profiling, competitive analysis, and national benchmarking (pre and post Covid) to test the revenue projections.

2.10.3. The design team comprising YMD Boon architects and Thornton-Firkin QS have developed the masterplan, layout designs and capital costs – equivalent to a RIBA Stage 2-plus approach, with the intent that the project will continue to develop and be refined through RIBA Stages 3-6. It is anticipated that a planning application will be submitted by July 2022, with works to commence on site in February 2023. Following

a 90-week build programme and centre mobilisation, it is planned for the developments to be completed by September 2024. This is well within the Towns Fund programme estimates, and thus there is sufficient contingency in place.

## 2.11. Project phasing

2.11.1. The proposal is to phase the construction works connected to the Leisure Project so that the existing swimming pool facilities are out of action and unavailable to the public for as short a time as possible.

2.11.2. The general phasing strategy to achieve this is summarised as follows:

- Provision of temporary accommodation to be used to replace the existing single storey accommodation which needs to be demolished to allow the new extension to be constructed. This work is to include the provision of safe access routes to and from the pool areas. Temporary accommodation will provide temporary reception and changing facilities (Phase 1 – Enabling).
- Demolition of existing single storey accommodation to front of existing leisure centre to allow the new extension to be constructed (Phase 1A).
- Construction of new two storey extension. This work will include the construction of new space for and installation in plant space of replacement pool ventilation and filtration plant & equipment. This must be done to enable pool downtime to be minimised (Phase 1B).
- Construction of first section of new external works & finishes to front and side of new extension. This work does not necessarily need to start when Phase 1B works start but the works do need to be complete at the same time as Phase 1B. A safe route of access for users of the pools and rear gym block must be always provided (Phase 1C).
- Phase 2 Works - Refurbishment of existing leisure pool including internal refurbishment, roof replacement, installation of new heating, ventilation, and electrical systems, including connections to new plant & equipment. This phase will also include the relocation and re-connection of the existing Bio-Mass Facility and completion of rear and side external works (Phases 2A, 2B, 2C and 2D).
- Phase 3 Works - Refurbishment of existing training pool including internal refurbishment and installation of new heating, ventilation, and electrical systems, including connections to new plant & equipment. This phase will also include the demolition and making good of the existing training pool changing block & the re-cladding of the exposed training pool end wall (Phase 3A and 3B).
- Phase 4 Works – completion of external works section between BBC Leisure Project site and Boston College's Mayflower Building site (referred to as the Rowley Road area on the project programme).

## 2.12. Operational Management

2.12.1. The centre will be managed directly by BBC who will work in partnership with Boston College to deliver the outputs of the project. Thornton-Firkin have been retained as joint Project Managers for both the Boston Leisure Project and Mayflower. They will also advise on opportunities to maximise the synergy of the projects, including through potential joint procurement of construction contracts.

### 2.13. Future Opportunities

- 2.13.1. Whilst there is the 'second stage' opportunity to create a community health and well-being hub, these proposals do not at this stage include for the works to remodel/refurbish the existing health-suite to the rear of the site. This would however be retained with the aspiration that this provides community facilities; alongside other commercial opportunities. This would be a separate investment by the Council and would supplement the Towns Fund proposals. Thus adding a further layer of benefit. The Council is actively exploring the opportunities that this investment would create, including working with partners such as the NHS, ascertain the opportunities for a revenue stream connected with community outreach facilities which would have a natural fit with the proposals.
- 2.14. Whilst there are several synergies with the Mayflower, this business case solely relates to the Boston Leisure Project, with the Mayflower subject of its own business case.

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### 3. STRATEGIC CASE

3.1. The strategic case sets out the rationale and evidence of need for the proposed investment. The case for change below summarises this rationale, however, the thread of evidence from national and local strategies, demographic, health, and activity profiles, together with assessment of need for future sports and physical activity facilities, is set out within this section.

#### 3.2. The case for change

Figure 8 – The Case for Change



#### 3.3. National Strategic Context

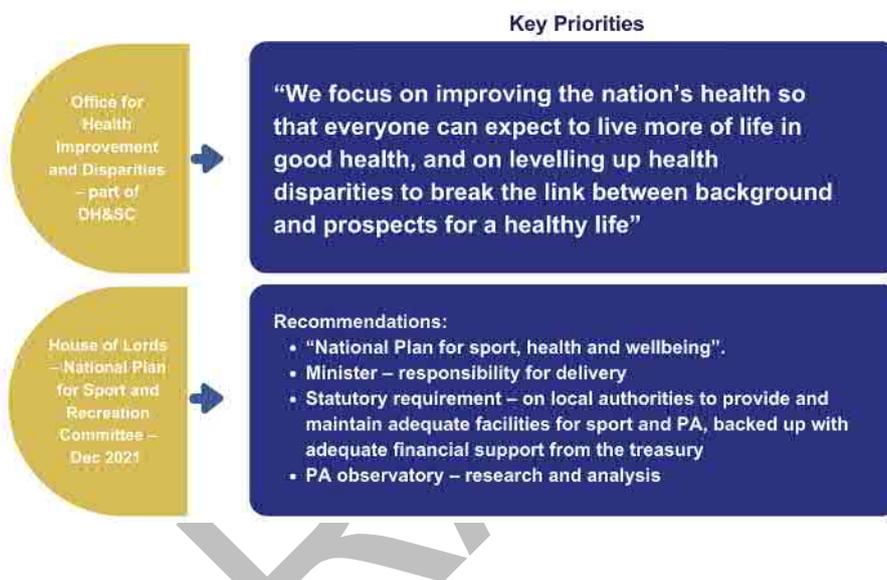
3.3.1. A summary of the key strategies and their respective outcomes are detailed overleaf, including the strategic outcomes/KPI's from the four national bodies: Public Health England (PHE), Department for Digital, Culture, Media and Sport (DCMS), The British Medical Association (BMA) and Sport England (SE).

Figure 9 – National Strategy Summary



- 3.3.2. The infographic below shows the priority of the new government department, the Office for Health Improvement and Disparities and goes on to highlight the recommendations, from the recent House of Lords paper, calling for a national plan for sport health and well-being.
- 3.3.3. These both highlight the focus central government is putting on physical activity and levelling health inequalities as the country recovers from all the health and other impacts of the coronavirus pandemic.

Figure 10 – New National Priorities



- 3.3.4. Finally, the infographic below, reminds us of government's commitment to achieve carbon neutrality target by 2050, which is relevant given leisure centres contribute hugely to council's carbon emissions each year.

Figure 11 – Net Zero Commitment



### 3.4. National Strategic Priorities

#### 3.4.1. Sport England ‘Uniting the Movement’ Strategy 2021-2031

3.4.2. The Sport England Strategy ‘Uniting the Movement’ was launched January 2021 with the vision: **‘Imagine a nation of more equal, inclusive and connected communities. A country where people live happier, healthier and more fulfilled lives’.**

3.4.3. The mission of this strategy is to **‘invest in sport and physical activity to make it a normal part of life for everyone in England, regardless of who you are.**

3.4.4. The Sport England five big issues are: **Recover and Reinvent, Connecting Communities, Positive Experiences for Young Children and Young People, Connecting with Health & Wellbeing and Active Environments.** These national themes are similar to many local outcomes.

3.4.5. The strategy also focuses on ‘expanding our **place-based working** by collaborating with more places and their decision-makers on their local priorities and partnership opportunities, helping them use sport and physical activity to deliver the outcomes they want, and their communities need. In the places we’re working intensely already, we’ll do more to join-up our investment and use what we’re learning to influence others.’

3.4.6. This way of working is evident in the statement: ‘We want more communities to enjoy the benefits of what sport and physical activity can do, both for individuals and the place where they live and work. Those benefits will come from a **more bottom-up approach to our work and investment.** Working with – not doing things to – communities and helping those affected to play a role in what happens in their neighbourhood and how it gets done.’

3.4.7. Following the strategy launch, SE published its three-year implementation plan setting out the key objectives it wanted to see delivered by 2015. The core focus is on reducing levels of inactivity, with focus on the places of highest need, that is current lowest levels of inactivity and health inequalities.

#### 3.5. British Medical Association (BMA) ‘Get Moving Report’, October 2019 – Steps to increase physical activity levels in the UK.

3.5.1. The BMA briefing examines the wide range of benefits of physical activity, the current low levels of physical activity in the UK and the significant inequalities that exist in levels of physical activity within the population. Policy recommendations are across four core parts of people’s lives:

- **travel** (increased investment in active travel);
- **leisure** (access to open spaces and recreation facilities);
- **school** (physical education recognised and protected as an essential part of the school curriculum); and
- **work** (encourage active travel).

3.6. **PHE Strategy 2020 – 2025 Protecting and Improving the Nation's Health (published September 2019)**

3.6.1. This strategy outlines the foremost priorities to focus on to both protect people and help people to live longer in good health. Whilst focus is given to reductions in smoking and air pollution, increased levels of physical activity can significantly support reducing childhood obesity and improved mental health.

3.7. **Department of Health & Social Care Tackling Obesity: empowering adults and children to live healthier lives (published 27 July 2020) policy paper**

3.7.1. The Public Health England's (PHE) recent assessment and new evidence made it clear that being overweight or living with obesity is associated with an increased risk of hospitalisation, severe symptoms, advanced levels of treatment such as mechanical ventilation or admission to Intensive Care Units and death from Covid-19. These risks increase progressively as an individual's body mass index (BMI) increases.

3.7.2. Obesity puts pressure on the health service. It is estimated that overweight and obesity related conditions across the UK are costing the NHS £6.1 billion each year. Latest figures show there were nearly 900,000 obesity related hospital admissions in 2018 to 2019.

3.7.3. Therefore, PHE will be:

- Introducing a new campaign – a call to action for everyone who is overweight to take steps to move towards a healthier weight, with evidence-based tools and apps with advice on how to lose weight and keep it off.
- Working to expand weight management services available through the NHS, so more people get the support they need to lose weight.
- Publishing a 4-nation public consultation to gather views and evidence on the current 'traffic light' label to help people make healthy food choices.
- Introducing legislation to require large out-of-home food businesses, including restaurants, cafes and takeaways with more than 250 employees, to add calorie labels to the food they sell.
- Consulting on their intention to make companies provide calorie labelling on alcohol.
- Legislating to end the promotion of foods high in fat, sugar or salt (HFSS) by restricting volume promotions such as buy one get one free, and the placement of these foods in prominent locations intended to encourage purchasing, both online and in physical stores in England.
- Banning the advertising of HFSS products being shown on TV and online before 9pm and holding a short consultation as soon as possible on how they introduce a total HFSS advertising restriction online.

3.8. **DCMS School Sport and Activity Action Plan, July 2019**

3.8.1. The government has three overarching ambitions for this plan:

- All **children and young people** take part in **at least 60 minutes of physical activity every day**. As set out in the Childhood Obesity Plan, at least 30 minutes should take place in schools, and the remaining 30 outside the school day.
- Children and young people have the opportunity to realise developmental, character-building experiences through sport, competition and active pursuits.

- All sport and physical activity provision for children and young people is designed around the principles of physical literacy, focuses on fun and enjoyment and aims to reach the least active.

### 3.9. Active Travel

3.9.1. The Department for Transport has recognised the benefits, particularly during Covid-19, of cycling and walking. Their 2020 strategy sets out their 'bold vision' for cycling and walking.

### 3.10. Department for Transport – Gear Change 'A bold vision for cycling and walking' (2020)

3.10.1. This strategy highlights the many benefits of cycling and walking. The vision extends to **healthier, happier and greener communities, safer streets, convenient and accessible travel**. It also highlights the importance of active travel with better cycling and walking infrastructure being at heart of all transport policy and planning. Their vision is:

*"England will be a great walking and cycling nation. Places will be truly walkable. A travel revolution in our streets, towns and communities will have made cycling a mass form of transit. Cycling and walking will be the natural first choice for many journeys with half of all journeys in towns and cities being cycled or walked by 2030"*

### 3.11. Social Return on Investment and Cost of Inactivity

3.11.1. Whilst many national and local strategies address the health and wellbeing benefits of lower obesity and higher physical activity levels for residents, there have been national assessments of the economic impact of increasing levels of activity.

3.11.2. Research carried out by the Sport Industry Research Centre at Sheffield Hallam University for Sport England demonstrates that community sport and physical activity generates significant social and economic value to England, and in doing so contributes to the five government outcomes identified in Sporting Future: A New Strategy for an Active Nation (physical well-being, mental well-being, individual development, social and community development, and economic development).

3.11.3. The findings of the above report show that for every £1 spent on community sport and physical activity in England, an economic and social return on investment of £3.91 is generated. Taking into account physical health benefits, mental wellbeing uplifts and economic development, the contribution was found to benefit some £85.5 billion to the English economy and society.<sup>4</sup>

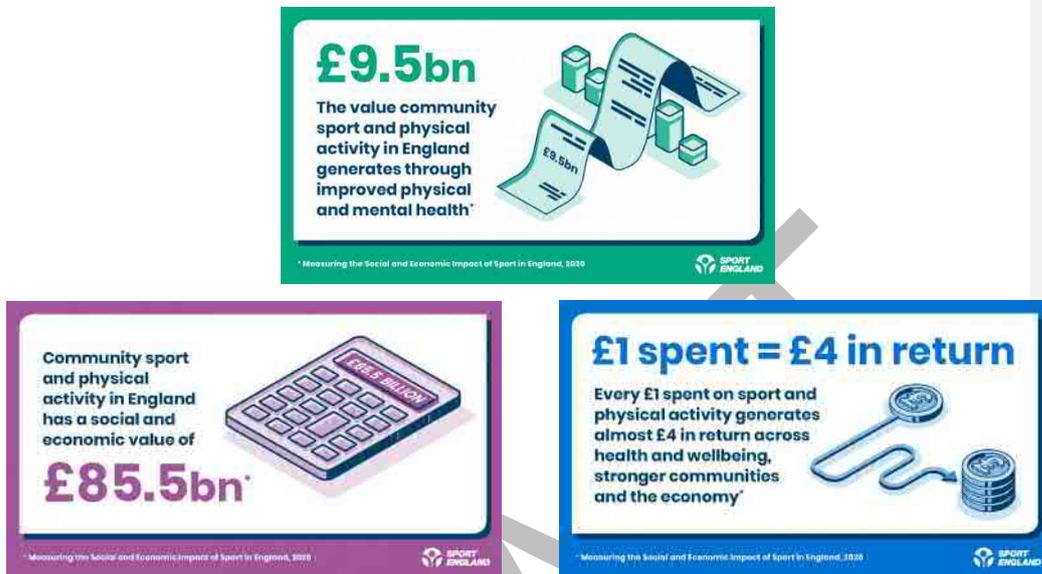
3.11.4. Conversely, Public Health England estimates the cost of physical **inactivity** in the UK to be £7.4bn per year, including £0.9bn to the NHS alone.<sup>5</sup>

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<sup>4</sup> Why investing in physical activity is great for our health – and our nation (Sport England, 2020). <https://www.sportengland.org/news/why-investing-physical-activity-great-our-health-and-our-nation>

<sup>5</sup> Physical activity: applying All Our Health (Public Health England, 2019). <https://www.gov.uk/government/publications/physical-activity-applying-all-our-health/physical-activity-applying-all-our-health>

Figure 12 – The social and economic value of being active<sup>6</sup>

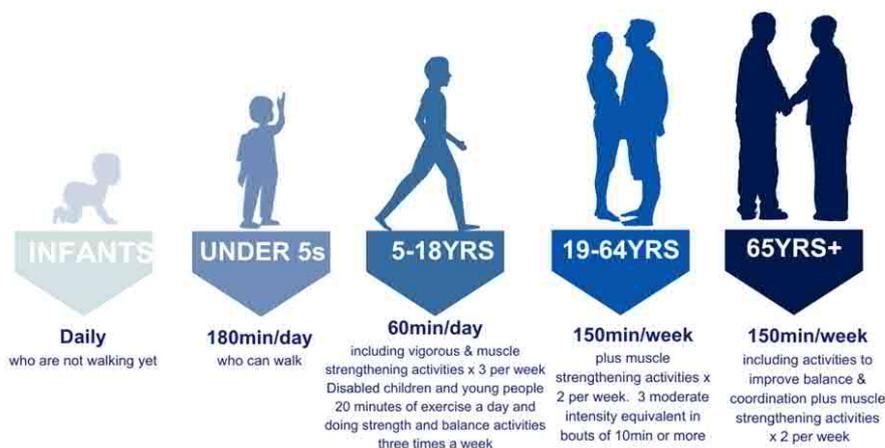


3.12. UK Chief Medical Officers' (CMO) Physical Activity Guidelines, September 2019

3.12.1. The guidelines include recommendations for at least 150 minutes of moderate intensity activity per week, or 75 minutes of vigorous activity or a combination of both. These are shown in the infographic below.

<sup>6</sup> Measuring Impact (Sport England, 2020). [https://www.sportengland.org/how-we-can-help/measuring-impact?section=social\\_and\\_economic\\_value\\_of\\_community\\_sport](https://www.sportengland.org/how-we-can-help/measuring-impact?section=social_and_economic_value_of_community_sport)

Figure 13 – UK Chief Medical Officer physical activity guidelines by age



3.12.2. The guidelines also provide information on the benefits of physical activity for:

- **Disabled adults:** physical activity provides the same benefits for disabled people as the rest of the population, such as improving fitness, making daily tasks easier and creating new opportunities to meet people. Any myths about physical activity being inherently harmful for disabled people should be dispelled.
- **Pregnant women:** specific benefits include reduction in hypertensive disorders, improved cardiorespiratory fitness, lower gestational weight gain, and reduction in risk of gestational diabetes.
- **Women after childbirth:** specific benefits include reduction in depression, improved emotional well-being, improved physical conditioning, and reduction in postpartum weight gain and a faster return to pre-pregnancy weight.

### 3.13. Health and Wellbeing Outcomes

3.13.1. As being reflected by Government and Sport England strategies and recognised by local authorities and Public Health England for some time, 'sport' is no longer delivered solely for 'sport's' sake. Increasing participation in sport and physical activity and reducing levels of inactivity are key to both local and national Government achieving outcomes in public health (physical and mental), adult social care and education.

3.13.2. Both the BMA and PHE recognise the benefits of increasing activity on both physical and mental health. The national planning policy framework supports the premise of providing proper leisure facilities to meet local needs and the DoT vision for cycling and walking, recognises the importance of people walking and cycling more on their overall health and quality of live.

3.13.3. As such Sport England's mission to "invest in sport and physical activity to make it a normal part of life for everyone in England, regardless of who you are", is recognised to benefit government's wider outcomes.

3.13.4. Further, the report completed by Sheffield Hallam University quantified the social return of investment into sport in England.

3.13.5. However, the coronavirus has significantly impacted activity levels and use of leisure centres; neither having returned to pre-Covid levels. Inequality of opportunity to be active and health inequalities appear to be widening. Therefore, local government interventions which impact levels of physical inactivity will be crucial to support the national outcomes set out above.

#### 3.14. **National Trends in Fitness**

3.14.1. Given the importance of ensuring the right type of fitness offer, to not only meet local requirements but also to ensure a sustainable income stream, a review has been undertaken of the market utilising the 2019 State of the UK Fitness Industry Report. The findings of this report can be found in [Appendix 1](#).

#### 3.15. **Local Strategic Context**

3.15.1. The key strategies and priorities for Boston and surrounding area are outlined in the infographic overleaf, those which are pertinent to the Boston Leisure Project are shown in blue. The Boston Towns Fund Vision and outcomes are set out below.

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Figure 14 – Key Strategies and Priorities

## OUR VISION

### Boston Towns Fund Vision:

“To define and deliver the investment in professional and technological support needed for strategic interventions that will shape the development of an aspirational, skilled and healthy population. To achieve sustainable economic growth and pride of place through bold urban design, digital solutions and connected communities. This will launch Boston into the future, build on its unique heritage and make our town an exciting place to live, work, invest and visit for generations to come.”



### AN ENTREPRENEURIAL COMMUNITY

An entrepreneurial community which **nurtures existing opportunities around agri-food automation, logistics, transport and engineering**. Providing an environment for ambitious inward investment and **promoting the visitor economy**.



### A CONNECTED COMMUNITY

Creating a **sustainable connected community** through **smart home technology, additional cycle ways** and improved **public transport links by road and rail**.



### A HEALTHY COMMUNITY

Nationally recognised as a **centre of innovation around health and care**, with less than 20% of the workforce affected by long term health conditions.



### AN INCLUSIVE COMMUNITY

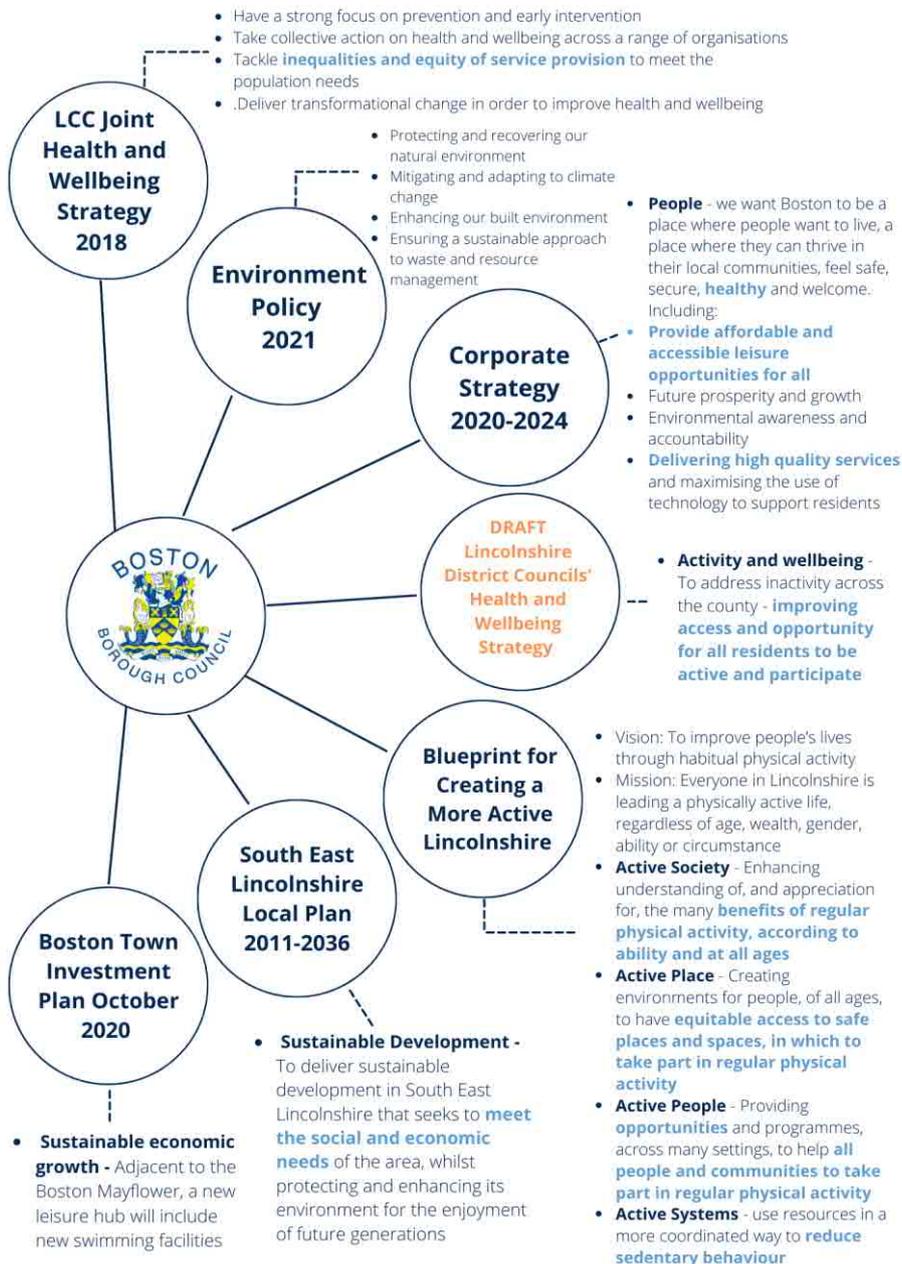
Enabling the **widest range of people and business** to contribute to and benefit from economic success. Drive **physical and social infrastructure** that achieves more **prosperity alongside greater equity in opportunities and outcomes**.



### AN ASPIRATIONAL COMMUNITY

Creating a **golden thread** of learning between the **schools, college and university** to offer greater learning opportunities, increased earning potential and **creating a supportive environment for businesses to flourish**.

Figure 15 – Local Strategic Priorities



3.15.2. It is worth noting that in 2018, Lincolnshire Health and Wellbeing Board - the local strategic forum for health and care made physical activity one of its seven priority areas for improvement, recognising that being physically active is one of the key ingredients of a healthy and fulfilled life. Since then more than 60 partners have come together to form the Lincolnshire Physical Activity Taskforce – an alliance of partners from across the county taking a fresh look at the problem of inactivity using a “whole system approach”.

3.15.3. Furthermore, in August 2021, the South & East Lincolnshire Councils Partnership – a partnership between East Lindsey District Council, Boston Borough Council and South Holland District Council – was agreed. This partnership will initially see the three Councils share a Corporate Management Team. All three Councils will retain their own identity and be accountable to their local communities, however sharing expertise, teams and resources through the partnership will allow the Councils to address challenges on a ‘sub-regional’ basis and in a cost-effective manner. To date, this has accelerated the Councils, and boosted the profile of this part of Lincolnshire, as a place to live, work and invest. This in turn creates a platform for further public sector investment, and layering of funding opportunities and partnerships.

#### 3.15.4. Summary

3.15.5. Investment into the Boston Leisure Project will help meet national and local strategic objectives by:

- Developing physical confidence and competence from the earliest age by providing opportunities for children of all ages to be active through play;
- Encouraging and enabling the inactive to be more active, by introducing new activities aimed at fun and recreation rather than just traditional sport;
- Supporting well-being and resilience in communities through physical activity and sport;
- Linking with Boston College to provide employment opportunities for young people in the area;
- Supporting economic regeneration of Boston's centre; and
- Giving local residents a sense of 'pride of place' through the enhancement of a key local building.

### 3.16. Demographic Profile

3.16.1. The context of the catchment area in which the centre is located is important to understand, as it will influence future use of any new facilities.

3.16.2. The key demographics for the area are:

- There are 69,366 people living in Boston.
- The population of Boston is projected to increase by 14.9% overall by 2040, according to the Office of National Statistics (ONS 2018), from 69,366 to 81,483 by 2040.<sup>7</sup>
- Boston has seen a rapid increase in its population in recent years with the growth mainly from incoming eastern European migrants. This has brought challenges in terms of rapid increase but also significant benefits in the provision of a workforce for local employers.<sup>8</sup>
- Boston has a higher proportion of older people and a lower proportion of working age people compared to England.
- Approximately 50% of the Borough's residents live within the town of Boston, with the remaining 50% living in the surrounding rural communities.<sup>9</sup>
- All age groups are projected to increase apart from 0-9 years which remain static. The most prevalent age group in 2020 is 30-34 years which changes to 50-54 years by 2040. By 2040 the 75-79 years age group is projected to increase the most by 38%.
- Life expectancy for both men and women is lower than the England and regional average.
- In 2016-18, life expectancy at birth in Boston was 77.8 for males and 82.8 for females.



3.16.3. Overall, comparing local indicators with England averages, the health and well-being of children and adults in Boston is significantly worse than England. Key health factors to note that a leisure development could support and improve are:

- **70.5% of adults are classified as overweight** or obese which is worse than the regional (64.4%) or England average (62.0%).<sup>10</sup>
- Rate of **obesity in 10-11 year olds 2018-2019 is 27.1%** worse than the regional (19.7%) and average for England (20.2%).
- The rate of **under 75 mortality rate from cardiovascular diseases is worse at 95.8** (per 1,000,000 population) than the regional (73.5) and England (71.7) average.

<sup>7</sup> Full population data can be found in [Appendix 2](#).

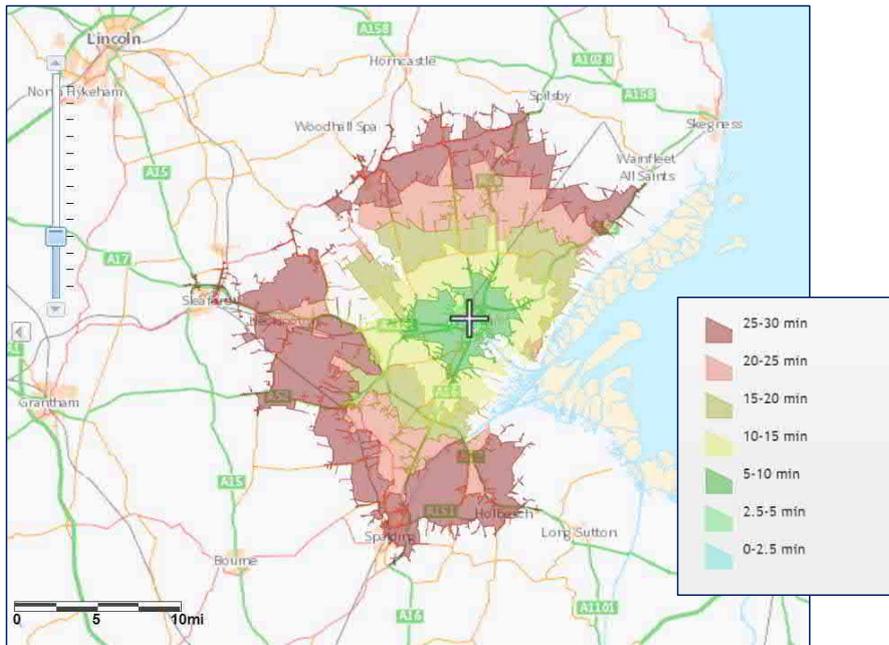
<sup>8</sup> Boston Corporate Strategy 2020-2024

<sup>9</sup> Boston Corporate Strategy 2020-2024

<sup>10</sup> Source: PHE Profile Boston

3.16.4. A catchment area of 30 minutes has been reviewed for the commercial leisure aspects. This incorporates the whole of Boston plus parts of Holbeach and Spalding in the South and Heckington to the West. This is shown in the figure below.

**Figure 16 – 30 Minute Catchment Map**



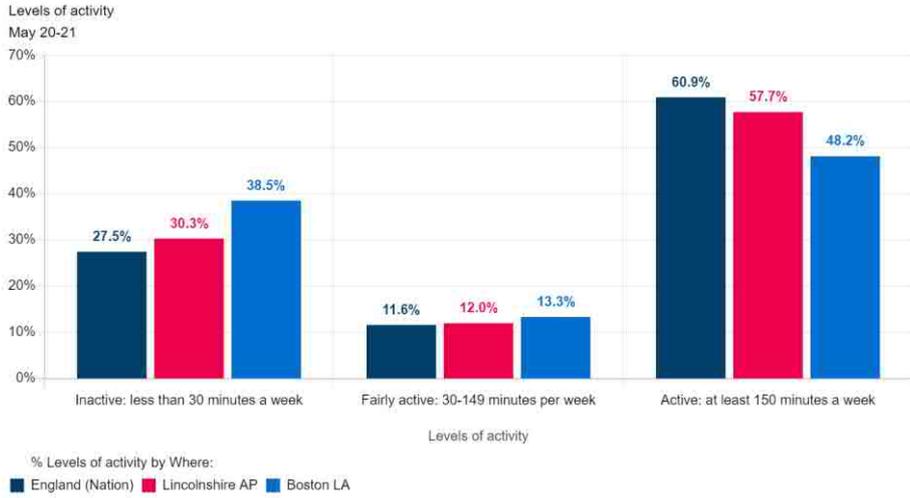
3.16.5. The total population within a 30-minute catchment is 121,548. The largest age groups within catchment are the 40-59 and 60-79 age groups. A full breakdown of the catchment age profile can be found in [Appendix 3](#).

### 3.17. Physical Activity Levels

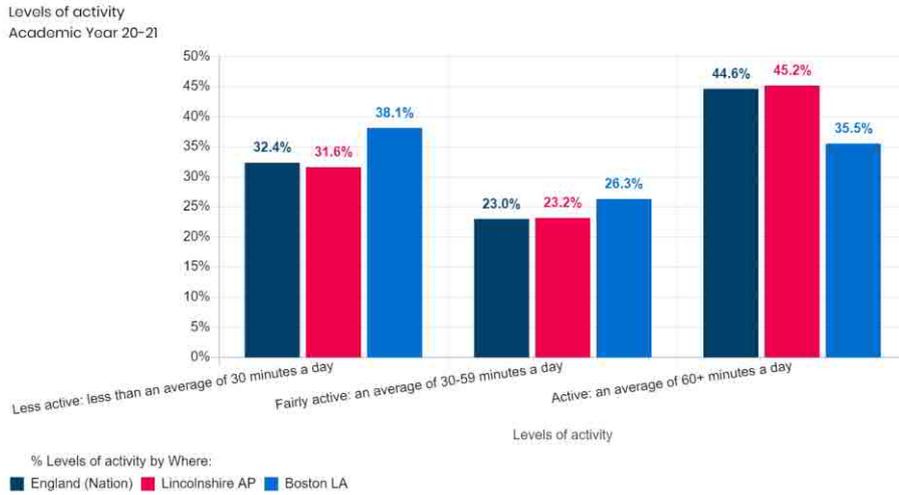
3.17.1. As the figure overleaf shows, **38.5% of adults are physically inactive** which is worse than the regional (30.3%) and average for England (27.5%).

3.17.2. Furthermore, **64.4% of children in Boston are not meeting the national guidelines for physical activity**. This is worse than regional and England averages as illustrated in figure 11.

**Figure 17 – Physical activity levels among adults (May 2020-2021)**



**Figure 18 – Physical activity levels among children (Academic year 2020-2021)**



### 3.18. Sport England Active Lives Report May 2020-2021 (Published October 2021)

#### 3.18.1. Demographic breakdown of Covid-19 impact on physical activity

3.18.2. The Sport England Active Lives Report May 2020-2021 found that certain groups have been disproportionately impacted by the pandemic, and it is these groups that may need more support in returning to physical activity. The list of affected groups below is not exhaustive but highlights groups which are represented in Boston and already tend to face more health inequalities:

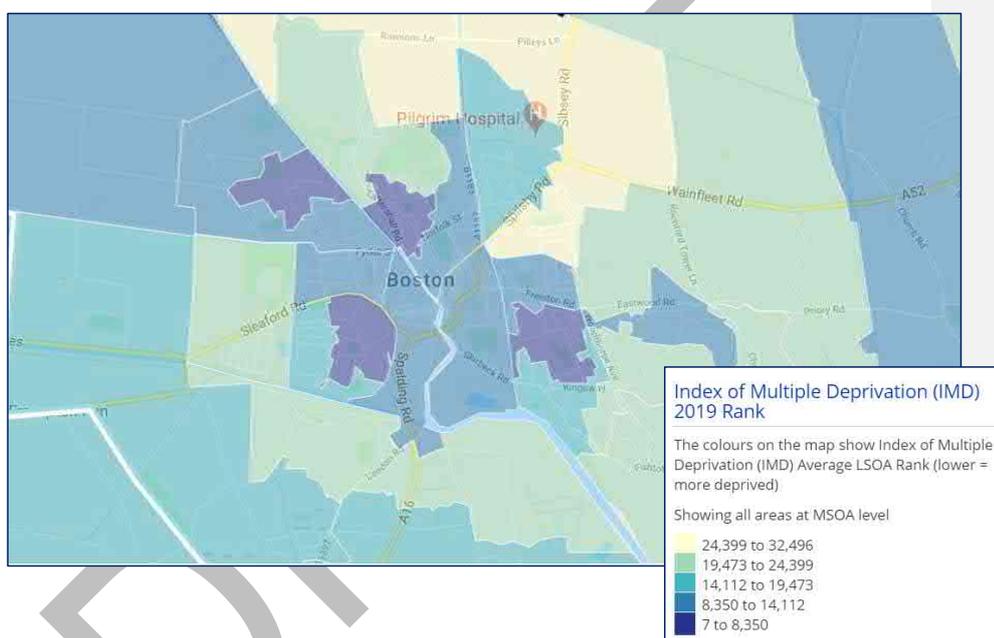
- Activity levels have fallen for both the 16-34 and 35-54 age groups, compared to 12 months ago. This continues the downward trend seen before the pandemic for the 16-34 age group, with the proportion who are active having fallen a further 2.8% compared to 12 months ago. Within this, it's the **16-24** age group particularly driving the decreases.
- Activity levels had been growing strongly amongst the 55-74 and 75+ age groups prior to the coronavirus pandemic. While activity levels have broadly been maintained in the 55-74 age group, many of the gains among the **75+** age group have been lost. This may be linked to the requirement for many of those aged 70+ to shield during the earlier stages of the pandemic and a continued nervousness of mingling indoors or in crowded outdoor spaces.
- Both those with and without a disability or long-term health condition have seen activity levels fall by more when greater restrictions were in place – in line with the national picture. However, **those with a disability or long-term health condition saw no recovery** across mid-March to mid-May 2021, compared to the first full lockdown during the same period in 2020 – remaining 7.1% down on 2019. This suggests a return to activity may be slower for this group and without additional support many may not return.
- **Black and Asian adults are less likely to be active** than those who are White or Mixed race. The pandemic's had a disproportionately negative impact on those with the lowest activity levels and as such the inequalities have widened. Amongst those from Black and Asian (excluding Chinese) backgrounds, men have driven the drops. Despite this, women of Black and Asian (excluding Chinese) ethnicities remain the least active and have the largest gender gap to males with the same ethnicity.
- Men saw a larger drop than women during the early 2021 lockdown period, whereas **women's activity levels remained more consistently lower** than 12 months earlier, across the period. Men have also driven the partial recovery seen during mid-March to mid-May 2021.
- Whilst the data doesn't report a change compared to 12 months ago for **lower socio-economic groups** (NS-SEC 6-8), this is the only group to show a decrease compared to the November 2015-16 baseline (-2.7%). This reinforces the previously observed widening of existing inequalities.

### 3.19. Deprivation and Inactivity

3.19.1. National data shows a strong link between deprivation and inactivity.<sup>11</sup> Therefore, there is a need to encourage participation among these communities in particular. It can be seen in the map below that the area around GMLC has some pockets of deprivation.

3.19.2. It is particularly worth noting, as the above Sport England research highlights, that the pandemic has exacerbated already existing health and physical activity disparities for those living in more deprived areas.

**Figure 19 – Areas of deprivation in Boston centre**



### 3.20. Sports Halls and Swimming Pools Provision

3.20.1. The table overleaf shows the sports hall and swimming competition within a 20-minute drive time.

3.20.2. The sports halls listed all have three or more courts. There are seven facilities with a total of 27 courts within the catchment. All these facilities allow public access, six of them are on education sites. One of them, the Princess Royal Sports Arena, is the only facility available on a pay and play basis.

<sup>11</sup> Public Health England Fingertips: Physical Activity (2018)

3.20.3. There is only one other swimming pool in a 20-minute catchment at Princess Royal Sports Arena with public access, whilst described as a leisure pool it is a typical rectangle tank with a jacuzzi in one corner. It is a smaller pool at 105 m<sup>2</sup>.

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**Table 2 – Swimming pools and sports halls in a 20 minute catchment**

Site Name	Facility Type	Facility Sub Type	Unit	Number	Access Type	Ownership Type	Management Type	Range
<b>SPORTS HALLS</b>								
HAVEN HIGH ACADEMY (THE TOLLFIELD CAMPUS)	Sports Hall	Main	Badminton courts	3	Sports Club / Community Association	Academies	School/College/University (in house)	2.5-5
HAVEN HIGH ACADEMY (MARIAN CAMPUS)	Sports Hall	Main	Badminton courts	4	Sports Club / Community Association	Community school	School/College/University (in house)	5-10
PETER PAINE PERFORMANCE CENTRE	Sports Hall	Main	Badminton courts	5	Sports Club / Community Association	Further Education	School/College/University (in house)	5-10
KIRTON MIDDLECOTT SPORTS & FITNESS CENTRE	Sports Hall	Main	Badminton courts	4	Sports Club / Community Association	Community school	Other	10-15
PRINCESS ROYAL SPORTS ARENA	Sports Hall	Main	Badminton courts	3	Pay and Play	Community Organisation	Commercial Management	10-15
THE GILES ACADEMY	Sports Hall	Main	Badminton courts	4	Sports Club / Community Association	Academies	School/College/University (in house)	15-20
WILLIAM LOVELL CHURCH OF ENGLAND ACADEMY	Sports Hall	Main	Badminton courts	4	Sports Club / Community Association	Academies	School/College/University (in house)	15-20
<b>SWIMMING POOLS</b>								
PRINCESS ROYAL SPORTS ARENA	Swimming Pool	Leisure Pool	Lanes	0	Pay and Play	Community Organisation	Commercial Management	10-15
THE GILES ACADEMY	Swimming Pool	Main	Lanes	4	Private Access	Academies	School/College/University (in house)	15-20

3.20.4. This table suggests that there is sufficient sports hall provision within the existing catchment, particularly as sports halls in general have seen a decline in use and income over the last two years pre Covid<sup>12</sup>.

3.20.5. GMLC is the main swimming provision in the area, with no other facilities of that size in the catchment, therefore it is **key that the pool provision remains as the only access residents in Boston will have to swimming facilities.**

<sup>12</sup> From comparisons between Sport England National Benchmarks for income per court 2018 and 2019

### 3.21. Latent Demand for Fitness

- 3.21.1. It is important to understand the latent demand for fitness in the area given the demographics and competition (private and public), as this will determine both the ideal size of the gym and complementary facilities (group exercise studios etc.) and the potential levels of income derived from the facilities.
- 3.21.2. An analysis was undertaken to show health and fitness competition within a 15-minute drive time of the site. This can be seen on the map in [Appendix 4](#). In total, there are eight other fitness gyms; five of these are within a mile. It is noted that Tru-gym has recently closed.
- 3.21.3. Following this a commercial assessment for the demand for fitness was commissioned. The overall total demand for fitness is estimated to be **1,782 fully paying adult members**.
- 3.21.4. Please refer to [Appendix 5](#) for full latent demand breakdown by mosaic type and age.
- 3.21.5. A gym to support this level of adult memberships would need to be at least 70 – 75 stations. However, given both population growth and the number of younger people in the area, and links with the college, it is recommended that space is created for an additional free weights area and space for cross and personal training.
- 3.21.6. Given the level of in-active and older residents, an area of equipment for less mobile people and for rehabilitation close to consultation rooms will be beneficial.

### 3.22. Competition Analysis – Commercial Facilities

- 3.22.1. A detailed competition analysis of commercial leisure indoor venues within a 30-minute drive time of the site found the following:
- In terms of soft play provision, there are only two soft play facilities within 20 minutes, which is limited competition. Fuzzy Ed's, the closest competition is a play area located inside a restaurant/pub.
  - Play Towers is a larger five storey play facility, which is also home to other leisure activities including Boston Bowl and Krazee Klimb. The centre also has 'Battle Warehouse' a laser tag facility.
  - Further competition is limited, with no indoor skate parks, trampoline parks or Tag Active facilities within a 30-minute drive time.
- 3.22.2. Full details of the competition analysis can be found in [Appendix 6](#).
- 3.22.3. Given the local competition in terms of soft play, ten pin and laser tag at Boston Bowl, there may be limited commercial opportunities for new facilities in the Boston Leisure Project.

### 3.23. Health and well-being opportunities

3.23.1. Given the demographic and health profile of residents in Boston and discussions with health partners, there are opportunities to link the swimming pool and health suite to a 'health and well-being hub', which could incorporate:

- Fitness equipment for people with health conditions, who are less mobile, new to fitness or older
- Consultation rooms for phase 4 cardiac rehabilitation and GP referrals
- Meeting rooms for health partners to deliver seated mobility classes, smoking cessation courses, health eating for families' workshops and sessions etc.
- Physio and complementary therapy rooms
- Course links to improving mental health through physical activity
- Meeting rooms for other community groups (shortfall of available space in Boston) and council partners to deliver services in an informal setting (for example youth offending team services)

### 3.24. Stakeholder Relationships and Engagement

3.24.1. The Council currently works with several organisations to increase participation at GMLC to encourage health benefits, which aligns with a number of key strategic priorities. These groups include:

- Boston Amateur Swimming Club
- Boston Triathlon Club
- Boston Sub Aqua Club
- Schools
- Little Miracles Charity
- Boston College
- Boston Big Local
- Boston Town Area Committee
- Katy Cooper – The Treatment Rooms
- Lincolnshire County Council – Holiday Activity and Food Programme
- One You Lincolnshire
- Cardiac Rehabilitation Phase Four
- Lincolnshire Active
- Market Deeping Swimming Club
- Sea Cadets
- Air Cadets
- Police Cadets
- 100% Tri – Elite Athlete Training

3.24.2. The figure overleaf details some key themes which emerged from stakeholder engagement during the development of the Boston Town Deal.

Figure 20 – Town Deal Engagement Themes

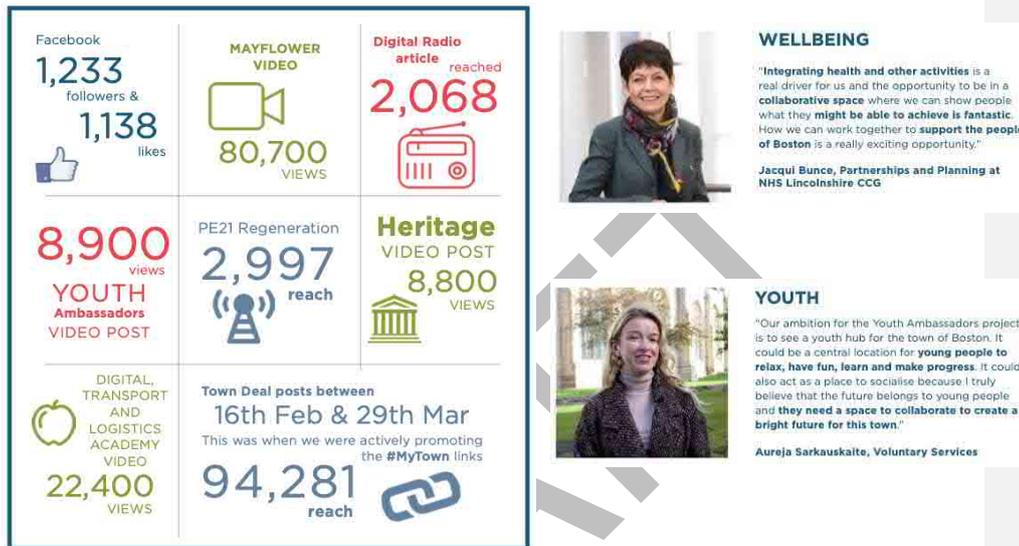


### 3.25. Community Engagement

3.25.1. Engagement has been undertaken as part of the Town Deal and PE21. The plans have been formulated based on an understanding of current users and stakeholders' requirements to ensure that the key current facilities are retained. As part of the scheme moving forward, a package of engagement and stakeholder involvement will be included, including pre-planning application consultation, to refine the plans and supplement the formal consultation required in connection with the Council's statutory roles. The Town Deal engagement reach is set out overleaf.

Figure 21 – Town Deal Engagement Reach

## THE ENGAGEMENT PROCESS



3.25.2. The Boston Town Deal <https://www.bostontowndeal.co.uk> website includes all the projects' information including:

- Library of documents
- Blogs and video blogs
- FAQs
- Public meeting packs
- Links to facebook pages
- Governance / terms of reference

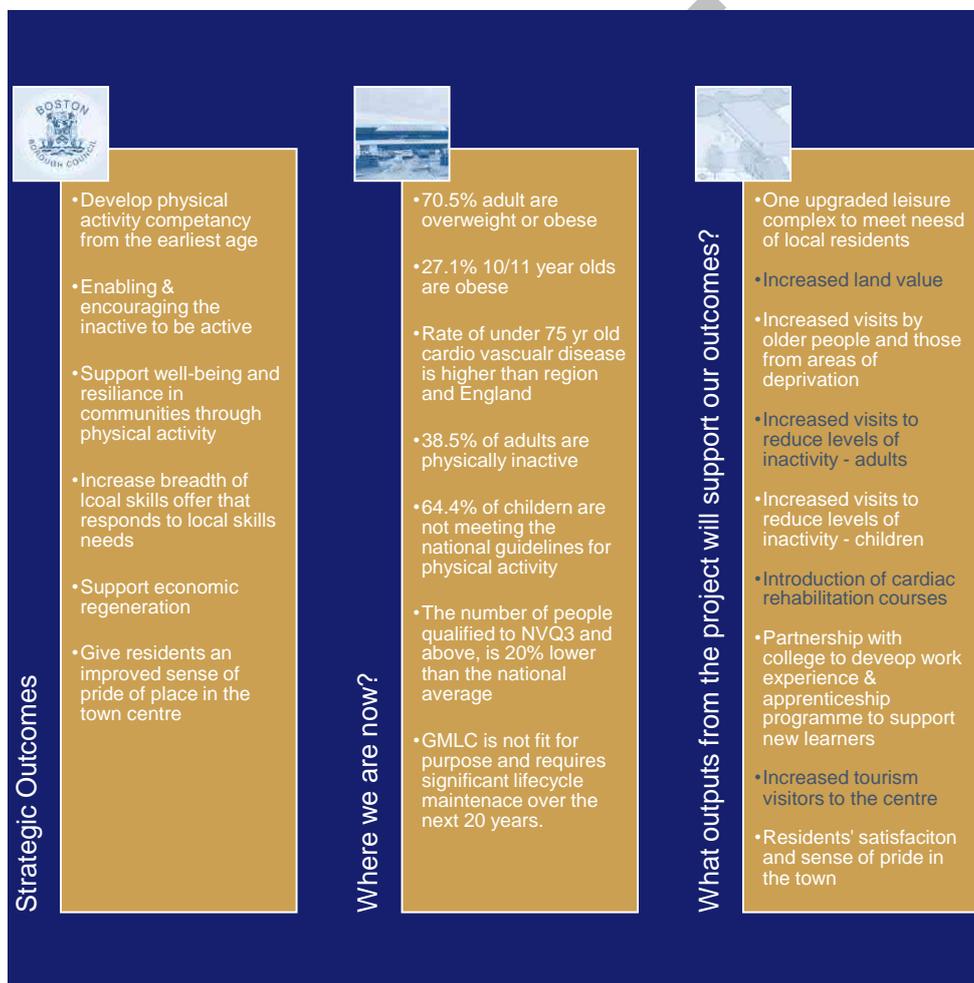
3.25.3. Further engagement would take place as the proposals are developed, including both statutory and non-statutory consultation in connection with the necessary planning application.

3.26. **Vision and objectives**

3.27. The vision is to create a modern innovative leisure complex for Boston that provides a swimming and physical activity hub to inspire people of Boston and the surrounding area to be active. This vision links directly to the Towns Fund outcome for this project, which is to deliver one new or improved leisure facility.

3.28. The hub should feel part of the wider Mayflower campus and be welcoming to all users; young and old, local or visitors and engender a sense of community and civic pride.

Figure 22 – Vision and Objectives



### 3.29. The Proposed investment

3.29.1. This section sets out a description of the works to be undertaken, interdependencies with the Mayflower project and alternative options considered.

#### 3.29.2. Alternative Options

##### 3.29.3. Do nothing

3.29.4. Do nothing is not an option, the complex desperately requires circa £2.5m lifecycle works investment into a building which is not fit for purpose, nor supporting the outcomes of the Council to increase opportunities for people of most need to be more physically active. The impact of Covid-19 on physical activity clearer shows that inequalities are growing, and data is showing that users are slow to return to the existing centre. Data from Sport England's Moving Communities<sup>13</sup> database highlights that recovery of older centres / centre which have not been recently refurbished is lower than newer and refurbished leisure centres.

3.29.5. In addition, doing nothing would lead to a loss of Town Deal funding and failure to achieve the strategic outcomes and outputs of the project. It would result in reputational damage – particularly with Government, the Town Deal Board, and other partners – but would also undermine community confidence in the Council to secure funding and deliver improvements for the town.

3.29.6. It would also lead to the loss of synergies with the Mayflower project if that were to proceed without the Leisure Project.

##### 3.29.7. New build leisure centre

3.29.8. The Council has considered new build leisure centre options. The capital costs were in the region of £22m for the same scope of provision. The following options were discounted (January 2022 BBC Cabinet meeting):

- Relocation of leisure site to PE21 area – this was discounted due to concerns of Members regarding potential net loss of facility; combined with likely costs and funding constraints.
- Land-swap involving GMLC site and Ingelow Manor to enable new leisure re-provision on that site - discounted due to significant costs and funding constraints, timeframe and potential impact on the loss of leisure facilities during development.

3.29.9. A report taken to the Boston Town Deal Board February 2022 set out the conclusions on the option to provide a new build leisure centre. As can be seen from the text below, this option was not deemed to be financially viable<sup>14</sup>.

*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.*

<sup>13</sup> <https://movingcommunities.org>

<sup>14</sup> Boston Town Deal Board Report: Options Appraisal for Flagship Project – the Mayflower; February 2022

*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:*

- 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.*

### 3.29.10. Description of the Project

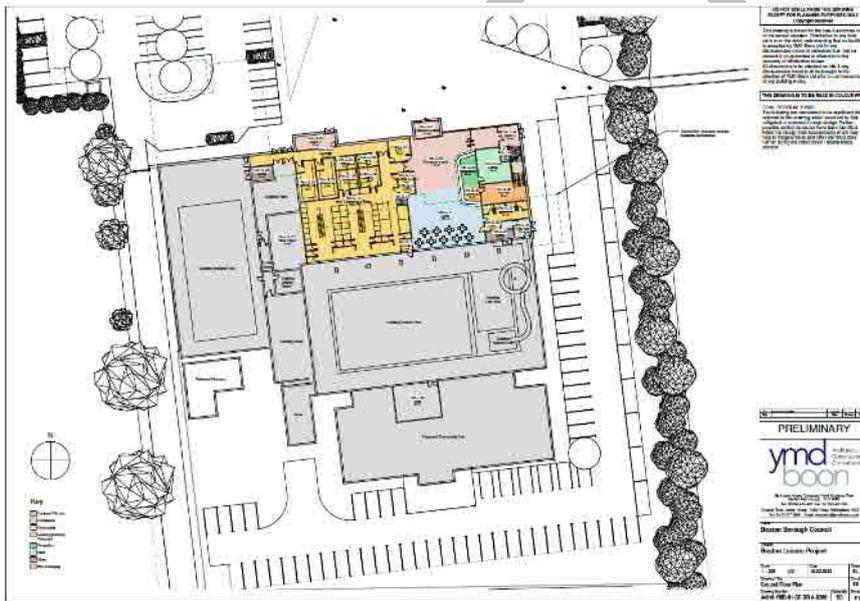
3.29.10.1. The design of the extension and refurbishment of the current Geoff Moulder Leisure Complex reinvents the existing centre for the 21st Century providing a contemporary Boston Leisure Centre for the town.

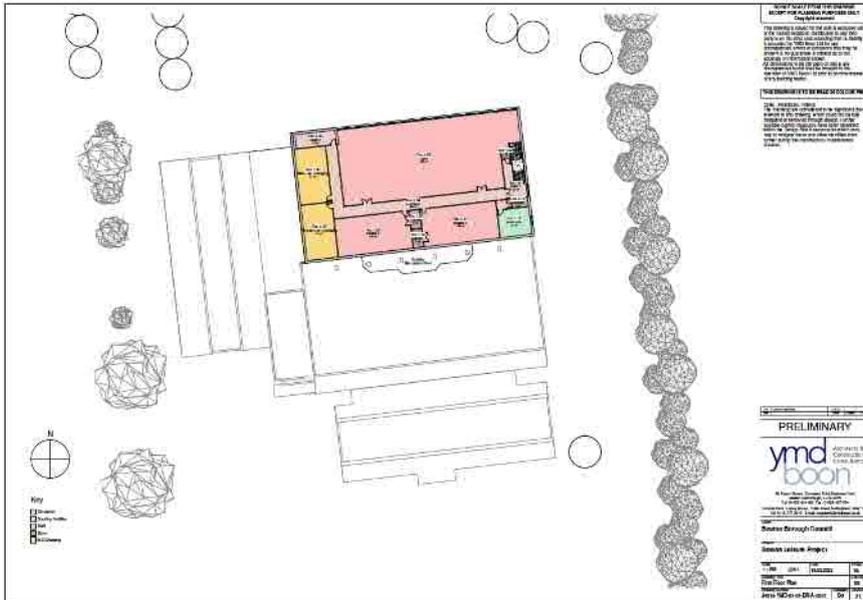
- The existing complex is formed from three buildings, the leisure pool, the training pool, and the gym facility at the rear of the site. Each of these existing buildings presently has its own entrance, requiring multiple staff to manage receptions and no single clear entry point. The proposal includes an extended gym facility and extension at the front of the building with a single main entrance and reception for staff to greet the public and manage access to both pool facilities and the gym.
- Presently the leisure pool and training pool have tired independent changing facilities, divided simply on a male/female gender basis. The new facility will provide a new wet changing village directly accessed from the main entrance foyer, which serves both the leisure pool and training pool. The new changing village will provide a more gender-neutral changing facility, including single, double, family and disabled changing cubicles. The training pool, primarily used by schools and swimming clubs has simpler group changing facilities with adjoining access to the changing village. Importantly the new changing facilities are laid out to provide clear lines of sight for natural surveillance, the changing village opening fully to the leisure pool similarly to contemporary leisure pools.
- The new extension at the front of the leisure centre is a clear statement that the existing facility has been improved. The new main entrance lobby is clearly visible on the new front façade, new views into the main entrance foyer and reception desk and a first-floor window to the new gym running full width of the extension activates the front façade for the those approaching, passing and using the proposed public space in front of the new leisure centre.
- The proposed entrance foyer is located centrally to both the southern edge of the proposed public space and the new extension. The foyer is visible from the outside approaching the building with the staff at the reception desk greeting users on arrival. The foyer leads directly to the pools wet changing village, first floor gym and leads users through to the centre café which overlooks the leisure pool. Direct views of the leisure pool on entering the building

reinforcing the sense of arrival and one of the core activities in the leisure centre. Importantly the foyer has adequate space for a retail offer, such as swimming costumes and equipment as well as the café providing revenue for the centre.

- The new extension first floor is for the exclusive use of the gym, substantially larger than the existing one, and two new studios for exercise classes. The gym's bold north facing window overlooking the complex frontage, public space and proposed neighbouring Mayflower Building, clearly states what one of the core activities of the building is and provides great views into and out from the building.
- The existing gym building at the rear of the site is proposed to be retained and could be repurposed as a community facility with its own separate entrance, the one exception to this is the existing spa facility which is proposed to be refurbished and accessed via the leisure pool as it is presently. This building can be refurbished to provide potential facilities for medical consultations, sports physio, dance, and a space which can be hired by local community groups for various activities.
- The remainder of the existing building including the pools will be refurbished.

Figure 23 – Design of Extension and Refurbishment of Boston Leisure Centre





3.29.11. The 'proposed community use' area (shaded in grey on the ground floor layout) is not within scope of this business case, however as per para 3.23 the Council is considering the option to develop the space into a health and well-being hub with health and community partners.

**3.29.12. Interdependencies with the Mayflower project (and others)**

3.29.13. Both the Boston Leisure Project and Mayflower are distinctly separate projects and could come forward in isolation. However, the preferred design response is to create a single campus/village, thus bringing together the synergies between education (especially Higher Education learners) and leisure/health and well-being. The creation of a campus approach allows for a unique and transformational sense of place to be created, secures increased value for money, and would have a much bigger overall impact on the place. This approach has been endorsed by the Towns Fund Board (February 2022).

3.29.14. In design terms, the schemes would be linked, with shared access, parking, pick-up/drop-off and shared pedestrian space between the two buildings. This approach will be integral to both the design of the spaces but also their long-term management to create a cohesive and symbiotic environment. The spaces would also be designed to place active users at the heart, with encouragement of cycling and walking to the site, and car users being secondary.

3.29.15. There is a shared design team, and the potential to have a shared approach to procurement and construction, although this is not yet confirmed. This has already derived some financial savings in terms of costs of surveys and background information for example.

3.29.16. Through collaborative working, and establishment of a joint project team between the Council and the College, there is an ability to work collaboratively and ensure that any indirect interdependencies can be managed to ensure that there is no risk to either project delivery.

3.29.17. Incorporating both the Mayflower and new Leisure Project on a shared site has several benefits.

- The two projects provide local services that are complimentary, supporting the well-being, health, fitness, new business, and education of the community both locally and further afield, raising aspirations, users of both buildings physically seeing the potential of using services in the neighbouring building.
- The Mayflower business units will be more attractive being located adjacent the new leisure centre.
- The site is located only 10 minutes' walk from Boston town centre, providing a local civic hub for health and leisure for local people.
- The opportunity of the new public space clearly links the two buildings and a place for potential events for each of the buildings both individually and possibly together.

3.29.18. At the Town Deal Board meeting, February 2022, support was provided to the principal of this campus approach being taken forward, due to the transformational impact of both projects for the area.

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## 4. ECONOMIC CASE

### 4.1. Introduction

4.1.1. The Economic Case determines the value for money of the investment. It should include an analysis of monetised benefits and costs, as well as non-monetised benefits. The benefits and costs assessed should be aligned to the objectives set out for the project in the Strategic Case. It is important that Economic and Strategic Cases are closely aligned. *“Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.”*

### 4.2. Approach to economic case

4.2.1. The Economic Case assesses the economic impacts of the **Boston Leisure 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.

4.2.2. 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).

4.2.3. 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 15% has been calculated using HM Treasury methodology and included in the value for money analysis

4.2.4. The framework for assessing the economic benefits of the Boston Leisure 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 based on a **Benefit Cost Ratio (BCR)**.

4.2.5. 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, 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

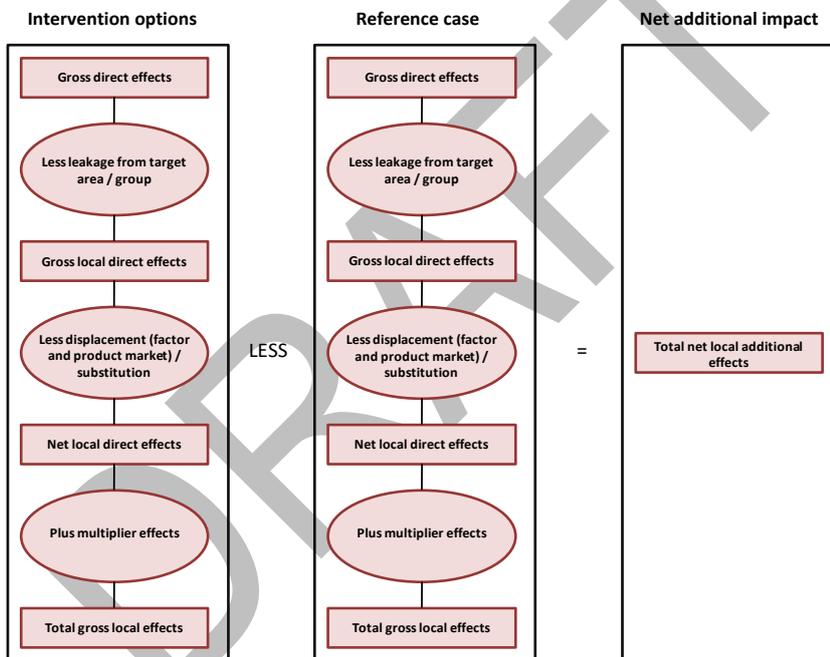
4.3.1. Of key importance in assessing the impact of the proposals on the local economy is the extent to which new activity is truly **additional**, in other words it does not simply displace existing activity. Furthermore, it is important to understand who is likely to benefit from the impacts generated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

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

Figure 24 Net Additional Impact



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

**4.4. Economic benefits**

4.4.1. The following outputs were considered in the economic benefit assessment as set out in the table overleaf.

**Table 3. Economic Benefits**

Outputs	Mature Year Estimate (per annum)
Participation numbers in health, sports and leisure	349,000
Derelict site redeveloped	-
Jobs protected	23 FTE
Adult fitness memberships	1,800
Local fitness/exercise referrals	100
Children accessing swimming lessons (outside school provision)	900
Number of new learners assisted per annum	400
Number of CIMPSA accredited CPD undertaken	50
Number of CIMSPA members in Boston	10
New community floorspace (sqm)	2,000
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	1

4.4.2. The economic modelling included a number of monetised benefits, consistent with governmental guidance. These included (i) **land value uplift**; (ii) **wider land value uplift**; (iii) **wellbeing of residents into work**; (iv) **labour market entrants**; (v) **productivity**; (vi) **educational**; (vii) **wellbeing benefits from increased access to leisure**; and (viii) **distributional**.

**Table 4. Monetised Benefits**

Towns Fund investment theme	Key benefits	Wider social and economic benefits	Key guidance to model and monetise benefits
Urban regeneration, planning and land use	Land value uplift Wider land value uplift	Increases in local employment and GVA Increased local spend	MHCLG guidance
Arts, culture, and heritage	Leisure / physical activity wellbeing benefits	Improved image of the town Community cohesion	DCMS guidance
Enterprise infrastructure	Land value uplift	Increased employment and income Attraction of more businesses in the long term	MHCLG guidance
Enterprise infrastructure	Labour market entrants Resident into work	Increased employment and income	MHCLG guidance; BEIS guidance

Towns Fund investment theme	Key benefits	Wider social and economic benefits	Key guidance to model and monetise benefits
	Productivity benefits	Better wellbeing	
Skills infrastructure	Educational benefits Distributional	Levelling up Assisting relatively deprived areas	HMT, MHCLG guidance

4.4.3. The proposal will have positive distributional effects, by encouraging investment within Boston, and helping to re-balance the economy away from London and the Southeast. The approach used to calculate these effects is that set out in the HM Treasury Green Book, based on equalised 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 1.4 which provides a reflection of the positive effects on net disposable income.

#### 4.5. Economic costs

4.5.1. The financial costs of the proposed intervention have been developed by the Boston Leisure Project Team, drawing on significant experience of delivering similar projects across the local authority area. The nominal financial costs in the Financial Case have been converted to economic costs in line with the Green Book 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.

**Table 5 Economic Costs**

Type	Source	Total Amount (£m)
Public sector cost (undiscounted)	Thornton-Firkin and Towns Fund	£7.1
Public sector cost (discounted)	Green Book STPR	£6.7
Optimism Bias	AMION	£1.0
<b>Public sector cost (with OB)</b>	-	<b>£7.7</b>

#### 4.6. Value for money assessment

4.6.1. The value for money assessment is summarised below. **The project has a BCR of 2.7:1 in the core scenario.** It also withstands scrutiny from two technical changes within the sensitivity testing, with the BCR remaining above 2.0:1 in both instances.

Table 6 Value for Money Assessment

Value for money assessment (£M, discounted, 21/22 prices)	Core scenario	Sensitivity test 1 No distributional	Sensitivity test 2 OB at 24%
<b>Economic benefits</b>			
Land value uplift	£0.3	£0.3	£0.3
Wider LVU	£2.4	£2.4	£2.4
Residents in work	£0.1	£0.1	£0.1
Labour market entrants	£0.1	£0.1	£0.1
Productivity	£0.1	£0.1	£0.1
Educational	£2.9	£2.9	£2.9
Leisure wellbeing	£9.3	£9.3	£9.3
Distributional	£5.6	£0.0	£5.6
<i>Total economic benefits (A)</i>	<b>£20.8</b>	<b>£15.1</b>	<b>£20.8</b>
<b>Economic costs</b>			
Towns Fund (B)	£2.6	£2.6	£2.8
Co-funding (C)	£5.1	£5.1	£5.4
<i>Total public sector (D) = (B) + (C)</i>	<b>£7.7</b>	<b>£7.7</b>	<b>£8.2</b>
<b>Benefit Cost Ratio (A) / (D)</b>	<b>2.7:1</b>	<b>2.0:1</b>	<b>2.5:1</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.

- 4.6.2. The project has the option to be combined with **an adjacent Towns Fund scheme, Mayflower delivered by Boston College**. This project has total NPV benefits of £33.1m and total NPV costs of £16.0m. If the two projects were delivered together, **an additional 0.5ha of public realm can be delivered** through the efficiency gains, as well as all the costs and outputs from the separate projects. This will provide enhanced amenity benefits for the local population, using values within the DLUHC Appraisal Guide.
- 4.6.3. **The combined project has a BCR of 2.3:1**. The overall benefits arising from the combined project is greater than if the two projects were delivered separately due to these additional amenity benefits arising from the new public realm.
- 4.7. **Non-quantified benefits**

- 4.7.1. In accordance with Green Book orthodoxy, the BCR does not include additional local spend and Gross Value Added but is referenced above.
- 4.7.2. The project is also likely to deliver substantial wider benefits relating to regeneration, image, community, agglomeration, and Covid-19 recovery.

#### **4.8. Summary**

- 4.8.1. The analysis undertaken in this Economic Case was consistent with HM Treasury's Green Book and other departmental guidance. For the Boston Leisure Project, specific benefits modelled relate to land value uplift, employment, education, and leisure/physical activity. The costings have been calibrated for Optimism Bias at 15% and discounted using HMT's 3.5%. Additionality has been applied at 80%.
- 4.8.2. **The BCR = 2.7 provides a "Good" value for money**, according to MHCLG Appraisal Guide.

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## 5. FINANCIAL CASE

### 5.1. Introduction

5.1.1. The financial case sets out the current cost of managing the centre, the capital costs, revenue projections and sources of funding.

### 5.2. Current revenue costs

5.2.1. The table below sets out the pre-Covid trading position in 2019/20 which had been a stable trading position prior to the pandemic. Revenue is in the region of £873k, with costs at just under £1.6m, leading to the deficit position of £720k per annum.

**Table 7 – Pre-Covid Trading Position in 2019/20**

<b>Income</b>	<b>2019/2020</b>
Membership	385,431
Casual fitness	17,680
Casual swim	106,177
Swim lessons	135,858
Pool hire	103,097
Spa	
Other	86,719
Secondary	26,496
Retail	11,127
<b>Total</b>	<b>872,584</b>
Salaries	798,598
Utilities (inc biomass fuel)	166,752
NNDR	94,248
Insurance	4,865
Lifecycle	-
Repairs & Maintenance	8,604
Grounds Maintenance	-
Cleaning	15,791
Equipment	16,357
Other Supplies	33,407
Advertising & Marketing	2,904
Communications	20,417
Other Administration	19,925
Costs of Sales	9,441
Capital Costs	402,162
<b>TOTAL EXPENDITURE</b>	<b>1,593,471</b>
Net trading cost	<b>(720,887)</b>
Usage	283,367

5.2.2. As well as this on-going deficit position, a condition survey was last undertaken in 2018 which highlighted various works required over the next of 2-5 years along with some priority items. Following this a proposed maintenance plan was costed, which identified c£2.5m of lifecycle maintenance being required over the next 20 years. This estimate is considered to be somewhat 'light' where actual costs could be higher and is presently unfunded. Therefore, irrespective of the

Towns Fund opportunity, it is likely that the Council would have to incur significant capital investment in coming years, simply to retain the facility as is.

5.2.3.A review of key financial indicators has shown that the centre can improve its performance once capital investment has been undertaken. The table below shows the GMLC KPIs compared to the Sport England National Benchmarking Service benchmarks for centres which are managed directly in-house and wet and dry centres of all management types. Most of the KPIs are below median, however, this is mostly linked to facilities which require investment to improve quality and reflective of how expensive the building is to manage given its age and lack of recent investment into plant and equipment.

**Table 8 – GMLC KPIs compared to SENBS Benchmarks**

	2019/20	SENBS - median		Notes
		In house	Wet / Dry	
Fitness income per station	5,759	6,698	10,756	Latent demand exists, but quality and size of gym needs improvement
Fitness member per station	23	26	33	
Swimming income per m <sup>2</sup>	492	776	1,270	People are deterred by the quality of the changing provision and the fact there is no changing village in the centre makes it difficult for mixed gender families to swim easily
Swimming lesson income per m <sup>2</sup>	226	332	603	
Salaries as % income	101%	77%	49%	The centre is expensive to staff given the separation of the two pools and two reception areas.
Cost recovery	52%	66%	110%	Staffing, utilities, and capital costs, provide an overall expensive base.
Utility cost per m <sup>2</sup>	45.31	30	30	The building is expensive to heat, and investment is needed into utility saving measures.
Subsidy per visit	2.54	1.17	-0.4	The overall subsidy per visit is high, the Council aims to increase usage and reduce costs to improve this indicator.

Colour coded compared to local authority delivery quartiles



### 5.3. Impact of Covid-19 pandemic on usage and finance

5.3.1. Since the centre has fully re-opened after the third lockdown in April 2021, due to the pandemic, the centre has seen strong return in swimming, casual, family sessions and particularly swimming lessons. Demand for lessons is back, if not higher than the pre-Covid position.

5.3.2. However, a key group of people who are slow to return, as highlighted nationally, are older people of which there is a large catchment in Boston. There is concern that the habits gained during the last two years of reducing activity will be hard to break and therefore providing a new and refreshed offer at the GMLC is key to provide those residents who will benefit most from physical activity a significantly refurbished centre which is modern, welcoming, and better designed to give them the confidence to return.

5.3.3. As of December 2021, income for 2021/22 was projected at 80% of 2019/20 levels, with the overall deficit position projected at £954k.

5.4. The financial outcome of this investment is to attract both old and new users back to the centre and improve the operating income and costs of the centre to positively impact the benchmarks above.

#### 5.5. Capital Costs

5.5.2. The Capital costs are based on estimates provided by Project Managers and Cost Consultants, Thornton-Firkin. The detailed breakdown is contained in [Appendix 7](#).

**Table 9 – Capital Costs**

Area	Cost
Site	£20,325
Demolitions and Alterations	£207,105
New Two-storey Extension	£2,917,380
Refurbishment Works to Leisure Pool/Spa	£1,127,500
Refurbishment Works to Training Pool	£418,500
External Works	£722,750
General	£585,000
Consequential Improvement Costs	£599,856
Adjustment for Allowable CI Costs	-£465,250
Surveys and Fees	£672,379
Contingency/Price & Design Risk	£340,277
<b>Total Cost (excluding VAT)</b>	<b>£7,145,822</b>

5.5.3. The high level estimate includes for a 5% contingency, includes professional fees and does not include for fit out/equipment costs. In addition, the Council considers that given the volatile market and rising construction costs a higher overall contingency should be attributed. Therefore, the Council has worked on the basis that an overall 20% contingency of the overall project cost is appropriate. The Council is also mindful of other costs such as VAT (and non-recovery). This has been factored into the Councils decision-making and separate reports in order to ensure that these risks are managed accordingly.

5.5.4. The costs proposed are only high-level based on the present stage of scheme development. Therefore there is potential costs to be reduced through project refinement during detailed design (RIBA Stages 3-5) and during construction. Thus there is sufficient scope to manage this risk. Where any revised or tendered cost plan exceeds the approved cost budget, the following options will be considered:

- value engineer the scheme / phasing of works;
- utilise revenue savings or income generation opportunities to lever in further applicant funding (via reserves or prudential borrowing); and/ or;
- seek additional applicant capital contribution.

## 5.6. Revenue Business Plan

- 5.6.1. The revenue plan sets out total income and expenditure projected once the new developments have been completed, from 'Year 1'. It is a revenue business plan that excludes any capital and fit out costs.
- 5.6.2. It is assumed that the facilities will continue to be managed by the Council. However, the Council as part of the South and East Councils Partnership does have access to potential other operating models (eg Magna Vitae), as well as attracting other leisure providers, and this may be an option for the future – it is neither ruled in or out at this stage and thus the assumption is that the facility would continue to be operated by the Council.
- 5.6.3. Year 1 is based on 2021/22 prices, increases for inflation have not been included within the projections at this stage.
- 5.6.4. The business plan does not include the revenue impact whilst the developments are being undertaken, this will be developed as the phasing of the build is developed.
- 5.6.5. Full income and expenditure assumptions are set out in [Appendix 8](#).

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**Table 10 – Summary of Income and Expenditure Projections**

SUMMARY	2019/20	YEAR 1 (2024/25)	YEAR 2	YEAR 3	YEAR 4	YEAR 5
<b>INCOME</b>						
Health & Fitness Membership	385,431	334,532	434,743	453,841	459,615	463,153
Health & Fitness Casual	17,680	18,229	18,229	18,229	18,229	18,229
Health & Fitness Group						
Exercise		25,625	25,625	25,625	25,625	25,625
Swimming - Casual	106,177	158,879	167,706	176,532	176,532	176,532
Swimming - Lessons/Courses	135,858	172,463	194,021	215,579	215,579	215,579
Swimming - Hire	103,097	101,940	101,940	101,940	101,940	101,940
Secondary - Catering	26,496	71,216	83,753	86,427	87,004	87,357
Secondary - Retail	11,127	11,869	13,959	14,404	14,501	14,560
Other	3,031					
<b>TOTAL INCOME</b>	<b>788,896</b>	<b>912,407</b>	<b>1,048,802</b>	<b>1,092,578</b>	<b>1,099,025</b>	<b>1,102,975</b>
<b>EXPENDITURE</b>						
Salaries	798,598	832,704	832,704	832,704	832,704	832,704
Utilities (net of grants)	83,064	92,000	96,600	101,430	106,502	111,827
NNDR	94,248	100,000	100,000	100,000	100,000	100,000
Insurance	4,865	6,400	6,400	6,400	6,400	6,400
Lifecycle						
Repairs & Maintenance	8,604	32,000	32,000	32,000	32,000	32,000
Cleaning & Chemicals	15,791	18,000	18,000	18,000	18,000	18,000
Equipment	16,357	20,000	20,000	20,000	20,000	20,000
Other Supplies	33,407	26,843	31,199	32,777	32,971	33,089
Advertising & Marketing	2,904	18,948	10,400	10,926	10,990	11,030
Communications	20,417	17,895	20,800	21,852	21,981	22,060
Other Administration	19,925	16,654	16,654	16,654	16,654	16,654
Costs of Sales	9,441	41,543	48,856	50,416	50,752	50,958
Depreciation		0	0	0	0	0
Irrecoverable VAT		0	0	0	0	0
Other						
<b>TOTAL EXPENDITURE (ex capital costs)</b>	<b>1,107,621</b>	<b>1,222,986</b>	<b>1,233,612</b>	<b>1,243,158</b>	<b>1,248,953</b>	<b>1,254,721</b>
<b>DEFICIT (ex capital costs)</b>	<b>-318,725</b>	<b>-328,232</b>	<b>-193,636</b>	<b>-150,580</b>	<b>-149,928</b>	<b>-151,746</b>

5.6.6. The comparable 2019/20 position is shown excluding capital costs to show a like for like comparison. As noted, income in 2021/22 is projected to be 80% of pre-Covid position, thus growth from the new developments builds up over the initial three years as customer are attracted back to a transformed centre.

5.6.7. An improvement from the 2019/20 income and deficit position is projected, but more importantly, overall usage is projected to increase 23%, as more people access the pools and fitness areas.

5.6.8. The revenue business plans will be reviewed at RIBA stage 4, when greater detail on finishes, fittings, buildings systems and utility loading / consumptions will be known following upgrades to M&E plant and equipment.

**Table 11 – Usage projections**

USAGE	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Health & Fitness	167,885	205,034	215,730	218,038	219,453
Swimming	116,979	129,977	129,977	129,977	129,977
<b>TOTAL</b>	<b>284,864</b>	<b>335,011</b>	<b>345,707</b>	<b>348,015</b>	<b>349,430</b>

## 5.7. Funding and Profile Sources

5.7.1. The overall cost of £7.1m will be funded by the following sources:

**Table 12 – Funding and Profile Sources**

Source	£	Use
Towns Fund	£2.4m	Capital cost and project management fees
Boston Borough Council	£4.7m	Capital cost and project management fees
<b>Total</b>	<b>£7.1m</b>	

## 5.7.2. Funding Profile

**Table 13 – Funding profiles**

	2022/23	2023/24	2024/25	Total
Towns Fund	528,767	1,625,378	270,948	<b>2,425,092</b>
BBC	633,723	3,414,623	672,386	<b>4,720,731</b>
<b>Total</b>	<b>1,162,489</b>	<b>5,040,000</b>	<b>943,333</b>	<b>7,145,823</b>

## 5.8. Overall Affordability Assessment

5.8.1. The council confirms that there is an allocation of capital funding for the project, and as there is an improved revenue position compared to current trading, the overall project is affordable. The Council will explore the most appropriate response to the capital cost investment, either through reserves or through borrowing.

## 5.9. New Centre Benchmarks

5.9.1. The existing performance of the centre compared to a mature year of the new developed centre are both compared to the median Sport England National benchmarks for local authority managed centres. The improved usage and income will improve most of the benchmarks as set out in the table below.

**Table 14 – Boston Leisure Project Benchmarks**

PERFORMANCE INDICATOR based on SENBS	SENBS In-house Median	GLMC 2019/20	New Centre YEAR 5
Surplus per visit	-£1.17	-£2.54	-£0.67
% Cost Recovery	66%	52%	88%
Income per visit	£2.72	£2.78	£3.16
Secondary income per visit	£0.09		£0.29
Staffing costs as a % of income	77%	101%	75%
Expenditure per visit	£3.05	£5.33	£3.53
R&M per m <sup>2</sup>	£14.00		£8.00
Utility Costs per m <sup>2</sup>	£30.00	£45.00	£28.00

PERFORMANCE INDICATOR based on SENBS	SENBS In-house Median	GLMC 2019/20	New Centre YEAR 5
Health & Fitness income per station	£6,698	£5,759	£6,017
Swimming income per m <sup>2</sup>	£776	£492	£790

## 5.10. Financial Risks

5.10.1. The key financial risks identified, with mitigations are set out in the table below:

**Table 15 – Financial Risks**

Financial Category	Risk	Mitigation
<b>Capital cost</b>	Capital cost inflation – current market conditions and shortages of supplies are leading to significant increases in construction costs. (See context in 5.8.2 below)	Current known construction cost inflation included.  Larger than standard projection contingency included.  (See further comments in 5.8.6 below)
<b>Capital cost</b>	Refurbishment of the building leads to latent defects being realised.	Surveys undertaken of areas being demolished and M&E surveys to be commissioned.
<b>Revenue</b>	Delay in the build programme impact usage and income at the centre.	LADS included within construction contract; external project management support commissioned.
<b>Revenue</b>	Unrealised income projections once the developments are complete.	Business plans completed by independent leisure consultant, benchmarked and includes sensitivity analysis.

5.10.2. In March 2022, the wider economy and the construction sector specifically is experiencing high levels of volatility in sector costs. These have been caused and continue to be affected by several factors.

5.10.3. In mid-2021, the impact of wider economic issues, Brexit and the Covid-19 pandemic led to an unprecedented surge in the cost of raw materials, a shortage of resources, labour and materials and a reduction in the number of construction sector companies either willing to bid for construction works or able to remain in business. All these factors caused construction sector costs to increase massively in this period – overall costs rose by anywhere between 10% and 20% on the previous quarter. In addition to e.g. steel/metal price rises of up to 40%, sector levels of uncertainty & potential future risk were such that construction related costs rose dramatically due to companies being unable to take commercial decisions on future risk issues.

5.10.4. Since that peak mid 2021 period, construction sector costs have reduced globally but are not yet at the level they were at prior to the surge. It remains likely that they may not return to pre-surge levels.

5.10.5. It is very difficult to accurately assess what costs will do in terms of settling down, remaining at the current increased levels, or even rising again in the next 12 months. The current trend seems to be that sector costs continue to remain at a high level and certain works remain very volatile in terms of exposure to continued price rises (e.g. steelwork, metalwork generally, anything sourced from EU

suppliers etc). It is probably wise to assume that sector level costs will remain volatile and will remain at a +10% to +15% level for at least the next 12 months.

5.10.6. Potential cost increases can be managed to a certain extent by adopting the following:

- Allowance within construction sector project budgets of suitable contingency funds specifically to cover possible future cost increases. Such contingency funds could be at 10% of overall project cost.
- Regular monitoring of the construction sector and how it is behaving in terms of willingness to bid on competitively tendered schemes, levels of tendering, cost of volatile materials and labour and the like. This can be assisted by regular dialogue with construction providers.
- Limiting specification of works which are known to be cost volatile wherever possible.
- Ensuring that a construction project is de-risked as far as possible in advance of tendering.
- Pre-ordering and stockpiling of materials/resources in advance when costs are at more reasonable levels.
- Consideration of measures that can be incorporated which share risks or remove those risks which cause tenderers either not to tender or to include large risk sums in tender bids.

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## 6. COMMERCIAL CASE

### 6.1. Introduction

6.1.1. The commercial case sets out the commercial viability of the investment and sets out the commercial objectives, constraints, and procurement strategy.

### 6.2. Commercial Deliverability

6.2.1. Within the strategic and financial business cases the following information has been set out which demonstrated the commercial viability of this investment.

6.2.2. This has included:

- Catchment analysis of demographics and supply of facilities within the catchment area (paras 3.16 – 3.20, 3.22).
- Review of current performance of the centre compared to Sport England benchmarks to identify area of future potential (para 5.2).
- Commercial latent demand for fitness membership assessment (para 3.21).
- Full income and expenditure analysis for the first five-years of operations (para 5.5 and [Appendix 8](#)).
- Consideration of Swim England's review of the pool programme and opportunities for growth July 2021.
- Mature-year financial indicator benchmarking ([Appendix 8](#)).
- Sensitivity analysis of increases / decreases in income and expenditure and impact on the net deficit position ([Appendix 8](#)).

6.2.3. The revenue projections have been reviewed by the Council's Executive Board and Towns Fund Board.

### 6.3. Procurement Strategy

6.3.1. The Council is developing its procurement strategy to deliver the Boston Leisure Project in line with its Procurement Procedure Rules. It will assess the value for money options of using a Framework (for example ESPO) or undertaking a competitive tender.

6.3.2. Consideration will be given to a joint procurement with the Mayflower. The competitive tender would include both projects as separate Lots, with companies invited to tender for either of both Lots, setting out the benefits, (financial and wider) if delivering both projects.

6.3.3. Construction companies will need to demonstrate expertise of leisure centre refurbishments, specialist swimming pool plant and M&E experience.

6.3.4. The design team will need to demonstrate an understanding of the customer journey from site arrival, through the entrance, to changing and facility areas. This will include equality of access for all people, including people with disabilities, dementia, young children, those who have English as a second language and people with learning difficulties.

6.3.5. A full understanding of the impact of Covid-19 on leisure centre design is crucial, together with understanding new ways of operating leisure centres (for example concierges and cashless payments).

- 6.3.6. As part of the supplier evaluation framework, social value criteria including number of apprentices, use of local trades and suppliers and sustainable sourcing will be included.
- 6.3.7. It is expected that the procurement of the main construction company will commence June 2022, and be completed by November 2022.
- 6.3.8. The new Leisure Project has two distinct sections – a large extension with minimal impact on the two existing swimming pool areas, and two areas of existing swimming pool which will receive some level of refurbishment.
- 6.3.9. It is not critical that the contractor who constructs the new extension has a proven track record of refurbishing complex swimming pool facilities as the new extension is, in many ways, almost 'stand-alone' from the pool facilities. The extension element of the works has relatively small involvement with the complex nature of the pool services, equipment, and controlled environments and, as such, a track record in those areas is not completely essential. That said, however, experience of such environments wouldn't be completely irrelevant or non-advantageous. The contractor for this element of the works would need a proven track record in the following however:
- Ensuring health & safety of all building users
  - Construction works on an existing operational site
  - Construction works adjacent to existing operational buildings
  - Construction works near young persons
  - Construction works involving demolition & asbestos
  - Managing existing services installations & ensuring continuity of life & business operation systems
- 6.3.10. It would be extremely advantageous that the contractor who carries out any refurbishment or services replacement works within the existing swimming pool areas has a track record in working in this type of space. Experience in acoustics, in specialist pool heating & ventilation systems, in specialist pool filtration system works and in working in chlorine environments would be critical. In addition, the contractor would also need a proven track record in the elements listed above for the extension contractor.
- 6.3.11. It would be essential for specialist contractors to be appointed for the following elements of the project:
- Swimming pool acoustic works
  - Swimming pool specialist heating and ventilation system works
  - Swimming pool specialist filtration and operation system works
  - Café specialists
  - Kitchen specialists

#### 6.4. Wider Considerations

- 6.4.1. The project team will explore additional linked opportunities to maximise the delivery of the Boston Leisure Project with the Mayflower including:
- Shared campus area with college (social and catering area).
  - Joint procurement and client management.
  - Active design from the town centre the Education and Leisure Campus with an active 'piazza'.
  - Priority will be given to the flow to pedestrians and cycles over vehicles.
  - Using technologies within the centre to minimise carbon and to introduce other measures to reduce the overall carbon footprint of the leisure centre.

- An active travel strategy will be developed to encourage and incentivise users to access the centre by foot, public transport, or cycle.

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**7. MANAGEMENT CASE**

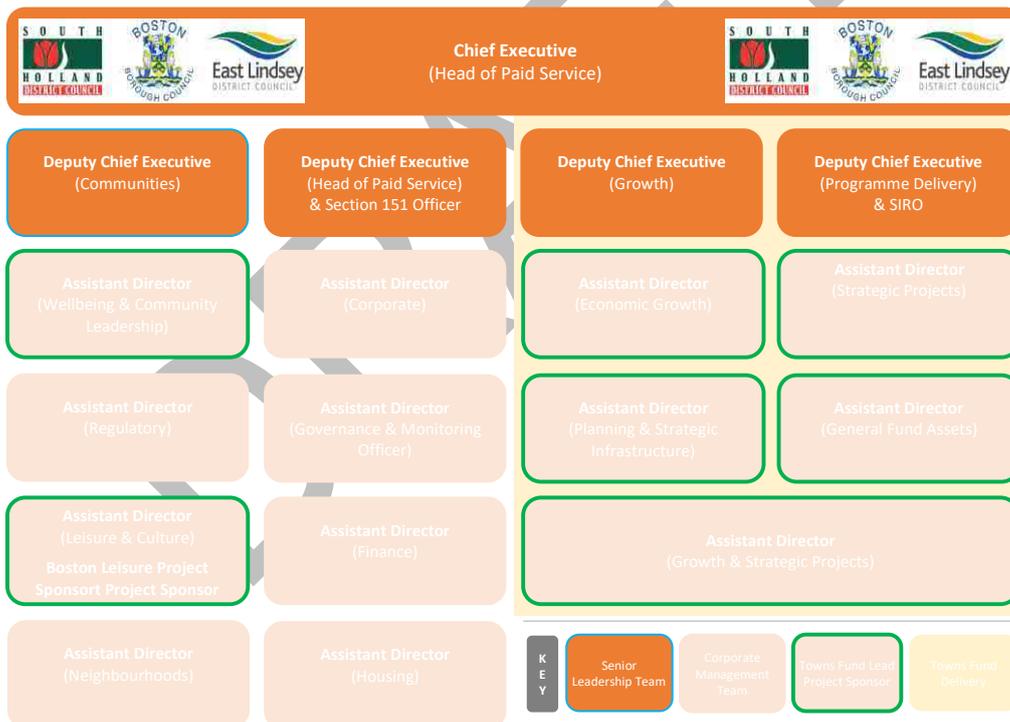
**7.1. Introduction**

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

**7.2. Project Organisation and governance**

7.2.1. From 1st October 2021, capacity and resilience to implement all elements of the Towns Fund process has been strengthened following the establishment of the South and East Lincolnshire Council Partnership. This brings together collective management resources and shared workforce structures across Boston Borough Council, East Lindsey District Council and South Holland District Council to deliver the Investment Plan projects and priorities, as part of the Partnership’s strategic ambition to make a real and tangible difference to the outcomes for local communities and local places.

**Figure 25 – South & East Lincolnshire Council Partnership: Shared Workforce Structure**



7.2.2. The **Growth Team** is led within the Council’s Senior Leadership Team by the Deputy Chief Executive (Growth), Michelle Sacks. Michelle’s directorate includes responsibility for Economic Growth, Planning and Strategic Infrastructure. The Towns Fund falls under the responsibility of Lydia Rusling – Assistant Director (Economic Growth). Michelle and Lydia have led the strategic delivery Towns

Fund work programme since the autumn of 2019, supporting the Town Deal Boards, building a robust relationship with DLUHC and the externally led projects. The Growth Team has subsequently led the development of the Town Investment Plans with the respective Town Deal Boards, which enabled the Heads of Terms to be agreed with Government. The team has also been developing and supporting the business case completions to facilitate the funding to be released. A 'Local Assurance Framework' has been agreed by the Town Deal Boards, submitted to DLUHC and is facilitating the process for business case approvals. There are six additional officer roles within the Economic Growth Team providing dedicated support for the development and delivery of the Boston Towns Fund Investment Plans offering a range of administrative, financial and project/contract management skills. The primary areas of work of the Growth Team relating to the Towns Fund for Boston are:

1. Direct reporting to, and promotion of the relationship with, HM Government via the Department for Levelling Up, Housing and Communities (DLUHC);
2. Servicing the Boston Town Deal Board;
3. Supporting the local authority role as the accountable body;
4. Enabling the full business case submissions for all projects and identifying key risks;
5. Working with all project leads to transition from business case development to project delivery and promotion.

7.2.3. From an early stage, the Council has sought to draw on access to available specialists and internal expertise, to support the development of all projects. Where internal capacity has not been available, external support has been secured.

7.2.4. In this case, Mike Gildersleeves - **Assistant Director** - (Planning & Strategic Infrastructure) has been involved to drive the project forward in collaboration with Boston College and understand challenges around Planning, place-shaping and also land-use (such as working with LCC Highways). Phil Perry - **Assistant Director** - (Leisure & Culture) is the nominated project lead, and brings his knowledge of the existing facility, as well as access to the existing centre manager – Dave Horry – to support the design team.

7.2.5. In terms of the RIBA Plan of Work 2020 Overview (overleaf), the Economic Growth Team will lead the commissioning of agreed work steps for Council-led schemes up to the completion of RIBA Stage 4. From RIBA Stage 5 onwards, delivery and contract management responsibility will be led by the **Programme Delivery Directorate**. RIBA Stage 7 (building use, operation and management) will be subject to final confirmation and approval of the Council's ongoing operational model, post completion and handover from the main contractor for all or individual elements.



7.2.6. The delivery of a programme of strategic capital projects will be led by Adrian Sibley - Deputy Chief Executive (Programme Delivery) and Senior Information Risk Officer (SIRO). Once full planning consent and the agreed match funding is released to commission the agreed works, Adrian's directorate will be responsible for implementing the Council-led capital projects within the Town Investment Plans for Boston, whilst the Economic Growth team will continue to work with externally led projects, support the Town Deal boards and maintain the relationship with HM Government.

7.2.7. The primary areas of work of the Programme Delivery Team relating to the Boston Towns Fund are:

- Appointment of main construction contractor
- Assignment of project manager/team (client side) for each capital project
- Contract and project management (including risk management and approval of contract exemptions)
- Project governance and financial assurance
- Monitoring, recording and reporting of all physical outputs

7.2.8. Each project within the Town Investment Plan for Boston has also been assigned an Assistant Director lead from the Corporate Management Team. The main role of the Assistant Director lead in this context is to provide robust oversight and assurance on the following areas across all stages of the concept design, delivery, and project closure. This is Phil (as identified earlier) supported by Mike where appropriate.

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Figure 27 – Delivery Framework

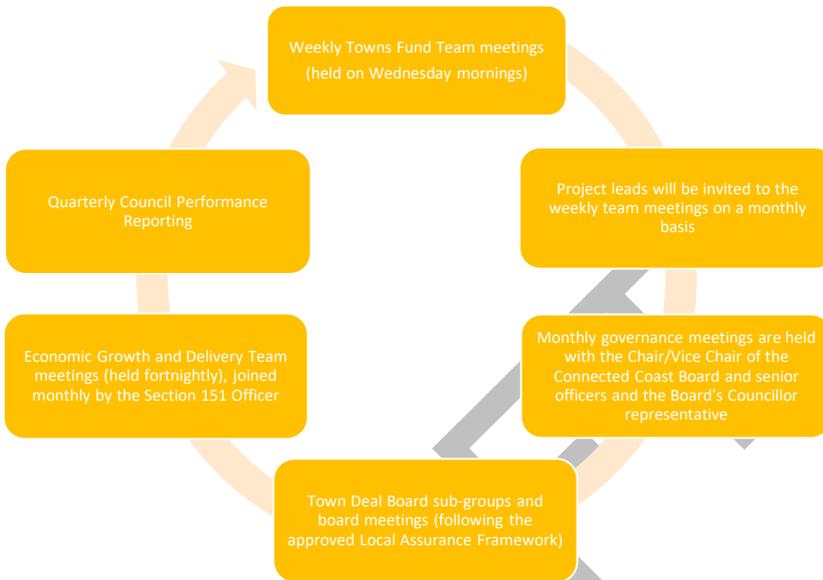


7.2.9. The Council is the accountable body for the Towns Fund. In addition, as this is a Council project, there is a necessity for regular involvement of Members via the Cabinet and Full Council.

7.2.10. Additional governance and assurance of approved financial resources will be provided by Christine Marshall in her role as Deputy Chief Executive (Corporate Development) and Section 151 Officer Directorate. This will ensure oversight and monitoring of all key delivery arrangements for each scheme at a senior level of decision-making responsibility within the organisation and ensure that plans are in place to deliver all milestones or implement any actions necessary to address any slippage and to minimise or mitigate against identified risks.

7.2.11. The structure of internal Council meetings responsible for monitoring Towns Fund delivery is set out below.

Figure 28 – Structure of Internal Council Meetings



7.2.12. Progress and approval of key decisions will also be monitored and authorised (where required) via:

- Monthly Portfolio Holder meetings (financial decisions up to £50K)
- Executive Board (financial decisions up to £300K)
- Full Council (financial decision over £300K)

7.2.13. Governance arrangements for the Towns Fund programme and projects will follow the Council's established policy procedures for use of public funds, as outlined in detail within the Council's constitution. This will ensure robust compliance with all relevant guidance and legislation, including the Council's adopted financial and contract procedures and audit, governance, scrutiny and overview structures. Delivery progress will continue to be reported to the Council's Senior Leadership Team via the Council's established monthly Key Performance Indicators and Project Management systems.

7.2.14. In addition, the Boston Town Deal Board will provide strategic insight on the direction on the delivery of the Town Investment Plan by:

- Championing the Boston Town Deal Board economic vision and promote bold, deliverable interventions that will generate maximum economic and social benefits for Boston;
- Using professional expertise and local knowledge to guide future decision making and governance to best deliver value for money across the full suite of Town Deal projects;
- Coordinate with investment in Boston and the surrounding area, both current and proposed, to optimise the overall benefits to both towns;
- Ensuring that the delivery of the Town Deal Vision brings benefits which are fairly balanced across all social groups and demographics;
- Communicating with the business community and residents around economic growth and delivery of the interventions;
- Sharing knowledge, practice and intelligence within the Boston Town Deal Board area and beyond, both regionally and nationally;
- Being responsible for positive communications of both the Boston Town Deal Board and Town Deal Projects;
- Being active ambassadors for Boston to help realise their longer-term development and prosperity.

7.2.15. The Board Shall:

- Develop and oversee the delivery of the Boston Town Deal;
- Co-ordinate public, private and third sector activity to develop and deliver the interventions in using the framework of the Towns Fund Prospectus, Towns Fund Guidance and any further guidance that may be issued;
- Have regard to the three strands of the Prospectus and develop the interventions and maximise the impact of those interventions (Urban Regeneration, planning and land use; Skills and Enterprise; Connectivity);
- Support the delivery of the Town Deal Projects by attending Board meetings, subgroup meetings and participating in other working arrangements as agreed, and reflecting the agreed view of the Board in discussions with partners and stakeholders.

7.2.16. **The Board's Relationship with Boston Borough Council**

- The Board is responsible for developing and agreeing a clear programme of interventions and coordinating resources and including stakeholders.
- Boston Borough Council remains the accountable body for all monies received through capacity funding and any other funding that will be allocated throughout the Town Fund.
- Boston Borough Council will be represented on the Board by various Councillors and Council Officials, with the Leader of the Council providing the formal link between the two bodies.
- The Board may from time to time attend both formal and informal Cabinet of Boston Borough Council and attend as required meetings of Boston Borough Council's Scrutiny Committee to provide updates and information pertaining to the development of the Town Investment Plan, programme of interventions and stakeholder engagement.
- Boston Borough Council's Cabinet will receive reports on the progress of activities through its established performance monitoring.



## 7.5. Issues and Risk Management

7.5.1. The list below provides a headline summary of the main project specific issues and risks. In addition, the project team will maintain and manage a programme risk register.

**Table 17 Issues and Risk Management**

Issues and Risk	Likelihood	Impact	Mitigating Actions/Actions Required
<b>Issues</b>			
Potential for loss of local provision during construction phase	-	Low	The proposal is to phase the construction works connected to the Leisure Project so that the existing swimming pool facilities are out of action and unavailable to the public, for as short a time as possible.
<b>Risks</b>			
Lack of cost certainty or available funds to meet final design specification	Medium	Very High	The cost envelop is known to the design team, who have a clear remit to work inside this. The construction industry is experiencing high levels of inflation with an associated impact on the available supply of labour and materials, although early signs are that this is beginning to reduce. Please see 5.8 – financial risks.  The project team is regularly reviewing cost implications on the scheme and will continue to adapt the final design for client approval to meet available cost envelopes where possible and appropriate. If necessary, alternative funding sources will be required to meet the deficit in any funds and the delivery of the scheme may require subsequent phasing to deliver all elements.
Towns Fund grant not formally approved or released	Low	Very High	If the Stage 2 Business Case is not approved by HM Treasury, the Council will need to revert to proposals to enhance the existing sports facility and provision using the confirmed match funding only. This would reduce the capital budget by 34% to just £4.7million resulting in an obvious and significant reduction in the scope of facilities which could be provided or the ability of local partners to deliver the intended Towns Fund Investment Plan objectives around increased health and active lifestyles. Whilst alternative sports provision funding may become accessible in the future to bid for on a competitive basis, this is considered unlikely to be at the same level as the Heads of Terms offer for Boston and would result in further significant delay to secure.
Reputational challenge through delayed delivery on site	Medium	Low	The project will deliver on a longstanding community aspiration to deliver transformed leisure facilities for the local community. At the same time, the level of demand and need for new facilities and interventions to enable an increase in active lifestyles to tackle underlying deprivation issues is both unparalleled and unprecedented. Any delay to the intended completion date will be managed through a clear and proactive communications plan so that local communities are fully engaged in understanding the key milestones, progress throughout the delivery phase and when the new services will be fully accessible.

Issues and Risk	Likelihood	Impact	Mitigating Actions/Actions Required
Procurement delays or lack of suppliers/contractors to complete the works	High	High	The team is developing the procurement strategy to be as time efficient as possible (to ensure stable capital costs), whilst ensuring value for money and economies of scale with the Mayflower project. As such the ability to commission a lead contractor team is considered as low risk. Increased delays and costs may be experienced in the supply chain - i.e. securing all necessary quotes to complete individual elements of the design and construction programme. This will be mitigated by early engagement with potential sub-contractors during the detailed design phase.
Internal capacity/resilience to manage Towns Fund programme delivery	Moderate	High	The Programme Delivery team may have limited capacity to manage a number of large capital projects within an overall programme where the associated timelines and milestones merge to create resource pressures at specific points, given the scale of works and potential complexities of the NEC4 contracting process. Where necessary, external resources will be procured to support the Council in their client-side project management responsibilities. The Council will also make use of local procurement framework managers to provide advice on risk and dispute resolution with the main contractor if the need arises. The new Council partnership also has access to a separate programme office function to help plan and forecast requirements appropriately during the delivery phase.
Revenue sustainability - lack of income generated to sustain facilities	Moderate	High	The delivery of the capital scheme has been designed to be sufficiently flexible to accommodate a range of future uses throughout the year. Detailed modelling of income and expenditure has already been undertaken with in-built sensitivity analysis and analysis of competing facilities within the local catchment. Once established, there may be additional private sector interest in taking on franchise elements of the scheme through leasehold terms to be negotiated in line with the Towns Fund Investment Plan objectives for the development (e.g. catering). This will be subject to further market testing and Council approval to maximise use of the facilities for the benefit of the target audiences and local communities and spread the financial risk of operating all services direct. There is also scope to consider blending future income streams across linked Council/partner investments to offset the level of individual subsidy required in operating individual facilities or isolated activities.

## 7.6. Construction risk register

7.6.1. The main contractor will maintain the risk register in relation to main construction risks.

7.6.2. The following are the key Heads of Risk connected with the Leisure Project:

- Health & safety of customers using the facility
- Health & safety of client staff using the facility
- Risk of injury to/death of building user from adjacent construction works
- Risk of injury to/death of contractor operative during construction works
- Risk to health of customers/staff from exposure to possible asbestos
- Risk to health of contractor operatives from exposure to possible asbestos
- Failure to secure planning consent for the project

- Delay to planning process
- Failure to secure building regulation approval for the project
- Failure to secure funding for the project
- Failure to comply with legal obligations of CDM Regulations
- Project over spend
- Failure to meet external funding expenditure deadlines
- Delay to completion – funding loss
- Delay to completion – non availability of facility
- Unacceptable periods of downtime for existing pool & recreation facilities
- Loss of building operation caused by construction works
- Loss of fire safety systems/escape caused by construction works
- Unknown issues relating to existing site and existing building (unknown services, below ground issues, survey issues)
- Construction sector increased costs
- Non-availability of resources, labour, and materials
- Non-availability of suitable construction companies willing to tender the works
- Appointment of competent & suitable project design team & other consultants
- Failure of design team & other consultants (performance or insolvency)
- Appointment of competent & suitable contractors/specialist contractors
- Failure of contractors/specialist contractors (performance/insolvency)
- Impact of Potential Pandemic
- Change

#### 7.7. Project management

7.7.1. The construction phase will be managed utilising the NEC 4 contract. It is expected that the Option A contract will be used on this project.

7.7.2. A Project Execution Plan (PEP) will be prepared by the main contractor in consultation with the client and the Project team for all of the remaining commissioned RIBA Stages. The PEP will define all procedural matters relating to the design, procurement and construction of the project and describe the general procedures to be adopted by the client and the team for the project. It will be regularly updated by each relevant team members at key stages in the project. In addition to the detailed construction programme and cost plan, the PEP will also include:

- Site Logistics Plan - to cover the sequencing, movement and management of all construction resources – including plant, staff and materials.
- Risk and Opportunity Register – with a probability of and cost estimate for each item.
- Early Warning / Change Control Protocol - to provide clients with early notice of any potential issues. This provides a proactive opportunity to mitigate or entirely eliminate issues that may arise before they cause time or cost implications.
- Project Quality Plan – to highlight all stages throughout the project for each trade or item of work where inspections of that work are required. The plan will be tailored to suit specific project requirements and will link in with the specification and other works information.
- Social Value Action Plan - to set targets on the scheme to assist in delivering an overall 20% added social value.

### 7.7.3. Key Roles

- The main contractor will allocate a **Contracts Manager** to the project who will manage the construction project throughout its whole duration.
- The **Principal Designer** role will be carried out by the main contractor on a Design and Build basis.
- The **Site Manager** will be appointed by the main contractor to the scheme at a point closer to the proposed start date. The site manager will have day to day responsibility for inspecting the works to ensure a high level of quality is maintained throughout the project. They will inform the client team of when there are appropriate points throughout the project for their inspection.
- The Council will allocate a **Project Manager** to the project who will manage the client-side input and requirements throughout its whole duration. Under the NEC4 contract the Project Manager is the only person who has the responsibility for issuing instructions to the contractor.

7.7.4. Authorisation of payments will be in accordance with the Council's Constitution, including the Financial Procedure Rules contained within the Council's Constitution. This requires all payments in excess of £100,000 to be authorised by the Chief Executive, the Assistant Director responsible for the project budget and the Council's Section 151 Officer. All invoices will be accompanied by an approved certificate of works for the invoice period which will be verified by the Council's Project Manager. All of the Council's finances shall be regulated, co-ordinated and controlled by the Executive Board of the Council, subject to ratification by the Council where appropriate. Information management will follow the adopted Council policies.

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## 7.8. Stakeholder engagement

7.8.1. The table below identifies a list of key audiences who will have an interest in the project and how their engagement, interest and influence will be managed throughout the scheme, in addition to general publicity and PR arrangements delivered on the project.

**Table 18 – Key Audiences**

Who is your audience?	Why is information necessary?	What information is needed?	How will information be shared?	When is information needed?
<b>Funding and Delivery partners</b> - HM Government - Boston Borough Council - Boston Town Deal Board	To provide local assurance and governance on project delivery. To monitor and approve agreed expenditure and activity in line with contractual and adopted procedures. To enable Ward/Board Members to be ambassadors for the project by being aware of the latest project developments and delivery progress.	Full Business Case (Stage 2) Funding Heads of Terms Council/Board approvals Payment Certificates/Invoices Site Photography Evidence of outputs Financial monitoring	Progress updates via Email BBC/Towns Fund Board Reports Site ceremonies (sod turning, topping out, openings) Ministerial visits Portfolio Updates Audit reports	Monthly and when critical decision points/key milestones occur.
<b>Local Residents and Businesses</b>	To keep local communities aware, informed and interested in delivery of main works and to maintain support for new facilities. To be aware of new business opportunities to generate increased footfall locally.	Updates on construction timeline. Impact on current use and when individual elements are likely to be completed and available for use.	Bespoke communications plan to include Site Boards, regular press releases, community newsletters, websites and use of different social media platforms. <a href="https://www.bostontowndeal.co.uk">https://www.bostontowndeal.co.uk</a>	Monthly and when critical decision points/key milestones occur.
<b>Boston College</b>	To align with the development of the Mayflower. The main critical factor will be whether the projects are jointly procured, and client managed.	Design information, shared space planning, construction timetables, impact on the local site.	Via direct correspondence and design team/site meetings.	At critical decision points, to be identified in the detailed GANTT chart as part of RIBA stage 4 commission.

<b>Main and Sub Contractors</b>	To deliver main construction works in accordance with TIP objectives and outcomes and all relevant legislation. To monitor, track, direct and promote on-site delivery and mitigate all construction risks appropriately.	{ESPO} Framework; NEC4 Contract; Early Warning Notices; Minutes of project meetings; Evidence of physical delivery; Site logistics plan; Health and Safety plan; On site signage.	Via direct correspondence and design team/site meetings.	At critical decision points, to be identified in the detailed GANTT chart as part of RIBA stage 4 commission.
<b>GMLC users</b>	To engage with users to determine the final plans / designs of the centre, to ensure residents needs are met and test the customer journey from site entrance to facility area. For users to influence future programming of facility areas. To update users of impact on current facilities during the construction phase and provide alternative options.	Evidence for current facility mix Designs Programmes Constructions timetables and impact on facility areas	Bespoke communications plan to include Site Boards, regular email updates, information on centre website, community newsletters, and use of different social media platforms.	Monthly and when critical decision points/key milestones occur.
<b>Town Council and local Ward Councillors (BBC/LCC)</b>	To ensure lead community representatives are kept informed of key progress and able to feedback local intelligence/knowledge and address queries raised by local residents, businesses and other volunteer groups. Linked to opportunities to engage wider support towards delivery of associated activities to boost footfall and interest in the new facilities.	Ward Member protocol (BCC) Updates on construction timeline and delivery progress. Briefing notes on delivery of key milestones and critical decision points.	Briefing Notes Local meeting attendance, correspondence and feedback Ward Member/Portfolio updates Members Point Brief BCC/Towns Fund Board reports	Monthly and when critical decision points/key milestones occur.

<p><b>Local schools, community groups, volunteers</b></p>	<p>To engage local residents and community/voluntary representatives in the build programme. To facilitate engagement activities to learn more about the project design and delivery. To help shape the activities delivered in the pool and fitness areas.</p>	<p>Site visits Bespoke competitions Interactive displays and technologies</p>	<p>Bespoke correspondence Community engagement events Social Media Website Updates Community Newsletters Representation to local meetings</p>	<p>Monthly and when critical decision points/key milestones occur.</p>
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Audience Appreciation Table: The Boston Leisure Project (source: [www.listenheartogether.com](http://www.listenheartogether.com))

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7.9. The Boston Town Deal website will publish all Board papers (except where confidential information prevents this). The Council will also maintain a dedicated webpage on the Council's website to provide project updates on the scheme. This will be complemented by additional press releases and social media feeds. Where appropriate, additional PR support may be procured by the Council to promote the Towns Fund investment on behalf of all lead partners on a time limited basis. On site storyboards will be installed to provide additional information on the scheme and direct users to the webpage for more information. All Executive Board and Full Council reports monitoring delivery of the Towns Fund will also be published and available via the Council's website. The Council's Accessibility Statement ensures that any information published online can be requested in an alternative format via the Council's communication team.

7.10. The Towns Fund is supported by a communications specialist who co-ordinates all comms and delivers planned updates across all communication platforms.

#### 7.11. Benefits, Monitoring and Evaluation

7.11.1. The Economic Growth Team will monitor outputs and outcomes in accordance with the Programme Monitoring and Evaluation Plan for the Boston Town Investment Plan. The Council's Economic Growth Team will also maintain a benefits register of other outputs and outcomes realised through the investment, which are not currently captured within the following tables.

**Table 19 – Outputs**

Outputs	2022/23	2023/24	2024/25	Mature Year Estimate (per annum)
Public Sector Investment leveraged (£)	1.2	5	1	
Participation numbers in health, sports and leisure			baseline	<b>349,000</b>
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			1	-
Derelict site redeveloped			1	-
Jobs protected			baseline	<b>23 FTE</b>
Adult fitness memberships			baseline	<b>1,800</b>
Local fitness/exercise referrals			baseline	<b>100</b>
Children accessing swimming lessons (outside school provision)			baseline	<b>900</b>
Number of new learners assisted per annum			baseline	<b>400</b>
Number of CIMSPA accredited CPD undertaken			baseline	<b>50</b>
Number of CIMSPA members in Boston			baseline	<b>10</b>

- Jobs safeguarded relate to the current staff employed at the GMLC;
- Learner outcomes – based on work experience, apprenticeships as well as those attending courses: lifeguarding, first aid, swim teaching and undertaking Chartered Institute for the Management of Sport and Physical Activity accredited courses (CIMSPA <https://www.cimspa.co.uk>)

7.11.2. In line with the Social Value Act (2012), the main contractor will also measure the **Social Value** created by the project. During the current RIBA Stage 4 commission, the District Council will work with the contracts manager to establish a list of social value target and objectives for the main construction programme, including:

- Apprentices
- New Jobs
- Safeguarded Jobs
- Workforce Productivity
- Work Placements
- Benefit to Local Economies (LM3)

#### 7.12. **Monitoring and Evaluation Plan Indicators**

7.12.1. The project will use a detailed Monitoring and Evaluation (M&E) evaluation framework to track progress with deliver. This will include monitoring:

- Tangible and core quantifiable deliverables e.g. new floorspace created in the Boston Leisure Project;
- Core outputs which can be accessed via user data capture and qualitative, and 'net promoter score' surveys;
- By accessing wider socio-economic statistics collective in the area e.g. NHS health and physical activity rates for adults and young people;
- Assessment of number of CPD courses undertaken, work placements and apprenticeships;
- More qualitative research amongst the community, including annual Place Survey.

7.12.2. All physical outputs will be captured through contracting requirements under the construction phases and during services operation. This will include a requirement to monitor future jobs created. Provided overleaf is a summary of the main indicators which are targeted to be delivered via the new investment.

**Table 20 – Monitoring and Evaluation Plan**

INDICATORS	Intervention theme	Target	Unit	Is this from Annex 1 of the M&E Guidance	If 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance	Responsible for collecting	Frequency of reporting	Please confirm you are confident in collecting data for this indicator	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required
£ spent directly on project delivery (either local authority or implementation partners)	N/A	£6m	£	-	-	Local Authority	Annually	Yes	Yes
£ co-funding spent on project delivery (private and public)	N/A	£6m	£	-	-	Local Authority	Annually	Yes	Yes
£ co-funding committed (private and public)	N/A	£6m	£	-	-	Local Authority	Every 6 months to Sept 2024	Yes	Yes
# of temporary FT jobs supported during project implementation	N/A	tbc	No	-	-	Local Authority	Every 6 months to April 2024	Yes	Yes
# of full-time equivalent (FTE) permanent jobs safeguarded through the projects	N/A	23	No.	-	-	Local Authority	Every 6 months	Yes	Yes
New community space	N/A	2000m2	m <sup>2</sup>	-	-	Local Authority	Sept 2024	Yes	Yes
Remediated dilapidated site	Urban Regeneration	1	No.	Yes	Yes	Local Authority	Sept 2024	Yes	Yes
Positive perception of place by businesses and residents	Urban Regeneration	tbc	%	-	-	Local Authority	Annually	Yes	Yes
Participation numbers in health, sports and leisure	N/A	349,000	No.	-	-	Local Authority	Annually	Yes	Yes
Annual adult fitness membership subscriptions	N/A	1,800	No.	-	-	Local Authority	Annually	Yes	Yes
Adult exercise health/fitness referrals	N/A	100	No.	-	-	Local Authority	Annually	Yes	Yes
Children accessing swimming lessons (outside school provision)	N/A	900	No.	-	-	Local Authority	Annually	Yes	Yes
Number of new learners assisted per annum	Skills	400	No.	-	-	Local Authority	Annually	Yes	Yes
Number of CIMPSA accredited CPD points undertaken	Skills	50	No.	-	-	Local Authority	Annually	Yes	Yes
Number of CIMSPA members in Boston	Skills	10	No.	-	-	Local Authority	Annually	Yes	Yes
Wider cycling infrastructure facilities, such as cycle hire and parking	N/A	1	No.	-	-	Local Authority	April 2024	Yes	Yes

### 7.13. Equality and Diversity

#### Equality and Diversity

The Boston Towns Fund Programme needs to follow the Public Sector Equality Duty. In this respect, please explain how your project will eliminate discrimination, advance quality of opportunity, and foster good relations between different people. Further guidance can be found here:

<https://townsfund.org.uk/resources-collection/meeting-the-public-sector-equality-duty?rq=equalities>

Please also complete the Equality Impact Assessment at Appendix B

Boston Town's Investment Plan objective is to create an entrepreneurial, connected, healthy, inclusive, and aspirational community.

This Boston Leisure Project aims to increase the accessibility of leisure provision for all people from Boston and the surrounding areas.

The construction project will include the following actions:

- Links to accessible routes by public transport, cycle, and foot to the Leisure Project from the Town Centre.
- Disability impact assessments and diversity impact assessments carried out throughout design stages ensuring compliance with national standards and full inclusivity for all.
- Remodelled changing village to increase opportunity of access by families and carers with children of the differing genders as well as specialist group changing for schools and groups
- Inclusion of Changing Places and disabled changing facilities in the changing village.
- Inclusion of a new lift to the fitness facilities on the first floor.
- General changes to access, improvements for all abilities, and provision of dedicated parking and pick-up/drop-off.
- Review of signage / interior design to make it easy for all people with physical and mental (including dementia) conditions find their way around the centre easily. It is planned for consultation workshops to be held with existing users and local experts to establish an accessibility panel, to develop design concepts for new areas to consider choice of floor specification, tactile signage, colour schemes, alternative height seating options etc.
- Inclusion of IFI fitness equipment in the gym.

The Boston Leisure Project once operational will:

- Map all known users and engage with under-represented groups (in comparison to the catchment profile), to co-design and deliver suitable programmes of activity to suit their needs. This will be undertaken with other stakeholder partners including health, education, adult and children social care colleagues together with volunteering groups, community champions.
- Programme specific activity and time in the swimming pool and gyms for targeted community audiences, including older people, people with health conditions, and young women, who are typically under-represented in physical activity data.
- Deliver a programme of staff CPD in working with people with dementia and other mental health conditions.
- Collaborate with Boston College to develop learning opportunities for young people of Boston to increase skills and employability.

Additionally, by signing the Funding Agreement the Lead Applicant agrees to the following paragraph:

The Applicant shall at all times comply all obligations imposed on it as an employer by the Employment Rights Act 1996, the Trade Union and Labour Relations (Consolidation) Act 1992, the Employment Relations Act 1999, the Equality Act 2010 and the Working Time Regulations 1998.

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: Boston Leisure Project (Boston Towns Deal Board)	Month/Year
1. N/A	N/A

**Part 1: Project Summary Document**

Towns should complete this for each project.

<b>Summary Document table</b>
<b>1. Project name: Boston Leisure Project (Boston Towns Deal Board)</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>
There were no specific conditions attached to the project in the Heads of Terms offer (3 <sup>rd</sup> March 2021)
<b>3. Business case appraisal</b>
Provide details of how the business case has been appraised including:
<ul style="list-style-type: none"> <li>- business case type</li> <li>- any internal or external assurances</li> </ul>
The Stage 2 Business Case has been prepared following the Towns Fund Delivery Partner template. It will be maintained and updated as a live document throughout the delivery stage of the project. In addition to internal review by the Council's Growth Team and Corporate Management Team structures, it has also been presented to the following meetings for formal agreement and approval:
<ul style="list-style-type: none"> <li>- Boston Borough Council Senior Leadership Team</li> <li>- Boston Borough Council Cabinet</li> <li>- Boston Town Deal Board</li> <li>- Boston Borough Council Full Council</li> </ul>
<b>4. MHCLG capital (CDEL) 5% payment</b>
Main activities, if applicable:
<ul style="list-style-type: none"> <li>• Scheme development – including appointment of multi-disciplinary team led by YMD Boon to develop concept proposals, plans, visuals, and works necessary for RIBA Stage 2-plus.</li> <li>• Establishment of joint Project Manager and appointment of QS – to establish high level costs, timelines, risk registers etc to inform business case</li> <li>• Appointment of Max Associates to review the project and investment opportunity, as well as development of the Full Business Case</li> <li>• Appointment of Amion consultants to undertake Green Book Assessment and advise on the Economic Case</li> <li>• Administration by the Council and management of the project, and servicing of the Towns Fund Board.</li> </ul>
<b>5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)</b>
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.
Included within the Economic Case
<b>6. Deliverability</b>
Will this project still be delivered within the Towns Fund timeframe? (Y/N)
YES
<b>7. Delivery plan</b>
Including details of:
<ul style="list-style-type: none"> <li>- timescales and key milestones</li> <li>- partnerships</li> <li>- interdependencies</li> <li>- risks and mitigation measures (if not provided above).</li> </ul>

Formal Approval & Project Kick Off	300322	2w	160422
Client Brief	160422	6w	310522
Design	160422	28w	311022
Surveys & Investigations	160422	8w	150622
Planning	300422	21w	011022
Tender	010622	23w	151122
RIBA Stage 5 - Construction	161122	90w	310824
RIBA Stage 6 - Handover/Fit Out	010924	1d	010924
RIBA Stage 7 - In Use / Defects	310825	1d	310825

Risks are included within the management section

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

Name of the Town Deal Board: **Boston Town Deal Board**  
 Chair's name and signature:

**Commented [LF1]:** Council to add in

**Commented [MG2R1]:** To be added once agreed for submission

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:

**Commented [LF3]:** Council to add in

**Commented [MG4R3]:** To be added once agreed for submission

Name and signature:

**Robert Barlow**  
 Chief Executive Deputy

**Christine Marshall**  
 Chief Executive & Section 151 Officer

Job title:

Date:

**Annex: submission checklist**

Use this as guidance when submitting the **Summary Documents**.

**Commented [LF5]:** Council to complete

**Commented [MG6R5]:** To be checked at final submission

Items	Checked	Qty
<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"/>	

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## APPENDIX 1 – National Trends in Fitness

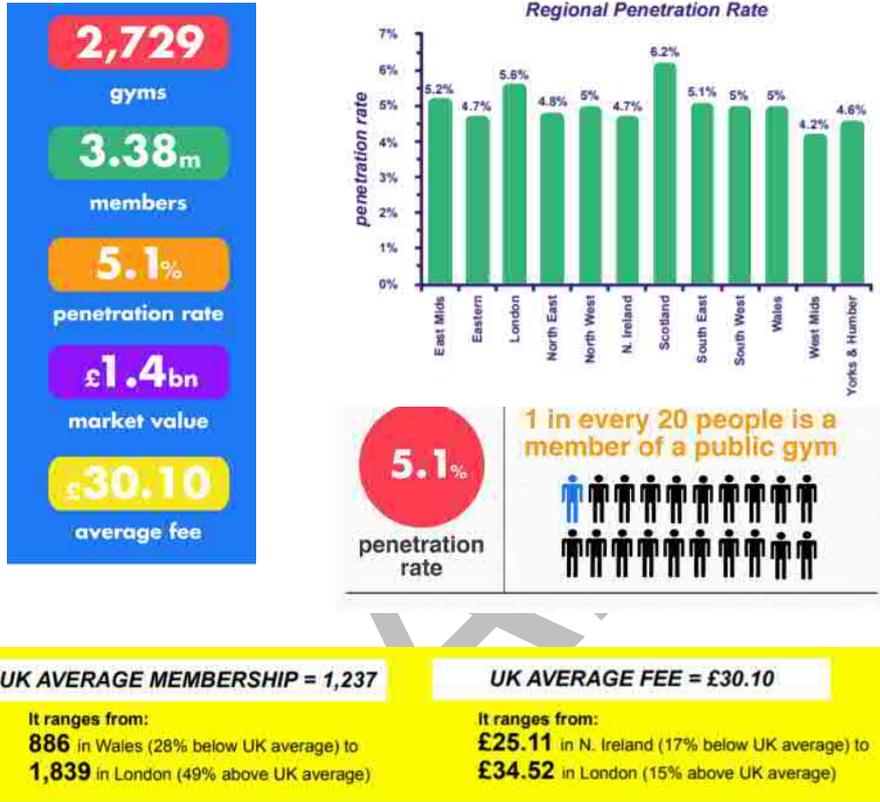
### State of the UK Fitness Industry 2019 Report Findings<sup>15</sup>:

- It is worth noting that this report was published before the Covid-19 pandemic, which will have had an impact on the UK health and fitness industry. The full extent of which is yet unknown.
- Based on the 2019 report in the last 12 months (to the end of March 2019) there has been a 4.2% increase in market value and a 4.7% increase in members.
- For the first time, the penetration rate in the private sector has not only reached but exceeded 10% with 10.5% of the UK population are now members of a private gym. Member numbers grew by 6.3% and market value by 5.2%.
- Pure Gym and GLL remain the UK's leading private and public operators (by number of gyms and members).
- Low cost operator Pure Gym remains the leading UK operator by both number of clubs and members. They have reached the 230 clubs and over 1 million members. They are one of five private operators who have over 100 clubs (the other four are: The Gym Group, Anytime Fitness, DW Fitness First and Nuffield).
- The low-cost market has continued to expand with 683 low cost clubs. 4.2% of the UK population are members of one of these clubs and this sector impressively accounts for 40% of total private membership.
- As the UK private market continues to expand, over the last 12 months the UK public fitness market has also shown an increase in the 4-key metrics with member numbers growing by 6.3% and market value by 5.2%.
- The public fitness market value has increased from £1.33 billion to £1.4 billion.
- Average membership fees have dropped slightly from £30.33 to £30.10 with regional variations, with the average fee in East Midlands being lower at £28.48.
- Of the 2,729 public gyms, 45% are managed by a trust (up 1%), 18% are under local authority (in-house) management (down 1%), 17% by an educational establishment (down 1%) and just 9% by a leisure management contractor (up 1%).

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<sup>15</sup> State of the UK Fitness Industry 2019 – Leisure Database

Figure 29 – State of the UK Fitness Industry 2019 – UK Public Gyms



**APPENDIX 2 – ONS 2018 Demographic Data – Boston E07000136**

The cells highlighted in yellow show the most prevalent age group that year.

Red indicates an overall decline in population. Green indicates an overall increase in population.

**Table 21 – ONS 2018 Demographic Data – Boston E07000136**

AGE GROUP	2018	2020	2025	2030	2035	2040
0-4	4,341	4,231	4,029	3,996	4,131	4,326
5-9	4,517	4,803	4,651	4,420	4,386	4,513
10-14	3,683	4,028	4,884	4,715	4,490	4,458
15-19	3,460	3,373	3,991	4,688	4,511	4,312
20-24	3,474	3,649	3,372	3,804	4,219	4,076
25-29	4,526	4,514	4,516	4,207	4,643	4,969
30-34	4,793	4,859	4,857	4,758	4,481	4,901
35-39	4,451	4,749	5,008	4,976	4,859	4,598
40-44	3,925	4,130	4,932	5,172	5,141	5,011
45-49	4,440	4,281	4,248	4,959	5,192	5,161
50-54	4,687	4,634	4,383	4,299	4,957	5,184
55-59	4,403	4,767	4,862	4,592	4,483	5,111
60-64	4,233	4,308	5,053	5,153	4,875	4,748
65-69	4,041	4,043	4,316	5,051	5,161	4,892
70-74	3,926	4,035	3,828	4,112	4,821	4,942
75-79	2,688	2,923	3,547	3,379	3,662	4,316
80-84	1,920	1,999	2,299	2,822	2,713	2,983
85-89	1,200	1,183	1,262	1,480	1,843	1,807
90+	658	692	707	776	923	1,175
<b>All ages</b>	<b>69,366</b>	<b>71,202</b>	<b>74,745</b>	<b>77,357</b>	<b>79,490</b>	<b>81,483</b>

**APPENDIX 3 – Catchment Age Profile**

**Table 22 – Catchment Age Profile**

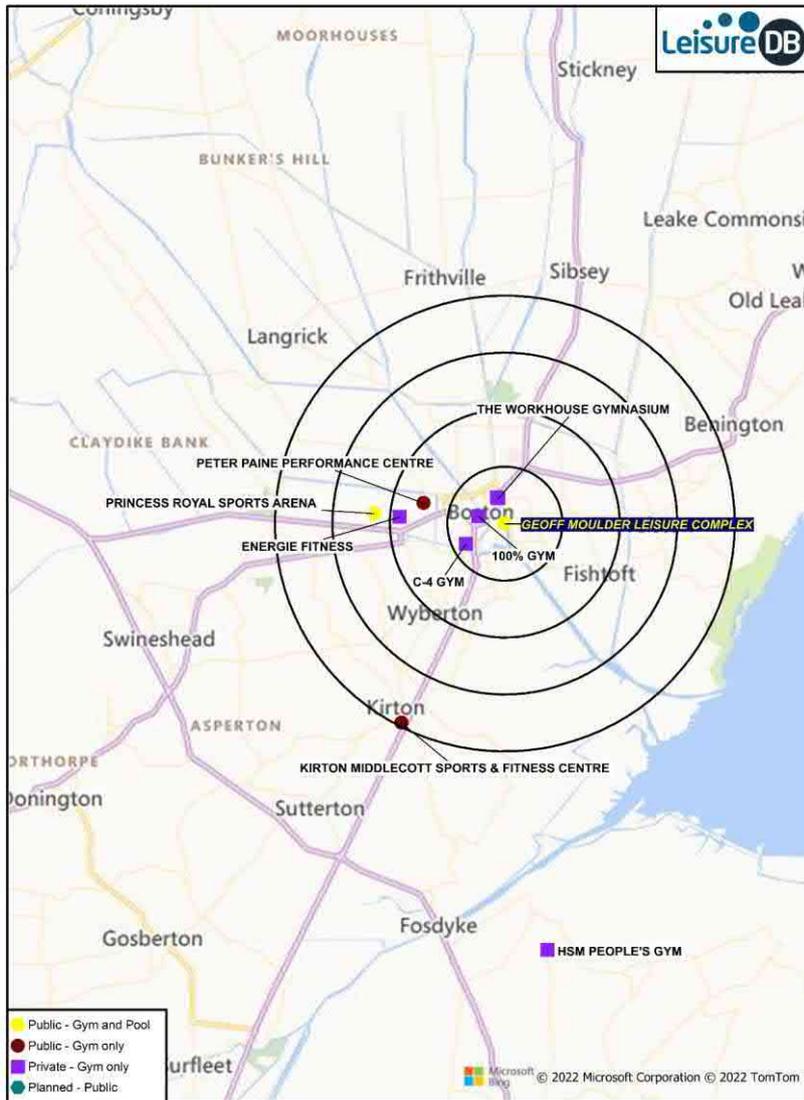
<b>Combined</b>	<b>0-14</b>	<b>15-24</b>	<b>25-39</b>	<b>40-59</b>	<b>60-79</b>	<b>80+</b>	<b>Total</b>
0-2.5	509	289	676	691	346	44	2555
2.5-5	4527	2405	5584	5899	3847	1083	23345
5-10	4579	2329	4534	5863	5685	1536	24526
10-15	1887	948	1707	2548	2594	636	10320
15-20	2220	1317	2139	3861	4054	891	14482
20-25	1539	885	1358	2803	3092	736	10413
25-30	5755	3174	5572	9454	9452	2500	35907
<b>Total</b>	<b>21,016</b>	<b>11,347</b>	<b>21,570</b>	<b>31,119</b>	<b>29,070</b>	<b>7,426</b>	<b>121,548</b>

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### APPENDIX 4 – Health and Fitness Competition

Figure 30 – Map of Health & Fitness Competition

*Health & Fitness Competition Map for Geoff Moulder Leisure Complex  
(showing 1 mile bands)*



Prepared for Max Associates, September 2020  
© The Leisure Database Company Ltd.

## APPENDIX 5 – Latent Demand for Health & Fitness

### Catchment Mosaic Profile

A mosaic profile was produced by Leisure Database (LDB) as part of the latent demand analysis for fitness, which concentrates on a smaller catchment than commercial leisure.

Over 30k people live within a mile and this rises to almost 48k in 3-miles.

In terms of demographics, the prominent Mosaic group in this catchment is one of the less affluent: J **'Transient Renters'** accounting for 22% of people in the catchment.

**'Transient Renters'** are typically aged in their 20s and 30s and they either live alone or home-share. Very few are married and there are few children. Properties are primarily rented from private landlords, where tenants move on quickly and pay low rents. Most of these group J households are in the centre of Boston rather than in surrounding villages.

The other type that stands out is J43 **'Renting a Room'** – over 17% of locals fall into this single type.

The age profile of the population shows an older population than average. The number of people aged 60+ is higher (27%) than the national average (23%). The number of people aged 18-59 is a little lower than average.

Figure 31 – Mosaic Profiles – Transient Renters



Figure 32 – Mosaic Profiles – Renting a Room



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**Table 23 – Estimate of Latent Demand**

ESTIMATE OF LATENT DEMAND FOR HEALTH & FITNESS BOSTON - NEW HEALTH & WELLBEING HUB - 15 minute drive		
MOSAIC UK Type	Total Adult Population (15+)	Total Health & Fitness Demand
A01 World-Class Wealth	0	0
A02 Uptown Elite	0	0
A03 Penthouse Chic	0	0
A04 Metro High-Flyers	0	0
B05 Premium Fortunes	0	0
B06 Diamond Days	55	2
B07 Alpha Families	8	0
B08 Bank of Mum and Dad	110	5
B09 Empty-Nest Adventure	31	1
C10 Wealthy Landowners	35	1
C11 Rural Vogue	1,243	34
C12 Scattered Homesteads	3,319	59
C13 Village Retirement	1,564	37
D14 Satellite Settlers	2,094	59
D15 Local Focus	3,712	76
D16 Outlying Seniors	5,327	96
D17 Far-Flung Outposts	0	0
E18 Legacy Elders	62	2
E19 Bungalow Haven	3,896	87
E20 Classic Grandparents	227	9
E21 Solo Retirees	335	13
F22 Boomerang Boarders	643	27
F23 Family Ties	385	19
F24 Fledgling Free	2,240	87
F25 Dependable Me	391	15
G26 Cafés and Catchments	0	0
G27 Thriving Independence	0	0
G28 Modern Parents	97	6
G29 Mid-Career Convention	774	33
H30 Primary Ambitions	271	12
H31 Affordable Fringe	1,518	70
H32 First-Rung Futures	1,858	74
H33 Contemporary Starts	800	41
H34 New Foundations	206	9
H35 Flying Solo	276	12
I36 Solid Economy	0	0
I37 Budget Generations	382	17
I38 Childcare Squeeze	1,092	43
I39 Families with Needs	2,186	81
J40 Make Do and Move On	503	17
J41 Disconnected Youth	729	26
J42 Midlife Stopgap	1,456	59
J43 Renting a Room	9,397	341
K44 Inner City Stalwarts	0	0
K45 Crowded Kaleidoscope	0	0
K46 High Rise Residents	0	0
K47 Streetwise Singles	344	7
K48 Low Income Workers	1,470	51
L49 Dependent Greys	381	5
L50 Pocket Pensions	1,906	22
L51 Aided Elderly	0	0
L52 Estate Veterans	948	30
L53 Seasoned Survivors	387	14
M54 Down-to-Earth Owners	247	8
M55 Offspring Overspill	775	29
M56 Self Supporters	984	39
N57 Community Elders	0	0
N58 Cultural Comfort	0	0
N59 Asian Heritage	0	0
N60 Ageing Access	0	0
O61 Career Builders	0	0
O62 Central Pulse	0	0
O63 Flexible Workforce	0	0
O64 Bus-Route Renters	264	10
O65 Learners and Earners	0	0
O66 Student Scene	0	0
<b>Sub Total</b>	<b>54,929</b>	<b>1,685</b>
<i>Add consideration for 15% of members from outside catchment</i>		297
<i>Minus consideration for competition / decay on catchment fringes</i>		-200
<b>Estimate of Total Demand for Health &amp; Fitness</b>		<b>1,782</b>
<i>Minus current membership number at Geoff Maulder Complex (approx.)</i>		-1,040
<b>Estimate of Latent Demand for Health &amp; Fitness</b>		<b>742</b>

**APPENDIX 6 – Competition Analysis – Commercial Facilities**

See separate document.

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**APPENDIX 7 – High Level Cost Estimate**

See separate document

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## APPENDIX 8 – Revenue Business Plan Assumptions, Benchmarking and Sensitivity Analysis

### Income Assumptions

The key income assumptions are set out below.

Table 24 – Key Income Assumptions

Activity Area	Income Projections – Mature Year												
Pricing and opening hours	Pricing is based on current pricing, opening hours have been extending slightly into the evenings and later at weekends.												
Fitness	<p><b>Main membership income</b> The business plan has been developed using the average yield of £21 (net of VAT), given current income and membership numbers.</p> <p>Attrition has been calculated at 5% per month and it is assumed that by the time the centre opens, in the region of 1,000 members would transfer.</p> <p>The total latent demand projection of 1,782 members has been taken into consideration and given levels of membership, pre covid, this has been achieved by the end of year 2. There is further growth considering the Mayflower building next door, with membership in year 5 projected at 1,833 members</p> <table border="1"> <thead> <tr> <th></th> <th>Year 1</th> <th>Year 2</th> <th>Year 3</th> <th>Year 4</th> <th>Year 5</th> </tr> </thead> <tbody> <tr> <td>Adult / concession Memberships</td> <td>1,581</td> <td>1,774</td> <td>1,804</td> <td>1,822</td> <td>1,833</td> </tr> </tbody> </table> <p>In total, it is projected that the membership base will generate income of <b>£463k</b> in a mature year.</p> <p>It is also projected that there will be casual use of the fitness facilities both by local residents and visitors to the area. There will also be personal training available to both members and casual users. Total casual income is projected to be <b>£18k</b> per annum.</p> <p>With two group exercise studios, a 45 class per week programme has been included. Average occupancy of classes is projected to be 50% for off-peak and 85% for peak classes. Access to classes will be included within the all-inclusive membership. It is projected that of all users, 15% will be casual, generating income of £26k per annum.</p>		Year 1	Year 2	Year 3	Year 4	Year 5	Adult / concession Memberships	1,581	1,774	1,804	1,822	1,833
	Year 1	Year 2	Year 3	Year 4	Year 5								
Adult / concession Memberships	1,581	1,774	1,804	1,822	1,833								
Swimming Pool	<p>The pool programme remains similar to the current programme, however, with significantly improved entrance and village changing both casual and the swimming lesson programme is projected to grow. Links with the college will hopefully provide career links through to filling core skill gaps (lifeguards and swimming teachers), to increase capacities of the programme and provide for current levels of demand.</p> <p>As such casual swimming projected to grow over the initial three years by £70k.</p> <p>The swimming lesson programme is projected to grow from the pre-Covid pupil base of 600 pupils to just over 900 pupils. (Capacity has been reviewed by Swim England in a recent review of the programme).</p> <p>It is assumed that a strong community programme is developed, for older people, people with health conditions, disabilities etc.</p> <p>An off peak and peak aqua programme has been included.</p>												

Activity Area	Income Projections – Mature Year																				
	<p>Summary income in a mature year is projected as per the table below, as is the build-up of income as usage grows over the first three years.</p> <table border="1"> <thead> <tr> <th>TOTAL INCOME</th> <th>YEAR 1</th> <th>YEAR 2</th> <th>YEAR 3</th> </tr> </thead> <tbody> <tr> <td>CASUAL</td> <td>158,879</td> <td>167,706</td> <td>176,532</td> </tr> <tr> <td>LESSONS / COURSES</td> <td>172,463</td> <td>194,021</td> <td>215,579</td> </tr> <tr> <td>POOL HIRE</td> <td>101,940</td> <td>101,940</td> <td>101,940</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>433,282</b></td> <td><b>463,667</b></td> <td><b>494,051</b></td> </tr> </tbody> </table>	TOTAL INCOME	YEAR 1	YEAR 2	YEAR 3	CASUAL	158,879	167,706	176,532	LESSONS / COURSES	172,463	194,021	215,579	POOL HIRE	101,940	101,940	101,940	<b>TOTAL</b>	<b>433,282</b>	<b>463,667</b>	<b>494,051</b>
TOTAL INCOME	YEAR 1	YEAR 2	YEAR 3																		
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<b>TOTAL</b>	<b>433,282</b>	<b>463,667</b>	<b>494,051</b>																		
Secondary	<p>From the current plans the reception desk and servery are linked, so that at quiet times, receptionists can serve drinks / pre-prepared snacks etc. Spend per head is set out below</p> <table border="1"> <thead> <tr> <th>Spend per Head</th> <th>Year 1</th> </tr> </thead> <tbody> <tr> <td>Per visit - F&amp;B inc. vending</td> <td>£0.25</td> </tr> <tr> <td>Retail</td> <td>£0.05</td> </tr> </tbody> </table>	Spend per Head	Year 1	Per visit - F&B inc. vending	£0.25	Retail	£0.05														
Spend per Head	Year 1																				
Per visit - F&B inc. vending	£0.25																				
Retail	£0.05																				

### Other Costs

The assumptions in relation to the expenditure are detailed in the table below.

Table 25 – Expenditure Projections

Activity Area	Expenditure Projections – Mature Year
<b>Staffing</b>	<p>The current staffing base has been included, with savings of £56k re one reception. Additional staff are included to support the swim lesson programme and additional aqua classes.</p> <p>It is assumed that reception staff will also support the catering offer.</p>
<b>Cost of Sales</b>	<p>These have been included at 50% of secondary income for both food and beverage and retail.</p>
<b>Utility Costs</b>	<p>Utility Costs for the preferred facility mix have been included at £23 per m<sup>2</sup> in year 1 with c.5% increase each year above inflation. This assumes improvement to consumption due to energy savings incorporated into the capital works.</p>
<b>NNDR/Lifecycle Costs/Insurance</b>	<p>It is assumed that NNDR will increase with the large footprint, a PC sum for this has been included, but will need to be verified.</p> <p>Overall Insurance costs have been included at slightly higher levels than previously to reflect the higher income of the centre.</p>
<b>Repairs &amp; Maintenance</b>	<p>Repairs and maintenance costs have been included at £8 per m<sup>2</sup>. This is lower than standard, but assumes a central capital provision for larger items.</p>
<b>Equipment</b>	<p>Equipment costs have been included at £20k.</p> <p>This is to cover the replacement of loose equipment and consumables, including, for example, studio equipment and café consumables.</p> <p>It is assumed that fitness and ICT equipment are purchased as part of the fit out. These will need to be replaced from year 5 – 6 (and these costs are not currently included in the business plan.)</p>
<b>Marketing</b>	<p>Marketing costs have been included at 1% of income.</p> <p>An additional £10k has been included in year 1 for the launch of the site.</p>
<b>Central Costs &amp; Contingency</b>	<p>No Central Costs have been allocated to this trading budget at this stage.</p> <p>No contingency costs have been included given the centre is currently operational.</p>

## Sensitivity Analysis

The table below illustrates the impact of any changes in core income or expenditure on the deficit. A 10% reduction of income would increase the deficit to £262k per annum. Positive impacts on staff costs and / or increased income in the facility areas would reduce the deficit.

**Table 26 – Impact of any changes in Income and Expenditure**

AMENDMENT TO BASE PLAN	Year 5			
	Variance	Income	Exp	Net
<b>Base Plan</b>		<b>£1,102,975</b>	<b>£1,254,721</b>	<b>-£151,746</b>
Increased Income (%)	10%	£1,213,273	£1,254,721	-£41,448
Reduced Income (%)	10%	£992,678	£1,254,721	-£262,043
Increased Health and Fitness Income per Station (£000)	1000	£1,182,975	£1,254,721	-£71,746
Reduced Health and Fitness Income per Station (£000)	1000	£1,022,975	£1,254,721	-£231,746
Increased Swimming Income (%)	10%	£1,120,629	£1,254,721	-£134,093
Decreased Swimming Income (%)	10%	£1,085,322	£1,254,721	-£169,399
Increased Expenditure (%)	10%	£1,102,975	£1,380,193	-£277,218
Reduced Expenditure (%)	10%	£1,102,975	£1,129,249	-£26,274
Increased Staff Costs (%)	10%	£1,102,975	£1,337,992	-£235,016
Reduced Staff Costs (%)	10%	£1,102,975	£1,171,451	-£68,476
Increased Utility Costs (%)	10%	£1,102,975	£1,265,904	-£162,929
Decreased Utility Costs (%)	10%	£1,102,975	£1,243,539	-£140,563
Increased Repairs and Maintenance Costs (%)	10%	£1,102,975	£1,257,921	-£154,946
Decreased Repairs and Maintenance Costs (%)	10%	£1,102,975	£1,251,521	-£148,546

## Benchmarking

The existing performance of the centre compared to a mature year of the new developed centre are both compared to the median Sport England National benchmarks for local authority managed centres. The improved usage and income will improve most of the benchmarks as set out in the table below.

**Table 27 – Benchmarks**

PERFORMANCE INDICATOR based on SENBS	SENBS In-house Median	GLMC 2019/20	New Centre YEAR 5
Surplus per visit	-£1.17	-£2.54	-£0.67
% Cost Recovery	66%	52%	88%
Income per visit	£2.72	£2.78	£3.16
Secondary income per visit	£0.09		£0.29
Staffing costs as a % of income	77%	101%	75%
Expenditure per visit	£3.05	£5.33	£3.53
R&M per m <sup>2</sup>	£14.00		£8.00
Utility Costs per m <sup>2</sup>	£30.00	£45.00	£28.00
Health & Fitness income per station	£6,698	£5,759	£6,017
Swimming income per m <sup>2</sup>	£776	£492	£790

**APPENDIX 9 – FBC Programme**

See separate Document

DRAFT



**Boston Borough Council**  
**GEOFF MOULDER LEISURE COMPLEX**  
**COMPETITION ANALYSIS**

**February 2022**



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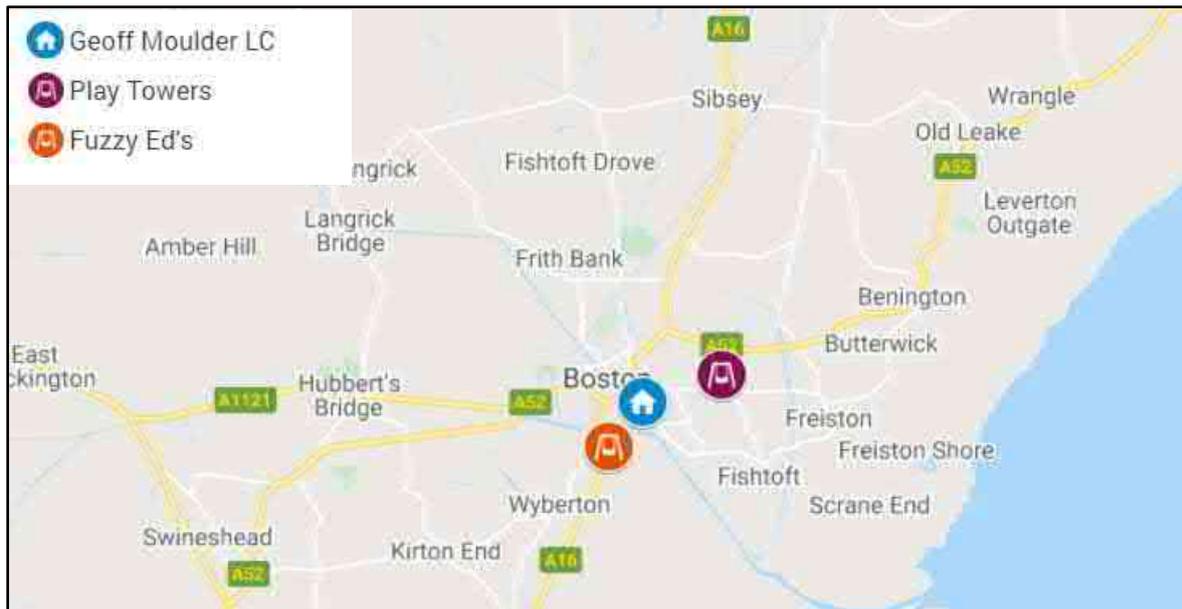
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## 1. Map of Soft Play within a 20 minute drive of Geoff Moulder Leisure Complex

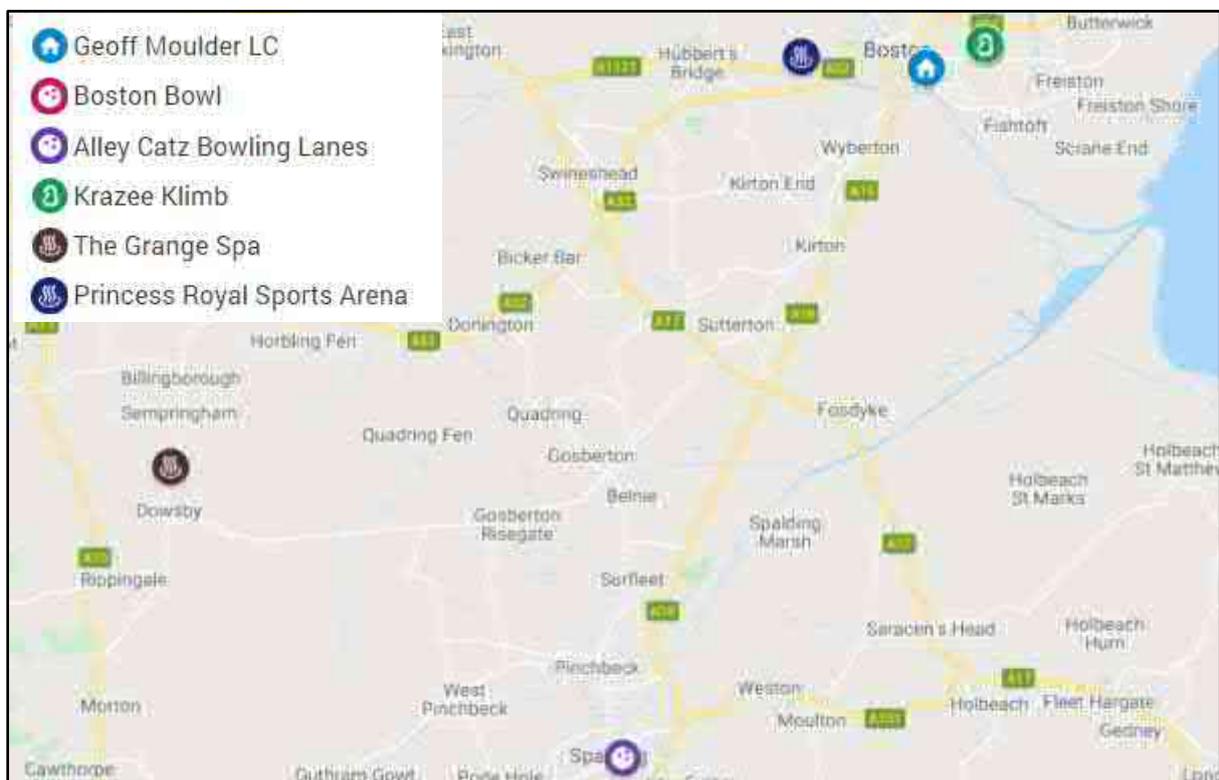
- 1.1 The map below shows soft play facilities within a 20 minute drive time of the Leisure Complex.
- 1.2 There are only two soft play facilities within 20 minutes, which is limited competition.
- 1.3 Fuzzy Ed's, the closest competition is a play area located inside a restaurant/pub.
- 1.4 Play Towers is a larger five storey play facility, which is also home to other leisure activities including Boston Bowl and Krazee Klimb (detailed overleaf). The centre also has 'Battle Warehouse' a laser tag facility.



See Appendix 1 for more details

**2. Map of Ten Pin Bowling, Trampoline Parks, Indoor Climbing and Spas within a 30 minute drive of Geoff Moulder Leisure Complex.**

- 2.1 The map below shows other commercial leisure competition within a 30 minute drive time of the Leisure Complex.
- 2.2 Overall, competition is limited, with no indoor skate parks, trampoline parks or Tag Active facilities within a 30 minute drive time, meaning there is reduced competition for peoples' leisure time in the area.
- 2.3 There are no other indoor leisure pools within a 30 minute drive time, therefore the existing water facilities such as the 45m flume at Geoff Moulder Leisure Complex is a valuable attraction, which sets it aside from other traditional pools.
- 2.4 Boston Bowl and Krazee Klimb (as well as Play Towers detailed previously) are all located within the same building, a nine minute drive from the Leisure Complex.
- 2.5 The only other ten pin bowling facility in the catchment, Alley Catz in Spalding.



**See Appendix 1 - 4 for more details**

**APPENDIX 1 – Soft Play**

	Postcode	Contact Details	Drive Time	Distance	Facility Mix
Play Towers <a href="https://www.bostonbowl.co.uk/playtowers">https://www.bostonbowl.co.uk/playtowers</a>	Boston PE21 9RH	01205 359525	5 mins	1,8 miles	<ul style="list-style-type: none"> <li>• 5 storey adventure play</li> <li>• Separate Under 4s area</li> <li>• Interactive floor game system</li> <li>• Cafe</li> </ul>
Fuzzy Ed's – Spirit of Endeavour <a href="https://www.sizzlingpubs.co.uk/findapub/eastandwestmidlands/spiritofendeavour/fuzzyeds">https://www.sizzlingpubs.co.uk/findapub/eastandwestmidlands/spiritofendeavour/fuzzyeds</a>	Boston PE21 7QS	01205 356678	4 mins	1.2 miles	<ul style="list-style-type: none"> <li>• Soft play for under 12s</li> <li>• Under 5's area</li> <li>• Parties</li> </ul>

**APPENDIX 2 – Ten Pin Bowling**

	<b>Postcode</b>	<b>Contact Details</b>	<b>Drive Time</b>	<b>Distance</b>	<b>Facility Mix</b>
Boston Bowl <a href="https://www.bostonbowl.co.uk/">https://www.bostonbowl.co.uk/</a>	Boston PE21 9RH	01205 359525	5 mins	1,8 miles	<ul style="list-style-type: none"> <li>• 12 lanes</li> <li>• Cafe</li> </ul>
Alley Catz Bowling Lanes <a href="http://www.alley-catz.com/">http://www.alley-catz.com/</a>	Spalding PE11 2AF	01775 722211	25 mins	14.7 miles	<ul style="list-style-type: none"> <li>• 10 lanes</li> </ul>

**APPENDIX 3 – Indoor Climbing**

	Postcode	Contact Details	Drive Time	Distance	Facility Mix
Krazee Klimb <a href="https://www.bostonbowl.co.uk/krazee-klimb">https://www.bostonbowl.co.uk/krazee-klimb</a>	Boston PE21 9RH	01205 359525	5 mins	1,8 miles	<ul style="list-style-type: none"> <li>• 12 clip and climb walls</li> <li>• Leap of faith</li> <li>• Cafe</li> </ul>

**APPENDIX 4 – Spas**

	Postcode	Contact Details	Drive Time	Distance	Facility Mix
The Grange Spa <a href="https://www.thegrangespa.co.uk/">https://www.thegrangespa.co.uk/</a>	Sleaford NG34 0NF	01778 440511	30 mins	18.6 mile	<ul style="list-style-type: none"> <li>• Pool-waterfall – 12 m pool</li> <li>• Experience showers</li> <li>• Gem stone steam bath</li> <li>• Herbal bath</li> <li>• Aroma bath</li> <li>• Ice fountain</li> </ul>
Princess Royal Sports Arena <a href="https://www.1life.co.uk/princess-royal-sports-arena/">https://www.1life.co.uk/princess-royal-sports-arena/</a>	Boston PE21 7PB	01205 358666	9 mins	2.8 miles	<ul style="list-style-type: none"> <li>• Swimming Pool</li> <li>• Jacuzzi</li> <li>• Steam room</li> <li>• Sauna</li> </ul>

PE21 9rh

**BOSTON BOROUGHS COUNCIL**  
**LEISURE PROJECT**  
**HIGH LEVEL ORDER OF COST ESTIMATE 078322**

Q	R	T	COMMENTS
<b>SITE</b>			
5,325	M2	1	5,325
1	ITEM	3,000	3,000
2,500	M2	4	10,000
500	M2	4	2,000
<b>DEMOLITIONS AND ALTERATIONS</b>			
1,890	M3	7	13,230
300	M3	15	4,500
1,200	M3	7	8,400
375	M2	11	5,825
375	M2	150	56,250
3	Nr	5,000	5,000
300	M3	15	4,500
1,200	M3	8	9,600
1	ITEM	5,000	5,000
1	ITEM	10,000	10,000
1	ITEM	75,000	75,000
1	ITEM	5,000	5,000
<b>NEW TWO STOREY EXTENSION (2000 M2)</b>			
970	M2	125	121,250
970	M2	50	48,500
970	M2	10	9,700
2,000	M2	125	250,000
1	ITEM	5,000	5,000
1,030	M2	65	66,950
1	ITEM	30,000	30,000
1	ITEM	25,000	25,000
1,030	M2	175	180,250
103	M2	200	20,600
91	M	150	13,650
42	M	500	21,000
1	ITEM	5,000	5,000
1	ITEM	20,000	20,000
600	M2	325	195,000
20	M2	150	3,000
220	M2	175	38,500
30	M2	100	3,000
68	M2	100	6,800
144	M2	100	14,400
100	M2	50	5,000
1	ITEM	5,000	5,000
5	Nr	2,500	12,500
3	Nr	1,500	4,500
1,335	M2	55	73,425
360	M2	45	16,200
67	M2	145	9,715
40	M2	200	8,000
50	M2	200	10,000
40	M2	450	18,000
620	M2	40	24,800
6	Nr	1,500	9,000
6	Nr	2,500	15,000
20	Nr	1,000	20,000
4	Nr	2,000	8,000
2,670	M2	10	26,700
620	M2	12	7,440
2,000	M2	15	30,000
1,500	M2	40	60,000
500	M2	25	12,500
2,000	M2	40	80,000
1	ITEM	10,000	10,000
1	ITEM	10,000	10,000
1	ITEM	50,000	50,000
1	ITEM	10,000	10,000
45	Nr	500	22,500
45	Nr	500	22,500
2,000	M2	300	600,000
2,000	M2	300	600,000
1	ITEM	10,000	10,000
1	Nr	50,000	50,000
<b>REFURBISHMENT WORKS TO LEISURE POOL/SPA</b>			
1	ITEM	30,000	30,000
1	ITEM	2,500	2,500
1,500	M2	4	6,000
1,500	M2	100	150,000
150	M2	200	30,000
1	ITEM	5,000	5,000
575	M2	5	2,875
575	M2	15	8,625
1,500	M2	20	30,000
1	ITEM	25,000	25,000
1,250	M2	500	625,000
1	ITEM	5,000	5,000
1	HR	200,000	200,000
<b>REFURBISHMENT WORKS TO TRAINING POOL</b>			
375	M2	5	1,875
375	M2	15	5,625
612	M2	300	366,000
1	ITEM	5,000	5,000
1	ITEM	100,000	100,000
<b>EXTERNAL WORKS</b>			
1	ITEM	540,000	540,000
3	HR	10,000	30,000
1	ITEM	7,500	7,500
100	M	100	10,000
35	M	150	5,250
1	ITEM	10,000	10,000
1	ITEM	20,000	20,000
1	ITEM	30,000	30,000
1	ITEM	15,000	15,000
1	ITEM	20,000	20,000
1	ITEM	20,000	20,000
1	ITEM	10,000	10,000
1	ITEM	5,000	5,000
<b>GENERAL</b>			
PRELIMINARIES - 60 WEEKS			
ALLOWANCE FOR PHASING/SEGREGATION COSTS			
OVERHEADS & PROFIT			
CONTRACTOR DESIGN FEES			
<b>CONSEQUENTIAL IMPROVEMENTS COST - 10%</b>			
<b>ADJUSTMENT FOR ALLOWABLE CI COSTS (see tab)</b>			
<b>FEES/SURVEY COSTS</b>			
<b>DESIGN FEES</b>			
Architect			
S&C Engineer			
Services Engineer			
Project Manager			
Cost Consultant			
Principal Designer			
Admin Fee			
Pool & Leisure Specialist			
Sport England Specialist			
Planning Assistant Service BBC			
Planning Consultant			
Clerk of Works			
Landscape Architect			
Fire Engineer			
Acoustic Engineer			
<b>SURVEYS/INVESTIGATIONS</b>			
Site Investigation			
Ecology Services			
3D Survey			
Topographical Survey			
R&D Arbores Survey			
<b>STATUTORY FEES</b>			
Planning Fee			
Other Planning Consultant Fees - Allowance			
Approved Inspector (Building Control)			
<b>CONTINGENCY/PRICE &amp; DESIGN RISK - 5%</b>			
<b>VAT @ full rate 20% (see below)</b>			
<b>ORDER OF COST ESTIMATE - TOTAL</b>			
<b>BASES OF ESTIMATE</b>			
See separate tab			
<b>ASSUMPTIONS</b>			
See separate tab			
<b>EXCLUSIONS</b>			
See separate tab			

Area	Cost
Site	200,175
Demolitions and Alterations	£207,105
New Two Storey Extension	£2,917,880
Refurbishment Works to Leisure Pool/Spa	£1,122,500
Refurbishment Works to Training Pool	£418,500
External Works	£732,700
General	£558,000
Contingency/Improvement Costs	£599,836
Adjustment for Allowable CI Costs	£465,250
Survey and Fees	£672,375
Contingency/Price & Design Risk	£348,371
<b>Total Cost (including VAT)</b>	<b>£7,145,822</b>
Towns Fund	£2,425,092
BBC	£4,720,730

	2022/23	2023/24	2024/25	Total
Towns Fund	258,757	1,628,378	270,244	2,457,379
BBC	63,723	3,414,693	672,885	4,720,711
<b>Total</b>	<b>1,162,480</b>	<b>5,040,000</b>	<b>943,333</b>	<b>7,145,822</b>



