



**Connected Coast Board Meeting
3 June 2020- 2pm
To be held via zoom**

AGENDA

- 1 Apologies
 - 2 Minutes of Meetings - on 6 March 2020 (Page 2), Skegness Place Reference Group 20 May (Page 8) and Mablethorpe Place Reference Group 29 May (Page 10) *
 - 3 Matters Arising
 - 4 Restarting the Towns Fund (Page 13) – *General Progress Update covering: latest Government Guidance/Discussions, Shovel Ready Project Issues (more detailed report with PRG views follows on later in agenda), new schedule of Leadership, PRG and Board Meetings, Covid-19 implications/context, Evidence Base and proposed approach to updating**
 - 5 Shovel Ready Projects (Page 17)- *Detailed Report including Proforma for each project* (Appendix 2- Page 37)*
 - 6 High Impact Projects (Page 18) – *Presentations: Skegness FE College (Adrian Clarke), Campus for Future Living (Ivan Annibal/Michelle Howard)**
 - 7 Wider Project Development and Public Engagement (Page 21)- *Including Consideration of Communications Contract**
 - 8 Capacity Fund Budget Allocations (Page 22)- *(including explanation of Rose Regeneration Contract, Open Plan Contract, Introduction of Martin Collison Proposal, technical resources required for project development (i.e. RIBA Stage 2 Commission for FE Campus)**
 - 9 Coastal Flood Risk Protection Presentation (Page 63) – Robert Caudwell, Association of Drainage Authorities
 - 10 Any Other Business
- *Reports attached

**Minutes of the Joint Town Deal Board for Mablethorpe and Skegness
(Connected Coast Board) held at Butlins, Skegness on Friday 6th March 2020 at
11:00am.**

PRESENT:

Sarah Louise Fairburn	Chair, Brand and Sales Director, LJ Fairburn and Sons Ltd
Chris Baron	Vice Chair, Resort General Manager, Bourne Leisure Ltd
Councillor Craig Leyland	Leader, East Lindsey District Council
Councillor Adrian Benjamin	Mablethorpe & Sutton on Sea Town Council
Paul Collins	Boston College
Robert Caldwell	Association of Drainage Boards
Freddie Chambers	Lindum Group
Adrian Clarke	Grimsby Institute
Lisa Collins	Visit Lincs Coast BID
Paul Collins	Boston College
Martin Collison	Collison Associates Ltd
Matt Warman	MP Boston & Skegness
Claire Draper	Mellor Group
Rachael Storer	Sub for Victoria Atkins (MP for Louth and Horncastle)
Jacqui Bunce	Sub for Sandra Williamson (Lincolnshire Clinical Commissioning Group)
Mark Humphreys	CEO Magna Vitae
Caroline Killeavy	CEO YMCA
Robert Parker	MicronClean
John Henry Looney	Sustainable Direction Ltd
Councillor Colin Davie	Lincolnshire County Council
Justin Brown	Lincolnshire County Council
Janet Stubbs	British Garden Centres
Councillor Carl Tebbutt	Mablethorpe & Sutton Town Council
William Price	CLA
Councillor Helen Matthews	District councillor for Sutton on Sea and Chair of the Mablethorpe Place Reference Group
Steve Kemp	Open Plan
Robert Thompson	Open Plan
Ivan Annibal	Rose Regeneration

GUESTS:

Natalie Giles and Paul Rhodes, Centre for Ageing Better

OFFICERS IN ATTENDANCE:

Tim Leader (Executive Director for Economic Growth), Lydia Rusling (Head of Economic Development and Growth), Martin Kay (External Funding Lead, Organisational Improvement & Development) and Craig Fiske (Commercial Officer).

MINUTES:

1. Apologies for absence:

Apologies for absence were received from Ruth Carver (LEP), Pat Doody (Natwest), Lisa Fairlie (Platform Housing Group), Pete Holmes (BEIS East Midlands), Councillor Steve Kirk (Portfolio Holder for Coastal Economy, East Lindsey District Council), Andrew Stevenson (University of Lincoln), Councillor Tony Tye (Skegness Town Council), Peter Watson (Distract), Councillor Sid Dennis (Skegness Place Reference Group and Visit Lincs Coast).

2. Minutes from 27th January 2020 Board meeting:

Sarah Louise Fairburn (SLF) opened the meeting and thanked everyone for coming. She gave special thanks to Chris Baron for hosting.

Craig Leyland (CL) asked for any changes/comments to the minutes from the board meeting on the 27th January 2020. Paul Collins (PC) requested an amendment on page 9, as Boston College was not a private education provider. Amendment was approved. Minutes were then approved.

3. Progress Report:

SLF provided the progress report (**Paper 1**). It was decided that the minutes from each Place Reference Group were to be shared. **Action:** Distribute notes from PRG to CCB.

SLF updated the board on the communication brief that was sent out to Public Relations agencies. The proposals from the agencies have been evaluated by Pat Doody, Claire Draper and James Gilbert. A decision on which agency/agencies were to be chosen would be imminent. SLF welcomed any comments on the recommendations that had been made by Claire, Pat and James.

SLF introduced the concept of an Investment Committee model to help with decisions of the main board. It was recommended that there be two additional people on the Committee, which would help with quicker decision making between board meetings. **Action:** Expressions of interest to Lydia Rusling (LR).

SLF spoke about project ideas. She re-iterated that no projects were a 'done deal' but we had got some strong projects already available. All projects need to be assessed to see which ones meet the requirements. There also needs to be an assessment on how we judge the projects and if the pro-forma for projects is suitable.

4. Evidence Pack:

Ivan Annibal (IA) introduced the evidence pack. It was recommended that the board look at this themselves to understand the statistical profiles of each of the Towns better. The board were to refer to this evidence pack during the workshop process today. Within the evidence

pack IA mentioned the following was included: Audit of Strategies, Investment Research and Planning Permissions.

IA noted that there were a large amount of projects which had been suggested and these needed to be checked to see if they fitted within the strategic framework set out by government. IA emphasised the need for a pro-active effort within communities regarding the Towns Fund to gain support and ideas of what the community would like to see.

IA stated that it was critical to check that the process for assessing projects works i.e. the proforma. If not then what changes are needed to make it work.

IA spoke in regards to the theory of change element in assessing projects for both towns and having a logical agreed system in place. It is also imperative that the main board work together with the Place Reference Groups to take projects forward with community engagement. This will give a clear view to the local residents of what exactly is going on.

IA introduced today's workshop as a way to road test the process for assessing current 'pipeline' projects.

SLF commented that the projects were not just for the Towns Fund bid but some projects were levers to further funding from either government projects or private investment. The board must look at other sources of finance for these projects and not just the Towns Fund investment. SLF highlighted that connectivity was key and this would help accelerate other funding opportunities.

5. Open Plan Presentation:

SK opened the presentation by discussing that concept ideas need to be looked at in the bigger picture to see if they are possible. SK then explored the concept of the connected coast and current perception of it being unconnected or disconnected. SK showed a map of railway lines before the 'Beeching' cuts.

SK then described some of the possible projects that would help connect the coast, including the Campus for Future Living in Mablethorpe. The next idea revolved around the interface between the high street and the beach. SK mentioned the disconnect between the two. You cannot see the beach from the high street and we should try and transform it so people know there is something beyond the high street.

Others ideas such as a traffic management systems, a mobi-hub which could provide transport solutions in Mablethorpe and the Sutton on Sea Colonnade project.

SK then discussed ideas for Skegness. These included a further education centre and the possibility of linking the station with the high street better to encourage more trade and tourism to Skegness from the railway station. There was mention of the issue around traffic management and a new system being needed to help ease congestion for locals in peak times around the town centre.

SK/RT finished their presentation talking about drawing people to both of the Towns. This started by talking about physical attractions in both towns. Gibraltar Point and the North Sea

observatory were both mentioned, but it was highlighted that there was maybe need for more physical attractions to draw people to both town areas. The coastal path could be promoted for its wildlife and how it brings about a ‘Wild Coast’.

There is a need to reconnect with cities to encourage investment with the coast and towns. Public Transport was suggested as being the best way of doing this. Looking at investing in railway links in both Towns especially Skegness and links with major cities. Major businesses would need these links to make these Towns viable investment opportunities. SK mentioned the link between both towns and using tram trains with the example of the Coast in Belgium.

SK presented us with future profiles on people and how the investment in various projects has effected them in the future.

Please see document from SK for these profiles.

6. Workshop:

The board were split into 3 groups:

Learning/Skills/Enterprise	Urban Design	Connectivity
Facilitator: Ivan Annibal	Facilitator: Lydia Rusling	Facilitator: Martin Kay
Chair: Caroline Killeavy	Chair: Chris Baron	Chair: Adrian Benjamin
Cllr Craig Leyland	Claire Draper	Janet Stubbs
Adrian Clarke	Freddie Chambers	Cllr Colin Davie/Justin Brown
Paul Collins	Lisa Collins	Martin Collison
Mark Humphreys	Robert Caudwell	Cllr Carl Tebbutt
Jacqui Bunce	William Price	John H Looney

Feedback from Chris Baron (CB) on the Urban Design group. Simplification is required to understand projects and get to the root of them. The pro-forma needs to state how the project will support the vision and help the town, reflected through scoring that assesses the quality of the bid not the ability to complete the form. Freddie Chambers (FC) added that the pro-forma needed to have more specific outcomes, for example, social value. CB suggested a process which started with an expression of interest, which could then be supported with the right expertise to produce a pro-forma. Robert Caudwell (RC) highlighted that there also needs to be further investment outside of the Towns Fund project from private investors and how the project would attract these.

Caroline Killeavy (CK) agreed with CB’s feedback and further added that the pro-forma didn’t reflect the bigger picture. It lacked what the project was going to achieve and how it

would help the Towns Fund as a whole. CK suggested that we need to ask ‘is there a sufficient need for this project and how will the project be delivered’. Need to drill down in to the demographics and evidence base to ensure projects benefit the towns and their communities. CK highlighted the lack of linkages with other projects.

Adrian Benjamin (AB) seconded what had been said by CB and CK. He discussed the need to look at the wider process of a project. Also how the projects would be judged by professionals, in particular if they are going to meet green book guidance. AB stressed the need to look at what government wants from projects and look at the wider strategy, so projects would benefit government agenda and heighten the chance of success from the investment plan.

SLF talked about the need for our plan to be distinctive from others and stand out. We needed to do this by looking at issues that the government have and how our projects are going to resolve these. SLF emphasised the need for there to be a human element for the public to engage with and how it would benefit them and their lives. SLF then discussed the VISION of the Connected Coast and suggested that IA needed to refine this. SLF suggested that the chairs of each group work with IA to refine the vision.

Helen Matthews (HM) asked for clarity on connectivity as she believed it was currently around aspiration. CL gave a narrative about what he believed the Connected Coast is and what it should be doing for both of the Towns. HM reaffirmed the need to engage with the community/residents, and their views need to be fed up to the board through the Place Reference Groups.

Tim Leader (TL) questioned what transformation is and means and what does it look like? CL responded with his views of what transformation is and how we are repairing damage in some cases. CK questioned the vision of the Connected Coast and the complexity of trying to involve everything into it. CK believed that we needed to list what our priorities are so we are all clear on them. Picking the key words from the vision would help. CL responded by saying that there needed to be leadership from the board on what our vision is and how it relates to the two Towns. Also agreeing with CK on a succinct list of priorities.

Justin Brown (JB) stressed the importance of focussing on Government’s objectives. We need to cater for different audiences with different projects, whilst ensuring we are doing what government have asked us to do. We have the freedoms and flexibilities that government don’t have to know and acknowledge what our local communities want and need. However, we must link it back to government and not lose sight of what they want to achieve, and ensure our plans are in line with theirs.

Matt Warman MP (MW) provided a summary of the government’s objective for the Towns Fund. It has to be community driven. MW suggested that infrastructure projects are needed to boost local communities. Evidence driven projects of the needs of the community are critical. For example skills crisis and broadband in the local area need to be addressed. There needs to be evidence of why people are annoyed and how plans to tackle these issues are being developed.

SLF asked Lydia Rusling (LR) for any notices and next steps.

LR commented on the upcoming public consultation dates in Skegness and Mablethorpe on the 20th and 28th March 2020. Also that the next Place Reference Group dates have been set and invitations to the meetings have been issued.

SLF finished by stating the need for the development of a vision and transformation plan for the next meeting.

SLF thanked the board for attending.

Meeting finished at 1:11pm

Next meeting: 3 April 2020 at Butlins, Skegness.

Connected Coast: Skegness Place Reference Group 20th May 2.00pm

Members in attendance:

Councillor Sidney Dennis (SD), John Chapelle (JC), John Henry Looney (JH), Stuart Hardy (SH), Robert Parker (RP), Tanya Vaughan (TV).

Officers:

Alison Penn (AP), Lydia Rusling (LR), Martin Kay (MK), Lisa J Collins (LC), Craig Fiske (CF).

Consultants:

Ivan Annibal (IA) and Steve Kemp (SK).

Apologies:

Sarah Louise Fairburn, Chris Baron, Peter Ives, Amy Thomas, Tim Leader, CLIP, James Parker, Rob Thompson

Minutes:

Minutes from the last meeting were read and approved without division.

Government update:

LR provided a brief update on Government stance on Towns Fund as of today, outlining priorities for shovel ready projects and the need to engage with the general public. It was also highlighted that the Towns Fund needed to demonstrate how it boosted economic recovery and growth, particularly mitigating the effects of Covid-19, whilst demonstrating community support.

Papers summary including:

Highlighted activity following last meeting and the transformation plan and vision which was issued to the Place Reference Groups and Connected Coast Board prior to lockdown. No issues arising.

Focus of discussion on shovel-ready projects for Skegness:

Eco Chalets was deferred at this point until greater understanding was reached about the Towns Fund financial contribution. AP added that she would examine the financial framework and report back to the PRG.

Discussion surrounding the Skegness foreshore development and unanimous agreement that this should be taken forward.

The FE Campus project was seen as the keystone project and was carried unanimously; supporting comments were as follows;

- Would help with skill shortages
- Would help greatly with young people's education
- Transformational project of the highest account
- Business incubation units would help business start, stay and succeed in Skegness
- Would provide training opportunities for local businesses and staff
- COULD help provide a base for the towns Park & Ride Scheme
- COULD open leisure facilities up for local community at evenings and weekends

- Agreed that the project should be worked up and moved forward as quickly as possible.
- Cllr Dennis , raised issue of location of the possible FE College, as being at the old Beales site, after which discussion agreed unanimously this could not fulfil the full range of requirements, including sport areas; and park and ride.
- Possible college, had a discussion re provider, as Grimsby in the lead but it was in working touch with Boston College
- Grimsby College, was noted as being able to educate up to possible Degree level, which could be a massive step up in provision on the coastal area.
- On college it was advanced that John Chapelle had to declare an interest in the preferred location for the college as being involved advancing the transaction already outside the Reference Group.
- Colleges only preferred location after extensive research is on the Sanderson land next to B&Q off the A52 road.

Community engagement:

A prospectus is to be developed for further idea generation and to engage with the private sector and local communities. There is still the need to engage more with local community and SK outlined a vision for that connection.

A discussion was had surrounding the ways that we may engage with the local community taking into consideration the strange world that we still find ourselves a part of. Agreed Prospectus development and shared amongst the group. SD highlighted careful communications required, which SK noted for consultation.

AOB:

SD asked what the Mablethorpe Group was looking at and AP replied that they were looking at similar projects, perhaps focusing on the people a little more rather than buildings. SD suggested that he will make contact with Helen Matthews (Chair of the Mablethorpe and Sutton Group) and continue discussions.

SD requested further discussion around a joint investment plan or individual for Skegness.

SD requested contact information for this group to be shared.

There being no further business the meeting closed at 3.45pm.

Date of next meeting 22 July 2020 at 2.00pm

Connected Coast: Mablethorpe Place Reference Group 29th May 2.00pm

Place Reference Group Members:

- Cllr Helen Matthews (Chair)
- Canon Chris Lilley (Vice)
- Kim Hoey
- Cllr Tony Howard
- Carl Richardson
- Cllr Daniel Richardson
- Claire Newman
- David Honman
- Adrian Benjamin
- Graham Cullen
- Nicola Radford
- John Henry Looney
- Steven Palmer
- Sarah Louise Fairburn (Chair of Connected Coast Board)

Consultants:

- Ivan Annibal
- Steve Kemp
- Rob Thompson

ELDC representatives:

- Alison Penn
- Martin Kay
- Roxanne Warwick
- Craig Fiske

Apologies

- Lisa Collins
- Kate Easey
- Neil Herbert

Minutes of last Meeting

Approved and approved without division

Update on Government stance on the Towns Fund

- Towns Fund is still key to government
- Towns fund projects will be useful to helping economies recover after Covid-19
- Want to keep moving things forward
- Would like start of our investment strategy by June. Looking at December for the whole investment Plan to be completed.
- Use of ARUP for development work
- Interested in how the towns investment plan will respond to Covid-19
- Looking for the shovel ready projects to help kick start the recovery

- Public engagement and consultation is very key to them

Progress Update since last meeting

Ivan informed use of changes to the investment plan and evidence base to help with the current scenario. Use of statistics in this evidence base along with additional project development will help build a good platform. There were concerns about the Towns fund becoming solely a recovery plan but these were addressed.

Comments about the transformation plan not focusing enough on the tourism and hospitality sector and this needed to be looked at. Agreed this was a key area and ideas need to help offer an all year round solution for Mablethorpe.

Conversations were being held with various education providers about what they could offer in this space and what it would bring to Mablethorpe. An issue of upskilling was raised and answered in terms of these education providers allowing people to learn further and improve the offerings that Mablethorpe had in terms of skills and the potential for new business. A point was raised regarding working with CLIP and there is ongoing discussions with them about how they could be involved.

There was comment that the younger generation would move away if it didn't provide new and exciting opportunities for them. John Henry Looney shared his conversations he has been having around the google campus which would help massively with technologies innovation in the area and work with the younger people to get them involved and wanting to stay in the local area.

It was agreed that the right communication message must be put across to market Mablethorpe in the right way. It is about what's right for the Town and not being rushed into putting ideas forward. Looking at the mid-longer term strategy is a key aspect in this.

Shovel Ready Projects

Discussions surrounding the shovel ready project, the Colonnade. It was suggested that the Towns Fund money would help add value to the project and help secure the funding from government as it would showcase the project is all ready to go. It was also agreed that the surrounding space around the colonnade needed to be looked at and developed as well especially the garden areas.

It was agreed unanimously that the Colonnade was a shovel ready project

There was also a discussion around Station Sports. It was said that this would need a different facility as it a different concept needing its own space. A question of whether a pool would be included in the plans for this answered that this is being looked into. It was also asked whether private sector project could receive towns fund money, which they can so David Honman shared his plans of a swimming pool being put on one of his parks for the public to use.

Public engagement and consultation

Engagement with the public is key factor in the Towns Fund Process (transformation plan and evidence base help with this). The communication agency that is being brought in will really help push this connection and help the community fully engage in the process. Comms proposal will help inform people how we have got to where we are. Further ideas to be put in a prospectus to develop the surroundings to get the public's views on these. A comment was also made on how the colonnade would help with the social recovery of Covid-19 and the benefits this would bring.

Prospectus will be a catalyst for future ideas and allow for extra additions to current projects.

Any other Business

Nicola Radford- Lincolnshire gardens trust- looking for volunteers and would be good to engage with as they work with young people to boost gardens and historical landmarks.

Next Meeting

Next meeting- 31st July at 2pm

Meeting end 3:52pm

Restarting the Towns Fund

Introduction

Since the introduction of the lock down in late March 2020 the Towns Fund team have been working hard to prepare for the future. It is clear that in view of the major economic shocks facing the East Lindsey economy this funding provides a golden opportunity to drive the future economic development of both Skegness and Mablethorpe.

As indicated in the detail of the report below the timescales are likely to be readjusted to the end of 2020 for the submission of an investment strategy for each town. We have always taken the view that the £25 million offered by Government should be used as the start of a far more ambitious programme of investment for each town, using this funding as leverage to move forward. The coronavirus pandemic has given even more impetus to the need to develop a compelling and exciting portfolio of work to regenerate our coastal settlements.

Throughout these papers you will see evidence of considerable detail, some of which is being refined to take account of the pandemic in terms of: the development of a transformation plan for each town (incorporating an analysis of the key evidence), high impact projects, shovel ready projects and plans to reach out to the community to bring new ideas to the fore.

These activities are all important however the really exciting opportunity is to make sure we build a strong and locally owned consensus about what is important in relation to the bigger picture as we emerge from and adjust to the pandemic.

Going forward working up to a proposed late 2020 Investment Strategy submission we anticipate the following stages:

- Confirmation of the shovel ready projects and creation of a detailed dialogue with Government about submitting them as requested (more detail is offered in a report later on in this pack) – we anticipate this will be achieved by the end of the summer, with projects capable of beginning in September/October 2020
- Preparation and appraisal of the current high impact projects (see report below) for inclusion in the Investment Strategy by October/November 2020
- Public engagement and consultation, setting out and refining a clear framework and direction of travel (based on the transformation plans) to bring new exciting and value adding projects to the fore from June – August with a view to incorporation in the Investment Strategy from October/November 2020
- Preparation of the Investment Strategies in outline form by October 2020, for testing and refining up to submission potentially in December 2020.
- Development of an influencing and wider strategic relationship plan based on the clear emerging themes for the Investment Plans emerging from July 2020 onwards.

Currently we have the following allocation of resources to deliver this programme in support of the Board led by Lydia Rusling of ELDC, which are set out in more detail in the Finance Paper later on in this pack:

- Rose Regeneration Strategic Support and Project Development
- Open Plan Project Development, Planning Support and Project

In the light of the re-start process for the Towns Fund we have identified the benefit of the following additional support:

- Distract - Communications and Influencing
- Martin Collison – Wider Policy Support and Government Engagement

We will also have a requirement for specialist technical inputs as individual projects within the Investment portfolio are worked up – drawing on the skills of architects, surveyors, planners etc.

On-going co-action from within ELDC and more widely from other organisations with an interest in East Lindsey is also a core element of key aspects of delivery with strong links for example to the County Council and Greater Lincolnshire LEP.

Government Guidance

A number of discussions have been held with Government officials as thinking around lifting the lockdown has progressed. The current state of play is as follows:

- The Towns Fund is seen as a core component of investing in the infrastructure to re-start economic activity at the local level.
- Further guidance updating the timelines and any additional refinements to the original process for developing the Towns Fund is expected end of May/June. It is highly likely that the date for the submission of overall Investment Strategies will be pushed back as far as early 2021.
- A large facilities and construction company Arup has been appointed at a national level to support work around the technical development of project content. Arup have expertise in technical disciplines such as architecture, surveying, planning, project business case development and scheme programme management. More information is awaited but we anticipate they will potentially be able to support these aspects of individual project development as the working up of the Investment Strategy proceeds.
- Investment Plan and projects will need to show how they support the recovery from Covid-19 specifically.
- Government is looking for “shovel ready” projects that can spend in this financial year. However it is very clear that this is not at the cost of the development of a cohesive overall programme and taking a rounded medium and longer term perspective is the most important aspect of the development of the Towns Fund Investment Strategies.
- There is also a clear emphasis on the importance of on-going public consultation and engagement to demonstrate that those projects, which are developed are fully “owned” by the community.

Implications

As a consequence of progress made since the last meeting of the Board we are still effectively on track with this guidance.

A number of clear priorities now rise to the surface in terms of the next stage of the Towns Fund:

- Identification of any relevant “shovel ready” projects.
- Identification of the nature and level of support in the context of our project development work from Arup.
- Work to progress all projects in scope to the point of an Investment Strategy.
- Establishment of the next stage of the plan for public engagement including scope to suggest additional projects.

Evidence Base and Transformation Plan (including Covid-19)

The evidence base, which was discussed at previous Board meetings and the vision have been consolidated into Transformation Plans for both towns, which are attached for information at Appendix 1. This Plan is currently being updated to take account of the implications of Covid-19. A detailed survey of business impacts arising from the virus has been undertaken and its implications are being considered. There is an increasing growth in the availability of information arising from regional and national bodies about the emerging implications of the pandemic including the Midlands Engine Covid-19 monthly monitoring report. These publications are also being assessed in terms of their implications for East Lindsey. Finally discussions are in train with the Greater Lincolnshire LEP and the Lincolnshire Resilience Forum to ensure that the evidence base is consistent with the other key information sources and analysis being used across Lincolnshire.

Project Development

Further work has been undertaken:

Mablethorpe

- to work up the proposals for a Campus for Future Living
- to refine the timelines and cost estimates for the implementation of the Colonnades project in Sutton on Sea
- to begin a high level discussion about the development of a Mobi-Transport Hub

Skegness

- to work up the proposals for an FE Campus
- to refine the timelines and cost estimates for the implementation of the foreshore masterplan (incorporating the pedestrianisation of Tower Esplanade and the development of the boating lake area into a public entertainment space)
- to refine the timelines and cost estimates for the Eco-Chalet concept
- to begin discussions around a potentially transformational project on the northern foreshore

More information about the FE initiative for Skegness and the Campus for Future Living is attached in the High Impacts Projects report and the other projects is attached in the Shovel Ready Projects Report.

Whilst a considerable amount of project development work has been undertaken there is still considerable scope within the Towns Fund budget for the development of additional projects and a call for transformation ideas through the issuing of a prospectus in both towns will form a key element of the next stage of the Towns Fund work. Key themes are likely to include new development ideas for the High Street of both settlements.

Towns Fund Reset Meetings Framework

A new schedule of meetings and timescales taking us through the next development phase of the Investment Planning process has been established. This involves a sequence of officer development meetings, leadership planning meetings incorporating Board and PRG leads, PRG and Board meetings.

Shovel Ready Projects

Introduction

This report sets out those shovel ready projects, which could be implemented from September/October 2020 onwards.

There is no clear definition from Government at this stage as to specifically how they would define shovel ready but these projects represent our best opportunity to get something in place quickly.

As East Lindsey, unlike some other Towns Fund areas, has maintained a commitment to a decent sized capital programme the Skegness and Mablethorpe Town Funds are better placed than a number of other areas to offer shovel ready projects. An updated Proforma for shovel ready projects is attached at Appendix 2. This does not mean that our position is so materially different from Lincoln and Boston that we cannot find lots of scope for collaboration. Rather it is a reflection that we are starting from a stronger level of project development capacity than the other two Towns Fund areas. This position is also not based on simply substituting ELDC capital resources with Towns Fund monies. In each case the project will be either enhanced by the Towns Fund resources, or had an as yet unachieved match funding requirement.

A brief update on the status of each project is set out below:

Mablethorpe

The Colonnades Indicative total cost £5.5 million, Towns Fund £1.25 million

The Executive Board at ELDC has agreed to appoint Tomlinsons to take the proposal through to implementation – we expect it to go into planning by end of July 2020 and this process will also give greater cost certainty. The project could be ready to go by October 2020.

Skegness

Skegness Foreshore Indicative total cost £6 million, Towns Fund £3.6million

Tomlinsons have been appointed and are updating the design on southern boating lake, we anticipate this plus updated public realm and bowling green, designs by the end of June. We aim to progress to planning in August, to proceed through planning in October 2020 and ready then to let the works for implementation.

Ecochalets – Indicative total cost £4million, Towns Fund no direct funds required but the project will be incorporated in the Investment Strategy as evidence of aligned activity

Gleeds have been appointed to undertake detailed design, we anticipate putting the project in for planning in July and consent by September 2020, with the facility to be operational by summer 2021.

High Impact Projects

Introduction

This report sets out a high level description of the two high impact projects which are in train for Mablethorpe and Skegness. Presentation on both initiatives will be given at the Board Meeting.

Campus for Future Living – Stanley Avenue Mablethorpe – Projected Cost £4.5 - £6 million

An innovation and technology hub focusing on set a national template for successful, sustainable future living for older people and vulnerable adults. The focus of the Centre would be on:

- Providing a base for the planning and delivery of adult domiciliary care services.
- Providing a base for workforce development, CPD and networking amongst those working on the coast in terms of health and care.
- Providing innovation space for businesses developing innovative technology and systems solutions to helping vulnerable people live independently for longer.
- Providing a learning environment for people training in all aspects of adult social care.
- Extension of the operational activities of those delivering health and care on the Lincolnshire Coast following international models around the delivery of best practice in rural settings through e-medicine.
- The potential to establish the Lincolnshire coast as a national exemplar in the planning and delivery of adult social care.

Potential partners are:

- **The National Centre for Rural Health and Care**, which has an interest in managing the centre and is well placed through its membership base to disseminate the learning arising from the initiative.
- **University of Lincoln** (particularly in the context of the medical school), which could have a role in delivering innovation and outreach linked to research in the field of adult social care .
- **Lincolnshire Workforce Action Board** which is responsible for overseeing workforce planning in health and care in Lincolnshire..
- **Ageing Better** a national charity and lottery endowment tasked with promote approaches to sustainable living (this organization is currently seeking a rural county to work in as a vanguard area for development and has a significant interest in Lincolnshire).
- **Morisco Medical Practice** which already leads the delivery of health and care services in Mablethorpe and is adjacent to a key opportunity site owned by ELDC which could host the Centre.
- **Age UK Lindsey** the principal charity with an interest in health and social care for older people in East Lindsey

- **East Midlands Academic Health Science Network** – the regional body responsible for identifying opportunities around innovation and the scaling up of developments which enhance the operational effectiveness of the NHS

The configuration of the building could involve:

- A reception facility and potentially a cafe.
- Learning space dedicated to both training new entrants and providing CPD facilities for established clinicians.
- Networking and “down time” space for those working in health and care on the coast.
- Innovation space (linked to the Medical School and the East Midlands Academic Health Science Network) for the development of new business activities pertinent to health and social care in remote settings.
- E-Medicine and treatment facilities in the form of consulting and medical procedure rooms linked to the University of Lincoln Medical School and Morisco Medical Practice.
- Provision of a support base for the development of new micro-care providers following the successful model in other rural settings established by the charity Community Catalysts.

Further consultation is needed to come up with a specific series of plans for the layout of the building, but based on the scale of what is proposed a working assumption of 10,000 sq ft is our starting point.

Once this development is in place there is further established there is scope for a discussion about the development of an Extra-Care housing facility on the site although this is not scoped out in detail at this stage.

FE Campus Skegness – Wainfleet Road, Skegness – Projected Cost £10- £15 million

The facility will build the wider economy of Skegness by giving it a full FE facility of size and scale with scope for HE. This will attract new high quality full time jobs to the town and generate a multiplier effect of around 2 additional jobs in the local economy for each job created.

This new landmark development will build a skilled workforce making a direct step change to enable employers to access higher level skills and local people to raise their ambitions and aspirations. It will help break the low skill/low wage equilibrium currently operating on the coast.

This initiative will provide the opportunity to raise the engagement and potential of all businesses, schools and learning organisations currently operating on the coast by creating a new opportunity for everyone to work together on an enhanced learning agenda.

The campus land is currently in the private ownership of the Sanderson Family, the proposal is for ELDC to acquire the land using Town Deal funding, to let a contract for the construction of the F/HE facility on the 5 ha site, which will then be leased to TEC Partnership, University Centre Grimsby (TEC).

TEC will operate the site as a campus offering a comprehensive range of FE and some HE training. The concept of Higher and Further Education to this level of sophistication in Skegness will be truly transformational. Curriculum areas will include:

- Motor vehicle
- Caravan Trades/ Joinery
- Multi Skills
- Plumbing
- Electrical
- Fabrication and welding
- Hair and Beauty
- Hospitality
- Care

Whilst this may at first reading appear to be a standard set of traditional disciplines it is important to emphasise that the whole curriculum at Grimsby College has been developed on the basis of Industrial Revolution 5.0. The development of a new landmark Lincolnshire Institute of Technology in which this campus can become a key node will further drive the contemporary nature and delivery of the learning offer. More exciting still local employers will have the opportunity to shape the development and delivery of the curriculum around their local industry needs.

Whilst led by Grimsby College there is a commitment to do this in a collaborative way with the established providers of FE in Skegness and as the project proceeds they will be invited to participate in a dialogue about the broader strategic F/HE context in the wider Skegness area.

The site will also be the host centre for a series of small enterprise units, operating as a business incubation hub for new and growing businesses, based on the e-factor model currently operated by TEC in Grimsby.

More detailed work is required to get to a full cost and design estimate (classed technical as RIBA Stage 2) but a very headline figure, which may change considerably, for the capital build is in the region of £10-£15 million.

The site will also provide a number of out of operational hours facilities in Skegness linked to car parking (potentially a Park and Ride facility) and potentially, subject to detailed operational negotiation, access to some of the student facilities on the site, such as its leisure facilities.

The initiative will also help facilitate the development of new infrastructure to open up access to housing and employment land adjoining the proposed site.

TEC will agree an operational lease for the site. The length of the lease is to be determined, but a reasonable expectation at this stage is that it will have a duration of at least 10 years. This will be agreed prior to construction commencing. All the revenue costs of the learning activities will be met by TEC.

Wider Project Development and Public Engagement

1. Introduction

This report sets out a proposal for the development of a Prospectus to structure the next stage of the Towns Deal public engagement process in Mablethorpe and Skegness.

2. Prospectus Structure

It is important that a simple and compelling narrative should be established for the next stage of public engagement. A review of current project proposals has also established that it is important to ensure that the migrant worker community are also fully drawn into the Towns Fund agenda.

It is proposed that a prospectus with the following components be developed to move the process forward:

- A single paragraph introduction setting out the Towns Fund as a concept, updated to take account of the coronavirus driver for the fund going forward.
- Two to three paragraphs setting out the evidence base and the wider strategic links associated with the development of the programme.
- A brief description of the consultation process (including the MyTown website) leading to the selection of the current portfolio of project concepts.
- A description of the broad project ideas aligned to the three themes within the Towns Fund.
- A description of the timescales and process moving forward to the submission of an Investment Strategy.
- An invitation for members of the public to comment on the document as a means of supporting the refinement and evolution of the programme.
- An outline of the process, through the East Lindsey website and social media channels, by which the public will be provided with on-going information and engagement opportunities as the next stage of the process proceeds.

Wider Communications Contract

In addition to the development of the above prospectus tenders have been issued for the development of a wider communications contract. Details of the proposed way forward in this context are set out below:

Proposals received and evaluated by 3 different people: Claire Draper (Fantasy Island), Pat Doody (Natwest) – both Connected Coast Board members and part of the new Investment Committee – and James Gilbert, Communication Lead for the Towns Fund and Assistant Chief Executive at East Lindsey District Council.

As a result of this process and discussions with other partners about the relative merits and nature of the offer of each bidder we recommend **Distract** to be commissioned to support the Connected Coast Board with local promotion and engagement.

Capacity Fund Budget Allocations

The overall capacity fund budget from Government allocated in November 2019 was £302,000. To date the following allocations have been made:

- Rose Regeneration Strategic Support and Project Development - £40,000 (in place since December 2019 running to June 2020) – potential contract extension to October 2020 - £15,000
- Open Plan Project Development, Planning Support and Project Communications - £27,000 (in place since January 2020)

Additional support allocations proposed:

- Distract Communications Contract – June- October 2020 - fee under final negotiation
- Martin Collison Strategic Support June to October – current estimate £5,000
- Technical Project Development costs for major projects - £150,000 (provisional)

Appendix 1 – Transformation Plans

Mablethorpe Transformation Plan

Introduction

Mablethorpe and Sutton on Sea have a population of 14,000. The area is very isolated with poor physical infrastructure. It has no rail link and poor road and public transport connections to wider settlements. Utilities including broadband and mobile connectivity are perceived by current investors as constraints. The area is challenged by flood risk particularly in terms of residential development. The area has nationally significant levels of deprivation particularly in relation to its health profile, with more than half of its working population being described as economically inactive. This particular combination of challenges has led to acute market failure in the area. This means that interventions in Mablethorpe need to focus on “making a new market” for key goods and services.

There are opportunities linked both to the natural resources and coastal assets of Mablethorpe and to its high dependency on health and care services, which could be redeveloped as a critical mass of innovation.

The town and its wider hinterland is starting from a very low economic base and it is likely to take at least 5 years to achieve a turn around in the fortunes of the area. The issues faced by the town, the evidence underpinning its current position, the actions needed to address each issue and the transformation targets related to each issue are set out in the table below:

Transformation Table

Issue	Current Situation	Action	Transformation Targets 5, 10-15, 30 years
Skills	Mablethorpe is in the lowest 12% of all towns in England in terms of skills. East Lindsey has the second highest proportion of 16-18 year olds living more than 30 minutes from an FE College or 6 th form in Greater Lincolnshire.	Increase the number of skilled workers in the town by increasing local training and skills development opportunities.	<p><i>5 years</i></p> <p>Increased access to learning in the area in partnership with the proposed new FE campus in Mablethorpe and the growth of very local training opportunities connected with the network of local training providers. Creation of a Campus for Future Living in Mablethorpe creating the potential for clinical placements and Continuing Professional Development for health workers on the coast, increasing the scale of learning in the settlement. 25 % increase in level 3+ qualifications in the area. Net increase in the range of learning activities in the area particularly in relation to health and care.</p> <p><i>10-15 years</i></p> <p>Parity with England average for proportion of population developing level 3+ qualifications, no reported skills shortages. Recognition as a national centre of learning around health and care, the visitor economy and the natural environment.</p> <p><i>30 years</i></p> <p>Creation of a nationally significant cluster of high value skilled workers particularly in</p>

			relation to health and care, the visitor economy and natural environment.
Wages	East Lindsey has an average salary, which is £100 per week below the national average. Mablethorpe is in the worst 6% of all neighbourhoods in England judged in terms of low incomes.	Increase the number of better paid jobs in Mablethorpe.	<p><i>5 years</i></p> <p>An increase in the skills base and range of job opportunities enables Mablethorpe to achieve parity with the average wage at a national level.</p> <p><i>10-15 years</i></p> <p>Mablethorpe is in the top 50% of settlements in terms of the Indices of Deprivation income measure. It has a weekly wage based on the growth of high value components of its industrial base, which is 20% better than the national average.</p> <p><i>30 years</i></p> <p>Mablethorpe is in the top 33% of settlements in terms of the Indices of Deprivation income measure. It has a self – sustaining number of economic sectors operating at an international level which provide it with the ability to achieve wage levels which are 30% better than the national average.</p>
Enterprise	East Lindsey has 30 people per business, England has an average of 22 people per business.	Increase the number of businesses in the area to reduce the ratio of people to business.	<p><i>5 years</i></p> <p>The development of an enterprise culture, targeted at post 16 learners and older people in the labour force for whom self employment is appropriate. Early work in this context will be themed around health and care with the distinctive development of self employed carers at one end of the spectrum and the proposed relationship in the Campus for Future Living with the Medical Technologies Innovation Facility at Nottingham Trent University</p> <p><i>10 -15 years</i></p> <p>Mablethorpe reaches parity with the national average for the number of businesses in the area to the ratio of its population. The area begins to develop a reputation as a centre of enterprise and know how in terms of its most distinctive sectors, linked to health and care and the evolution of the coast’s natural assets as economic drivers.</p> <p><i>30 years</i></p> <p>Mablethorpe achieves recognition as an enterprising area. It has a 25% higher proportion of businesses to the ratio of people compared to the national average. This is sustained by structures such as business networks and themed incubator workspaces which position the town as a “go to” place for know how in its most dynamic economic sectors. Business investors recognise the area as a smart location for the provision of business growth lending.</p>
Jobs	Mablethorpe has gained 255 jobs overall (principally in the private sector) between 2015 and 2018. This is a 10% increase compared to	Take advantage of the growing cluster of health related jobs in Mablethorpe and seek to understand more deeply the growth	<p><i>5 years</i></p> <p>Through an increase in the scale of local learning opportunities in conjunction with its new Campus for Future Living and its network of local training providers, the growth of enterprise led employment and a diversification of its economic base Mablethorpe has the same</p>

	<p>an England increase over the same period of 3%. A third of these jobs have been in health and care and almost all of the rest in tourism related activities. The distinctive nature of the high incidence of tourism related jobs means that many jobs are seasonal.</p>	<p>in the number of tourism related jobs.</p>	<p>jobs growth pattern as the national average. The negative impacts of seasonal employment are removed. <i>10-15 years</i></p> <p><i>10-15 years</i> Through a continuing trend around the activities set out above Mablethorpe has 3% more jobs than the national average <i>30 years</i> Mablethorpe becomes a self sustaining motor of employment, with strong sectoral strengths and supply chains which enable it to retain maintain its relatively higher proportion of jobs compared to the national average.</p>
Employment	<p>Mablethorpe is in the worst 5% of all places in England in terms of employment.</p>	<p>Increase the number and range of job opportunities in Mablethorpe, focusing on a higher level of visitor jobs and the development of a cluster of nationally significant jobs related to health and care.</p>	<p><i>5 years</i> Mablethorpe has unemployment, which is on a par with the national average. <i>10 – 15 years</i> Mablethorpe has a diverse range of sustainable employment opportunities. This enables it to have an unemployment level, which is 5% less severe than the national average. <i>30 years</i> Mablethorpe has levels of unemployment, without an overheating jobs market, which are considerably better than the national average and are statistically counted as representing zero unemployment.</p>
Health Outcomes	<p>Mablethorpe is in the lowest 12% of all areas in England in terms of its health outcomes 58 % of the working population are economically inactive</p>	<p>Reduce the number of people with poor health outcomes particularly in relation to increasing levels of economic activity (the English average is 20%).</p>	<p><i>5 years</i> Targeted interventions through the creation of a Campus for Future Living which will provide self employment opportunities for carers, new job opportunities and address unfilled vacancies for clinicians and create a new critical mass of training activities around health and care will have a knock on effect in driving up the health of the local population. Mablethorpe will close the gap in terms of health outcomes between its current position and the national average on the Indices of Deprivation. It will move from the bottom 12% of settlements towards the average for England. Levels of economic inactivity will reduce to 40%. <i>10-15 years</i> Mablethorpe will be established as host to a national centre of excellence in health and care with distinctive expertise and know how relating to older and more frail people. It will have a better ranking in terms of health than the national average in terms of the English Indices of Deprivation. Levels of economic inactivity will move to be on a par with the national average. <i>30 years</i> Mablethorpe will have health outcomes which are consistently better than the national average in terms of the English Indices of Deprivation. Economic inactivity will no longer be</p>

			considered an issue in the town and its hinterland.
Industrial Structure	Mablethorpe has only 10% of the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS). It has over 3 times the national average number of people working in tourism related activities.	Increase the number of people working in KIBS and maximise the range and quality of jobs in the visitor economy	<p><i>5 years</i> An increase in the stock of Knowledge Intensive Businesses, increasing local productivity and driving down the gap in KIBS between Mablethorpe and the national average to 50%.</p> <p><i>10-15 years</i> Parity between Mablethorpe and the national average in terms of Knowledge Intensive Business jobs, nested in a diverse range of economic activities but with distinctive strengths in health and care, the visitor economy and the coast as a natural asset for distinctive business growth because of the quality of its environment and its physical capital around the sea.</p> <p><i>30 years</i> Mablethorpe has a more diverse economic base whilst having maximised the number of Knowledge Intensive Businesses in its area through activities, which draw strength from the business opportunities arising from its natural advantages as a coastal settlement. It will be in the top 33% of places in England in terms of the number of jobs provided by KIBS related businesses. With a distinctive cluster of KIBS working in the health and care sector.</p>
Development track record	Currently 66% of extant employment consents relate to tourism and high street uses. There are a good number of “shovel ready” investment projects in the town area including; the Colonnades and Station Sports.	A more diversified pattern of economic development maximising the economic infrastructure in the town.	<p><i>5 years</i> Mablethorpe will have a diverse range of proposed investments in different types of business activity, which provide the scope for it to support particularly the development of high skill, high wage businesses. It will nonetheless still have distinctive investment plans and sites, which relate to its economic potential around health and care, the natural environment, the visitor economy and the commercial development of the coast. The current pipeline of enhancements to its tourism and connectivity offer will enable it to provide a more attractive prospect for future investment.</p> <p><i>10 -15 years</i> Mablethorpe will be recognised as a smart investment choice for those interested in long term high returns from the health and care sector as it relates to older and frail people, natural environment and the commercial exploitation of the coast. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i> Mablethorpe will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters</p>

			around health and care, the visitor economy and the natural environment, which generate their own economic dynamism through a process known as agglomeration effects.
Flood Risk	Mablethorpe is constrained by flood risk in terms of the potential for certain types of particularly residential development.	Innovative approaches to housing design and development and insightful approaches to flood risk management could turn this perceived weakness into an economic strength.	<p><i>5 years</i> Mablethorpe is accepted as a settlement where innovative approaches to maximising the amelioration flood risk and indeed realising their economic potential make development a straightforward process.</p> <p><i>10-15 years</i> Mablethorpe is seen as a centre of know how in maximising the economic opportunities arising from flood risk and is in no way disadvantaged economically by its coastal location.</p> <p><i>30 years</i> Flood risk is dropped from the way Mablethorpe is perceived in both social and economic terms. It is seen as an internationally significant example of a town living and thriving in the context of its coastal setting.</p>
Investment	Interviews with agents and developers tell us that there is local on-going development interest in both towns areas. Information on high street lending suggests that the Lincolnshire coast has one of the most dynamic track records in Lincolnshire of High Street borrowing. This is largely driven by family and well-established businesses investing in the tourism product.	Identify key investors and develop a shared risk vehicle to maximise the impact of their investment.	<p><i>5 years</i> A new investment vehicle pooling private and public sector investors resources to manage risk and bring forward challenging sites for development/re-use is in place. The actions of this vehicle and other focused investments maintain the economic value of the area.</p> <p><i>10 -15 years</i> Mablethorpe will be recognised as a smart investment choice for those interested in long term high returns from health and care, the visitor economy, the natural environment and the commercial development of the coast. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i> Mablethorpe will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters around the health and care sector and the natural environment, which generate their own economic dynamism through a process known as agglomeration effects.</p>
Infrastructure	We have anecdotal but no up to date evidence that utilities including mobile and broadband connectivity are not sufficiently abundant to support straightforward investment decisions	Engage with utility companies to understand the costs and issues associated with addressing these challenges.	<p><i>5 years</i> Mablethorpe will have a Mobi-Hub facility, operating as a national exemplar recognised by Midlands Connect and the Midlands Engine. Supported by a new community transport enterprise this facility will create a local centre for managing access to and from Mablethorpe for its community and businesses. This will increase the accessibility of the settlement from a workforce and customer perspective. It will</p>

	in land and property in East Lindsey		<p>also create a cluster of local transport related jobs. A plan to address the infrastructure deficits in the Mablethorpe area is in place with key utilities and is being implemented. Physical developments to the urban fabric maximise the use and on-going development of the station as a portal for the whole town.</p> <p><i>10-15 years</i></p> <p>Mablethorpe has a dynamic infrastructure with no constraints for business, which where possible draws on a range of natural advantages including environmental resources and facilities developed in conjunction with the natural advantages on the coast including the onshore processing facilities at Theddlethorpe.</p> <p><i>30 years</i></p> <p>Mablethorpe is a natural location for investment in infrastructure appropriate to economic development.</p>
Demography	East Lindsey has almost twice the number of over 65s compared to the England average 30% compared to 18%. Its working age population is 55% compared to the England average of 63%.	Find new and innovative ways to make an ageing population a strength rather than a weakness. Create conditions where more young people feel they have a long term stake in the area.	<p><i>5 years</i></p> <p>A dynamic and exciting pattern of economic development gives more people a stake in staying in Mablethorpe as a location of choice to work. The stock of jobs and businesses increases. This leads to the start of a new demographic balance with the working age population rising by 5% through the creation of 100 more net jobs.</p> <p><i>10-15 years</i></p> <p>The creation of 180 more net jobs increases the working population to the national average.</p> <p><i>30 years</i></p> <p>Mablethorpe is a location of choice for economically active people seeking employment in key sectors for which it has an international reputation. It has a higher proportion of people in the 16-64 age range and lower levels of economic inactivity than the national average.</p>
Environment	The area has significant environmental assets including the Coastal Country park and some key recent investments including the North Sea Observatory	Build on these assets to diversify the tourism and visitor product.	<p><i>5 years</i></p> <p>A structured pattern of investments makes the most of the natural environment, diversifying the tourism offer of the Mablethorpe area and beginning to realise the potential to turn flood risk into a strength. The coastal environment in the area becomes a driver for new businesses and jobs.</p> <p><i>10-15 years</i></p> <p>Mablethorpe is acknowledged as a centre of excellence for the diversification of the traditional tourism economy. It is a location of choice for investment in examples of the exploitation of the natural coast including innovative approaches to flood risk.</p> <p>Employment in the visitor economy continues to be distinctive but around high value approaches and Mablethorpe becomes less dependent on the sector, particularly its low value, low cost elements. The number of people employed in this sector drops from 3 times the national</p>

			<p>average to twice the national average, with better paid jobs and better career prospects for those involved.</p> <p><i>30 years</i></p> <p>Mablethorpe has an international reputation as a centre of excellence in high value coastal tourism, innovative flood risk and successful commercial maximisation of the opportunities linked to the natural coast.</p>
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Skegness Transformation Plan

Introduction

Skegness, Ingoldmells and Chapel St Leonards has a population of 30,000. The area, whilst isolated on the East Coast has a rail link, it also has a supply of serviced employment land. Utilities including broadband and mobile connectivity are perceived by current investors as constraints. It can be seen to have sufficient critical mass that with well planned interventions through market based solutions, working with the private sector, it can address the current challenges it faces to become economically successful. There is also scope for it to develop its natural coastal assets and become a test bed for innovation around the management of flood risk.

The town and its wider hinterland is starting from a relatively low economic base and it is likely to take 3-5 years to achieve a turn around in the fortunes of the area. The issues faced by the town, the evidence underpinning its current position, the actions needed to address each issue and the transformation targets related to each issue are set out in the table below.

Transformation Table

Issue	Current Situation	Action	Transformation Targets: 5, 10-15, 30 years
Skills	Skegness is in the lowest 10% of all towns in England in terms of skills rankings in the English Indices of Deprivation. East Lindsey has the second highest proportion of 16-18 year olds living more than 30 minutes from an FE College or 6 th form.	Increase the number of skilled workers in the town by increasing local training and skills development opportunities across the F/HE spectrum.	<p><i>5 years</i></p> <p>New fully functioning F/HE facility for the coast based in Skegness – 25% increase in level 3 qualifications. A portfolio of local HE options, which match industry needs. The proportion of 16-18 year olds living more than 30 minutes from post 16 learning is zero,</p> <p><i>10-15 years</i></p> <p>Parity with England average for proportion of population developing level 3+ qualifications, no reported skills shortages. Recognition as a national centre of learning around the visitor economy and the natural environment.</p> <p><i>30 years</i></p> <p>A net importer of people wanting to learn in an attractive coastal milieu from across the world. Creation of a nationally significant cluster of high value skilled workers particularly in relation to the visitor economy and natural environment.</p>
Wages	East Lindsey has an average salary, which is £100 per week below the national average. Skegness is in the worst 15% of all places in England in terms of incomes.	Increase the number of better paid jobs in Skegness.	<p><i>5 years</i></p> <p>An increase in the skills base and range of job opportunities enables Skegness to achieve parity with the average wage at a national level.</p> <p><i>10-15 years</i></p> <p>Skegness is in the top 33% of settlements in terms of the Indices of Deprivation income measure. It has a weekly wage based on the growth of high value</p>

			<p>components of its industrial base, which is 33% better than the national average.</p> <p><i>30 years</i></p> <p>Skegness is in the top 25% of settlements in terms of the Indices of Deprivation income measure. It has a self – sustaining number of economic sectors operating at an international level, which provide it with the ability to achieve wage levels which are 50% better than the national average.</p>
Enterprise	<p>East Lindsey has 30 people per business, England has an average of 22 people per business.</p>	<p>Increase the number of businesses in the area to reduce the ratio of people to business.</p>	<p><i>5 years</i></p> <p>The development of an enterprise culture, targeted at post 16 learners and older people in the labour force for whom self employment is appropriate. This is led by the new FE college in the area and bespoke interventions focused on key sectors within the local economy where there are currently business development and skills shortages.</p> <p><i>10 -15 years</i></p> <p>Skegness reaches parity with the national average for the number of businesses in the area to the ratio of its population. The area begins to develop a reputation as a centre of enterprise and know how in terms of its most distinctive sectors, linked to the evolution of the coast’s natural assets as economic drivers.</p> <p><i>30 years</i></p> <p>Skegness achieves recognition as a hot bed of enterprise. It has a 33% higher proportion of businesses to the ratio of people compared to the national average. This is sustained by structures such as business networks and themed incubator workspaces which position the town as a “go to” place for know how in its most dynamic economic sectors. Business investors recognise the area as a smart location for the provision of business growth lending.</p>
Jobs	<p>Skegness has lost 600 jobs overall (principally in the public sector) between 2015 and 2018. This is a 5% decline compared to an England increase over the same period of 3%. The distinctive nature of the high incidence of tourism related jobs means that many jobs are seasonal.</p>	<p>Regain the lost jobs in Skegness and develop a jobs growth trajectory, which enables the area to catch up with the growth in jobs in England over the same period.</p>	<p><i>5 years</i></p> <p>Through an increase in the scale of local learning opportunities in conjunction with its new F/HE facility, the growth of enterprise led employment and a diversification of its economic base Skegness has the same jobs growth pattern as the national average. The negative impacts of seasonal employment are removed.</p> <p><i>10-15 years</i></p> <p>Through a continuing trend around the activities set out above Skegness has 5% more jobs than the national average</p> <p><i>30 years</i></p>

			Skegness becomes a self sustaining motor of employment, with strong sectoral strengths and supply chains which enable it to routinely outstrip the national number of jobs by 10%
Employment	Skegness is in the worst 12% of all neighbourhoods in England in terms of Employment	Increase the number and range of job opportunities in Skegness.	<p><i>5 years</i> Skegness has unemployment, which is on a par with the national average.</p> <p><i>10 – 15 years</i> Skegness has a diverse range of sustainable employment opportunities. This enables it to have an unemployment level, which is 10% less severe than the national average.</p> <p><i>30 years</i> Skegness has levels of unemployment, without an overheating jobs market, which are considerably better than the national average and are statistically counted as representing zero unemployment.</p>
Health Outcomes	Skegness is in the lowest 15% of all areas in England in terms of its health outcomes 42 % of the working population are economically inactive	Reduce the number of people with poor health outcomes particularly in relation to increasing levels of economic activity (the English average is 20%).	<p><i>5 years</i> Skegness is no more than 25% below the national average in terms of health outcomes as measured by the English Indices of Deprivation. Through a series of targeted employment focused interventions, including self employment options and through an increase in the range and diversity of local jobs levels of economic activity fall to 33% of the working population.</p> <p><i>10 -15 years</i> Skegness has levels of economic inactivity on a par with the national average. Its external perception as a settlement with a high stock of people in poor health is no longer in evidence.</p> <p><i>30 years</i> Skegness has lower levels of economic inactivity than the national average and better overall levels of health and well-being than the national average. It has regained its former reputation as a healthy environment for people to live and work in.</p>
Industrial Structure	Skegness has only 15% of the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS). It has almost 4 times the national average number of people working in tourism related activities.	Increase the number of people working in KIBS and maximise the range and quality of jobs in the visitor economy and in new or under-developed economic sectors in Skegness	<p><i>5 years</i> An increase in the stock of Knowledge Intensive Businesses, increasing local productivity and driving down the gap in KIBS between Skegness and the national average to 50%.</p> <p><i>10-15 years</i> Parity between Skegness and the national average in terms of Knowledge Intensive Business jobs, nested in a diverse range of economic activities but with distinctive strengths in the visitor economy and the coast as a natural asset</p>

			<p>for distinctive business growth because of the quality of its environment and its physical capital around the sea.</p> <p><i>30 years</i></p> <p>Skegness has a more diverse economic base whilst having maximised the number of Knowledge Intensive Businesses in its area through activities, which draw strength from the business opportunities arising from its natural advantages as a coastal settlement. It will be in the top 33% of places in England in terms of the number of jobs provided by KIBS related businesses.</p>
Development track record	<p>Currently 66% of extant employment consents relate to tourism and high street uses. There are a good number of “shovel” ready projects currently in play on the Skegness including the Foreshore Masterplan and the Eco-Chalet project.</p>	<p>A more diversified pattern of economic development maximising the economic infrastructure in the town.</p>	<p><i>5 years</i></p> <p>Skegness will have a diverse range of proposed investments in different types of business activity, which provide the scope for it to support particularly the development of high skill, high wage businesses. It will nonetheless still have distinctive investment plans and sites, which relate to its economic potential around the natural environment, the visitor economy and the commercial development of the coast. The current pipeline of enhancements to its tourism and connectivity offer will enable it to provide a more attractive prospect for future investment.</p> <p><i>10 -15 years</i></p> <p>Skegness will be recognised as a smart investment choice for those interested in long term high returns from the visitor economy, natural environment and the commercial exploitation of the coast. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i></p> <p>Skegness will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters around the visitor economy and the natural environment, which generate their own economic dynamism through a process known as agglomeration effects.</p>
Investment	<p>Interviews with agents and developers tell us that there is local on-going development interest in both towns areas. Information on</p>	<p>Identify key investors and develop a shared risk vehicle to maximise the</p>	<p><i>5 years</i></p> <p>A new investment vehicle pooling private and public sector investors resources to manage risk and bring forward challenging sites for development/re-use is in place. The</p>

	<p>high street lending suggests that the Lincolnshire coast has one of the most dynamic track records in Lincolnshire of High Street borrowing. This is largely driven by family and well-established businesses investing in the tourism product.</p>	<p>impact of their investment.</p>	<p>actions of this vehicle and other focused investments maintain the economic value of the area.</p> <p><i>10 -15 years</i></p> <p>Skegness will be recognised as a smart investment choice for those interested in long term high returns from the visitor economy, natural environment and the commercial exploitation of the coast. It will achieve higher levels of business investment than the national average. It will have a pipeline of infrastructure enabled sites which enable it to meet the ongoing demand of businesses in its main economic sectors.</p> <p><i>30 years</i></p> <p>Skegness will be a natural investment choice for those seeking to generate effective returns from investment. It will have a dynamic pattern of sites available for economic development and it will have acknowledged economic clusters around the visitor economy and the natural environment, which generate their own economic dynamism through a process known as agglomeration effects.</p>
<p>Infrastructure</p>	<p>We have anecdotal but no up to date evidence that utilities including mobile and broadband connectivity are not sufficiently abundant to support straightforward investment decisions in land and property in East Lindsey</p>	<p>Engage with utility companies to understand the costs and challenges associated with addressing this challenge</p>	<p><i>5 years</i></p> <p>A plan to address the infrastructure deficits in the Skegness area is in place with key utilities and is being implemented. Physical developments to the urban fabric maximise the use and on-going development of the station as a portal for the whole town.</p> <p><i>10-15 years</i></p> <p>Skegness has a dynamic infrastructure with no constraints for business, which where possible draws on a range of natural advantages including environmental resources and facilities developed in conjunction with the natural advantages on the coast including the onshore processing facilities at Theddlethorpe.</p> <p><i>30 years</i></p> <p>Skegness is a natural location for investment in infrastructure appropriate to economic development.</p>
<p>Flood Risk</p>	<p>Skegness is constrained by flood risk in terms of the potential for certain types of particularly residential development.</p>	<p>Innovative approaches to housing design and development and insightful approaches to flood risk management could turn this perceived weakness into an</p>	<p><i>5 years</i></p> <p>Skegness is accepted as a settlement where innovative approaches to maximising the amelioration flood risk and indeed realising their economic potential make development a straightforward process.</p> <p><i>10-15 years</i></p> <p>Skegness is seen as a centre of know how in maximising the economic opportunities arising from flood risk and</p>

		economic strength.	is in no way disadvantaged economically by its coastal location. <i>30 years</i> Flood risk is dropped from the way Skegness is perceived in both social and economic terms. It is seen as an internationally significant example of a town living and thriving in the context of its coastal setting.
Demography	East Lindsey has almost twice the number of over 65s compared to the England average 30% compared to 18%. Its working age population is 55% compared to the England average of 63%.	Find new and innovative ways to make an ageing population a strength rather than a weakness. Create conditions where more young people feel they have a long term stake in the area.	<i>5 years</i> A dynamic and exciting pattern of economic development gives more people a stake in staying in Skegness as a location of choice to work. The stock of jobs and businesses increases. This leads to the start of a new demographic balance with the working age population rising by 2% through the creation of 600 more net jobs. <i>10-15 years</i> The creation of 2400 more net jobs increases the working population to the national average. <i>30 years</i> Skegness is a location of choice for economically active people seeking employment in key sectors for which it has an international reputation. It has a higher proportion of people in the 16-64 age range and lower levels of economic inactivity than the national average.
Environment	The area has significant environmental assets including the Coastal Country park and some key recent investments including the North Sea Observatory	Build on these assets to diversify the tourism and visitor product.	<i>5 years</i> A structured pattern of investments makes the most of the natural environment, diversifying the tourism offer of the Skegness area and beginning to realise the potential to turn flood risk into a strength. The coastal environment in the area becomes a driver for new businesses and jobs. <i>10-15 years</i> Skegness is acknowledged as a centre of excellence for the diversification of the traditional tourism economy. It is a location of choice for investment in examples of the exploitation of the natural coast including innovative approaches to flood risk. Employment in the visitor economy continues to be distinctive but around high value approaches and Skegness becomes less dependent on the sector, particularly its low value, low cost elements. The number of people employed in this sector drops from 4 times the national average to twice the national average, with better paid jobs and better career prospects for those involved. <i>30 years</i>

			Skegness has an international reputation as a centre of excellence in high value coastal tourism, innovative flood risk and successful commercial maximisation of the opportunities linked to the natural coast.
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Appendix 2 Shovel Ready Projects – Proforma

CONNECTED COAST: PROJECT PROFORMA

Project Name	Sutton on Sea Colonnade	Project Ref:	(ELDC to complete)
Project Base	Sutton on Sea (LN12 1ET)		
Geographical area(s) covered	East Lindsey		

Lead Applicant	East Lindsey District Council	Organisation Type	Local Authority
Key Delivery Partners	Mablethorpe and Sutton Town Council; Sutton on Sea Residents association; Visit Lincs Coast (Business Improvement District); Magna Vitae		

Fit with Town Deal Priority Interventions (can be more than one)	
<input checked="" type="checkbox"/>	Urban Regeneration, Planning & land use
<input type="checkbox"/>	Skills and Enterprise infrastructure
<input checked="" type="checkbox"/>	Connectivity

Project Start Date <i>date from which eligible expenditure will be incurred</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation's activities described in the application will be completed</i>
July 2020	December 2022	April 2022	April 2022

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) (please state source)	Private Match Funding (c) (please state source)	Totals (d)	Contribution Rates (a)/(d) x 100
Capital	£1,250,000	£4,250,000		£5,500,000	22.7%
Revenue					
Totals	£1,250,000	£4,250,000		£5,500,000	22.7%

1. Project Scope	Score	Total
1.1 Project Description		
<p>The project will be delivered by demolishing the existing 1950's concrete Colonnade which is structurally unsound and rebuilding a new modern 2,250m² development comprising of a new Colonnade, landmark multi- use building (café, gallery/exhibition space and viewing decks); sheltered undercroft trading, craft and performance spaces; 15 new modern beach huts and six luxury holiday lodges. Surrounding green and open space areas will be enhanced to provide a mix of outdoor leisure facilities and recreational activities to enhance community wellbeing and civic pride.</p> <p>The design proposals will seek to improve connectivity between the adjacent High Street, the promenade and coastal path and beach access to enable additional local events and activities to drive further footfall into the town throughout the year.</p>		

1.2 Who are the target beneficiaries where is the recipient population(s) based?		
<p>The project will boost the local visitor economy by extending the season and diversifying the range and quality of the future offer. The intended beneficiaries are identified as:</p> <ul style="list-style-type: none"> • <i>Local businesses</i> – increasing resident and visitor footfall and expenditure within the local economy, throughout the year. Additional gallery, exhibition and pop up trading/events space will be created to support local artisan producers and artists. Increased investor confidence and associated development and investment by adjacent land and business owners; • <i>Local residents</i> – enhanced social, leisure, cultural and educational facilities within the local community. Increased civic pride and local property values through investment in modern, landmark architecture; • <i>Visitors</i> – additional facilities will be provided to encourage additional overnight stays and repeat visits and diversify/extend the main visitor season along the East Lindsey coast. 		
1.3 Where is the recipient population(s) based?		
<p>The resident and business population is primarily located within the immediate Sutton on Sea, Trusthorpe and Mablethorpe area.</p> <p>The day visitor market is expected to be located within a two hour drive catchment (estimate 4.7million resident population)</p> <p>The day visitor and overnight market will also target additional national and overseas visitors in line with the Council and other lead partner’s strategic objectives to broaden the existing tourism market, increase visitor spend and extend the visitor season.</p>		

2. Project Solution	Score	Total
2.1 How will the project outcomes be delivered (e.g. new or changed service provision, creation of new markets, grants and subsidies)?		
<p>The various elements of the build programme will respond to the strategic objectives to create new accessible visitor markets, extend the visitor season and increase local resident and visitor dwell time and expenditure in the resort. The increased footfall and value of visitor expenditure generate will create opportunities to sustain existing businesses in the town as well as enabling new business and employment opportunities - particularly in the local arts, leisure, creative and hospitality sectors.</p>		
2.3 How will the project ensure due regard to advancing equality of opportunity for persons with protected characteristics as defined by the Equalities Act 2010?		
<p>The final design works will be fully compliant with modern legislation to ensure accessibility and equality of opportunity. The consultation process has identified specific comments on access improvements for all users including elderly and impaired users and families with young children. East Lindsey will work with colleagues to maximise opportunities to benefit the health and wellbeing of all residents through the design and delivery of the new Colonnade – in both the outdoor and indoor spaces. East Lindsey District Council has also pledged its commitment to be the first District Council member of the UK Network of Age-friendly Communities; which joins the growing movement to make places more age-friendly. We will work with relevant partners, local residents community representatives through this and other programmes to integrate appropriate design solutions and technologies to enable all groups and ages to access the new facilities constructed and improve access to the beach alongside connectivity to the existing high street businesses.</p>		
3. Project Delivery	Score	Total
3.1 Which organisation(s) is/are best placed to deliver the project, and why?		
<p>East Lindsey District Council owns the freehold of the site and are responsible for the maintenance of the current Colonnade structure. The project and associated contracts will be procured and managed by the District Council who have an established and successful track record of delivering a range of technical and capital works and managing large, externally funded projects. Where appropriate and necessary external expertise will be procured by the Council through established procurement frameworks or competitive tender, to provide the additional support to deliver the</p>		

<p>agreed contracts. Where appropriate and available the Council will seek to engage local suppliers for the contract opportunities available through the build programme. Full details of the Council’s constitution (including financial procedure regulations) governing how contracts will be awarded and managed is available at: https://www.e-lindsey.gov.uk/article/5673/Constitution-of-the-Council.</p>		
<p>3.2 What other key partners are required to ensure success of the project and how will they be engaged during the project design, development and delivery?</p>		
<p>The Council has already worked with Community Lincs to support local community consultation and engagement. An early design team (including architect and Quantity Surveyor support) has also been commissioned through the National Built Environment Consultancy Services (BECS) Framework to develop a design scheme in response to local community feedback. Key stakeholders will remain local residents and businesses and their representative bodies and organisations (town council, resident associations). The Council’s project team will continue to engage and inform these groups and individuals through regular meetings, briefings and proactive local media channels. Other key partners will include the Environment Agency, Lincolnshire County Council (incl Highways). These partners will be statutory consultees as part of the planning process but will also be engaged in early and final design consultations prior to the submission of a final design. We will also work with other key partners such as the Visit Lincs Coast Business Improvement District and Magna Vitae to maximise the potential offer in terms of future events, leisure and cultural activity through the new build facilities.</p>		
<p>3.3. What level of stakeholder engagement has been undertaken or is planned</p>		
<p>There has been substantial public interest about the future of the Colonnade. A public meeting was arranged by Mablethorpe and Sutton on Sea Town Council to discuss the Colonnade, Beach Huts and Pleasure Gardens on 10th December 2018. In early 2019, Community Lincs and OpenPlan were commissioned to:</p> <ul style="list-style-type: none"> • facilitate two workshops to understand the views of the community in regard to the redevelopment of Sutton on Sea Colonnade and Pleasure Garden area; and, • provide a report back to the Council on the findings, in order to shape future proposals for the area, including prioritisation of ideas. <p>There was almost universal support, at both the workshops, for seizing the opportunity to replace (rather than repair) the Colonnade with a new and improved structure, creating a two-storey building to achieve several objectives:</p> <ul style="list-style-type: none"> • Provide a “bridge” between the garden level and the promenade level, incorporating a lift as well as stairs, so that it will work for everyone; • Create a “look-out” or “observatory” to take advantage of the sea view and easily accessed from the gardens – and vice-versa; • Create an interesting and attractive new sea-facing venue (café, bar, restaurant). • Gallery space for a constantly changing series of exhibitions; something to keep bringing people back to see what’s on this week. • Introduce alternative uses for the bowling greens, with suggestions including a covered outdoor performance area; • Install replacement beach huts to be built with versatility in mind – both in use and location/re-location out of season. Some could be dual purpose to allow them to be used as mini-shops for events (such as Christmas Market) and to have the type of power supply necessary to allow this type of use as well; • Retention of the paddling pool. <p>The design provided by CPMG accommodates the key feedback identified from the initial consultations and introduces a range of new uses and attractions to increase footfall for local traders across the year. Artist’s impressions were released on the 12th February 2020, with a full day consultation for local businesses and residents. The plans have also been published online. Feedback will be used to finalise the project design, in tie for a planning consent by the end of the Summer 2020. In addition, the Council has commissioned a new Destination Strategy in consultation with local businesses to identify priorities for future product development and promotion of the visitor economy. This will be targeted on broadening the existing market to</p>		

accommodate higher-value market segments of country-loving traditionalists and active families; increasing spend (per visitor and overall) and extending the season. This will be delivered through targeted marketing, investment in new experiences, facilities and public realm enhancements.		
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4. Project Implementation	Score	Total
4.1 How will the project be delivered (e.g. will it be an initial pilot, phased implementation or 'big bang' approach)?		
The project will be delivered through on-site capital works to demolish the existing, unsafe Colonnade structure and provide a range of new build facilities. Post completion there will be a mix of freehold and leasehold opportunities to operate the various commercial elements. The design scheme does offer the opportunity for a phased development/delivery of the associated commercial elements.		
4.3 Is the roll out of the project reliant on other dependencies (e.g. land assembly, off site infrastructure, expiry of existing arrangements)		
<p>Project delivery is dependent on and appropriate and blended match funding package and planning consent for the intended uses being secured. Early conversations have been held with a range of potential funders including the Arts Council, National Lottery, Sports England, British Cycling and Orsted Community Funds Grantscape. The project has also been included in the Council's readiness questionnaire as part of the emerging Towns Fund process and investment plan preparations. The key milestones for delivery are currently estimated to be:</p> <ul style="list-style-type: none"> • Finalise detailed design and site surveys – July 2020 • Submit Planning application – August 2020 • Planning Consent – November 2020 • Match funding – December 2020 • Procure Construction Tender – February 2021 • Start on Site – March 2021 • Completion of build programme – April 2022 		

5. Critical Success Factors	Score	Total
5.1 How will the project deliver additional social, economic and environmental value in the target areas?		
<p>The visitor economy is important to East Lindsey. 9,000 jobs are supported by the 4.8 million visitors welcomed each year, spending around £700 million. East Lindsey does better in attracting longer stays than many regions of England, but the average spend is significantly less (only £45 per night here compared to £65 in England as a whole). To grow the value of the visitor economy to East Lindsey, the public and private sectors must work together, focusing resources more tightly and more effectively. The area needs to attract new markets that are prepared to spend more and visit at times other than the main summer season. And tourism needs to grow in ways that are sustainable and sympathetic to the place and the people who live here. Good places to visit are generally good places to live.</p> <p>The project will address these priorities by providing new facilities in response to local consultation to enhance the current range of leisure, recreational and cultural facilities for residents and visitors throughout the year. The project will generate renewed interest in the East Lindsey coast for residents and visitors, in line with other more recent developments at Gibraltar Point, Chapel Point Observatory and the Coastal Country Park. As a driver for increasing the value of visitor spend within the local economy the project will support existing local businesses and encourage new business opportunities to the area within a priority growth sector, as recognised by the Greater Lincolnshire Local Enterprise Partnership. It will also support users' health and wellbeing by providing new community meeting and leisure facilities – both indoors and outdoors. It will also provide better connectivity between the beach, promenade and high street areas in the town.</p> <p>The Council has recently purchased a licence for the Social Value Engine to accurately forecast and calculate the outcomes delivered by the project. The 'Social Value Engine' is one of the leading methods for calculating social value and wider project benefits and communicating tangible project value to society (which may not be recorded by other means). This engine identifies social value by setting out: (1) the monetary value of each outcome; and; (2) the contribution of the outcome to the sustainability of the community (the engine presents social value via the eight indicators of a sustainable community produced by the UK government in 2005 known as the Bristol Accord). Consequently, the methodology enables outcomes to be grouped in a manner that allows comparison on more than just monetary terms.</p>		
5.2 How will the lead partners secure the necessary capability and skills to deliver the project?		
<p>The project will be managed within the Council's Economic Growth Directorate with appropriate support from cross departmental colleagues and core partners (including PSPS and Magna Vitae). This provides a core set of skills in project management, monitoring and evaluation; external funding; planning policy and development control; marketing and promotion; events delivery; and financial planning and monitoring.</p> <p>Additional support will be procured, as required, on a specific and time limited basis to commission external expertise and resources in order to deliver the project on time and within budget. Where appropriate services will be procured via existing frameworks (where these provide value for money) or via competitive tender. We will also look to maximise engagement with local suppliers in the external procurement processes.</p>		
5.3 What are the key constraints to delivering the project? What mitigation measures are in place to manage and reduce key risks?		

As with every project, there are a series of risks that could potentially impact on the project's successful delivery. A number of headline risks have been identified at this stage and are set out below, outlining the likelihood of each arising and the extent of impacts if they do. A series of mitigating actions have also been identified. These actions could be implemented to minimise the potential for risks to arise and the potential severity on impacts if they do.

Risk	Likelihood	Impact	Mitigating Actions/Actions Required
Cost estimates prove to be inaccurate	Medium	Very High	Professional cost consultants will be appointed to fully cost the project.. Costs will include a contingency and design reserve. Risks to cost increases will be included in main risk register and subject to risk management procedures. Further support may be available through the One Public Estate Programme for Greater Lincolnshire.
Project is not sufficiently developed to benefit from relevant funding opportunities	Moderate	High	Progress will need to be made to develop the project to a more advanced stage in order to be in a position to benefit from future funding opportunities. Early negotiations with potential funders is already underway to secure in principle support, subject to further detailed applications.
Insufficient funding is available	Moderate	High	Match funding will be required for most funding sources, therefore internal discussions will need to be held on the potential contribution that ELDC is able to make to the proposed scheme. More detailed reviews of funding to be undertaken as part of project development activity.
Delays to start on site	Moderate	High	Negotiations with any relevant landowners need to be progressed at pace. Early site surveys should be conducted and liaison with planning progressed to ensure support for the scheme. Where there are known transport capacity concerns, discussions should be progressed to resolve these. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme will be used to manage and monitor progress of pre-on site activities. Master programme should be updated to reflect any changes to dates.
Construction period longer than anticipated	Moderate	High	Early site surveys should be conducted. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme used to manage and monitor progress of construction activities. Master programme updated to reflect any changes to dates.

Appropriate arrangements will be implemented to ensure that risks are held by delivery bodies through clearly articulated risk transfer arrangements. In each instance, risks should be assigned to the organisation best able to manage them. Where works are procured through external bodies, both procurement documents and the final contract will clearly set out responsibilities for risk

<p>management and will transfer operational risks directly associated with delivery of those elements of the works package.</p> <p>Provision may be made to impose penalties in the event that works are not delivered on time or to required quality standards to minimise the risks resting with ELDC and ensure that other parties take true ownership of the risks assigned to them. As part of internal project management procedures, all risks will also be assigned an owner to ensure transparency in risk management responsibilities. Clear reporting routes will ensure the project leader is alerted to any changes in risk profile, for example if the likelihood of a risk arising is considered to have increased or wider implications of potential risks are identified.</p> <p>This approach will ensure the prompt escalation of risks and allow for necessary actions to be taken to ensure the project continues to be delivered on budget, to time and to high quality standards. Consideration of risks will also be a standing agenda item for project meetings. The overall project risk is considered to be moderate.</p>		
<p>5.4 What other options have been considered?</p>		
<ul style="list-style-type: none"> i) Do nothing – the current structure is unsafe and boarded up. Beach hits on top of the Colonnade have been removed which has the short term impact of reducing footfall on the promenade. Doing nothing over the medium to long term will reinforce a sense of decline in the resort and fail to maximise the opportunities to support a key growth sector in line with increasing visitor numbers to East Lindsey (as evidenced by the annual STEAM reports); ii) Repair the Colonnade – the current 1950s Colonnade is unsound and the costs of repair are still significant to simply repair and reinstate the previous structure. In addition, the local community workshops have identified a preference to rebuild, rather than repair the Colonnade - which provides the opportunity to extend the build programme to deliver a new range of visitor attractions and community facilities to enhance leisure, recreation and community well being; iii) Deliver an alternative design mix – the current design solution responds to the key themes identified in the community workshops and feedback to date. It also provides a variety of new commercial elements that respond to the strategic imperative to diversify the current visitor offer and attract a higher value of visitor spend within the local economy throughout the year. 		

CONNECTED COAST: PROJECT PROFORMA

Project Name	Skegness Eco Chalet Park	Project Ref:	(ELDC to complete)
Project Base	Princes/South Parade, Skegness Foreshore (PE25 3EH)		
Geographical area(s) covered	East Lindsey		

Lead Applicant	East Lindsey District Council	Organisation Type	Local Authority
Key Delivery Partners	Environment Agency; Lincolnshire Wildlife Trust; Visit Lincs Coast (Business Improvement District)		

Fit with Town Deal Priority Interventions (can be more than one)	
<input checked="" type="checkbox"/>	Urban Regeneration, Planning & land use
<input type="checkbox"/>	Skills and Enterprise infrastructure
<input type="checkbox"/>	Connectivity

Project Start Date <i>date from which eligible expenditure will be incurred</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation's activities described in the application will be completed</i>
July 2020	September 2021	April 2021	April 2021

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) (please state source)	Private Match Funding (c) (please state source)	Totals (d)	Contribution Rates (a)/(d) x 100
Capital	0	£3,000,000		£3,000,000	
Revenue					
Totals	0	£3,000,000		£3,000,000	

1. Project Scope	Score	Total
1.1 Project Description		
<p>The project will explore the design, development and operation of a suite of high quality, low density eco-chalets on a Council owned site on the Skegness Foreshore. The project is intended to help extend and diversify the visitor season by generating new and repeat visitors to East Lindsey. It will respond to a continuing strategic focus on better promoting and maximising the attraction of the natural coast and countryside to generate higher value spend throughout the year.</p> <p>It is also expected to provide a precedent example of how the design of visitor accommodation could incorporate flood risk mitigation to offer year round letting potential. The design principles may also provide a template that could be replicable, in the longer term, to the development of new residential accommodation within the coastal strip.</p>		
1.2 Who are the target beneficiaries where is the recipient population(s) based?		
The project will target higher-spending segments which will be a priority to grow the value of the local visitor economy:		

<ul style="list-style-type: none"> Country Loving Traditionalists (50+ couples or groups of friends; moderate income; traditional values; frequent holidays & regular countryside breaks); Active Families (families & extended families; parents 30-50 age group; kids from pre-school up to 14; middle income; School holidays & weekend breaks). 		
1.3 Where is the recipient population(s) based?		
The target for overnight stays will be from national and overseas markets, in line with scheduled and future promotional campaigns with lead partners such as Visit Britain and the National Coastal Tourism Academy. The immediate target beneficiaries within the local catchment area will be new and existing businesses and employees throughout East Lindsey that will benefit from increased visitor footfall, interest and expenditure within the local economy.		

2. Project Solution	Score	Total
2.1 How will the project outcomes be delivered (e.g. new or changed service provision, creation of new markets, grants and subsidies)?		
<p>The project will help to position East Lindsey as a new place to explore with a spectacular natural environment – combining coast and countryside – and plenty to do and discover at your own pace in the great outdoors or in the towns and resorts. The assumption is that Country Loving Traditionalists will be attracted first by the Wolds and that the natural coast will be a surprising and compelling addition, while Active Families will be drawn to the mix of traditional seaside plus easy-to-reach natural coast, and then further attracted by the outdoors activities in the Wolds and the history inland. The Council’s STEAM data indicates that East Lindsey has continued to experience a growth in visitor numbers and the associated impact and value of the visitor economy. The 2019 published STEAM report reveals that:</p> <ul style="list-style-type: none"> The economic impact of the visitor economy is estimated at £699.48m; The sector directly supports 7,110 jobs (c17% of total employee jobs in East Lindsey); The largest areas of visitor expenditure are on local shopping (21%) and food and drink (19.6%); The District attracted 9.769million overnight stays and 2.939million day visitors; 85.5% of all overnight stays were spent in non-serviced accommodation; Staying visitors provide an average spend of £60.18 within the local economy, as opposed to £37.94 for day visitors. <p>Assuming that these historic trends continue, the proposed project site is well placed to target a continued growth in visitor numbers, and the dominant and increasing trend for overnight visitor stays spent in non-serviced accommodation. It will also help to attract additional, higher value visitor spend within the coastal economy - linked to the ongoing promotion of the natural coast and Wolds countryside offer.</p>		
2.3 How will the project ensure due regard to advancing equality of opportunity for persons with protected characteristics as defined by the Equalities Act 2010?		
The final design works will be fully compliant with modern legislation to ensure equality of opportunity and access. East Lindsey District Council has also pledged its commitment to be the first District Council member of the UK Network of Age-friendly Communities; which joins the growing movement to make places more age-friendly. We will work with relevant partners, local residents community representatives through this and other programmes to integrate appropriate design solutions and technologies to enable all groups and ages to access the new facilities constructed and improve access to the beach alongside connectivity to the existing high street businesses.		
3. Project Delivery	Score	Total
3.1 Which organisation(s) is/are best placed to deliver the project, and why?		
East Lindsey District Council owns the freehold of the project site. The project and associated contracts will be procured and managed by the District Council who have an established and successful track record of delivering a range of technical and capital works and managing large, externally funded projects. Where appropriate and necessary external expertise will be procured by the Council through established procurement frameworks or competitive tender, to provide the additional support to deliver the agreed contracts. Where appropriate and available the Council		

will seek to engage local suppliers for the contract opportunities available through the build programme. Full details of the Council's constitution (including financial procedure regulations) governing how contracts will be awarded and managed is available at: https://www.e-lindsey.gov.uk/article/5673/Constitution-of-the-Council .		
3.2 What other key partners are required to ensure success of the project and how will they be engaged during the project design, development and delivery?		
A design team (including architect, Quantity Surveyor, Civil Engineer and Structural Engineer support) has been commissioned through the National Built Environment Consultancy Services (BECS) Framework to develop an initial scheme. The key consultees will be the Environment Agency (flood risk and mitigation) and Lincolnshire Wildlife Trust in relation to the proposed development and protection of local ecology and habitat given that the site is a locally designated wildlife site and adjacent to other SSSI and nature reserve areas. Site meetings have already been held with the Environment Agency and both key partners will be fully engaged in informing the final design solution once the detailed site investigation works have been completed. Other key stakeholders will include local businesses and their representative bodies and organisations (Town Council, Business Improvement District). The Council's project team will continue to engage and inform these groups and individuals through regular meetings, briefings and proactive local media channels.		
3.3. What level of stakeholder engagement has been undertaken or is planned		
<p>Site meetings have already been held with lead representatives from the Environment Agency. The key points from these discussions are that:</p> <ul style="list-style-type: none"> • The site has manicured grassed areas which are generally on the lowest parts of the site and higher raised areas where the trees, shrubs and scrub are located. In my view chalets, with low profile ideally, could be located in the lower parts of the site without detracting from the character of the area. This is because of the contours of the site allow them to be set at a low level and also the screening afforded by existing trees and shrubs which should be retained; • With regard to the flood risk, the normal occupancy period set out in the Local Plan i.e. mid March to the end of October is acceptable. If all year round occupancy was intended then a 20 year consent to allow such extended period was acceptable to the EA. However the Local Plan inspector had not favoured that approach and therefore it may be difficult for the Council to override the inspectors view notwithstanding the technical support from the EA for the 20 year period; • The site is shown as a Local Wildlife Site last surveyed by the Greater Lincolnshire Nature Partnership in July 2014. This identified ecological interest across the site so an ecological survey is required so we have an up to date survey which we can then put to them to establish if there is a way forward to developing the site, albeit mainly on the eastern side, without significantly harming any wildlife/ecology interests, or by way of mitigation. This is an issue that needs to be addressed in my view prior to any scheme being submitted for planning permission. That way the site can be considered against Policy SP24 of the Local Plan which seeks to permit development on such sites only in exceptional circumstances and if the reasons for the development outweigh the need to protect the site in the long terms. <p>More detailed pre-application planning advice, site surveys and dialogue with lead partners such as the Environment Agency will be required as part of the further design works required to finalise a detailed planning application. Further consultation workshops will be held in Skegness as the designs are finalised, prior to the submission of a detailed planning consent.</p>		

4. Project Implementation	Score	Total
4.1 How will the project be delivered (e.g. will it be an initial pilot, phased implementation or 'big bang' approach)?		
The project will be delivered through the delivery of on-site capital works to install the new chalets, reception office and the associated servicing and infrastructure works. The chalets will be pre-fabricated and manufactured off site. The project will be operated initially through the Council's own Development Company with a potential option to selling onto a commercial operator as a going concern once the facility is established.		

4.3 Is the roll out of the project reliant on other dependencies (e.g. land assembly, off site infrastructure, expiry of existing arrangements)		
<p>The site is currently let on a tenancy at will to a private sector operator with no security of tenure. The lessee is responsible for the maintenance of the grounds and pays a nominal daily rental. The Council only requires three days notice to terminate the current arrangement. Project delivery is dependent on and appropriate and blended match funding package and planning consent for the intended uses being secured.</p> <p>The key milestones for delivery are currently estimated to be:</p> <ul style="list-style-type: none"> • Finalise detailed design and site surveys – April 2020 • Submit Planning application – June 2020 • Planning Consent – August 2020 • Procure Construction Tender – October 2020 • Funding Secured – October 2020 • Start on Site – October 2020 • Completion of build programme – May 2021 		

5. Critical Success Factors	Score	Total								
5.1 How will the project deliver additional social, economic and environmental value in the target areas?										
<p>The visitor economy is important to East Lindsey. 9,000 jobs are supported by the 4.8 million visitors welcomed each year, spending around £700 million. East Lindsey does better in attracting longer stays than many regions of England, but the average spend is significantly less (only £45 per night here compared to £65 in England as a whole). To grow the value of the visitor economy to East Lindsey, the public and private sectors must work together, focusing resources more tightly and more effectively. The area needs to attract new markets that are prepared to spend more and visit at times other than the main summer season. And tourism needs to grow in ways that are sustainable and sympathetic to the place and the people who live here.</p> <p>The proposed site measures approximately 1.5hectares (3.7 acres) and is located at the southern end of the Foreshore off Princes Parade and South Parade. It is subsequently detached from the main Tower Esplanade attractions and peak visitor footfall. Within the Council’s adopted Local Plan, the area is designated as a Local Wildlife site. It is also close to the adjacent Special Area of Conservation and Seacroft Site of Special Scientific Interest boundaries, which includes the Gibraltar Point National Nature Reserve. It is therefore considered to be an appropriate location to develop specific visitor attractions or accommodation linked to the quieter and more natural, ecological setting at this end of the Southern Foreshore. The project will generate renewed interest in the East Lindsey coast for residents and visitors, in line with other more recent developments at Gibraltar Point, Chapel Point Observatory and the Coastal Country Park. As a driver for increasing the value of visitor spend within the local economy the project will support existing local businesses and encourage new business opportunities to the area within a priority growth sector, as recognised by the Greater Lincolnshire Local Enterprise Partnership.</p> <p>The Council has recently purchased a licence for the Social Value Engine to accurately forecast and calculate the outcomes delivered by the project. The ‘Social Value Engine’ is one of the leading methods for calculating social value and wider project benefits and communicating tangible project value to society (which may not be recorded by other means). This engine identifies social value by setting out: (1) the monetary value of each outcome; and; (2) the contribution of the outcome to the sustainability of the community (the engine presents social value via the eight indicators of a sustainable community produced by the UK government in 2005 known as the Bristol Accord). Consequently, the methodology enables outcomes to be grouped in a manner that allows comparison on more than just monetary terms.</p>										
5.2 How will the lead partners secure the necessary capability and skills to deliver the project?										
<p>The project will be managed within the Council’s Economic Growth Directorate with appropriate support from cross departmental colleagues. This provides a core set of skills in project management, monitoring and evaluation; external funding; planning policy and development control; marketing and promotion; events delivery; and financial planning and monitoring. Additional support will be procured, as required, on a specific and time limited basis to commission external expertise and resources in order to deliver the project on time and within budget. Where appropriate services will be procured via existing frameworks (where these provide value for money) or via competitive tender. We will also look to maximise engagement with local suppliers in the external procurement processes.</p>										
5.3 What are the key constraints to delivering the project? What mitigation measures are in place to manage and reduce key risks?										
<p>As with every project, there are a series of risks that could potentially impact on the project’s successful delivery. A number of headline risks have been identified at this stage and are set out below, outlining the likelihood of each arising and the extent of impacts if they do. A series of mitigating actions have also been identified. These actions could be implemented to minimise the potential for risks to arise and the potential severity on impacts if they do.</p>										
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Cost estimates prove to be inaccurate	Medium	Very High	Professional cost consultants will be appointed to fully cost the project.. Costs will include a contingency and design reserve. Risks to cost increases will be							

			included in main risk register and subject to risk management procedures. Further support may be available through the One Public Estate Programme for Greater Lincolnshire.		
Project is not sufficiently developed to benefit from relevant funding opportunities	Moderate	High	Progress will need to be made to develop the project to a more advanced stage in order to be in a position to benefit from future funding opportunities. Early negotiations with potential funders is already underway to secure in principle support, subject to further detailed applications.		
Insufficient funding is available	Moderate	High	Match funding will be required for most funding sources, therefore internal discussions will need to be held on the potential contribution that ELDC is able to make to the proposed scheme. More detailed reviews of funding to be undertaken as part of project development activity.		
Delays to start on site	Moderate	High	Negotiations with any relevant landowners need to be progressed at pace. Early site surveys should be conducted and liaison with planning progressed to ensure support for the scheme. Where there are known transport capacity concerns, discussions should be progressed to resolve these. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme will be used to manage and monitor progress of pre-on site activities. Master programme should be updated to reflect any changes to dates.		
Construction period longer than anticipated	Moderate	High	Early site surveys should be conducted. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme used to manage and monitor progress of construction activities. Master programme updated to reflect any changes to dates.		
<p>Appropriate arrangements will be implemented to ensure that risks are held by delivery bodies through clearly articulated risk transfer arrangements. In each instance, risks should be assigned to the organisation best able to manage them. Where works are procured through external bodies, both procurement documents and the final contract will clearly set out responsibilities for risk management and will transfer operational risks directly associated with delivery of those elements of the works package.</p> <p>Provision may be made to impose penalties in the event that works are not delivered on time or to required quality standards to minimise the risks resting with ELDC and ensure that other parties take true ownership of the risks assigned to them. As part of internal project management procedures, all risks will also be assigned an owner to ensure transparency in risk management responsibilities. Clear reporting routes will ensure the project leader is alerted to any changes in risk profile, for example if the likelihood of a risk arising is considered to have increased or wider implications of potential risks are identified.</p>					

<p>This approach will ensure the prompt escalation of risks and allow for necessary actions to be taken to ensure the project continues to be delivered on budget, to time and to high quality standards. Consideration of risks will also be a standing agenda item for project meetings. The overall project risk is considered to be moderate.</p>		
<p>5.4 What other options have been considered?</p>		
<ul style="list-style-type: none"> iv) Do nothing – the current site is under utilised and does not contribute to the growth or diversification of the visitor offer in East Lindsey or support the growth of a key local economic sector, as recognised by the Greater Lincolnshire LEP; v) Market the site for commercial redevelopment – the site has not been actively marketed but the intended use compliments the objectives of the Skegness Foreshore masterplan and adjacent Register of Historic Parks and Gardens Listing. It will also add value to the recently renovated Rockery Gardens on the boundary of the project site. Developing the site direct will demonstrate a higher level of investor confidence in the resort and encourage additional private sector investment to follow; vi) Deliver an alternative design mix – the current design solution is based on delivering a low density, high quality scheme to maximise the location and setting of the site. Increasing the development mix is not considered to offer the intended benefit to the target market segment. 		

CONNECTED COAST: PROJECT PROFORMA

Project Name	Skegness Public Realm	Project Ref:	(ELDC to complete)
Project Base	Tower Esplanade and adjacent seafront (PE25 3HH)		
Geographical area(s) covered	East Lindsey		

Lead Applicant	East Lindsey District Council	Organisation Type	Local Authority
Key Delivery Partners			

Fit with Town Deal Priority Interventions (can be more than one)	
<input checked="" type="checkbox"/>	Urban Regeneration, Planning & land use
<input type="checkbox"/>	Skills and Enterprise infrastructure
<input checked="" type="checkbox"/>	Connectivity

Project Start Date	Financial Completion Date	Practical Completion Date	Activity Completion Date
<i>date from which eligible expenditure will be incurred</i>	<i>date by which eligible costs will have been defrayed</i>	<i>date by which all Outputs/Results will be achieved</i>	<i>the date by which all the operation's activities described in the application will be completed</i>

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) (please state source)	Private Match Funding (c) (please state source)	Totals (d)	Contribution Rates (a)/(d) x 100
Capital	£2,000,000	£3,000,000		£5,000,000	40%
Revenue					
Totals	£2,000,000	£3,000,000		£5,000,000	40%

1. Project Scope	Score	Total
1.1 Project Description		
<p>There is a general feeling the Foreshore is in need of investment and that the priority should be to improve the existing offer and assets before investing in something new. Investment is needed to improve the overall appearance and maintenance of the Foreshore. It will help to create a sense of arrival and generally a more welcoming environment. A Skegness Foreshore Design Code has been prepared to establish the parameters for this re-development and includes improving connectivity around the Foreshore including reinstating the cycle path, signage, colour scheme and landscaping.</p> <p>The pedestrianisation of a section of Tower Esplanade by re-routing vehicular access to Festival Car Park via South Parade/ Princes Parade will not only improve the approach to the Foreshore and the environment of the Esplanade itself, but will also encourage greater use of the Southern Foreshore and the movement of people around the Foreshore as a whole. Pedestrianisation of Tower Esplanade will improve the overall approach to the key commercial area of the Foreshore and create an improved environment for visitors, drawing people down to the Foreshore from the station and the town centre. It will also create an area for outside events, activities and</p>		

<p>entertainment. It will prove a natural route from the town centre to the Foreshore utilising the Foreshore Design Code to provide consistency in the public realm, which will then extend along the seafront. Economically, it will bring opportunities through the provision of additional trade-out space for concession-holders and improve the overall confidence in the Foreshore to help attract new private sector investment to the area. Creating a space where different kinds of activities and entertainment can take place will also help to extend the season and attract different groups of visitors.</p> <p>The pedestrianisation and traffic re-routing will improve connectivity for pedestrians and encourage people to move around the Foreshore, boosting trade for businesses located there. As with the public realm improvements for the Foreshore, these developments will help to increase the sense of safety and bring an enhanced sense of pride in the area.</p>		
1.2 Who are the target beneficiaries where is the recipient population(s) based?		
<p>By improving pedestrian access to the Foreshore and its appearance, the project will help to increase overall confidence in the area, supporting existing local businesses and leveraging new investment from the private sector as well as attracting more and different kinds of visitors wanting to experience the diverse areas of the Foreshore and its commercial offer. Both elements of the project will encourage people to move around the Foreshore and come down to the seafront from the town centre. The activity and entertainment spaces will produce new opportunities for local people to become involved in the life of the Foreshore and will also attract different types of visitors. The project will also improve connectivity between the extremities of the Foreshore and the rest of the town and the visibility of areas which are currently underused.</p>		
1.3 Where is the recipient population(s) based?		
<p>The resident and business population is based primarily in Skegness itself with day visitors known to come to the Foreshore from a catchment area within a two-hour drive. Visitors from further afield in the UK and abroad will continue to be attracted to the resort and it is anticipated that the pedestrianisation of Tower Esplanade and the improvements to the public realm will have a positive impact on footfall, especially on the Foreshore itself.</p>		

2. Project Solution	Score	Total
2.1 How will the project outcomes be delivered (e.g. new or changed service provision, creation of new markets, grants and subsidies)?		
<p>The various elements of the build programme will respond to the strategic objectives to create new, safe access to Tower Esplanade and the Foreshore for visitors and local residents alike. They will extend the opportunities for commercial development, private sector investment and activity/entertainment programmes, thus increasing both footfall and expenditure in the resort. These increases will create opportunities to sustain existing businesses in the town as well as enabling new business and employment opportunities, particularly in the local arts, leisure, creative and hospitality sectors.</p>		
2.3 How will the project ensure due regard to advancing equality of opportunity for persons with protected characteristics as defined by the Equalities Act 2010?		
<p>The final design works will be fully compliant with modern legislation to ensure accessibility and equality of opportunity. The pedestrianisation of Tower Esplanade and the proposed improvements to the public realm will be designed to create better access for all users including the elderly and impaired and families with young children. The separation of people and traffic will enhance the safety of the Foreshore as a whole. East Lindsey District Council has also pledged its commitment to be the first District Council member of the UK Network of Age-friendly Communities, which joins the growing movement to make places more age-friendly. We will work with relevant partners, local residents and community representatives through this and other programmes to integrate appropriate design solutions and technologies to enable all groups and ages to access the new facilities constructed and improve access to the sea front alongside connectivity to the existing businesses on and around Tower Esplanade and the Foreshore.</p>		

3. Project Delivery	Score	Total
3.1 Which organisation(s) is/are best placed to deliver the project, and why?		
<p>The project and associated contracts will be procured and managed by the District Council who have an established and successful track record of delivering a range of technical and capital works and managing large, externally funded projects. Where appropriate and necessary external expertise will be procured by the Council through established procurement frameworks or competitive tender, to provide the additional support to deliver the agreed contracts. Where appropriate and available the Council will seek to engage local suppliers for the contract opportunities available through the build programme. Full details of the Council's constitution (including financial procedure regulations) governing how contracts will be awarded and managed is available at: https://www.e-lindsey.gov.uk/article/5673/Constitution-of-the-Council.</p>		
3.2 What other key partners are required to ensure success of the project and how will they be engaged during the project design, development and delivery?		
<p>A comprehensive approach to refreshing the public realm and pedestrianizing Tower Esplanade will need a significant contribution from the landowner, East Lindsey District Council, and also approvals from the Highways Department at Lincolnshire County Council. A comprehensive package of interventions may secure Growth Deal funding and Coastal Communities Fund investment, if further rounds of these initiatives become available. It may also be possible to secure additional funding through the National Lottery Heritage Fund, if elements of heritage interpretation and engagement are included in the project.</p> <p>A professional team (including architect and Quantity Surveyor support) will be put in place at an early stage to develop and refine the scheme with particular emphasis on the design of new access to the main car park on the Esplanade and the enhancements to the public realm on the seafront. Feedback will be incorporated from comments received during the public consultation.</p>		
3.3. What level of stakeholder engagement has been undertaken or is planned		
<p>A traffic study has already been undertaken by Kier to see the effect on the local network of diverting the flow of cars away from the section of Tower Esplanade to be pedestrianised and it established that no junction improvements would be needed. However, additional works will be required at the entrance to the car park near Princes Parade and they will be included in this project. The proposals will be subject to discussions with local businesses and other stakeholders and there will be a period of public consultation to ensure that the design of the improvements to the public realm is both practical and appealing.</p>		
4. Project Implementation	Score	Total
4.1 How will the project be delivered (e.g. will it be an initial pilot, phased implementation or 'big bang' approach)?		
<p>The project will be delivered through on-site capital works to create new access arrangements to the main car park on the Esplanade, pedestrianise the designated section of Tower Esplanade and improve the public realm along the adjacent seafront. New signage will also be installed. Arrangements will be made for vehicular access to the RNLI station on Tower Esplanade and for emergency vehicles to get to the Foreshore through the pedestrian area.</p>		
4.3 Is the roll out of the project reliant on other dependencies (e.g. land assembly, off site infrastructure, expiry of existing arrangements)		
<p>Project delivery is dependent on an appropriate match funding package and planning consent being secured. Approvals will also be required from the Highways Authority. The key milestones for delivery are currently estimated to be:</p> <ul style="list-style-type: none"> • Develop draft designs and costings – 20 • Public/stakeholder consultations – 20 • Finalise detailed design and site surveys – 20 • Submit Planning application(s) – 20 		

<ul style="list-style-type: none"> • Planning Consent received – 20 • Match funding secured – 20 • Procure Tender for works – 20 • Start on Site – 20 • Completion of Works – 20 		
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5. Critical Success Factors	Score	Total								
<p>5.1 How will the project deliver additional social, economic and environmental value in the target areas?</p>										
<p>The visitor economy is important to East Lindsey. 9,000 jobs are supported by the 4.8 million visitors welcomed each year, who spend around £700 million. To grow the value of the visitor economy to East Lindsey, the public sector must focus resources more tightly and more effectively. The area needs to retain its existing visitor base and attract new visitors and tourism needs to grow in ways that are sustainable and sympathetic to the place and the people who live here. Good places to visit are generally good places to live.</p> <p>The project will address these priorities by enhancing and improving existing facilities to make Tower Esplanade, the Foreshore and the businesses around them more attractive, more accessible and more appealing. It will generate renewed interest in the town, create better links between the town centre and the seafront and increase footfall to the commercial outlets in the area. It will also provide outdoor space for activities and entertainment, which will appeal to local residents and visitors alike. As a driver for increasing the value of visitor spend within the local economy the project will support existing local businesses and encourage new business investment within a priority growth sector, as recognised by the Greater Lincolnshire Local Enterprise Partnership. It will also support users' health and wellbeing by providing better and safer access to the seafront with better connectivity between the beach, promenade and high street areas in the town.</p> <p>The Council has recently purchased a licence for the Social Value Engine to accurately forecast and calculate the outcomes delivered by the project. The 'Social Value Engine' is one of the leading methods for calculating social value and wider project benefits and communicating tangible project value to society (which may not be recorded by other means). This engine identifies social value by setting out: (1) the monetary value of each outcome; and; (2) the contribution of the outcome to the sustainability of the community (the engine presents social value via the eight indicators of a sustainable community produced by the UK government in 2005 known as the Bristol Accord). Consequently, the methodology enables outcomes to be grouped in a manner that allows comparison on more than just monetary terms.</p>										
<p>5.2 How will the lead partners secure the necessary capability and skills to deliver the project?</p>										
<p>The project will be managed within the Council's Economic Growth Directorate with appropriate support from cross departmental colleagues and core partners (including). This provides a core set of skills in project management, monitoring and evaluation; external funding; planning policy and development control; marketing and promotion; events delivery; and financial planning and monitoring.</p> <p>Additional support will be procured, as required, on a specific and time limited basis to commission external expertise and resources in order to deliver the project on time and within budget. Where appropriate services will be procured via existing frameworks (where these provide value for money) or via competitive tender. We will also look to maximise engagement with local suppliers in the external procurement processes.</p>										
<p>5.3 What are the key constraints to delivering the project? What mitigation measures are in place to manage and reduce key risks?</p>										
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Cost estimates prove to be inaccurate	Medium	Very High	Professional cost consultants will be appointed to fully cost the project. Costs will include a contingency and design reserve. Risks to cost increases will be							

			included in main risk register and subject to risk management procedures.		
Project is not sufficiently developed to benefit from relevant funding opportunities	Moderate	High	Progress will need to be made to develop the project to a more advanced stage in order to be in a position to benefit from future funding opportunities.		
Insufficient funding is available	Moderate	High	Match funding will be required for the project, so internal discussions will need to be held on the potential contribution that ELDC is able to make to the proposed scheme. More detailed reviews of funding will be undertaken as part of project development activity.		
Delays to start on site	Moderate	High	Negotiations with any relevant landowners need to be progressed at pace. Early site surveys should be conducted and liaison with planning progressed to ensure support for the scheme. Where there are known transport capacity concerns, discussions should be progressed to resolve these. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme will be used to manage and monitor progress of pre-on site activities. Master programme should be updated to reflect any changes to dates.		
Construction period longer than anticipated	Moderate	High	Early site surveys should be conducted. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme used to manage and monitor progress of works. Master programme updated to reflect any changes to dates.		
<p>Appropriate arrangements will be implemented to ensure that risks are held by delivery bodies through clearly articulated risk transfer arrangements. In each instance, risks should be assigned to the organisation best able to manage them. Where works are procured through external bodies, both procurement documents and the final contract will clearly set out responsibilities for risk management and will transfer operational risks directly associated with delivery of those elements of the works package.</p> <p>Provision may be made to impose penalties in the event that works are not delivered on time or to required quality standards to minimise the risks resting with ELDC and ensure that other parties take true ownership of the risks assigned to them. As part of internal project management procedures, all risks will also be assigned an owner to ensure transparency in risk management responsibilities. Clear reporting routes will ensure the project leader is alerted to any changes in risk profile, for example if the likelihood of a risk arising is considered to have increased or wider implications of potential risks are identified.</p> <p>This approach will ensure the prompt escalation of risks and allow for necessary actions to be taken to ensure the project continues to be delivered on budget, to time and to high quality standards. Consideration of risks will also be a standing agenda item for project meetings. The overall project risk is considered to be moderate.</p>					
5.4 What other options have been considered?					
O/S					

CONNECTED COAST: PROJECT PROFORMA

Project Name	Skegness Boating Lakes	Project Ref:	(ELDC to complete)
Project Base	Boating lakes between South Parade and the Esplanade, Skegness (PE25 3HH)		
Geographical area(s) covered	East Lindsey		

Lead Applicant	East Lindsey District Council	Organisation Type	Local Authority
Key Delivery Partners			

Fit with Town Deal Priority Interventions (can be more than one)	
<input checked="" type="checkbox"/>	Urban Regeneration, Planning & land use
<input type="checkbox"/>	Skills and Enterprise infrastructure
<input checked="" type="checkbox"/>	Connectivity

Project Start Date	Financial Completion Date	Practical Completion Date	Activity Completion Date
<i>date from which eligible expenditure will be incurred</i>	<i>date by which eligible costs will have been defrayed</i>	<i>date by which all Outputs/Results will be achieved</i>	<i>the date by which all the operation's activities described in the application will be completed</i>

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) (please state source)	Private Match Funding (c) (please state source)	Totals (d)	Contribution Rates (a)/(d) x 100
Capital	£600,000	£1,000,000		£1,600,000	37.5%
Revenue					
Totals	£600,000	£1,000,000		£1,600,000	37.5%

1. Project Scope	Score	Total
1.1 Project Description		
<p>The Southern Boating Lake is an area of the Foreshore that is underused. An opportunity has been identified to utilise the existing structures around the boating lake to create an outdoor events arena for activities such as concerts, light festivals and an outdoor cinema with associated improvements to local facilities such as public toilets.</p> <p>As a first phase, improvements such as new lighting, water fountains and the ability to pipe music around the lake could be introduced to improve the amenity value of this area of the Foreshore before implementing the full scheme with a performance area and tiered seating.</p> <p>The beach chalets to the north of Skegness Pier are not in use and the opportunity exists to develop this site for a different purpose, given the potential for increased footfall as a result of the development of the Premier Inn and KFC on the adjacent site and the proposed re-development of the Southern Boating Lake as an Event Arena/Outdoor Cinema.</p>		

<p>Feedback from the consultation on the Skegness Masterplan demonstrated a desire to see diversification of the food and drink offer in Skegness and therefore it is proposed that the defunct chalets be demolished and the area be re-developed into hard-standing for pop-up restaurants, bars and associated seating areas.</p> <p>Both the Event Arena/Outdoor Cinema and the Pop-up Restaurants/Bars could add considerably to the night-time economy of the town by providing local residents and visitors staying in local caravan parks and hotels with an alternative source of evening entertainment. There is currently little to encourage people to stay around the Foreshore in the evening, with many businesses not remaining open. Providing and curating an events space will help to develop an evening economy and in turn encourage businesses to extend their opening hours.</p> <p>There will be new lighting and signage at and between the two venues to ensure that they provide a safe and welcoming environment for evening visitors and the link between these two different areas of the Foreshore will add to the connectivity of the town, especially near the seafront.</p>		
1.2 Who are the target beneficiaries where is the recipient population(s) based?		
<p>By creating new attractions on or close to the Foreshore, the project will help to increase overall confidence in the area, supporting existing local businesses and leveraging new investment from the private sector into the surrounding area as well as attracting more and different kinds of visitors wanting to benefit from an expanded range of evening entertainments and places to eat and drink in the town. The project will encourage the existing visitor-base to stay for longer on the seafront and new visitors to come to the Event Arena/Outdoor Cinema, who will also be able to take advantage of the Pop-up Restaurants/Bars.</p>		
1.3 Where is the recipient population(s) based?		
<p>The resident and business population is based primarily in Skegness itself with day visitors known to come to the Foreshore from a catchment area within a two-hour drive. Visitors from further afield in the UK and abroad will continue to be attracted to the resort and it is anticipated that the Event Arena/Outdoor Cinema will have a positive impact on footfall, especially in the evenings when the town tends to empty.</p>		

2. Project Solution	Score	Total
2.1 How will the project outcomes be delivered (e.g. new or changed service provision, creation of new markets, grants and subsidies)?		
<p>The various elements of the build programme will respond to the strategic objectives to create a new attraction in the form of the Event Arena/Outdoor Cinema and new eating and drinking venues in the form of the Pop-up Restaurants/Bars. Opportunities for commercial development, private sector investment and activity/entertainment programmes will be created, thus increasing both footfall and expenditure in the resort, especially in the evenings. These increases will create opportunities to sustain existing businesses in the town, which will potentially be able to extend their opening hours, as well as enabling new business and employment opportunities, particularly in the local arts, leisure, creative and hospitality sectors.</p>		
2.3 How will the project ensure due regard to advancing equality of opportunity for persons with protected characteristics as defined by the Equalities Act 2010?		
<p>The final design works will be fully compliant with modern legislation to ensure accessibility and equality of opportunity. The proposed developments will be designed to create safe and easy access for all users including the elderly and impaired and families with young children. The improvements to the lighting around the Boating Lakes will ensure that they provide a secure and welcoming environment for people spending the evening at the Events Arena/Outdoor Cinema and there will be clear signage between this area and the Pop-up Restaurants/Bars. East Lindsey District Council has also pledged its commitment to be the first District Council member of the UK Network of Age-friendly Communities, which joins the growing movement to make places more age-friendly. We will work with relevant partners, local residents and community representatives through this and other programmes to integrate appropriate design solutions and technologies to enable all groups and ages to access the new facilities constructed and improve access to the sea</p>		

front alongside connectivity to the existing businesses on and around the Boating Lakes and the rest of the Foreshore.		
3. Project Delivery	Score	Total
3.1 Which organisation(s) is/are best placed to deliver the project, and why?		
<p>The project and associated contracts will be procured and managed by the District Council who have an established and successful track record of delivering a range of technical and capital works and managing large, externally funded projects. Where appropriate and necessary external expertise will be procured by the Council through established procurement frameworks or competitive tender, to provide the additional support to deliver the agreed contracts. Where appropriate and available the Council will seek to engage local suppliers for the contract opportunities available through the build programme. Full details of the Council's constitution (including financial procedure regulations) governing how contracts will be awarded and managed is available at:</p> <p>https://www.e-lindsey.gov.uk/article/5673/Constitution-of-the-Council.</p>		
3.2 What other key partners are required to ensure success of the project and how will they be engaged during the project design, development and delivery?		
<p>A comprehensive approach to re-develop the Boating Lakes as an Events Arena/Outdoor Cinema and creating the hard-standing for the Pop-up Restaurants/Bars will need a significant contribution from the landowner, East Lindsey District Council.</p> <p>In terms especially of the first phase investments such as new lighting, water fountains, and speakers, East Lindsey District Council may need to provide initial funding to demonstrate what can be achieved and to act as a catalyst for securing future funds. Alternatively, this first phase might also make a good application to the Coastal Revival Fund, should it open for a further round of funding.</p> <p>The Arts Council may be a source of funding, depending on the nature of programming at the Events Arena/Outdoor Cinema. Revenue funding or small amounts of capital funding are likely to be more achievable than a significant contribution to any capital works.</p> <p>A professional team (including architect - Tomlinsons - and Quantity Surveyor support) will be put in place at an early stage to develop and refine the scheme. Tomlinsons are expected to have completed an initial work-up of the project with preliminary costings by the end of May 2020.</p>		
3.3. What level of stakeholder engagement has been undertaken or is planned		
O/S		

4. Project Implementation	Score	Total
4.1 How will the project be delivered (e.g. will it be an initial pilot, phased implementation or 'big bang' approach)?		
<p>As outlined above, it may be possible to divide the project into two phases - a first phase comprising improvements such as new lighting, water fountains and the ability to pipe music around the lake to be followed by a second phase comprising the creation of the arena/cinema and the tiered seating for spectators/viewers. The demolition of the unused chalets and the creation of hard-standing for the Pop-up Restaurants/Bars could take place independently, but would logically be undertaken in sync with the second phase of development of the Boating Lakes.</p>		
4.3 Is the roll out of the project reliant on other dependencies (e.g. land assembly, off site infrastructure, expiry of existing arrangements)		
<p>Project delivery is dependent on and appropriate and blended match funding package and planning consent for the intended uses being secured. The key milestones for delivery are currently estimated to be:</p>		

<ul style="list-style-type: none"> • Initial report from Tomlinsons (architects) – May 2020 • Finalise detailed design and site surveys – 20 • Submit Planning Application – 20 • Planning Consent – 20 • Match funding secured – 20 • Procure Phase 1 Works Tender – 20 • Phase 1 Start on Site – 20 • Completion of Phase 1 – 20 • Procure Phase 2 Works Tender – 20 • Phase 2 Start on Site – 20 • Completion of Phase 2 – 20 		
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5. Critical Success Factors	Score	Total																
5.1 How will the project deliver additional social, economic and environmental value in the target areas?																		
<p>The key economic driver for this project is development of the evening economy and supporting local businesses to extend their opening hours by developing a market for them to serve in the evenings. In addition, through the careful curation of the arena, there is the opportunity to help extend the season as well as attract a broader range of visitors to Skegness. The Events Arena/Outdoor Cinema could be a really exciting addition to the offer in Skegness and help give the message that Skegness is changing/doing something different and provide a sense of arrival to the southern end of the Foreshore. In addition, the link to the Pop-up Restaurants/Bars will enable visitors to stay on or near the seafront into the evening (whether or no they are going to the Boating Lakes) and again enable local businesses to extend their opening hours to cope with the increased footfall.</p> <p>From a community perspective, there is the opportunity to provide activities and events which bring local people together, particularly out of season. It can also be a facility which local groups use for their own events. The works proposed will also help make this area feel safer and encourage more people to spend time there.</p>																		
5.2 How will the lead partners secure the necessary capability and skills to deliver the project?																		
<p>The project will be managed within the Council’s Economic Growth Directorate with appropriate support from cross departmental colleagues and core partners (including). This provides a core set of skills in project management, monitoring and evaluation; external funding; planning policy and development control; marketing and promotion; events delivery; and financial planning and monitoring.</p> <p>Additional support will be procured, as required, on a specific and time limited basis to commission external expertise and resources in order to deliver the project on time and within budget. Where appropriate services will be procured via existing frameworks (where these provide value for money) or via competitive tender. We will also look to maximise engagement with local suppliers in the external procurement processes.</p>																		
5.3 What are the key constraints to delivering the project? What mitigation measures are in place to manage and reduce key risks?																		
<p>As with every project, there are a series of risks that could potentially impact on the project’s successful delivery. A number of headline risks have been identified at this stage and are set out below, outlining the likelihood of each arising and the extent of impacts if they do. A series of mitigating actions have also been identified. These actions could be implemented to minimise the potential for risks to arise and the potential severity on impacts if they do.</p>																		
<table border="1"> <thead> <tr> <th data-bbox="202 1451 491 1485">Risk</th> <th data-bbox="491 1451 655 1485">Likelihood</th> <th data-bbox="655 1451 778 1485">Impact</th> <th data-bbox="778 1451 1272 1485">Mitigating Actions/Actions Required</th> </tr> </thead> <tbody> <tr> <td data-bbox="202 1485 491 1760">Cost estimates prove to be inaccurate</td> <td data-bbox="491 1485 655 1760">Medium</td> <td data-bbox="655 1485 778 1760">Very High</td> <td data-bbox="778 1485 1272 1760">Professional cost consultants will be appointed to fully cost the project. Costs will include a contingency and design reserve. Risks to cost increases will be included in main risk register and subject to risk management procedures. Further support may be available through the One Public Estate Programme for Greater Lincolnshire.</td> </tr> <tr> <td data-bbox="202 1760 491 1912">Project is not sufficiently developed to benefit from relevant funding opportunities</td> <td data-bbox="491 1760 655 1912">Moderate</td> <td data-bbox="655 1760 778 1912">High</td> <td data-bbox="778 1760 1272 1912">Progress will need to be made to develop the project to a more advanced stage in order to be in a position to benefit from future funding opportunities.</td> </tr> <tr> <td data-bbox="202 1912 491 2000">Insufficient funding is available</td> <td data-bbox="491 1912 655 2000">Moderate</td> <td data-bbox="655 1912 778 2000">High</td> <td data-bbox="778 1912 1272 2000">Match funding will be required, so internal discussions will need to be held on the potential contribution that ELDC is able to</td> </tr> </tbody> </table>	Risk	Likelihood	Impact	Mitigating Actions/Actions Required	Cost estimates prove to be inaccurate	Medium	Very High	Professional cost consultants will be appointed to fully cost the project. Costs will include a contingency and design reserve. Risks to cost increases will be included in main risk register and subject to risk management procedures. Further support may be available through the One Public Estate Programme for Greater Lincolnshire.	Project is not sufficiently developed to benefit from relevant funding opportunities	Moderate	High	Progress will need to be made to develop the project to a more advanced stage in order to be in a position to benefit from future funding opportunities.	Insufficient funding is available	Moderate	High	Match funding will be required, so internal discussions will need to be held on the potential contribution that ELDC is able to		
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			make to the proposed scheme. More detailed reviews of funding will be undertaken as part of project development activity.		
Delays to start on site	Moderate	High	Negotiations with any relevant landowners need to be progressed at pace. Early site surveys should be conducted and liaison with planning progressed to ensure support for the scheme. Where there are known transport capacity concerns, discussions should be progressed to resolve these. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme will be used to manage and monitor progress of pre-on site activities. Master programme should be updated to reflect any changes to dates.		
Construction period longer than anticipated	Moderate	High	Early site surveys should be conducted. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme used to manage and monitor progress of construction activities. Master programme updated to reflect any changes to dates.		
<p>Appropriate arrangements will be implemented to ensure that risks are held by delivery bodies through clearly articulated risk transfer arrangements. In each instance, risks should be assigned to the organisation best able to manage them. Where works are procured through external bodies, both procurement documents and the final contract will clearly set out responsibilities for risk management and will transfer operational risks directly associated with delivery of those elements of the works package.</p> <p>Provision may be made to impose penalties in the event that works are not delivered on time or to required quality standards to minimise the risks resting with ELDC and ensure that other parties take true ownership of the risks assigned to them. As part of internal project management procedures, all risks will also be assigned an owner to ensure transparency in risk management responsibilities. Clear reporting routes will ensure the project leader is alerted to any changes in risk profile, for example if the likelihood of a risk arising is considered to have increased or wider implications of potential risks are identified.</p> <p>This approach will ensure the prompt escalation of risks and allow for necessary actions to be taken to ensure the project continues to be delivered on budget, to time and to high quality standards. Consideration of risks will also be a standing agenda item for project meetings. The overall project risk is considered to be moderate.</p>					
5.4 What other options have been considered?					
O/S					



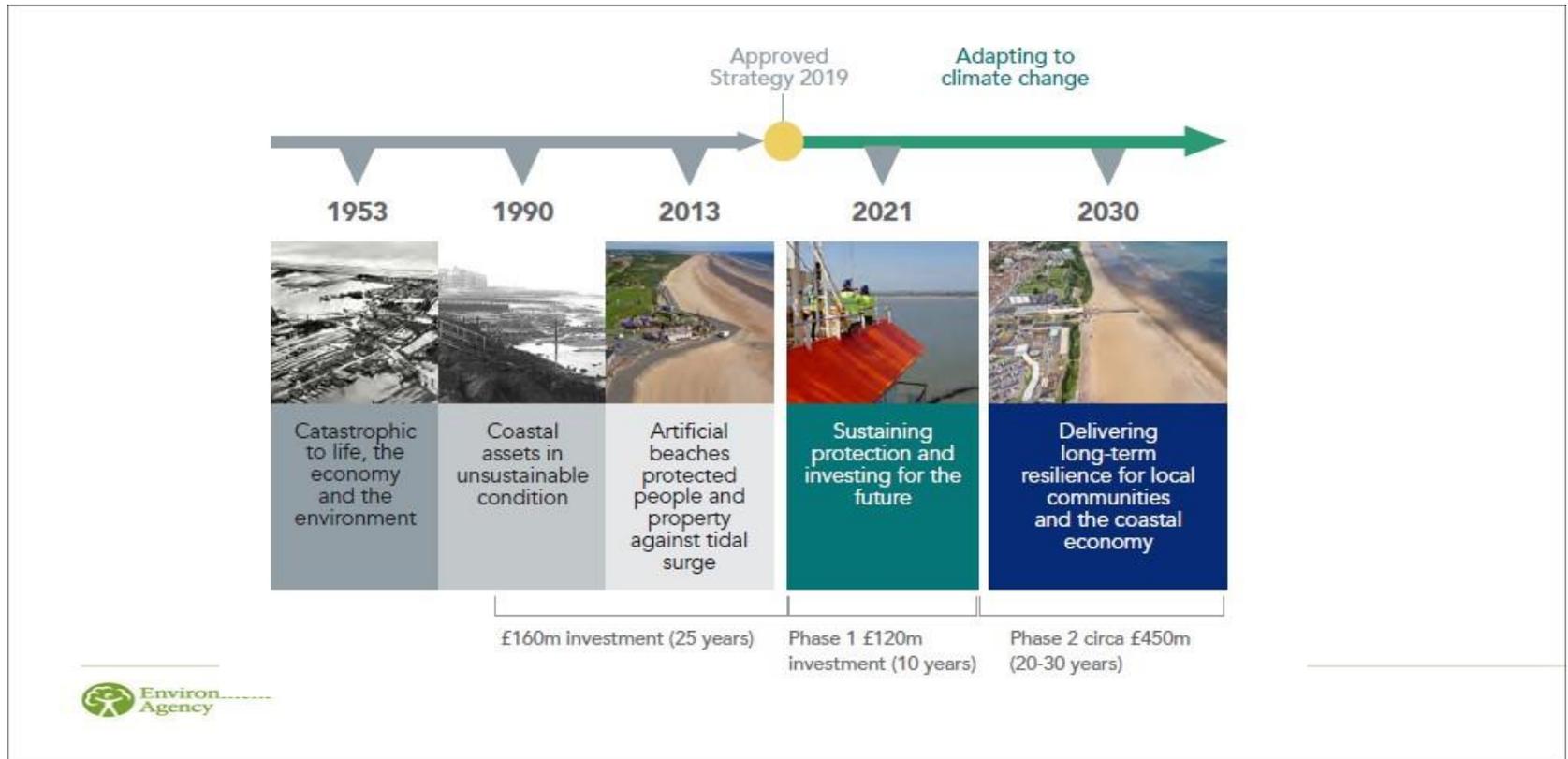
Transforming
the **Lincolnshire**
COASTLINE

Living, thriving, growing

Well-being & Safety
Agriculture
Sustainable Economy
Tourism
Businesses



Opportunity to influence long-term Flood Risk Management



Scheme's Key Point - Overview

Location

38km

Lincolnshire



At Risk

20,000 Properties Protected

25,000 Static Caravans Protected

35,000 Prime Agricultural Land Protected, various environmental assets



Coastal inundation on at least 14 days every month (266 tides (2018))

High Level Plans

SMP2 – Hold the Line 2004, Strategy – 0.5% standard

	Policy Zone H Sustainable Plan to Threaten	Policy Zone D Threaten or Hold to Disagree	Policy Zone P Defence to Disagree
Short Term (Review - 2008)	Hold the Line	Hold the Line	Hold the Line
Medium Term (2009 - 2010)	Hold the Line	Hold the Line	Hold the Line
Long Term (2011 - 2015)	Hold the Line	Hold the Line Managed Realignment	Hold the Line Managed Realignment

Current investment

£6 to £7m / year for an asset life of 7 to 10 years (100% FDGiA)



Outcome Measures

2,338 OM2 / Year

Partnership Funding Score of >120%

	Continue existing management	Proposed Strategy
Cash Costs (£m)	1,500	708
Total PV Costs (£m)	338	292
PV Benefits (£m)	4,100	4,100
Average Benefit/Cost Ratio	12	14



Environmental

Several internationally designated European sites

NE support letter received

Complies with NFRMS and 25 YR Environment Plan

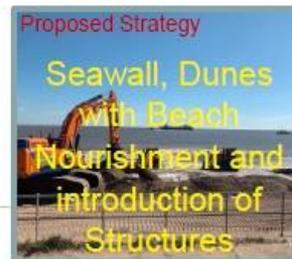
Challenges ahead

Funding and Spend profile

Carbon Challenge

Regeneration of Area

Providing confidence



Proposed Strategy - Delivery

£708 million based on a 10 year structure delivery programme

SGP Approaches

BEACH
(without Control Structures)



BEACH
(with Control Structures)



SEAWALL
(No Beach)



SEGMENT THE
COAST



Medmerry Managed Realignment, West Sussex



The Sand Motor: driver of innovative coast maintenance



Rijkswaterstaat
Ministry of Infrastructure and the
Environment



Leisure: fewer bathers, more hikers and kite surfers

At the outset, everyone was curious about the impact on leisure. Five years later, a wider range of leisure activities have been seen on the beach between Ter Heijde and Kijkduin. There are fewer bathers: people who come purely for sunbathing and swimming. At the same time, there are more people who come for day trips to the Sand Motor, more visitors with dogs, more kite surfers and more evening visitors. The lagoon has become a 'hot spot' for kite surfers in particular. There are also plenty of outdoor activities such as horse riding, fishing and running. In part thanks to the creation of an app, the emergency services now have a better picture of the changed currents around the Sand Motor. This allows them to keep a close eye on the safety of leisure visitors.



SUSTAINABLE DEVELOPMENT GOALS



BUILDING WITH NATURE

Concepts tested by EcoShape

