



# West Northamptonshire Council

## Northampton Town's Fund Business Case

### St Peters Church and the Old Black Lion Pub

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Sign Off:

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## **1 - Executive summary**

### **1.1 - Introduction and background to Towns Fund**

In December 2020, Northampton submitted Northampton's Town Investment Plan to Government and was successful in being awarded £25million.

The submission was overseen by the Northampton Forward Board. Northampton Forward is an informal partnership with the primary role of coordinating and driving forwards the integrated regeneration and growth within Northampton, including Northampton Town Centre. The Board consists of West Northamptonshire Council, South East Midlands Local Enterprise Partnership, The University of Northampton, Private Sector Representatives, Northamptonshire Police, Northamptonshire Chamber of Commerce, Royal and Derngate, Community Representatives, Northampton Town Centre Business Improvement District and other partner organisations as needed.

The projects submitted as part of the Town Investment Plan have a total ask of £25 million. The final list of projects are as follows:

- Town Centre Public Realm
- 41- 45 Abington Street
- 35 -39 Abington Street
- Marefair Heritage Gateway
- Four Waterside
- 24 Guildhall Road Art Centre
- 78 Derngate Extension: The Charles Rennie Mackintosh Museum
- Emporium Way
- St Peters and the Old Black Lion
- Skills and Social Enterprise Fund

The Town Investment Plan sets out an ambitious plan which will deliver:

- 15,600 sqm of new and refurbished commercial floorspace.
- 24,900 sqm of new public spaces.
- 2,300 sqm of new or expanded cultural and heritage venue, including new space for skills facilities; and
- Remediation and enabling works for key sites in the town centre to create new public spaces, new mixed-use urban quarters, and commercial facilities.

The ten-year vision will strengthen Northampton's position at the centre of the Oxford-Cambridge Arc by providing modern spaces for creative businesses to capitalise on the town's manufacturing and entrepreneurial passion.

It will also:

- Build on the rich heritage and cultural offers to rejuvenate the town centre so it once again represents the aspirations of its residents.
- Create high-quality housing, digital infrastructure and open spaces, enabling communities to grow and flourish to meet economic, health and wellbeing, and environmental challenge; and
- Improve access to skills and training while promoting first-rate higher and further education opportunities.

## **1.2 - Description of the Project**

The Old Black Lion has been closed since 2018 and its historic fabric, dating to the 16th- century onwards, is deteriorating. It has been subject to break-ins and criminal activity, and its poor condition has a negative effect on the setting of St Peter's Church, Marefair, and on people's first impressions of Northampton when arriving from the railway station.

The aim of the project is to create a successful enterprise in the Old Black Lion. The idea is to restore it as a 'proper pub', a building rooted in its community, and a place for everyone to eat, drink, meet and enjoy the character of a historic coaching inn.

The listed pub will be restored to the highest conservation standards and the historic carriage passage from Marefair into the inn's courtyard will be reinstated. A new path and gate will connect the pub's courtyard entrance on St Peter's Street to St Peter's churchyard next door.

There will be a new dining room extension at the rear, reinstating the horseshoe plan of the original building, and overlooking the courtyard, which will be a beer garden. The main pub bar and lounge will be for drinks and bar food.

Upstairs will be five guest bedrooms providing bed and breakfast, and a meeting room and function room which will be available for private hire and for use by the community.

The Churches Conservation Trust is exploring a partnership with the Central Council of Church Bell Ringers, which could see a new national training centre for church bellringing based at the Old Black Lion and St Peter's.

The revitalised pub will also provide hospitality facilities for visitors to and users of St Peter's Church, supporting community activities and other beneficial uses of the building.

The pub enterprise will generate funds for the repair and conservation of St Peter's Church and support the work of the Churches Conservation Trust.

The Northampton Town Investment Plan can be found as Appendix 1.

## **2 – STRATEGIC CASE**

This strategic case sets out the rationale for the proposed investment into the St Peters and Old Black Lion project, as set out previously in the Town Investment Plan, including the following:

- Evidence of need
- Key policy context
- Overall vision and objectives including those specific to the project
- Option for investment and how it was identified
- How the project will help achieve outputs and objectives
- Key stakeholder groups and business partners
- Proposed investment
- Outcomes and impacts

### **2.1 – Introduction**

The Old Black Lion has been closed since 2018 and its historic fabric, dating to the 16th- century onwards, is deteriorating. It has been subject to break-ins and criminal activity, and its poor condition has a negative effect on the setting of St Peter's Church, Marefair, and on people's first impressions of Northampton when arriving from the railway station.

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The pub enterprise will generate funds for the repair and conservation of St Peter's Church and support the work of the Churches Conservation Trust.

The St Peter's Church and Old Black Lion project will not only solve many of the challenges faced by several important heritage assets in Northampton, but it also forms the basis of a wider regenerative vision for the local area and will provide a focal point for much-needed community activity. It will provide an anchor point for the new "Heritage Gateway" area of the town which will link through to, and support, the Northampton Cultural Quarter. It will also generate a sustainable source of income to support the wider charitable aims of the Churches Conservation Trust ([Homepage | The Churches Conservation Trust \(visitchurches.org.uk\)](http://www.visitchurches.org.uk)), as well as a testbed for future multi-faceted sustainable heritage regeneration projects. Further investment of £315,000 to support the project is being sought from the Towns Fund.

## **2.2 – Case for Change**

The Grade 2 Old Black Lion pub sits within one of the most 10% deprived wards in the UK. (*SEMLEP/NCC 2015 & 2018 research based on ONS data & classifications - [2015 English IMD explorer \(communities.gov.uk\)](https://www.communities.gov.uk/explore/2015-english-imd-explorer)*). It has been underused for several years and unused for the last 3 and faces further dilapidation and possible ruin if not addressed. Unused, the pub has attracted criminal and antisocial behaviour – latterly being used as a cannabis farm. Significantly, this negative impact has also affected the Grade 1 listed St Peters church – one of the finest Norman buildings in the country – which, despite its potential to attract a range of visitors and events, has been vandalised and is frequently closed. As identified in the Town Investment Plan (TIP), there is also a lack of available community supporting assets in the area. There is considerable supporting evidence on the positive impact of regeneration on crime, including net additional reduction (as opposed to displacement).

By regenerating and transforming the pub site, there will be a broader positive impact across a range of different areas. The investment will:

- Safeguard two important heritage assets for future generations

- Generate income to support additional community and charitable work
- Provide a space for the community to meet and interact
- Provide employment and job opportunities in the local area
- Reduce crime and anti-social behaviour
- Become a focal point for local pride and improve community wellbeing
- Interest and attract a wider and more diverse audience to heritage
- Incorporate 'clean growth principles' into its design and execution

The project will be delivered by the Churches Conservation Trust (CCT), a national charity saving historic churches at risk. The CCT have saved over 350 buildings which attract almost 2 million visitors a year.

The project requires further public funding as existing sources of funding will not cover the cost of delivery, in addition, shifting work and commuting patterns in light of COVID-19 mean that there will be increased pressure on local assets, particularly for spaces that offer casual meeting space, with plenty of outside space – such as will be offered at the Old Black Lion. Additionally, the scope to offer a wider range of flexible event space for different groups with space to facilitate social distancing will also be important – the project has also incorporated this factor too. Furthermore, the development of the site will help contribute to the economic recovery from COVID-19, both during the capital phase, as local suppliers and contractors are bought in, as well as in the operational phase, via employment opportunities and earned income feeding back into the local economy.

Demographic shifts and changes in Northampton also support the need for broader investment in community assets; the current population of the Northampton is 224,610 (2019). This is estimated to grow by +4.3% over the next 20 years. The population of Northampton has grown at a faster rate than the national average over the past 30 years and is predicted to continue to grow at a greater rate over the medium term to 2043 – to increase by 16.6% (or 123,927 people) over this period. As the area grows, pressure on housing and community space will grow, as will the need for accessible and affordable hospitality sites.

### **2.3 - Policy Alignment**

National policy recognises that despite several years of national economic growth the major benefits have accrued in cities and towns have fared less well. The Towns Fund is designed to

rebalance the economy promoting growth in towns particularly within specific regional growth plans. The funding is to increase economic growth with a focus on regeneration, improved transport, better broadband connectivity, skills, and culture.

The Old Black Lion and St Peters will be a successful cultural destination within Northampton and has the potential to expand its reach and more strongly contribute to the wider offer of the town, complementing other nearby investments celebrating cultural heritage including 24 Guildhall Road, Emporium Way, and the 78 Derngate Charles Rennie Mackintosh museum. This will in turn benefit the strategic need to increase footfall in Northampton town centre which, identified in the West Northamptonshire Council Town Centre Masterplan, has been falling by 14.4% year on year. This project will contribute to the vision of the town achieving its full potential and economic recovery with shops and businesses post COVID-19.

The project fulfils several different objectives against the policies and broader strategies of the stakeholders. As above, the grant investment from the National Heritage Lottery Fund (NHLF) is an Enterprise Grant, designed specifically to support the development of commercial businesses. From the point of view of the Churches Conservation Trust, their main charitable purpose is to conserve and safeguard historic religious buildings – the regeneration of the Old Black Lion will ensure that the building is looked after for future generations; it will return funds to the charity to ensure they are able to look after St Peters and support wider community use of that building, as well as continue supporting their work elsewhere. More broadly, it delivers against their strategy, where they are concentrating their work on to refocusing, revitalizing, and rekindling community interest and ownership around heritage assets in order to ensure a long-term sustainable future for these historic buildings.

This project aligns with the South East Midlands Local Enterprise Partnership (SEMLEP) Local Industrial Strategy, co-produced with Government, shaping economic policy to support clean growth to create attractive, well-designed places where people will want to live and work today and that meet the needs of generations to come.

The project also correlates strongly with the priorities in the West Northamptonshire Council Corporate plan, to achieve a green and clean environment and wellbeing, thriving towns and economic development in terms of growth and prosperity. The project aligns with the strategic objectives of the Town Centre Masterplan in addition as outlined in the table below.

Council Strategic Objective – TCMP Objectives	Outcome
Transforming the Heart	<p>More attractive retail and social offering leading to increased footfall and dwell time</p> <p>Improved commercial space offering boosting business growth in the Town Centre</p>
Smaller and stronger retail core	<p>Increased spend within the Town Centre leading to a larger and more sustainable business rates income stream</p> <p>Improved commercial space offering boosting business growth in the Town Centre</p>
Creating a residential community	Increased animation of the Town Centre making it a more attractive destination for tourists and local population
Culture, history and heritage	Increase tourist/visitor numbers by highlighting the Town's heritage/cultural offering

Government has designated the Oxford-Cambridge Arc 'a globally significant area between Oxford, Milton Keynes and Cambridge [formed] of five ceremonial counties: Oxfordshire, Bedfordshire, Buckinghamshire, Northamptonshire and Cambridgeshire to secure sustainable growth'.

The Northampton Town Investment Plan (TIP) builds on its role within the Oxford-Cambridge Arc and has utilised the results of a policy review and extensive public consultation to create a plan for investment that is based on four cross cutting principles for investment and ten objectives.

The principles are:

- A vibrant heart to the town centre.
- Building on outstanding cultural and heritage assets.
- Inclusive economic growth; and
- Enhancing the town's green spaces and adopting low-carbon principles.

The investment will further contribute in the following ways:

- A vibrant heart to the town; providing a strengthened cultural destination in the town and regenerating a derelict site in the town centre. The lack of town centre attractions plus competition from other centres is a primary reason provided for the limited use of the town centre by many of Northampton's residents.
- Celebrating cultural assets; both through the capital investment and ongoing activity of the church and pub. Residents recognise that more can be done to build on the town's rich cultural assets, creating a town that benefits all communities; and
- Enhancing the town's green spaces through the provision of a new garden. There was an identified need to deliver a greater diversity of uses within the town centre to better serve Northampton's residents and visitors. A particular importance was placed on community centres, activity, and community spaces.
- COVID-19 recovery; the restoration/refurbishment and open space improvements create a flexible space and will enable the organisation to be more resilient when responding to unforeseen events in the future.

The project also contributes to the Town Investment Plan objectives in the following ways:

<b>TIP Objective</b>	<b>How addressed</b>
Town centre regeneration	The Old Black Lion Pub is at the entrance to the town centre and the gateway into Northampton's cultural quarter.

Community	The Old Black Lion will create a focal point for community activity; space for groups to meet and broader community cohesion.
Investing in cultural and leisure uses	The space will also provide a home for the Central Council of Church Bellringers – and a centre for national excellence where Bellringers from all over the UK will come to learn and share knowledge. The space will also offer additional recreational and leisure activities via working with other community groups and organisations.
New life into heritage assets	The two elements of the project will improve visitor experience of a unique heritage asset. The project will
	protect and conserve a Grade 1 and 2 Listed building, the regeneration of two heritage assets.
Addressing deprivation and inequalities	Provision of a new community hub within a deprived part of Northampton to be used by residents, community groups and youth clubs.
Well-designed spaces addressing crime and anti-social behaviour	By renewing these buildings at the heart of the community and revitalising key local assets, Antisocial behaviour will be reduced, and it will help to build a sense of community cohesion.

Clean growth	The reuse of the historic building saves significant embodied carbon and conservation repair techniques and are sustainable, new heating and lighting systems and improved insulation will also improve energy efficiency. The churchyard and pub beer garden will incorporate features that support nature and wildlife.
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The project also links closely with other projects detailed in the Town Investment Plan. The Old Black Lion Pub is located directly outside the Northampton Train Station which is considered the main gateway into the town centre.

The other projects it closely aligns with are:

- Marefair Heritage Gateway – transforming the gateway from the train station to Northampton Town Centre, providing a new heritage park that will address negative perceptions of the town and provide new amenity spaces. The investment will help unlock a new mixed-use development providing co-working and leisure spaces and family homes to reflect the needs of local residents.
- Four Waterside – providing 60,000 sqft of grade A office space, a new hotel and 90 homes at a gateway site close to the train station. Meeting the demands of modern businesses, the accommodation will include flexible co-working space for local SME's and start ups.

The investment also closely aligns with the CCT objectives. The CCT overarching strategy is to empower and support communities to care for historic places of worship. They do this through the following strategic aims:

Churches Conservation Trust Objective	How Addressed
Promoting the value of shared cultural heritage	The project will bring new visitors to St Peter's Church because it will be open more regularly and for longer due to the improved security provided by the revitalised Old Black Lion. Interpretation and connections between the two buildings will also be enhanced.
Supporting communities to use and love their historic places of worship	The Old Black Lion facilities – WCs, food and drink, the function room – will enable the Friends of St Peter's and other local groups to better use St Peter's Church for school visits, events and volunteering. The Friends group has a good track record of both, and the revival of the Old Black Lion would transform their work.
Sharing skills to sustain churches	The Trust are working closely with the community to deliver the project which include apprenticeships, a community archaeology project, open days for schools and the local nursery, and training opportunities in the pub. The Central Council of Church Bellringers Training Centre will also bring this important heritage skill to more people.

## 2.4 - Vision and Objectives

The primary vision of the project is to realise the full potential of the Old Black Lion pub. The objectives are:

- Establish a profitable and sustainable business on a site with long-standing problems of anti-social behaviour and criminal activity. This requires a major transformation of its physical appearance and reputation, and a completely new approach to trading.
- Conserve two crucial heritage assets. The Old Black Lion is at risk of losing significant heritage features to decay and dereliction. St Peter's, while in better condition, is not fulfilling its potential due to lack of facilities. The project will transform both listed buildings.
- Provide employment and job opportunities in the local area.
- Reduce crime and anti-social behaviour
- Become a focal point for local pride and improve community wellbeing with a new function room and facilities to use for school visits, events and volunteering in St Peter's Church. The Central Council for Church Bellringer will add a further dimension to community activities.
- Interest and attract a wider and more diverse audience to heritage
- Support the wider Charitable aims of the Churches Conservation Trust, by generating a sustainable source of income.

With input from external consultants, a full planning and listed building consent application was submitted for the site in May 2020.

- A suitable operator and delivery partner will be identified and onboard by February 2022.
- A local contractor will be engaged, and the Capital build phase of the project commenced by June 2022
- By July 2023 the Capital phase will be complete, and the pub open for trading.

The measures of success are:

- The project will attract awards for its approach to conservation and regeneration. The contract will have been completed to a high standard. The project will become an exemplar for heritage-led regeneration.
- The pub will provide a sustainable source of income to St Peter's Church and the Churches Conservation Trust.
- This number of activities and participants in community activities – including school visits, events, and volunteering – will increase significantly compared with previous years. CCT keeps figures for all churches.
- Community groups will be using the pub and function room spaces on a regular basis.

- FTE 6-7 jobs will have been created in the pub.
- Zero anti-social behaviour or criminal incidents in church and churchyard or pub.
- The number of annual visitors to the churches will increase significantly as the church is open more often.

## 2.5 - The Proposed Investment

There were several options considered at the outset; including:

- Installation of facilities into St. Peters – this was deemed to be both too intrusive to the historic fabric of the church, as well as too expensive.
- Transformation of the pub into Heritage Centre – the project impact here was too narrow, and economically unsustainable.
- Renewal of pub into offices – again, not an economically sustainable model.

These all ignored several key factors, not least the flexibility that a more holistic vision will offer, as well as being cost prohibitive. In the end, to realise the vision and to deliver the most impact, the current scheme was settled on. There have been a number of different design iterations worked through to deliver the best scheme possible and these designs were scored against a number of different criteria, including both commercial viabilities, as well as conservation impact. The designs have also undergone a process of value engineering to ensure that they are deliverable against the wider funding mix.

The current plans deliver the following:

- Gross internal area of 521.36 m2 of mixed heritage, commercial and community space
- Gross external area of 638.16 m2 of mixed commercial and public space.
- Separate dining and lounge bar areas, plus snug, small meeting room/private dining room and function room.
- Approx. 124 covers indoors and a further 65 outdoors.
- Five bed-and-breakfast guest bedrooms.
- Conservation repair of deteriorating historic fabric, removing the conservation deficit (around £675k)

- Removal of modern infill to former carriage arch to Marefair and replacement with new set-back, glazed walls connecting Old Black Lion and 3 Black Lion Hill. New extension to the rear of 3 Black Lion Hill, in the location of a historical rear wing, since demolished.
- Demolition of modern WC block, reinstating historical form of courtyard. Improvements to courtyard paving.
- Full accessibility to all levels.
- New path and steps connecting pub to churchyard and church.

The space will be completed remodeled and revitalized, turning the dilapidated and unloved pub into an open and welcoming hospitality space, with facilities that will support a range of different community events in the pub itself as well as St Peters next door.

### ***Theory of Change***

Within the investment context the inputs through the activity will create the outputs which in turn will have impacts that can be measured.

#### **Investment Context:**

- TIP ambition to create a vibrant and welcoming town centre that benefits all Northampton's communities by improving cultural provision. •  
Potential to regenerate a derelict site in the town centre

#### **Inputs:**

- £315,00 Towns Fund
- £1.8m National Lottery Heritage Fund
- £200,000 WNC Development Corporation
- £29,000 Churches Conservation Trust plus expertise and staff time in managing the project and lease with the operator
- £150,000 S106 Funding
- West Northamptonshire Council expertise and time in lieu of Council's staff •  
Professional project team appointed by the Trust

**Activity:**

- Investment in a derelict pub to regenerate it into a community asset

**Outputs:**

- Gross internal area of 521.36m<sup>2</sup> of mixed heritage, commercial and community space
- Gross external area of 638.16m<sup>2</sup> of mixed commercial and public space
- Footfall of c.55,000 visitors per annum generated through the pub
- Increased visitor numbers to the church
- Income of approximately £450,000 per annum generated through the project
- 7 permanent jobs created
- 8-10 construction roles created
- Heritage skills supported, and 2 x apprenticeships created
- Support for local suppliers in the construction and F&B sectors.

**Impacts**

- Better visitor experience
- Wider range of activities
- Ability to generate income
- Enhanced ability to increase footfall in Northampton Town Centre
- The remediation of a disused site
- Upgraded cultural facility in the town that will complement wider investments •  
Enhanced public realm

**2.6 - Risks, Constraints, and Interdependencies**

Considering, mitigating, and managing uncertainty are essential elements of the management of the project in the Management Case and considered in greater detail in the Risk Register – Appendix 2.

There are still risks inherent to the project, but much of the recent focus has been on de-risking both the capital and operational phases as much as possible. However, there is still a major risk from the interdependency coming from multiple stakeholders and the complex array of aims woven into the project. Expectations of all stakeholders need to be managed closely, and the focus should be to simplify and hone the project so that it delivers tightly and successfully against a clearly defined shorter list of outcomes.

Risk	Mitigation
Brexit	<p>Implications of Brexit could cause a delay to the capital phase of the project if there was a lack of specialist trades and/or contractors.</p> <p>Contractors will be identified early in the process, as well as weaving in time and flexibility to the procurement and delivery process to allow for risk.</p>
COVID	<p>Implications of COVID and potential future lockdowns could cause a delay to the capital phase of the project if there was a lack of specialist trades and/or contractors.</p> <p>Contractors will be identified early in the process, as well as weaving in time and</p>

	<p>flexibility to the procurement and delivery process to allow for risk.</p> <p>The Government guidelines will continue to be monitored.</p> <p>COVID could also impact the operational phase, the significant quantity of outdoor place for the site will mitigate this impact.</p>
Chosen contractor goes into liquidation	As part of the tender evaluation a thorough assessment will be made of the financial strength of contractors especially if one tender is significantly cheaper than the others.
Pub Operator withdraws from project	Finalise the agreement before work starts and ensure favourable terms to offer the best chance of success. Fallback options will be considered and created within project operational phase.
Project costs increase and delay to the project	Undertake a further review of RIBA 3 designs and costs, with further value engineering as necessary, as well as plan to seek further uplift funding as necessary.

Conservation area and Listed building conditions	Early engagement with Planning and Conservation Department underway. RIBA 3 design development to ensure compliance and to understand required conditions. Heritage Impact Assessment to be prepared to understand key considerations/impacts, project to be designed according to these
	considerations. WNC Conservation Department to be engaged through informal communications and planning process.

## 2.7 – Stakeholders

Other than the Trust the following stakeholders have been engaged in the project. Letters of support can be found in Appendix 3.

Stakeholder	Engagement, Interest and views
West Northamptonshire Council	Through their predecessor authority, Northampton Borough Council, provided match funding early in the generation of the project. The authority also initiated the consideration of the project for Towns Fund support.
Northampton Forward	Agreed to include the project in the TIP.

SEMLEP	The South East Midlands Local Enterprise Partnership have advised on the Business Case for the Towns Fund support and guided the strategic objectives.
Charitable funders	Provided early funding when the project was at the concept stage. The trust sends out periodic updates to these funders.
Historic England	Were consulted early in the design process. One of the most important consultees in terms of the detailed design. All their comments were adopted, and they have raised no objections to the proposals for the pub. Liaison with Historic England is continuing on matters relating to the archaeology of the churchyard.
The Project Team	The project team led by the architect were responsible for the detailed design. As part of this process pre-application meetings were held with planners and other consultees and changes were made both before formal application and during the approval process.
National Lottery Heritage Fund	The NLHF are the main funders for the project and are very supportive of the scheme.
The Central Council of Church Bellringers	The Central Council of Church Bellringers are partners on this project and are exploring the possibility of becoming tenants of a section of the project to have their training base.

The Friends of St Peters Church	The Friends of St Peters Church have been very supportive of the project, promoting the public consultation and acting as local community champions.
Staff and Volunteers	Staff and volunteers have been involved in ad hoc discussions throughout the process from initial concept through design and their ideas have helped inform the steering group's decision making. There is enthusiastic support.
Wider public	The scheme has had local coverage. There has also been more formal consultation as part of the planning process. Most comments from the public were supportive.

Regular meetings have been held with key funders (National Lottery Heritage Fund and West Northamptonshire Council) to update on progress as well as discuss risks and address any issues that arise. Furthermore, there has also been considerable community consultation since project inception, culminating recently in several open days at the Church showcasing the project to the local community. These were well attended and attracted some incredibly positive feedback and wide-ranging support.

Given the funding that the project has attracted and the multi-faceted nature of the impact and outcomes that it will have, key stakeholders have been on board for many years, and are keen to see the project delivered. The key grant funder – National Lottery Heritage Fund – allocated an enterprise grant to the project, as they could see both the commercial potential, as well as the positive heritage, community, and wellbeing outcomes.

Some further feedback from the wider public gathered at the open day held 11/12<sup>th</sup> June 2021 is outlined here:

- “So glad that the church and pub are getting the attention and care they deserve. Really exciting place that places the community at the heart of the plans.”
- “Good for the town, good for the building. Excellent project. Bring it on!”

- “Lovely to see the pub put back to good use. Serving the community in conjunction with the church, complementing each other. Money well spent conserving the heritage of the town.”
- “A great project to revive the significant history of Northampton.”

## **2.8 - Consultation**

The development of the Town Investment Plan was guided by community and stakeholder consultation. The TIP builds on the initial consultation work undertaken to inform the development of the Town Centre Masterplan which seeks to address many of the challenges outlined in the TIP. The consultation exercise for the Masterplan informed the early development of the project longlist.

### ***Online Consultation***

Online consultations on the potential TIP proposals were held in September 2020 to determine the community’s priorities for investment, gain feedback and opinions on a range of proposed investment areas and determine the challenges / opportunities for the town.

Approximately 434 individuals replied to the questionnaire creating a total of 1,495 pieces of project level feedback. The responses were evenly split between males and females. 18% of respondents were aged under 35 and 15% were over-65.

Overall, the majority of responses were positive about how beneficial the projects would be to improve the town centre. The main challenges highlighted were a lack of quality goods offered in the town centre, poor appearance of the town centre and competition with other areas. The main opportunities were bringing disused buildings / public space back into use and improving the public realm. The initial survey was followed by more detailed questioning of a web community across three days.

This builds on over two years of consultation completed on the ground and through all media channels. The online consultation completed for the Town Centre Masterplan in 2019 informed the development of the longlist of projects developed for this tip.

Key local priorities identified at that stage include the restoration and upkeep of historic buildings, improving the quality of retail, the quality of public realm and greenspace in enhancing the town centre, pedestrianization in the town centre, and the potential to accommodate new homes.

### ***Consultation Workshops***

A series of consultation workshops were completed in October 2020 focusing on urban regeneration; deprivation and inequality; and business, enterprise and skills. Approximately 150 stakeholders were approached to take part in the workshops. Workshops were attended by key stakeholders in Northampton including local businesses, social enterprises (Northampton Social Enterprise Town), Community Town Safety Teams, Northampton Digital, Northampton Arts and University of Northampton.

Engagement with private sector bodies aided understanding of growth barriers and helped to ensure the plan remains responsive in uncertain times.

Engagement with public sector and community organisations highlighted how social enterprises can be incorporated into projects.

The consultations produced a number of themes for the Town Investment Plan including reenergising cultural and historic assets, diversifying the housing offer to match the needs of the community, make the town centre feel safer and upgrade / improve management of key public spaces.

There has been public open days in the Church to gauge the public's views on the project, a summary of this can be found in Appendix 4.

### ***Stakeholder Engagement Plan***

A Stakeholder Engagement Plan has been developed to accompany Northampton's Town Investment Plan. This document sets out our commitment to develop ongoing relationships with key stakeholders to ensure implementation of the Town Investment Plan remains responsive to the overarching needs of the town.

The Stakeholder Engagement Plan can be found in Appendix 5.

## **3 - ECONOMIC CASE**

### **3.1 – Summary**

This section sets out the economic case to the St Peters and Old Black Lion Project; and outlines the impact of the proposed investment and the benefits that will arise through delivery. The Old Black Lion is one of Northampton's oldest public houses, it has also laid empty for the past 3 years. The building has been a target for anti-social behavior and criminal activity. The Old Black Lion neighbors St Peter's Church which is one of the country's finest examples of a Norman Church. Investment through the Towns Fund will help establish a new heritage gateway into the Town Centre focusing on the Old Black Lion and St Peter's Church. The project seeks to establish the Old Black Lion as a high-quality public house which amplifies the building's heritage, including accommodation, meeting rooms and community space. The proposal is seeking £315,000 of Towns Fund support.

### **3.2 – Introduction**

The project is seeking total investment of £2,662,417 with £315,000 sought from the Towns Fund to enable the regeneration of the Old Black Lion and its surroundings including St Peter's Church. The project will be delivered by the Churches Conservation Trust. The Old Black Lion public house is thought to date back to the early 1700s.

The Grade 2 Old Black Lion pub has been unused for 3 years and faces further dilapidation if not addressed. The pub has attracted criminal and antisocial behaviour – latterly being used as a cannabis farm. Significantly, this negative impact has also affected the neighbouring Grade 1 listed St Peters church – considered one of the finest Norman buildings in the country – which, despite its potential to attract a range of visitors and events, has been vandalised and is frequently closed.

The project will be return the Old Black Lion into economic use as a public house, in addition the building will form the basis of a wider regenerative vision for the local area and will provide a focal point for much-needed community activity. Provide an anchor point for the new "Heritage Gateway" area of the town which will link through to, and support, the Northampton Cultural Quarter. This area is an important gateway for people travelling in to Northampton by rail, it is especially important given the increased focus on sustainable transport.

The Trust has confirmed that the project will also serve as a testbed for future multi-faceted sustainable heritage regeneration projects across the country, demonstrating the wider strategic importance beyond Northampton Town Centre.

The Towns Fund investment will provide:

- Safeguard two important heritage assets for future generations.
- Generate income to support additional community and charitable work through the reopening of the Old Black Lion as a public house
- Provide a space for the community to meet and interact
- Provide employment and job opportunities in the local area.
- Reduce crime and anti-social behaviour
- Become a focal point for local pride and improve community wellbeing.
- Interest and attract a wider and more diverse audience to heritage

The increase in facilities and size will mean that the Old Black Lion can play a new role for the Town Centre community. Investment will enable a diversification of the offer with a greater focus on the heritage aspects which will help attract and accommodate greater visitor numbers which in turn will generate an increased income. This will enable the facility to be a more viable venue for local events. The investment will help the Trust develop its ability to provide increased numbers of educational visits.

### **3.3 – Approach to the Economic Case**

The Economic Case has been developed using the latest guidance set out in the Green Book and using advice set out in Towns Fund documents. The economic model used to generate outcomes and outputs are based on recognised national benchmarks. These include:

In developing the project, a number of assumptions and forecasts. Individual components of deadweight, displacement, leakage, and multiplier effects have been reviewed to revisit assumptions about additionality. These have then been taken into the revised CBA calculations and Business Case. These sensitivities have been identified below.

**Time period considered:** The Green Book States “Costs and benefits should be calculated over the lifetime of the intervention or asset. For many interventions, a time horizon of 2 year construction plus 5 years of operation (7 years in total).

**Timing of spend:** For all scenarios a planned timing of spend was used, relying on the assumption of the project being supported in 2021. A contractor will be appointed and the capital build phase commencing in May 2022. The capital phase will conclude by June 2023 and the Old Black Lion be open for trading.

**Discounted rate:** a standard **discount rate** of 3.5% per annum has been applied in calculating future benefits arising from the investment.

**Deadweight:** Concerns the degree to which the effects which produce additional economic activity lead to consequent reductions in activity elsewhere in the economy that would not have occurred if the intervention had not been made. As the Old Black Lion is currently unoccupied, the Church Commissioners Trust have reviewed the costs involved with re-opening the building commercially, at present costs are considered to be beyond the immediate partnership’s ability, hence the need for Towns Fund support. Calculations for the Preferred case have estimated deadweight loss of 10%. The Old Black Lion holds a prominent location, but the surrounding area currently has low footfall. The pub will have to re-establish its market with a new operator.

**Displacement:** the HM Treasury Green Book states that displacement arises when the benefits of an intervention in terms of increased output or employment are offset by a reduction in output or employment elsewhere. The establishment of the Old Black Lion as a commercial operation will bring displacement impacts through labour, goods and services. The scale of the Old Black Lion’s operation is likely to have a minimal impact on displacement with limited employment and service costs accruing to the project. The Old Black Lion may be able to bring a unique offering to Northampton Town Centre with a range of community activity and events. However within the modelling we have assumed that this will be a difficult position to achieve in the local market. Therefore, the economic case has therefore assumed displacement at 25%.

**Inflation and Indexation risk:** 2% has been added to costs to recognise the Bank of England’s forecast on conditions during the deliver phase through to Quarter 2, 2023.

**Leakage:** Leakage measures the number or proportion of outputs (occurring under the reference case and the intervention options) that benefit those outside of the intervention's target area. This could have positive and negative effects on other areas;

The project forecasts that there is a limited chance of leakage due to the focus of the Old Black Lion's operations and potential customers and their purchasing options outside of the immediate Town Centre area. The economic modelling has applied a leakage rate of 10% within the economic impact modelling.

**Substitution:** In line with standard approaches to substitution, benchmarks suggest this is a negligible issue for this type of development.

**Multiplier Effect:** Measures economic impact (jobs, expenditure or income) of an intervention is multiplied because of knock-on effects within the local economy.

- Reference Case: As far as the reference case is concerned, the multiplier effect has been set to zero;
- Preferred Case (Option 3: the redevelopment of the Old Black Lion into mixed heritage, commercial and community space). The Multiplier Effect has been forecast to take effect once investment has been made, which in turn will encourage new private sector investment into the Town Centre. Improvements delivered through the Preferred Option will be a further signal of investment in Northampton Town Centre and that partners are proactive in delivering change.

These factors have now been applied to the various options under consideration and the CBAs been updated accordingly. The scheme will also help safeguard jobs within current operators in the Town Centre, these will be addressed appropriately.

**Optimism bias:** the Green Book guidance has been used to identify a suitable level of optimism bias. The Green Book states that standard building projects are those which involve the construction of buildings not requiring special design considerations i.e. most accommodation projects e.g. offices, living accommodation, general hospitals, prisons, and airport terminal buildings.

Optimism bias has therefore been calculated at the standard rate of 24%. This has subsequently been applied to the model.

### **3.4 - Options Appraised:**

The Churches Conservation Trust has identified three options in relation to the project. These are Do Nothing, Do Minimum – converting the Old Black Lion into Office accommodation and regeneration of Old Black Lion into a mixed heritage, commercial and community space. These have been considered by stakeholders and the outcomes are presented below.

**i) Longlist of options appraised**

A range of potential solutions to the opportunities and challenges in the Strategic Case were identified during the option generation process. Initial options included a variety of elements that will address the current decline of the fabric of the Old Black Lion. As the project has been in development for some considerable time, there have been many iterations of the budget and programme costs, as well as multiple funders that have contributed over the lifespan of the project.

Scheme Name	Description
<b>Option 1 - Do Nothing</b>	The Old Black Lion would remain unused and at risk of further dilapidation and vandalism.
<b>Option 2 – Convert the Old Black Lion into office accommodation</b>	The Do Minimum scenario would be based on converting the existing building into offices. This would bring forward 520m <sup>2</sup> of new space.
<b>Option 3 – Regeneration of the Old Black Lion into a mixed heritage, community, and commercial space</b>	The main option considered has focused on the potential to realise a long-term ambition of re-establishing the Public House as a high quality venue that also provides community space and secures the Old Black Lion and St Peter’s Church’s role as a Heritage Gateway into Northampton Town Centre.

## ii) Options shortlisting

To develop a short list of potential options to appraise, a sifting process was undertaken following consultation with stakeholders. A simple matrix has been used to summarise and present evidence on options in a clear and consistent format. This matrix utilises a 4-point red/amber/green (RAG) scoring system for each of the assessment areas, which facilitates the early assessment and comparison of scheme options. A scoring range was developed to establish the influence and effect each option would have on key core issues, which included Strategic Fit, Benefits optimisation, Achievability and Affordability. Using these criteria, the various options and resulting scores are illustrated below in the below table.

Option	Strategic fit	Benefits Optimisation	Potential achievability	Potential Affordability	Impact on Old Black Lion
<b>Option 1</b> - Do Nothing	0	0	0	5.0	This option does not address the issues facing the empty Old Black Lion
<b>Option 2</b> – Convert the Old Black Lion into office accommodation	3.0	3.0	3.0	5.0	This option would see increase the number of new jobs in the Town Centre, but would also being achieved and sub-optimal improvements to the build fabric
<b>Option 3</b> – Regeneration of the Old Black Lion into a mixed heritage, community and commercial space	5.0	5.0	5.0	5.0	This option will ensure that the building will be brought back into community and commercial use and serve as a Heritage Gateway

### **iii) Options appraisal – short list**

The purpose of the business case is to establish an intervention option that supports the reestablishment of the Old Black Lion as a functional building. The building has historic value, being adjacent to St Peter's Church adds to the heritage of the immediate vicinity. Local partners have progressed discussion on the options and have agreed that the final preferred option should assist the Trust to make improvements that will address heritage, community and commercial objectives.

#### ***The Reference Case is Option 1: Do nothing.***

Without support from the Towns Fund the Old Black Lion the project would not proceed leaving the building standing empty and becoming increasingly derelict. The Churches Conservation Trust have the ambition but have had to secure funds from a range of sources to ensure work can take place.

#### **Option 2: Convert the Old Black Lion into office accommodation**

This option would involve the redevelopment of the Old Black Lion into office accommodation.

The option would provide over 500m<sup>2</sup> to Northampton's office market. The pandemic has however impacted the use of offices making this option less desirable. Importantly this option would not deliver the key objectives of enhancing the location's heritage appeal and use of the Old Black Lion as a Heritage gateway for community activity.

Option 2 is deliverable and affordable. However, it would not achieve the objectives which local stakeholders have developed for the site.

#### **Option 3: Regeneration of the Old Black Lion into a mixed heritage, community and commercial space**

This option focuses on addressing the current dilapidated building which has attracted criminal activity. Regeneration will realise the full potential of the Old Black Lion pub, as a profitable and sustainable business, which will benefit the wider community and conserve two crucial heritage assets, including the Grade 1 listed St Peters church – one of the finest Norman buildings in the country – which, despite its potential to attract a range of visitors and events, has been vandalised and is frequently closed. The project fulfils a number of different objectives against the policies and broader strategies of the stakeholders. The project has secured funds from the National Heritage Lottery Fund to support the development of commercial aspects of the project. The Churches Conservation Trust purpose is to conserve and safeguard historic religious buildings – the regeneration of the Old Black Lion will ensure that the building is looked after for future generations.

#### **iv. The Preferred Case**

Following Options evaluation workshops, local partners and stakeholders quickly discounted Options 1 and 2, due to the limited impact it would have on the Old Black Lion. Option 1 our reference case was quickly dismissed as 'doing nothing' is recognised as not going to address arrest the issues facing the fabric of the building, not address the criminal activity that is facilitated by the building being closed and also miss the opportunity to improve the commercial performance.

Option 2 was also dismissed, as based on experience it would not create address the potential opportunities to establish a commercial operation offering a visible heritage gateway into Northampton Town Centre for arrivals by rail. The option to develop office accommodation is also considered inappropriate due to the change in market conditions since the pandemic. The potential for financial viability via this option is more marginal due to prevailing conditions. The option also does not help realise the heritage benefits connected to the delivery of option 3.

Option 3 enables the Churches Conservation Trust to address all of the issues and opportunities that have been scoped out in the Strategic Case. Option 3 will deliver a range of improvements which will bring the Old Black Lion back into commercial use and provide both heritage and community benefits. This would enable the Old Black Lion to make a positive contribution to the operation of Northampton Town Centre, rather than it being a derelict, undervalued area. Delivery would take place in 2022 with the launch of the new facility in June 2023.

#### **Unintended consequences**

The project has been appraised for any beneficial or adverse collateral effects and unintended consequences. Our analysis revealed that the project will not have any negative effect on individual groups within Northampton, indeed investment will make the Old Black Lion more accessible to all of Town's communities.

### **3.5 – Appraisal Modelling Assumptions**

The following assumptions have been made in our modelling;

## **Benefits Criteria:**

The benefits criteria were developed using a range of criteria, the core benefits were calculated using accepted national benchmarks, triangulated wherever possible with secondary data, to provide additional robustness.

- **GVA benefits:** GVA benefits have been modelled over a 7-year period.
- **Fiscal costs:** The fiscal benefits from the project have been calculated using ONS database covering Local Authority GVA per job filled. The modelling uses 2019 data for West Northamptonshire which is £52,279 per job. Within the model deductions for Income Tax (20%) and National Insurance (6%) have been made to avoid potential double counting. This has been used to offset the public costs to give a net fiscal cost/benefit over a 7-year period.
- **Build Costs:** The costs include an allowance for demolition, preliminaries and contingencies. Construction costs for the preferred Option stand at £1,906,008
- **Purchaser's Costs:** No Purchaser's cost have been included within the project.
- **Contingency costs:** a contingency of £314,095 has been identified.
- **Professional Fees:** professional fees of £275,228 have been allocated to delivering the project.
- **Equipment and Materials:** costs for the project are £11,000.
- **Return on Capital Employed:** the model uses a GVA per job. ONS data has been used, with 2019 data for West Northamptonshire being utilised. The data reveals a GVA per job of £52,279.
- **Indirect Jobs created and safeguarded:** Indirect jobs have not been included in the model.
- **Monetised benefits:** all benefits have been monetised and that there are no additional benefits included within the economic appraisal.

- **Disbenefits:** there are no disbenefits foreseen as a result of investing in the project. The project focuses on improving the performance of the Old Black Lion which is a heritage asset within Northampton Town Centre and a key part of its heritage offer alongside the neighbouring St Peter's Church. Both buildings are an important gateway and focal point on the route into the Town Centre from Northampton Station.
- **Equality impact:** the project and the overall approach of the project is to serve the wider community irrespective of age, disability or ethnicity. Therefore the project will not be favouring or negatively impacting one community over all others.
- **Profit:** No developers profit has been assumed.

### 3.6 – Economic Appraisal Report

In preparing the Economic Appraisal a Cost Benefits Analysis of Option 3 has been developed and are broken down into the individual project elements which form the wide project.

#### 4.1 Preferred Option – benefits

##### i) Employment impact

Delivery of Option 2, the Preferred case will generate benefits of £1,463,812 in additional GVA, and support 35 jobs within the Old Black Lion over a 7-year period from as set out below.

Employment Benefits	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Office Jobs	0	0	0	0	0	0	0	0	0	0	0
Retail Jobs	0	0	7	7	7	7	0	0	0	0	28
Construction Jobs	0	0	0	0	0	0	0	0	0	0	0
Total Jobs	0	0	7	7	7	7	0	0	0	0	28
GVA Per Job	£52,279.00	£52,279.00	£ 52,279.00	£ 52,279.00	£ 52,279.00	£ 52,279.00	£52,279.00	£52,279.00	£52,279.00	£52,279.00	
Direct GVA Generated	0	0	£ 365,953.00	£365,953.00	£365,953.00	£365,953.00	0	0	0	0	£ 1,463,812.00
Supply Chain (assumed within GVA per job)	0	0	0	0	0	0	0	0	0	0	0
Induced (spend)	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gross GVA</b>	<b>0</b>	<b>0</b>	<b>£ 365,953.00</b>	<b>£365,953.00</b>	<b>£365,953.00</b>	<b>£365,953.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>£ 1,463,812.00</b>

Fiscal Benefits	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
No. Jobs	0	0	7	7	7	7	0	0	0	0	28
Average salary per job (2019 inflated to 2021)	£52,279.00	£52,279.00	£ 52,279.00	£ 52,279.00	£ 52,279.00	£ 52,279.00	£52,279.00	£52,279.00	£52,279.00	£52,279.00	
PAYE tax uplift	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	£ 7,956.00	
NI tax uplift	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	£ 2,614.00	
Total payroll tax uplift	0	0	£ 73,988.00	£ 73,988.00	£ 73,988.00	£ 73,988.00	0	0	0	0	£ 295,952.00

### 3.7 – Summary of Impact Appraisal – Key Findings

The attached Economic Benefits show the detailed assessment of the Preferred option. Our forecasts indicate that the preferred option would deliver up to £1,463,812 of additional impact by 208 (after Deadweight, Displacement, Leakage, Substitution and Multiplier Effects) as Old Black Lion benefits from investment. Thereby delivering Net Present benefits of £1,463,812 and a Public Value for Money BCR of 2.25:1.

If the project did not proceed, the Churches Conservation Trust would not be able to deliver significant improvement to the fabric and protect the heritage associated with the Old Black Lion and St Peter’s Church. Investment through the Towns Fund will provide an opportunity to create additional services, which would establish a strong, visible heritage gateway into Northampton Town Centre from the West. The fund provides the opportunity to create an environment that can break the current cycle of decline which the Old Black Lion has experienced since becoming empty in 2014. Investment through the Preferred Option will provide help create a new heritage attraction and community space which enhance the vibrancy of the Town Centre.

### 3.8 – Analysis of Monetised Costs and Benefits (AMCB)

Total Net Benefits	Preferred Option (NPV, 2021-22 Prices)
<b>Benefits for the BCR</b>	
Land Value Uplift	£m
Wider LVU	£m
Amenity Value	£m
Air Quality	£m
Transport Benefits	£m
Other Applicable Benefits	£1,463,812
Total Benefits for the BCR	£1,463,812
<b>Costs</b>	
Towns Fund	£315,000
Total Cost	£2,682,508
Net Present Benefits	£1,463,812
Net Present Public Costs (Net Present Fiscal Costs – Net Present Fiscal Benefits)	£678,545

NPPV (Net Present Benefits – Net Present Fiscal Costs)	£1,915,165
<b>BCR</b>	<b>2.25</b>

## **4 – FINANCIAL CASE**

The Financial Case assesses the affordability of the investment, identifying cost, revenue, and funding sources, with the level of detail should be proportionate to the size of the project.

### **4.1 – Introduction**

This sets out the financial case and background to the St Peters and Old Black Lion Project; and outlines the project costs, revenue and funding sources in more detail as well as considering any financial risks in more depth and mitigating actions. It is important to highlight that there are many benefits outside of the standard financial cost/benefit calculation that should be considered as part of the project and included when reviewing the numbers in isolation.

### **4.2 – Approach to the Financial Case**

As the project has been in development for some considerable time, there have been many iterations of the budget and programme costs, as well as multiple funders that have contributed over the lifespan of the project. Given the scale and aims of the project – that it encompasses several core areas and outcomes – namely heritage conservation, community benefit, regeneration, and income generation, the CCT's experience at delivering regeneration projects meant that a range of different funding sources were decided on, but with one core anchor funder in the National Heritage Lottery Fund. The CCT were successful in being awarded a £1.8million NHLF enterprise grant in 2016, which now underpins the whole project. It is important to note that this is an enterprise grant, so the core focus of the project is not just conservation, but also to create a viable and sustainable business that benefits the community and the wider charity.

Inflation has been woven into cost projections.

### **4.3 - Costs**

#### ***Capital Costs***

The project has been fully costed off the back of fully comprehensive architect designs which have also had input and oversight from commercial consultants, and planning and listed building consent

is now being sought at RIBA Stage 4. Whilst there is confidence in the broad cost scope of the project, a new Quantity Surveyor has now been appointed with a view to undertaking a more specific detailed cost revision and cost engineering exercise to drive down overall initial estimates.

- **Current total forecast project cost = £2,682,508**

<b>Cost</b>	<b>Projected Amount</b>
Repair & New Build	£1,906,008
Professional Fees	£275,228
Activity Costs	£87,984
Other (Evaluation, Contingency etc)	£413,228
<b>Total</b>	<b>£2,682,508</b>

#### 4.4 – Funding and Revenues

Current project funding sources have been identified from a number of different areas, outlined below.

<b>Source</b>	<b>Value</b>	<b>Status</b>
National Heritage Lottery Fund	£1,841,800	Secured
Public Sector Co-Funding	£350,000	Secured
CCT Contributions (cash and non-cash based)	£85,617	Secured
Towns Fund	£315,000	To Be Secured
Operator Investment	£70,000	To Be Secured
<b>Total</b>	<b>£2,662,417</b>	

The costs and funding do not match exactly, as the numbers are taken from “live” planning budgets – these give the most accurate reflection of what the projected delivery numbers are likely to be. Any shortfall will be covered by CCT Contributions or additional fundraising, the risk will not sit on the Council.

#### 4.5 - Affordability Assessment

The tables below in the affordability assessment map out a projected timeline as to when key spending and funding amounts might fall over the period to 2025 given the current programme. They are not designed to correlate exactly with the costs and funding currently allocated.

##### **Costs Profile**

	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>24/25</b>	<b>Total</b>
Facilitating Works	-	£43,775	-	-	£43,775
Building Works	-	-	£1,817,464	-	£1,817,464
Contingency and Inflation	-	-	£314,095	-	£314,095
Professional Fees	-	£235,513	£50,740	£50,740	£336,993
Activity Costs	-	-	-	£45,931	£45,931
Other	-	-	£70,000	£34,250	£104,250

##### **Funding Profile**

	<b>20/21</b>	<b>21/22</b>	<b>22/23</b>	<b>24/25</b>	<b>Total</b>
Towns Fund	-	-	£315,000	-	£315,000
NLHF	-	£129,228	£1,632,331	£80,181	£1,841,800
Section 106	-	£150,000	-	-	£150,000
WNDC	-	-	£200,000	-	£200,000
Other(CCT/Operator)			£112,808	£42,809	£155,617

##### **Sensitivity Assessment:**

In developing the project, there are a number of assumptions and forecasts. Individual components of deadweight, displacement, leakage and multiplier effects have been reviewed to revisit assumptions about additionality. These have then been taken into the revised CBA calculations and Business Case. These sensitivities have been identified below.

**Time period considered:** The Green Book States “Costs and benefits should be calculated over the lifetime of the intervention or asset. For many interventions, a time horizon of 2 year construction plus 5 years of operation (7 years in total).

**Timing of spend:** For all scenarios a planned timing of spend was used, relying on the assumption of the project being supported in 2021. A contractor will be appointed and the capital build phase commencing in May 2022. The capital phase will conclude by June 2023 and the Old Black Lion be open for trading.

**Discounted rate:** a standard **discount rate** of 3.5% per annum has been applied in calculating future benefits arising from the investment.

**Deadweight:** Concerns the degree to which the effects which produce additional economic activity lead to consequent reductions in activity elsewhere in the economy that would not have occurred if the intervention had not been made. As the Old Black Lion is currently unoccupied, the Church Commissioners Trust have reviewed the costs involved with re-opening the building commercially, at present costs are considered to be beyond the immediate partnership’s ability, hence the need for Towns Fund support. Calculations for the Preferred case have estimated deadweight loss of 10%. The Old Black Lion holds a prominent location, but the surrounding area currently has low footfall. The pub will have to re-establish its market with a new operator.

**Displacement:** the HM Treasury Green Book states that displacement arises when the benefits of an intervention in terms of increased output or employment are offset by a reduction in output or employment elsewhere. The establishment of the Old Black Lion as a commercial operation will bring displacement impacts through labour, goods and services. The scale of the Old Black Lion’s operation is likely to have a minimal impact on displacement with limited employment and service costs accruing to the project. The Old Black Lion may be able to bring a unique offering to Northampton Town Centre with a range of community activity and events. However within the modelling we have assumed that this will be a difficult position to achieve in the local market. Therefore, the economic case has therefore assumed displacement at 25%.

**Inflation and Indexation risk:** 2% has been added to costs to recognise the Bank of England’s forecast on conditions during the deliver phase through to Quarter 2, 2023.

**Leakage:** Leakage measures the number or proportion of outputs (occurring under the reference case and the intervention options) that benefit those outside of the intervention's target area. This could have positive and negative effects on other areas;

The project forecasts that there is a limited chance of leakage due to the focus of the Old Black Lion's operations and potential customers and their purchasing options outside of the immediate Town Centre area. The economic modelling has applied a leakage rate of 10% within the economic impact modelling.

**Substitution:** In line with standard approaches to substitution, benchmarks suggest this is a negligible issue for this type of development.

**Multiplier Effect:** Measures economic impact (jobs, expenditure or income) of an intervention is multiplied because of knock-on effects within the local economy.

- Reference Case: As far as the reference case is concerned, the multiplier effect has been set to zero;
- Preferred Case (Option 3: the redevelopment of the Old Black Lion into mixed heritage, commercial and community space). The Multiplier Effect has been forecast to take effect once investment has been made, which in turn will encourage new private sector investment into the Town Centre. Improvements delivered through the Preferred Option will be a further signal of investment in Northampton Town Centre and that partners are proactive in delivering change.

These factors have now been applied to the various options under consideration and the CBAs been updated accordingly. The scheme will also help safeguard jobs within current operators in the Town Centre, these will be addressed appropriately.

**Optimism bias:** the Green Book guidance has been used to identify a suitable level of optimism bias. The Green Book states that standard building projects are those which involve the construction of buildings not requiring special design considerations i.e. most accommodation projects e.g. offices, living accommodation, general hospitals, prisons, and airport terminal buildings.

Optimism bias has therefore been calculated at the standard rate of 24%. This has subsequently been applied to the model.

## ***Financial Risks***

Risk has been factored into the project on several different levels – the main risk to the capital phase at the moment is a potential overspend, as well as an element of variance around the conservation needs of the building which we are addressing with the newly appointed Quantity Surveyor and external commercial consultants.

Further risk modelling is outlined in the appended Risk Register.

Key risks can be identified as follows:

Capital:

- Funding falls through – lack of clarity on outcomes and withdrawal of support from funders.
- Budget overspend – materials costs increase dramatically due to impact of Brexit and COVID-19.

Operational:

- Revenue projections fall short. Operator pulls out.
- Business Plan is undeliverable.
- COVID-19 impacts visitor numbers and therefore revenue projections.

All of the above have been mitigated against as much as is possible in the circumstances – mainly by ensuring there is as much information as possible and that a flexible approach to delivery can be adopted.

### **4.5 - Wider Financial Implications**

There are further considerations that need to be made to understand the wider impact of COVID19 on the project – the current analysis suggests that the effect may be limited to the capital phase around availability and pricing of contractors; however, given uncertainty and the unforeseen 'Black Swan' element of the pandemic, further waves or long term restrictions may mean delays or impact to the operational phase – these have been factored in to operational modelling as much as is feasible.

Monthly cashflow projections and budgets to be delivered once the project reaches capital phase, in line with both NHLF and CCT central policies to ensure cost projections are managed and that draw down from grants ensures project liquidity. Annual accounting and auditing procedures to be adhered to also in line with Churches Conservation Trust policies, and with input from the CCT auditors, Mazars.

Subsidy Control Comments can be found in Appendix 7.

## **5 – COMMERCIAL CASE**

### **5.1 – Introduction**

The commercial outcome for the Old Black Lion underpins the entire project; alongside the wider social aims and impact, it is paramount that a sustainable commercial business is created through the site. As outlined elsewhere, NHLF funding comes in the form of an Enterprise grant, so, as well as the non-commercial objectives, the focus should also be to ensure a positive commercial outcome as well. Delivery of this will prove to be a test-bed for future heritage projects, as well as creating a model that can be replicated elsewhere with a view to further safeguarding heritage and community assets.

### **5.2 – Commercial Deliverability**

The commercial strategy for the operational phase of the project has been simplified significantly after recent analysis and review. In essence, the current proposed operating model is a straightforward 'landlord/tenant' one, with a pub operator being engaged as a project partner to deliver the business plan and operate the pub once the capital phase is complete. Given the nature of the project, a local operator will be selected for this. Whilst the deliverables and expectations will be a little different, and slightly broader, than standard commercially focused operations, the project is fortunate to have many positives that make it attractive for potential operators – not least strong local partnerships already in place, funding, and a readymade audience. Evidence of prior trading from the site is also helpful in supporting revenue assumptions and justifying future income projections.

Insight and analysis has also been sought from 3 separate external hospitality sector consultants who have given a range of projected operational outcomes – these range from a general 'break even' worst case scenario, to an expected operational turnover of c. £600,000 net per annum. Again, the consultants were of the opinion that the project was viable, especially given the support and input from the range of existing stakeholders.

Additionally, the risk profile has been revised downwards with the updating of the project operating model – although there is clearly some risk in the operational phase – not least due to the impact of COVID19 on the hospitality sector, the simplification of the operational framework has reduced some of the 'unknowns' and passed much of the operational phase risk on to the pub operator, who will better understand the variables involved, as well as how to approach and mitigate risk in the sector.

Local analysis has also been undertaken to better understand the operational options – local competitors, pricing, business offering etc, but much of this will be predicated on how the chosen operator decides to set this out. As the project develops local insight will continued to be sought to ensure consistency with project purposes, as well as delivery of an asset that works to a variety of community needs.

Professional advice has been sought on the operational risks, from pub operator consultants and agents. All the feedback to date has been that the business and project is viable.

Detailed examination of the resilience of the project considering the COVID-19 restrictions on the hospitality sector has also been undertaken. In so far as it is possible to mitigate these, the project has done so. The site has a large quantity of outdoor space (65 covers) representing a further 50% of the total number of indoor covers (124) which would enable it to weather any further social distancing restrictions.

### **5.3 – Procurement Strategy**

The procurement strategy will differ slightly to other heritage/conservation projects – whilst quality and standard of materials is always important, it is equally important that the project delivers value for money, and that cost/benefit discussions are incorporated into the design and planning phase. To this end, external consultants have been engaged to help advise on how to best cost out the project in a realistic and effective way, and this approach will ensure that the budget is adhered to. Strategy will also have to take into account long-term inflationary issues in the construction sector, both in materials as well as labour. Additionally local contractors and consultants will be engaged where possible to ensure the project supports the regional economy.

Procurement timescales for the project follow the existing project delivery timeframe, with contractors being sought to commence build in June 2022; and a suitable operating partner will be engaged from March 2022.

As well as the involvement of local contractors for the capital phase, apprenticeships and support for crafts skills have also been woven into the project plan. The project itself, as well as creating employment opportunities directly, through both capital and operational phases, will also have wider ranging positive implications for local suppliers as further development opportunities arise through the regeneration of the area. Social value will be woven into the procurement process both through the more tangible incorporation of new job roles, apprenticeships and training created through the build phase, as well as sourcing goods and services locally, but also through the regeneration of an asset that itself has social value. Community outreach and social work will continue through the operational phase – with community groups being sought for partnership to help deliver project activity.

## 5.4 – Wider Considerations

Further considerations around the commercial approach to the project might be:

- Ongoing project partnership arrangements – eg between WNC and the CCT – how these are structured and managed commercially over time. Asset ownership is primarily in the hands of WNC, with an option to purchase being included in the lease at the end of the project term.
- Incorporation of flexible use of the building into the design and delivery plans so that project pivots can be made according to both community feedback and response to other external variables.
- Ongoing support and use of a sector consultant as a “critical friend” to ensure commercial aims are delivered, and that the operator is given the best chance of success.

## **6 – MANAGEMENT CASE**

### **6.1 - Introduction**

The Management Case assesses the deliverability of the investment, identifying timescales and project responsibilities, building on the delivery plan outlined in the TIP for the St Peters and Old Black Lion scheme and proportionate to the size of the project. It also identifies the key stakeholders and include a strategy and plan laying out a programme of stakeholder engagement activities that will help deliver the project.

The CCT approach involves drawing together a full professional team of architects, conservation architects, structural engineers, mechanical engineers, quantity surveyors, ecologists, and archaeologists. These consultants are managed by a project manager based at the CTT, alongside the conservation projects manager and project director; they report to a project board, the senior management team of the CTT, and the board of trustees. In addition, this project is scrutinized by the CTT's Finance & Audit Committee and the Board of CCTEL (the Trust's trading subsidiary).

In addition, the project is closely monitored by the other funding partners, the National Lottery Heritage Fund. This governance structure ensures proper management of scope, cost, programme, and risk; the professional team ensures full compliance with regulations and duties.

West Northamptonshire Council monitors the project via a project manager and programme manager.

### **6.2 – Project Organisation and Governance**

The project management of the project will be undertaken by the Churches Conservation Trust and their appointed consultant team. The team have a demonstrable track record of delivering capital projects of a similar value.

The project team is made up of trustees, architects, quantity surveyors, structural engineers, mechanical and electrical engineers and construction contractors.

The table below shows the key participants, roles, accountability, and responsibilities of each of the participants to date through to completion of the project.

<b>Role</b>	<b>Project Director (Client)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Oversee project programme, budget and quality</li> <li>• Represent project at strategic level within client organisation</li> <li>• Oversee JCT contracts</li> </ul>
<b>Organisation</b>	Churches Conservation Trust

<b>Role</b>	<b>Project Manager (Client)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Overall project lead, responsible for programme and budget</li> <li>• Manage project team</li> <li>• Manage budget and cash flow</li> <li>• Manage grant reporting and claims process</li> <li>• Manage change control procedure, risk register, quality assurance</li> <li>• Manage insurances</li> <li>• Report to CCT's Finance and Audit Committee, Conservation Committee, Regional Management Team, Senior Management Team and Board of Trustees as required.</li> </ul>
<b>Organisation</b>	<ul style="list-style-type: none"> <li>• Churches Conservation Trust</li> </ul>

<b>Role</b>	<b>Conservation Project Manager (Client)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Advise on technical issues arising from construction programme</li> <li>• Review and sign off construction design management</li> <li>• Manage quality control alongside Project Manager</li> </ul>
<b>Organisation</b>	Churches Conservation Trust

<b>Role</b>	<b>Architect</b>
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Prepare design specification RIBA Stage 3 - 5</li> <li>• Work with the wider technical team (Quantity Surveyor, Mechanical &amp; Electrical Engineer, Structural Engineer, Archaeologist and other consultants) to deliver the contract to RIBA Stage 7</li> <li>• Attend technical and project meetings with the wider team</li> <li>• Deal with pre commencement planning conditions and building control approval</li> <li>• Ensuring compliance with the HSE and CDM 2015</li> </ul>
<b>Organisation</b>	OMI Architects

<b>Role</b>	<b>Contract Administrator</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Issue Contract Instructions to the Principal Contractor</li> <li>• Prepare construction progress reports</li> <li>• Co-ordinate and instruct site inspections</li> <li>• Chair site meetings</li> <li>• Agree commissioning and testing procedures</li> <li>• Agree defect reporting procedures</li> <li>• Issue interim certificates for payment</li> <li>• Issue certificate of making good defects</li> <li>• Issue final certificate</li> </ul>
<b>Organisation</b>	OMI Architects

<b>Role</b>	<b>Quantity Surveyor</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Prepare RIBA 3-5 cost plan</li> <li>• Produce monthly cost report</li> <li>• Co-ordinate tendering of main contractor and make recommendations on appointments</li> <li>• Advise on cost variations</li> <li>• Prepare and make recommendations for interim payments and release of retention</li> </ul>
<b>Organisation</b>	PMP Consultants

<b>Role</b>	<b>Mechanical and Electrical Consultants</b>
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<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Produce technical specifications and advise for RIBA Stages 4-7</li> <li>• Attend client, design, project, site meetings as required</li> <li>• Contribute to the preparation and refinement of tender documentation</li> <li>• Attend pre and post-tender interviews</li> </ul>
<b>Organisation</b>	ESDP

<b>Role</b>	<b>Structural Engineer</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Producing technical specifications and advise for RIBA Stages 4-7</li> <li>• Attend client, design, project, site and other meetings as required</li> </ul>
<b>Organisation</b>	DP2

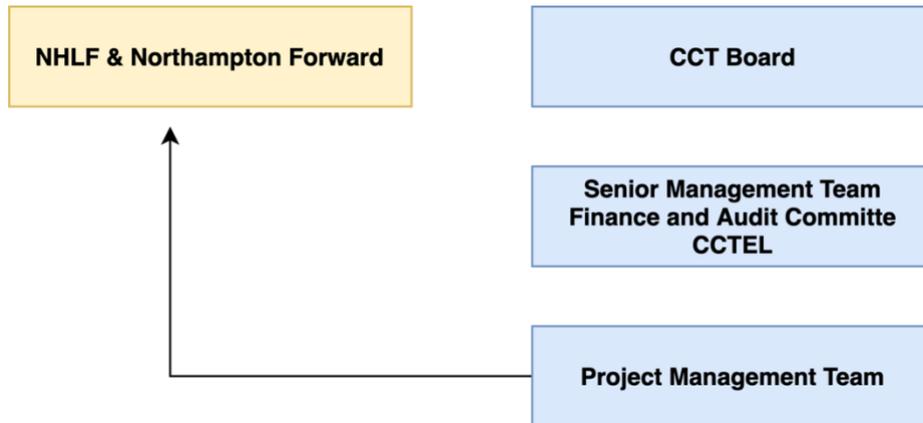
<b>Role</b>	<b>Principal Building Contractor</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Plan, manage, monitor and co-ordinate the construction programme</li> <li>• Prepare construction phase plan of the start of site works</li> <li>• Manage site health and safety</li> <li>• Provide adequate welfare facilities</li> </ul>
<b>Organisation</b>	To be appointed

The plans have been drawn by Manchester-based OMI Architects, with conservation architects Crosby Granger.

They have been supported by DP Squared (Structural Engineers), ESDP (mechanical and electrical engineers), Austin Newport Group (quantity surveyors), John Buglass (archaeologist), Jen Deadman (historic building specialist) and Philip Parker Associates (ecologist).

The Old Black Lion will be repaired to the best conservation standards.

### **Governance Structure**



### ***West Northamptonshire Council***

West Northamptonshire Council will oversee the delivery of all Towns Fund projects and manage the programme of activity.

West Northamptonshire Council's projects team has a strong and demonstrable track record in delivering major, transformational projects. The Council has put in place the arrangements for successful delivery of the interventions, including: a robust governance structure, risk and change management plan, and a system for monitoring and evaluating post-delivery benefits. The Northampton Forward Board acts as the Programme Delivery Board and the Town Deal Board for West Northants.

Northampton Forward is an informal partnership with the primary role of coordinating and driving forwards the integrated regeneration and growth within Northampton, including Northampton Town Centre. It acts as the Town Deal Board for Northampton and shall be responsible for establishing a strategy and delivery framework for the future development to achieve this vision. The delivery of the regeneration framework shall be carried out by Northampton Forward's core partners – West Northamptonshire Council, South East Midlands Local Enterprise Partnership, The University of Northampton, Private Sector Representatives, Northamptonshire Police, Northamptonshire Chamber of Commerce, Royal and Derngate, Community Representatives, Northampton Town Centre Business Improvement District and other Partners as and when needed.

The Council will have a dedicated internal team to oversee and monitor the project, this will include:

- Project Sponsor
- Client Project Manager
- Programme Manager

### ***Monitoring and Oversight***

West Northants Council is the Accountable Body for the Towns Funding. As the Accountable Body WNC will be responsible for discharging all obligations with MHCLG. WNC will be responsible for overseeing the financial management and accountability monitoring of the project.

Regular monitoring will be undertaken, and the project team will comply with all requests from the Council for information regarding the progress of the project. This will include a project monitoring form which is required quarterly. The monitoring form will record information on expenditure and the progress being made towards delivery of the outputs as well as risk management and communication plans.

A full evaluation of the project will be carried out once completed to inform lessons learned as well as presenting the output information to Government.

Representatives from the Council and Government will have the right to inspect the project and all information.

All reporting information will be reported into the Council's Capital and Assets Board which monitors all capital projects being undertaken. The Northampton Forward Board will also receive the same updates as the Board responsible for the strategic direction of the regeneration activity in Northampton and the Town Deal Board.

### **National Lottery Heritage Fund**

The NLHF manages the project management via an independent monitor, in this case Mark Holden of Invigour, regular scrutiny from the Investment Manager (Mark Dykes) and reports to

its own committees and boards. The monitor reports to the NLHF investment manager, with whom the CCT project team meets at regular intervals to report on progress and to enable key milestones (for example 'Permission to Start', on the award of the building contract).

### **6.3 - Assurance**

Within the CCT, the project assurance and approval process is streamlined, with regular project team meetings which report to the Senior Management Team and then receive independent scrutiny from the Finance & Audit Committee, CCT Enterprises Ltd Board of Trustees and CCT Board of Trustees. This is the same process for decision-making.

Project team meetings and SMT meetings take place monthly, and Finance & Audit Committee, CCTEL Board of Trustees and CCT Board of Trustees take place quarterly.

The CCT has an independent monitor, appointed by the National Lottery Heritage Fund, with whom it meets every fortnight. The NLHF also assesses the project on a quarterly basis, with progress reports delivered at funding milestones, for example at each RIBA stage, and before approval of tenders for the building contract.

Matters of design and conservation are also assessed by the independent Conservation Committee. The planning process also examines the suitability of design and conservation, as well as questions of drainage, public amenity, highways, and other public matters and includes full public consultation.

### **6.4 – Scope Management**

The scope of the project is focused on the Old Black Lion pub. The scope does not extend to St Peter's Church, apart from where work is needed to realise the potential of the investment in the pub (remedial works to deal with damp in the eastern wall of the pub and a new path from the pub to the church).

The scope is set out in the NLHF Approved Purposes, which are included in Appendix 8. These have evolved since the grant was agreed, in consultation with the NLHF, but the scope has not expanded beyond the original Approved Purposes and nor should it in the future.

Third parties include the Friends of St Peter's Church, the Central Council of Church Bellringers and the Parochial Church Council of All Saints, Northampton who own the churchyard. These parties have been fully involved in the project as it develops and understand its scope.

## 6.5 – Schedule Management

The project programme sets out the key milestones and the timetable for approvals, shown in Appendix 10.

The programme is as follows:

Date	Milestone
October 2021	Planning Permission and Listed Building Consent Granted
December 2021	Enabling Works Contract
March 2022	Selection of Preferred Operator
June 2022	Tender for Main Contract Completes
June 2022	Lease between WNC and CCT begins
July 2023	Practical Completion / Occupancy

There are no dependencies with other projects.

## 6.6 – Risk and Opportunities Management

The risk register is included in Appendix 2.

The main risks to the programme, with the strategy for mitigation, are:

Risk	Mitigation
Delays in planning process.	Active chasing by PM and architect. Liaison with WNC partners. Full application documentation submitted, to aid validation. Pre-application discussions took place.

Delays in appointing a contractor due to high demand and shortages of workers.	Allowed time in programme. Enabling works contract will give a good indication of any likely delays, which can then be managed.
Delays in management agreement with an operator due to low interest from the market.	Marketing opportunity early. Proactive approach to marketing opportunity. Fleurets engaged as agents.
Costs of capital works exceeding budget.	This will be managed during the tender process. Reduction of scope, value engineering or fundraising (or a combination of all three) could make up shortfalls.

The risk management and change management strategy is to ensure that that most risks are reduced or mitigated before key decisions are taken. This is a requirement of the Churches Conservation Trust governance, in particular of trustees. Milestones for proceeding with the project will minimize risks, for example not signing a building contract until an operator has been selected and a management agreement entered into. Risk is also being managed through the design process, for example early investigations into the building fabric to specify repair details before going to tender. Most risks are being assessed qualitatively as the nature of historic building regeneration projects requires this.

The project presents a significant opportunity to enable two heritage assets in Northampton (St Peter's Church and the Old Black Lion) to work together for the mutual benefit of each building, the community, and the wider Heritage Gateway area. The project also presents an opportunity to generate funds to support building conservation and people's access to heritage in the area, by creating a sustainable source of income via the pub business which will fund heritage work to, in and about the church.

## **6.7 – Project Management**

The project is being managed according to Churches Conservation Trust and NLHF processes. This involves a project manager reporting to a project director and a project team, which are overseen by the governance structures of the CCT including the Finance & Audit Committee, CCTEL Board of Trustees and CCT Board of Trustees; regular monitoring and reporting by the

NLHF also takes place. This approach has delivered a number of major projects over the last decade (see [Regenerating communities | The Churches Conservation Trust \(visitchurches.org.uk\)](https://www.heritagefund.org.uk/good-practice-guidance/writing-brief-procurement-goods-or-services)) and the CCT does not envisage the need for any new approaches or processes to deliver the OBL.

The CCT will follow the usual NLHF processes for procurement, set out here: <https://www.heritagefund.org.uk/good-practice-guidance/writing-brief-procurement-goods-or-services>. It will follow a two-stage process to eliminate risk, by having an enabling works/strip out contract followed by a main contract.

Scope is controlled by focus on the NLHF Approved Purposes, which set out the core aims of the project from the majority funder. The programme and cost are controlled by regular design and project team meetings, attended by all key consultants and staff.

The design team includes a CDM coordinator appointed to oversee risk and HSE matters. Also, the Principal Designer is responsible for planning managing and monitoring of health and safety during the pre-construction phase, supporting the compilation of pre-construction information for the design team and principal contractor; and preparing, managing and updating the health and safety file. Asbestos and ecology consultants are advising on the project and are responsible for compliance in their respective areas, as are the structural engineer, M&E engineer and architects in their areas of responsibility.

Information is stored in CCT Cloud-based project files. Information is shared, as necessary, with third-party funders and partners.

Change is managed through the same governance structures as the project delivery.

Professional service contracts are actively managed through regular meetings, reporting and financial accounting.

Contingency plans to cope with project failure are that the CCT would not sign a lease for the pub or with an operator and, presumably, WNC would then sell the building on the open market. If the CCT selects appoint an operator, and the operator fails, the CCT would seek a new pub company operator. The CCT has taken commercial advice on the risk this entails.

## **6.8 – Stakeholder Engagement**

Key stakeholders are the Churches Conservation Trust, the National Lottery Heritage Fund, West Northamptonshire Council, the Heritage Gateway Board, the Friends of St Peter's Marefair, the PCC of All Saints, Northampton, the Central Council for Church Bellringers and – in due course – the pub operator, local residents, the neighboring nursery, and the wider community are also important stakeholders.

The PM holds regular update meetings with the NHLF, WNC and the Friends. Other groups are met on an ad-hoc basis.

There is also a Facebook page where members of the public can follow the progress of the project. The CCT has held open days at St Peter's Church and intend to appoint to a events/activities manager post when the pub is operational, to support community engagement in the project and enterprise.

## **6.9 - Benefits, Monitoring and Evaluation**

The principal benefit of the project will be sustainable enterprise in the Old Black Lion. The other benefits will be that St Peter's Church will be able to be open more often (frequency to be decided) depending on security requirements and host more activities for the local community. Events hirers at St Peter's and other users of the building will have access to better facilities. The Friends group will be better supported.

The specific benefits are to:

- Safeguard two important heritage assets for future generations. Beneficiaries: local community, wider community, future generations, CCT members, natural environment.
- Generate income to support additional community and charitable work. Beneficiaries: local community, wider community, future generations, national community, CCT members.
- Provide a space for the community to meet and interact. Beneficiaries: local community, wider community of church bellringers.
- Provide employment and job opportunities in the local area. Beneficiaries: job seekers in the local area, local government, national government.
- Reduce crime and anti-social behaviour. Beneficiaries: local community, wider community, police force, local government.
- Become a focal point for local pride and improve community wellbeing in the future. Beneficiaries: local community, wider community, other local businesses, local health providers, local government.

The benefits will be monitored and evaluated by the CCT and the NLHF, in the following way (the numbers correspond to the benefits above):

- CCT will sign off practical completion with contractor, ensuring work has been undertaken to agreed conservation standards. Income generated from pub will support church. This will be monitored by the CCT as part of its management agreement with the operator. CCT conservation committee monitors conservation standards on major projects.
- This will be monitored by recording number of activities and participants in community activities and comparing with previous years. CCT keeps figures for all churches.
- CCT will review number of community group bookings in pub and function room spaces to ensure management agreement terms are fulfilled.
- CCT regular reviews of management agreement will include data on jobs provided in pub. Aim is for FTE 6-7 jobs.
- Liaison with local police and community support officers will evidence this and allow monitoring. Aim is for zero incidents in church and churchyard or pub.
- This is hard to monitor, as the church is already a significant source of local pride and the connections between historic buildings and wellbeing, while documented, are difficult to quantify. CCT monitors the number of annual visitors to its churches, which should increase as the church is open more often. More events should also indicate greater community use, as well as greater attendance at events; these are included in CCT annual recording.

The NHLF process includes a budget to appoint a monitor to assess the project for two years post completion, to assess progress and evaluate it against the approved purposes. This will be the principle approach to benefits realisation.

CCT as landlord will undertake regular monitoring and review of the lease, as well as of the condition of the building.

After the project is completed, the following will be conducted:

- A review of the benefits detailed to assess whether they have been achieved. This will measure the project's achievements against the baseline and target data. This will be reviewed 6, 12 and 24 months after project completion
- A survey assessment with residents, businesses and other key stakeholders to establish their views on whether success has been delivered
- A review of the capital costs to confirm that the capital costs were robust and adhered to