

# Executive Summary: Station Gateway

*Prepared for the Stevenage Development Board  
Full Business Cases are available on request*

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## Executive Summary from Business Case Assurance Panel

Project Title
Station Gateway
Assurance Panel Feedback
<p>Assurance Panel discussion was held on the 17<sup>th</sup> November 2021 and a summary of comments is provided below.</p> <p>Overall the panel discussion was very positive and supportive of the business case.</p> <p>The Panel unanimously supported the business case, with the following minor amendments to be incorporated:</p> <ul style="list-style-type: none"> <li>- Ensure that Phase 1 of Station Gateway is presented as one coherent package of capital works.</li> <li>- Develop the narrative to make it clear that the primary purpose of the project is to release a significant quantum of low-density service level car parks for redevelopment and the subsequent delivery of significant economic outputs.</li> <li>- Review construction contingency to ensure adequate budget is in place.</li> <li>- Ensure the strategic case makes it clear that the Station Gateway proposals do not prejudice or pre-empt the outcome of the Area Action Plan, and can be implemented in a complementary way with any of the options out for consultation.</li> <li>- References to what the local plan has approved - can lean on the wording heavily on this wording and focus less on the elements which are yet to be determined.</li> <li>- Incorporate illustrations from previous work such as the Stevenage Central Framework, developed with David Lock Associates.</li> <li>- Ensure the business case highlights outputs based on confirmed and delivered via Phase 1, and what is more speculative about wider benefits that can be achieved in the area.</li> </ul>
Recommendations for Stevenage Development Board
<p>To endorse the project Station Gateway business case to progress to the Accountable Body processes.</p>

**Overview**

<b>Project Title</b>
Station Gateway
<b>Project Location</b>
Stage 1: Sustainable Transport Hub – creating an MSCP and releasing land to the north of Stevenage Station
Stage 2: Developing the masterplan and implementation approach for Stevenage Gateway Major Opportunity Area (MOA)
<b>Partner/Co-Funding Organisations</b>
Stevenage Borough Council
<b>Total Project Costs (£)</b>
£15,500,000
<b>Total Town's Fund Allocation (£)</b>
£6,500,000
<b>Other Public Sector Investment (£)</b>
£5,000,000 (SBC)
£4,000,000 (Other)
<b>Total Third Sector Investment (£)</b>
N/A
<b>Total Private Sector Investment (£)</b>
N/A

## Project Description

The Station Gateway is identified as a major opportunity area within the Stevenage Central Framework 2015. With an expanse of that land that takes up a large proportion of the western side of the overall town centre space, the opportunity is significant, and holds the key to connecting the East and West sides of the train line in to one place and to create an attractive, appealing, sustainable and high quality ‘front door’ for the town, regional economy and local businesses.

Transformation of the Station Gateway is a key place-making element that could have the greatest regeneration impact for Stevenage, support the growth of the local economy, and unlock growth in Station Gateway, and other parts of central Stevenage. It is clear at this stage this will require:

- A co-ordinated approach to masterplanning to ensure the right blend of place-making and commercial interventions, and alignment with the emerging planning ‘Area Action Plan’ for the area
- Require from significant public infrastructure funding, improvements to the sustainable transport network, station enhancements to release land for development in the area

This project seeks to create the appropriate enabling conditions to support and ultimately work towards delivering the regeneration of the area.

The purpose of this project is to:

A. Create the sustainable transport hub serving the Gateway, the rest of the Stevenage Central area and providing links to the Gunnels Road employment area through the creation of a new multi-storey car and cycle park which is a key enabling step to consolidate car parking and release land for redevelopment. This facility will be in close proximity to other key modes of transport (new Bus Interchange, cycleways and the current station) providing residents to a number of sustainable travel options.

B. Progress a coherent vision and masterplan for the Station Gateway/Central Core major opportunity area of Stevenage Central, and a strategy to that can implement the vision and masterplan.

C. Complete the preparatory activities required to create the appropriate conditions to enable significant mixed use development office and R&D space and residential development to be accelerated.

Use of Towns Fund resources is based upon two broad packages of work:

- Stage 1: Sustainable Transport Hub and releasing land through the creation of a new multi storey car park and cycle facility
- Stage 2: Developing the masterplan and implementation approach for Stevenage Gateway Major Opportunity Area (MOA)

To support and enable high quality development in this area, Stevenage Borough Council is consulting on an Area Action Plan (AAP). This is subject to extensive consultation, which will continue in the months ahead and help set the planning context for the site. This helps highlight the scale of the opportunity for the transformation of this area, with the objectives of the AAP including:

- A new gateway and arrival experience for Stevenage
- Enhanced movement access for all modes of travel
- Green infrastructure integrated throughout the area
- New mixed use development to unlock economic opportunity
- Creating a low carbon urban village
- Sustainability in mobility, built form and landscaping
- Celebrating the heritage of the town

Following this, the AAP sets out a range of key principles:

- Enhance the station arrival experience to create a people friendly place
- Improve step free and accessible pedestrian links with town centre
- Improve links between rail and bus stations
- Exploring how Lytton Way can function more as a town street in the heart of Stevenage
- Create good access for all travel modes with quality attractive cycling facilities and prioritising sustainable and active modes
- Make ground level the place where pedestrians move
- Consolidate surface car parking to make better use of land and enable development opportunities
- High quality public realm, green infrastructure and creating space and opportunities for landscaping through rationalisation of vehicle space
- Future proof for possible station upgrade, replacement of the Leisure Centre and improved links and development west of the rail station
- Design in flexibility to accommodate changing behaviours and new technology
- Celebrate the heritage of the town in the fabric layout and design of the station gateway
- Creating a lasting legacy of high quality placemaking
- Putting people first, at the heart of the decision making process

Whilst the outcome of the three potential options relation to the Area Action Plan options are on-going (*Please refer to AAP Flow chart at the end of this document*), the requirement for a the release of land to create the appropriate conditions for redevelopment and increase land efficiency still remain a key constraint that requires public intervention to unlock this vital space.

### ***What was submitted in the Stevenage Town Investment Plan?***

The original proposal submitted as part of the Stevenage Town Investment Plan was a once in a generation opportunity to deliver transformational change and renewal of national and international importance, leveraging more than £500m of investment. Much of the Town's original new town infrastructure has aged, leaving facilities that are no longer fit for purpose for the Town's businesses and residents. In recent years, Stevenage has not seen the same level of investment and advancement as other regional comparators. The Gateway provides an opportunity to address this and to transform an area characterised by roads, surface level car parking and poor-quality buildings into a new thriving commercial and residential quarter for the town.

### **Key Purposes of the Project**

The scheme being supported by the Town Fund is to cover initial enabling works to create the conditions for the above transformation. This scheme, be implemented in two stages as a precursor to the development phase, as illustrated below. Stage 1 will complete the sustainable transport hub – including a new MSCP - preliminary public realm works, and enabling the release of land for development. In parallel, the intention is to set out the development masterplan for the Station Gateway major opportunity area including the exploration of what enabling works will be required. Informed by the masterplan, Stage 2 will then focus on site relocations and carrying out the enabling works to create the conditions for comprehensive transformation to proceed and reviewing potential delivery options.

Key activities of the project are outlined above including what progress has been achieved – a map of these stages can be found at the back of this document.

Activity	Underway or completed	Enabling Phase		Development Phase
		Stage 1	Stage 2	
Construction of 5 <sup>th</sup> Platform	√			
Creation of new Bus Interchange (part of stage 1)	√			
Multi Storey Car Park & low carbon support infrastructure		√		
Cycling storage hub & adjacent routes		√		
Public realm improvements – preliminary		√		
Masterplan for the Station Gateway major opportunity area		√		
Options Appraisal for delivery		√		
Investment promotion to attract international companies		√		
Lytton Way adaptations (Subject to AAP outcome)			√	√
Relocation of Leisure facility		√		
Relocation Options for the Theatre			√	
Site preparation works, Lytton Way sites and surface car parks			√	
Public realm improvements – advanced			√	
Site investment promotion				√
Construction of Grade A offices				√
Construction of mixed-use schemes and hotel				√
Re-building of Stevenage Station				√

## Configuration of the Project



Key elements of the project are:

- Preparation of the masterplan and site development brief for the Gateway area
- Creation of a sustainable multi-storey car parking facility as part of a sustainable transport hub
- Site preparation and enabling works for three sites released for redevelopment
- Programme of public realm improvements
- Investment promotion to attract occupiers and accelerate development starts
- Fit out of the multi-storey car park with renewable power, EV charging, cycling storage and hire facilities
- Enhancements to cycling and walking infrastructure.

*Stage 1: Sustainable Transport Hub and releasing land through the creation of a new multi storey car park and cycle facility*

SBC went through a two stage tender process for a contractor to build a new multi-storey car park (MSCP), helping to create a sustainable transport hub and enable land release for development. Through this process, Huber were selected the winning contractor due to the high quality of their submission and price that was within the target £9M budget.

The new MSCP design features:

- 622 spaces; including 30 Blue Badge spaces (with an equivalent proportion of EV space for BB holders).
- 25% of overall spaces are EV charging bays with an EV infrastructure put in further 50% of the MSCP to futureproof it.
- Secure bicycle hub for approx. 80 bikes and 3 accessible bikes.
- Modular building with perforated metal cladding providing natural ventilation meeting Fire Strategy standards. The design includes Stevenage specific images that reflect the town.
- A textured coloured pre-cast concrete stair cores adding colour to the design and avoiding the need for use of more metal.
- Coloured parking bays and lights at night will make the colour illuminate from the inside of the car park to outside

The multi-storey car park will be the first step in unlocking further development sites within the Station Gateway major opportunity area. This area has been identified as a high priority for a variety of key stakeholders across the town. By releasing car park sites for redevelopment, it will enable the transformation of the Station Gateway area to be kick started. . It will ensure that wider town centre regeneration projects are not delayed due to a lack of replacement parking or wider impact on the highway network.

### *Stage 2: Preparation of the Station Gateway Masterplan and implementation approach*

In forming this business case, work has been undertaken with urban planners, commercial advisors and economic advisors to help inform the potential outcomes that are achievable. The next stage of work is to focus on creation of a masterplan, and options to implement the Masterplan. This activity will align with the work to set a planning Area Action Plan, which is currently out for consultation regarding on what are the best options for the area.

The future masterplan plan will define the role and contribution of the Station Gateway in delivery of the Stevenage Central Framework and, taking account of this context, will:

- Set out the development profile for the Station Gateway and surrounding sites.
- Illustrate development volumes for each of the main uses: offices are R&D space, culture and heritage, residential development, retail, leisure food and beverage.
- Illustrate the various parcels of land to be developed, their respective potential uses.
- Illustrate provision of parkland and open spaces and supporting infrastructure.
- Show how these will be integrated with the sustainable transport hub.

Technical studies and initial development appraisal has shown that there will be a requirement for enabling works and public intervention to increase the viability of the scheme. It will be through the exploratory surveys that will highlight and the information specification which will then need to be approved through assurance processes and governance procedures as outlined within this business case.

For the masterplan and enabling works, the scope remains aligned with the local policies. A detailed specification of the work stream will need to be worked up to encompass the different workstreams will be required to get to full development appraisals prepared for the market.

This will include:

- Appointment of the project manager and project delivery team
- Assemble professional team through one or multiple procurements
- Carry out surveys/feasibility studies to confirm scope of works
- Carry out stakeholder and public engagement
- Develop outputs to facilitate redevelopment of Station Gateway

The final specification of works will return to the Development Board for future endorsement.

## Strategic Case

Indicate how this project meets the Town Investment Plan Vision ( <i>tick</i> )		
	Reflecting and Re-Interpreting our New Town Heritage for future generations	
	Embracing Sustainable Travel to maximise the benefits of our strategic location and link our communities with jobs and leisure	✓
	Transforming our Town Centre as a key place of opportunity and integration for business, residents and visitors	✓
	Upskilling and providing opportunities for all our people to benefit from innovation & growth	✓
	Supercharging the growth of National and International Business Base	✓
Indicate which <i>challenge(s)</i> this project intends to meet ( <i>tick</i> )		
	Challenge 1: Ageing Infrastructure – Urban Disconnections and a Brake on Growth	✓
	Challenge 2: Bridging the Skills Gap and Raising Aspirations	✓
	Challenge 3: Town Centre Transformation	✓
	Challenge 4: A Resident Population Being Left Behind	✓
	Challenge 5: Lack of Suitable Modern Space for Growth	✓
Indicate which <i>opportunity(ies)</i> this project supports ( <i>tick</i> )		
	Opportunity 1: National and International Gateway for UK PLC	✓
	Opportunity 2: Innovation Hub, High Growth Potential and STEM City	✓
	Opportunity 3: The Untapped Potential of Stevenage People	✓
	Opportunity 4: Building Wealth and Reclaiming Expenditure	✓
	Opportunity 5: Reviving Stevenage's Sustainable Travel Network	✓

Policy Alignment (List only, 2.3)	
National Policy	Local Policy
<ul style="list-style-type: none"> <li>• UK Innovation Strategy</li> <li>• HM Government Life Science Vision 2021</li> <li>• Net Zero Carbon Policy – The Move Towards Clean Transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Hertfordshire Covid Recovery Plan</li> <li>• Hertfordshire LEP Strategic Economic Plan</li> <li>• HCC Local Transport Plan</li> <li>• Local Industrial Strategy Grand Challenges</li> <li>• Stevenage Local Plan</li> <li>• Stevenage Central Framework</li> <li>• Stevenage Connection Area Action Plan</li> </ul>
Expected Outputs/Outcomes (2.5.11)	
<p>The expected outputs and outcomes drafted are directly linked to this project. Following the completion of the Master-planning phase, there is an opportunity for these outputs to be expanded. These will be reviewed at the next stage.</p>	
Commercial Floorspace Developed or Upgraded sqm	20,000
Additional Homes brought forward	500
Unlocking Development of Brownfield Space	6 hectares
Wider Outcomes and Benefits (2.5.12)	
<p><u>Economic</u></p> <ul style="list-style-type: none"> <li>• Acceleration of the redevelopment of key sites in the Major Opportunity Areas, in turn accelerating the on-going regeneration of the town centre</li> <li>• Enhanced integration with public transport, improved travelling times and enhanced workforce productivity</li> <li>• Capacity for ultra-low emission vehicle parking alongside rail and bus operations and cycling and walking</li> <li>• Better accessibility between businesses and employees</li> <li>• An extensive number of construction jobs will be created</li> <li>• Providing an improved town centre environment with the infrastructure to enable more integrated public transport will generate higher levels of investor confidence, conducive to acceleration of the rest of the redevelopment of Stevenage Central.</li> <li>• Stronger perception of Stevenage as a place to invest to the private sector</li> <li>• Significant job creation and generation of additional GVA</li> </ul>	

### Environmental

- Provision of extensive infrastructure for vehicle and cycle charging will speed up the adoption of electric vehicles in Stevenage, contributing to a reduction in CO2 emissions
- Superior public transport services and facilities for pedestrians and cyclists will benefit personal wellbeing by reducing car usage in the town centre, enabling cleaner air and promoting healthier lifestyles

### Social

- New homes will be created to offset housing shortage
- Local residents will have better access to key civic and social services which will become more accessible through public transport improvements and through the creation of an integrated public and voluntary sector services hub
- Local people will benefit from high quality and more frequent journeys due to better integrated public transport services, improving quality of life and access to health services, shopping, leisure facilities, education and job opportunities
- Provision of new affordable homes which will be allocated to local people
- Some new qualifications will be generated as a result of the scheme

## Economic Case

### Economic Benefits (3.3.1)

See table of outputs/outcomes above. Stage 1 outputs will be directly attributed to this element of Towns Fund grant funding. In preparing this business case, Officers have worked with commercial, urban planning and economic advisors to identify the potential impact and outcomes secured via regeneration of this area and to model the potential outcomes and outputs achievable.

GVA impacts from employment and income projections have also been projected. These have been projected over a 30-year period. A benefit and cost analysis has then been carried out with impacts modelled and monetised over a 30 year period:

Relevant Modelling Results	Present Value	Undiscounted
	30 Years	30 Years
<b>Cost</b>	<b>£14,464,862</b>	<b>£15,500,000</b>
<b>Benefits</b>		
GVA	£1,495,659,824	£2,625,621,649
Income Generation	£4,895,488	£8,355,100
<b>Total</b>	<b>£1,500,555,312</b>	<b>£2,633,976,749</b>
<b>Net Present Value: Benefits Less Cost</b>	<b>£1,486,090,449</b>	<b>£2,618,476,749</b>
<b><u>BCR Calculations</u></b>		
GVA	103.40	169.39
Income Generation	0.34	169.39
<b>All Benefits</b>	<b>103.74</b>	<b>169.93</b>

### Place Based Analysis (3.6.1)

Benefits related to the preferred option which are quantifiable and those wider in scope or non-quantifiable are set in the place-based analysis described below, taking account of local employment impacts.

<b>Target Area</b>	Station Gateway (previously known as the Central Core) Stevenage Town Centre, SG1
<b>External dependencies</b>	None affecting project implementation  Site occupancy not dependent on market demand, as occupier for commercial floorspace in town centre has been identified
<b>Benefits to the Target Area: Quantified</b>	As above
<b>Benefits to the Target Area:</b>	<u>Economic</u> <ul style="list-style-type: none"> <li>Acceleration of the redevelopment of key sites in</li> </ul>

<b>Qualitative</b>	<ul style="list-style-type: none"> <li>• Public transport</li> <li>• Improved travelling times and enhanced workforce productivity</li> <li>• Improved town centre environment</li> <li>• Stronger perception of Stevenage as a place to invest</li> <li>• Higher levels of investor confidence conducive to acceleration of transformation throughout Stevenage Central</li> </ul> <p><u>Environmental</u></p> <ul style="list-style-type: none"> <li>• Significant reduction in car usage and contribution to net zero targets</li> <li>• Cleaner air and healthier lifestyles due to increased active travel</li> </ul> <p><u>Social</u></p> <ul style="list-style-type: none"> <li>• New homes will be created to offset housing shortages</li> <li>• Better accessibility between businesses and employees</li> <li>• Local residents will have better access to key civic and social services</li> </ul>
<b>Possible collateral effects in the target area or wider spatial area</b>	<p><u>Positive effects</u></p> <ul style="list-style-type: none"> <li>• Acceleration of on-going regeneration of the town centre</li> <li>• Reduced car usage, cleaner air and healthier lifestyles</li> </ul> <p><u>Negative effects</u></p> <ul style="list-style-type: none"> <li>• Possible attraction of employers out of Gunners Wood employment area</li> </ul>
<b>Adverse effects on protected groups</b>	None so far identified
<b>Different impacts by income group</b>	<p>High quality office development likely to benefit white collar occupations</p> <p>F&amp;B and retail development will provide opportunities for manual and elementary occupations</p>
<b>Views of local stakeholders</b>	TBC
<b>Alignment with wider public policy in the relevant area/s and the UK as a</b>	<p><u>National</u></p> <p>Boost to:</p> <p>Prospects for the UK Innovation Corridor</p>

<p><b>whole/s</b></p>	<p>Net Zero Carbon Policies</p> <p>Life Science Sector Strategy</p> <p><u>Sub-regional</u></p> <p>Life Science in Hertfordshire That there is provision of sufficient and appropriate sites and buildings, both to accommodate scaled up production and facilitate that growth of the wider supply chain, including with regard to specialist logistics. That it is possible to staff those facilities with appropriately trained and qualified personnel. That Stevenage is regenerated as a vibrant 21<sup>st</sup> century New Town in which the cell and gene cluster can thrive.</p> <p>Hertfordshire Covid Recovery Plan: contributes to equipping Hertfordshire's places for mid-21st Century living supporting town centres and town-level economies building digital connectivity.</p> <p>Boosts enterprise and innovation and international trade and investment.</p> <p>Sub-regional and Local Transport Policies: helps create a built environment conducive to improved accessibility; reduces the need to travel; encourages change in people's travel behaviour</p> <p><u>Local</u></p> <p>Stevenage Local Plan 2019-2031. Directly addresses Local Plan's ambitions for new homes and additional employment floorspace.</p> <p>Stevenage Central Framework. Recycling of redevelopment sites; opportunities to create offices and workspace matching post-Covid requirements; uplifting the area's image and investor confidence; reduced need to travel; greater opportunities for take up of public transport in place of cars contributing to carbon reduction targets.</p>	
<p><b>Dependency on the successful delivery of other proposals</b></p>	<p>Completion of new bus interchange and rail station upgrade, both approved and funded</p>	
<p><b>Link of Benefits Estimated Link to Theory of Change and Strategic Case</b></p>	<ul style="list-style-type: none"> <li>• A sustainable transport hub providing a high quality interchange between rail, road, cycle, bus and pedestrians</li> <li>• Accelerated adoption of electric vehicles</li> <li>• Cleaner air</li> <li>• Healthier lifestyles due to active travel</li> <li>• Release and acceleration of additional development sites</li> <li>• Construction of additional housing</li> <li>• Construction of new commercial space</li> </ul>	



## APPENDIX A

	<ul style="list-style-type: none"> <li>• Attraction of high profile business occupiers</li> <li>• Recognition of Stevenage Town Centre as a high prestige business location</li> <li>• Increased investor confidence</li> <li>• Acceleration of transformation of other SG1 major opportunity areas</li> <li>• Increased footfall boosting prospects for revived retail, leisure and hospitality sector</li> </ul>
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### Financial Case

Funding Profile (4.2.6)						
	Funding Profile	MSCP	Development Facilitation	Total		
	SBC	£3,111,797	£1,888,203	£5,000,000		
	Town's Fund	£6,000,000	£500,000	£6,500,000		
	Other		£4,000,000	£4,000,000		
	Total	£9,111,797	£6,388,203	£15,500,000		
Funding Schedule (4.2.7)						
Source	21/22	22/23	23/24	24/25	25/26	Total
SBC	£0	£0	£3,000,000	£1,000,000	£1,000,000	£5,000,000
Towns Fund	£200,000	£3,100,000	£2,700,000	£500,000	£0	£6,500,000
Other	£0	£0	£0	£2,000,000	£2,000,000	£4,000,000
Total	£200,000	£3,100,000	£5,700,000	£3,500,000	£3,000,000	£15,500,000
Note SBC match includes capital funding and foregone land value of the direct site.						

## Commercial Case

### Delivery Model (5.2.4-6)

#### **Proposed Delivery Model**

In November 2020, Stevenage Borough Council made the Executive decision to continue with the procurement strategy to procure consultants to support with the production of tender packaged documents for the MSCP. Since then, SBC have appointed Calford Seaden via SBS NHS Framework as a multi-disciplinary consultancy for this project. During this time, an option appraisal was performing to inform the decision of what procurement path would be best for such a project. As a result of this, tender documents for the construction contract were prepared for an open OJEU tender with Selective Questionnaire stage which enabled SBC to select the most relevant contractors for this type of building.

#### **Proposed Delivery Model, Roles and responsibilities**

SBC went through a tender process for a two-stage Design and Build contract, from which German contractor Huber provided the winning bid due to the high quality of their submission and price that was within the target £9M budget. During the Pre-Construction Services Agreement (PCSA), a design has been developed in collaboration with Fatkin architects, who are subcontracted by Huber. The project has remained within the PCSA, progressing through to RIBA Stage 3, producing designs and cost plans leading and preparing materials required for planning, lead by the Regeneration team with support from Employer's Agent and Quantity Surveyor Calford Seaden.

Following positive discussions with the Planning Authority, the project team anticipate submitting a full planning application in late November. In order to reduce the programme, non-abortive work will start on the RIBA Stage 4 elements in advance of the Planning committee, which is expected early in the New Year. In December, a report is due to go to the Council's Executive Committee with full details of the impact of expected development sites on parking capacity in the town centre, with financial justifications to underpin a recommendation to make funding available and progress the project to construction stage. If the recommendation is approved, the Council will enter into a JCT Design & Build contract to build the car park in February 2022, with start on site expected in March/ April for approximately 12-14 months (tbc.)

Huber are a German car park construction specialist, who have managed and constructed a number of high-specification multi-storey car parks across the UK and Europe. They have won a number of national award for car parks, including the In the UK.

#### **Masterplanning and Enabling**

As part of the creation of this business case, funding will be allocated for the first stage of masterplanning and enabling works for the wider gateway, to unleash the full development potential of the area. Regeneration of the gateway has the ability to unlock hundreds of new homes and jobs, and provide a revitalised focal point for the town, serving the needs of businesses and residents. This will require significant intervention, and based on the land use planning and viability work conducted as part of the business case, there will be a need for public funding for the infrastructure works. These infrastructure works need to be planned and explored and development parcels tested, so that a package of fundable interventions is established.

## Proposed Delivery Model

It is proposed that a professional team will be established to work on the gateway area across a wide range of stakeholders, including both private and public sector. The funding secured will be used to deliver key outputs and work packages across the gateway, ensuring that future phases of transformation can be effectively brought to the market and delivered. This will including transport planning, engineering, masterplanners and urban designers.

## Risks (5.2.11)

### Risk management through the contract

The Council has appointed Calford Seaden in a Client's Representative/Employers Agent role, covering Project Management, Cost Management and other services.

The Council's own project manager meets on a weekly basis with Calford Seaden for updates to the programme, risk register and cost forecasts. These are then reported back to the Project Sponsor on a monthly basis at the client-side Project Team meeting, and on an ad-hoc basis in between as required.

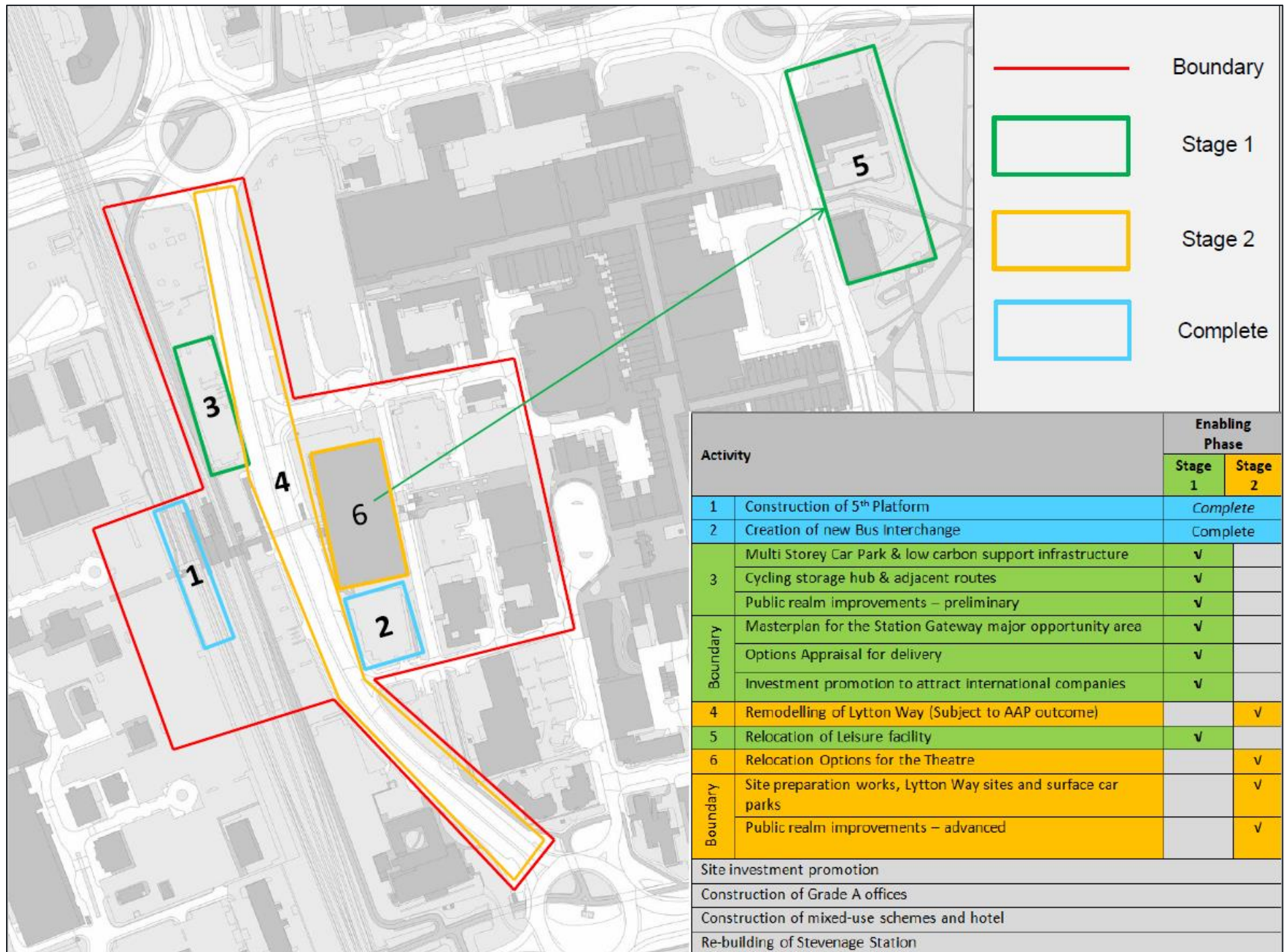
## Management Case

### Key Participants, Accountabilities and Responsibilities (6.2.2.)

Station Gateway Project	Organisation	Functions	Key Roles	Capability	Competences and Resourcing
All	Stevenage Borough Council	Orchestration of regeneration	Stakeholder consultation	Well-developed stakeholder engagement	Expert and experienced regeneration team

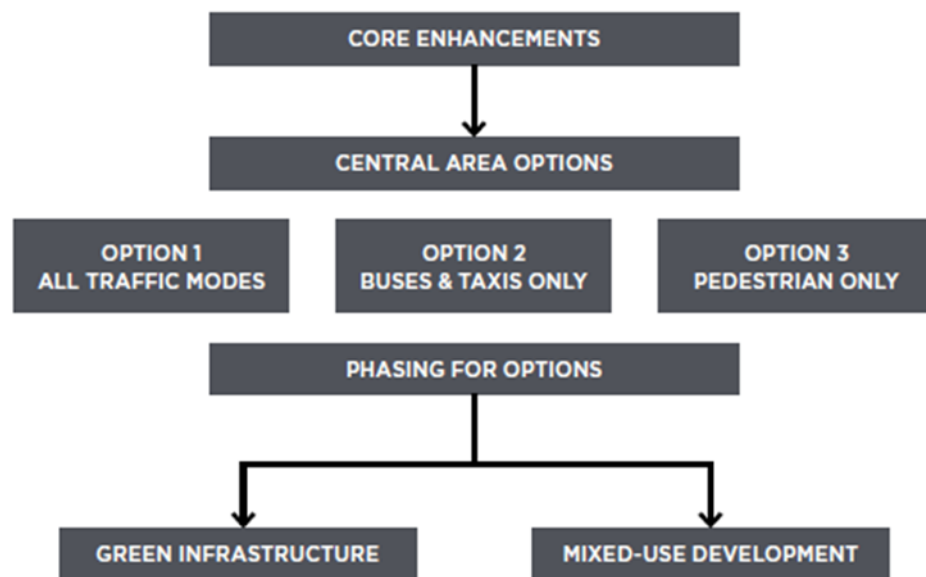
## APPENDIX A

		strategy and projects	Project scoping Sourcing of funding Initiation of delivery partnerships Formalising approvals	strategy, organisation and processes Devising high impact regeneration solutions Delivery through partnership	Town Fund award and match funding for key projects Delivery partnerships
MSCP	Fatkins	Architects	Design of the scheme Completion of planning Ensure quality throughout construction	Well known firm Devising strong design and ensuring quality	
	Huber	Contractor for the construction of the MSCP	Main contractor the construction of the MSCP Coordinating sub-contracting Ensuring Healthy and Safety onsite	Well-developed company Track record of construction of MSCP and other facilities.	
All	Stevenage Borough Council Accountable Body	To act as the Accountable Body ensuring robust processes are following for the delivery of the project	Monitoring and Evaluation Assurance Financial security	Well-developed Council processes which will be adhered following the endorsement from the Development Board Capital Programme experience	Expert Finance Team with knowledge of capital schemes Shared learning with LEP





AAP Flowchart



Schematic plan showing relationship of Central Core West

