

EAST LINDSEY LEVELLING UP FUND DELIVERY PLAN

Alford Windmill will be bought back to its former working glory as a much celebrated visitor site

DELIVERED JUNE 2021

“

Investing in infrastructure has the potential to improve lives by giving people pride in their local communities; bringing more places across the UK closer to opportunity; and demonstrating that government can visibly deliver against the diverse needs of all places and all geographies. Our local communities and the links between them across the UK are fundamental parts of our shared economy, culture and society

Levelling Up Fund: Prospectus, Government 2021

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A photograph of a person with long hair, wearing a blue hoodie, blue jeans, and a backpack, walking away from the camera on a paved path. The path is surrounded by grass and trees under a clear blue sky. A green line graphic curves around the person and extends towards the right side of the page.

1

BACKGROUND

The Levelling Up Fund provides a further opportunity for East Lindsey District Council to work directly with Government on behalf of our local places to secure further transformational investment into securing the growth and sustainability of our towns which have historically been underfunded through the purse. In doing so, we will continue to prioritise and facilitate the delivery of key interventions that will deliver economic recovery and business growth. These actions, developed in partnership with our local businesses, residents and community leaders will also increase civic pride in the way our places look and feel. They will also promote enhanced health and wellbeing across the District as local residents, visitors and workers can benefit from increased engagement in new activities and experiences and support local enterprises emerging from those new opportunities.

This bidding process builds quickly on the recently successful engagement with Government through the Towns Fund process which has secured £48.4m investment into the East Lindsey coast (alongside a committed match funding package of a further £34.3m). The Levelling Up proposals have been carefully structured to provide a strong complimentary correlation with the key principles of the two Investment Plans already supported by Government. In doing so, they provide a mutual emphasis on the role of infrastructure, connectivity and arts and culture as fundamental drivers

for increasing confidence, investment and interest in our main centres into the future.

In addition, the Council has established widespread support for the identified proposals through the development of bespoke action plans for each Centre via our Vital and Viable Programme. These action plans are based on a series of bespoke consultation workshops and ongoing dialogues with local businesses and communities, facilitated by the Institute of Place Management in conjunction with Manchester Metropolitan University.

The development of the proposed cycling and walking infrastructure, which underpins the Levelling Up Fund application, is based on existing design proposals developed by Sustrans and subsequent development work by Collisons & Associates Ltd and Lincolnshire County Council Highways Authority. They complement existing plans to develop Walking and Cycling Infrastructure Plans across the county and retain strong community and stakeholder support. They also support the delivery of many local strategies and policies of lead partners including the Greater Lincolnshire LEP's Local Industrial Strategy and Covid Recovery Plan (September 2020), as well as Government's National Infrastructure Strategy (2020), Ten Point Plan for a Green Industrial Revolution (2020) and 25 Year Environment Plan (25YEP) (2018). As such, the proposals are being developed as part of an established framework of lead partner activity and support.

2 DELIVERY PROCESS

The project has two core components:

1

Project development: to fully define the infrastructure routes, obtain permissions, develop the partnership for delivery, develop the phased project delivery plan and secure funding. This will be led by East Lindsey District Council (ELDC).

2

Core project delivery: the project will develop the whole multi-user path network in a series of phases, integrating and connecting earlier investments into the cycling and walking infrastructure in the District. This will be led by ELDC.

As public infrastructure, there is a clear public sector role to lead development of the Multi-User Path and associated cultural/activity hubs. Developing a multi-agency strategic plan, with a clear defined timescale, will ensure that partners work together to deliver the ambitions for the route as a strategic infrastructure priority. Project delivery can still be delivered in multiple phases, but all the individual stages will be clearly aligned with a commitment to deliver the overall programme. Other lead partners involved in delivery include Lincolnshire County Council, with involvement from the rights of way and active transport, tourism and rural development teams.

This approach will enable the Council's core project delivery team to work with partners to bring together a blended funding package including public and charitable funding bids, supported by cash and in-kind contributions from the private and third sectors.



3 DELIVERY TEAM – SKILLS, EXPERIENCE AND CAPACITY

The Towns Fund process provides a relevant backdrop to the Levelling Up Fund submission in terms of providing Government with assurances over the ability of the District Council to develop and implement bespoke investment programmes. Throughout the pandemic, the District Council has strengthened its focus towards economic growth as a key strategic commitment. With the direct support and engagement of Government, this current approach is unlocking unprecedented levels of direct investment into East Lindsey.

The core project team within the Council that will be responsible for delivering the Levelling Up Fund Programme has a number of relevant skills, experience and qualification in delivering large-scale capital programmes and externally funded schemes, including:



Lydia Rusling

Assistant Director (Lead Responsible Officer for LUF Implementation)

Lydia has vast knowledge and experience of supporting the visitor economy in Lincolnshire and beyond in partnership with local businesses and lead sector representatives. Lydia is the former Chief Executive of Visit Lincoln and in her current role managed the successful development and submission of three Investment Plans to MHCLG on behalf of East Lindsey District Council, Boston Borough Council and all partners under the Connected Coast and Boston Town Deal Board structures;



Neil Cucksey

Strategic Capital Project Development

Neil is a qualified architect with over 30 years' experience of delivering capital growth schemes across Lincolnshire. Neil is responsible for leading on the Councils' major capital projects, including negotiation with landowners on strategic acquisitions and associated development agreements;



Emilie Wales

Historic Environment Officer

Emilie has previously supported the development and implementation of large-scale investment plans in North East Lincolnshire including the Governments' first pilot Town Deal in Grimsby and Heritage Action Zone.



Jon Burgess

Economic Development Manager

Jon has over 20 years experience of delivering economic development projects in East Lindsey and managing externally funded programmes under available Government funds and previous European Structural Funds Assistance. Jon has also previously worked on a two year secondment to the Greater Lincolnshire Local Enterprise Partnership which included refreshing the LEP's Strategic Economic Plan and managing local infrastructure investment funds.



Samantha Phillips

Economic Development Officer

Samantha has managed the delivery of the Council's Vital and Viable programme across four inland market towns, in partnership with local communities and bespoke consultation events facilitated by Simon Quin (Co-chair at Institute of Place Management and High Streets Task Force Executive Director). Samantha had previously managed heritage projects across Lincolnshire and supported the Louth Town Partnership to deliver local events, promotional activity and national award recognition.



Further internal support will be available to support delivery of the Levelling Up Fund process through the Assets Directorate who have multiple years' experience of delivering capital build works and managing NEC contracts at all stages of delivery. As the lead local planning authority, officers will also ensure early internal engagement and dialogue with Development Control colleagues and other professionals on the application process for any associated consents required to complete the intended programme of works where this cannot be progressed under existing local authority powers and associated permitted development rights. As such, limited consent for new works is anticipated as they will largely be undertaken as enhancement to existing adopted highway routes or existing buildings spaces where the proposed uses are consistent with the respective site history (e.g. the proposed cycling hub in Louth was previously a bicycle shop).

Implementation of the Levelling Up Funds programme will also follow the Council's established policy procedures for use of public funds, as outlined in detail within the

Council's adopted constitution and associated strategy documents. This will ensure compliance with all relevant Government legislation, including financial and contract procedures as well as risk management, energy efficiency/carbon reduction and equality and diversity.

Where appropriate and necessary, external expertise will be procured by the Council to provide the additional support to deliver the agreed services. This will include the procurement of construction contracts. The Council also has direct access to a number of established contract and procurement frameworks which will provide an efficient and cost-effective mechanism for bringing in external expertise to support project delivery on a contractually defined and time bound basis. Ongoing training and wider networking support is also available to support all core staff through regular performance reviews and access to existing partnerships and forums including the Institute of Economic Development and Rural Services Network.

Louth will be the base for a new social enterprise located in a refurbished landmark building in the town centre, with outreach hubs in our other market towns.



In addition to the lead partners, a range of other partners have expressed interest in supporting the initiative, either along the whole route or in specific locations, including:



In addition, lead partners will continue to develop proposals to secure commercial co-investors from other major companies working in the area who have community investment programmes.

Where support partners are required to be formally engaged as part of the delivery process (in terms of specific resource commitments which are outside of existing statutory or partner engagements), the terms will be agreed via a signed Memorandum of Understanding setting out the associated delivery roles, responsibilities and other arrangements of each party.



The project team will develop a specific project website to provide updates on the Levelling Up Projects via press releases and existing partner, communication and social media channels. Formal progress on assurance, monitoring and evaluation will be undertaken by the Council's Executive Board through quarterly reporting (papers available in the public domain). In all instances, any publicity on the scheme will acknowledge the contribution and commitment of Government in realising the local investment opportunities.



4 PHASING

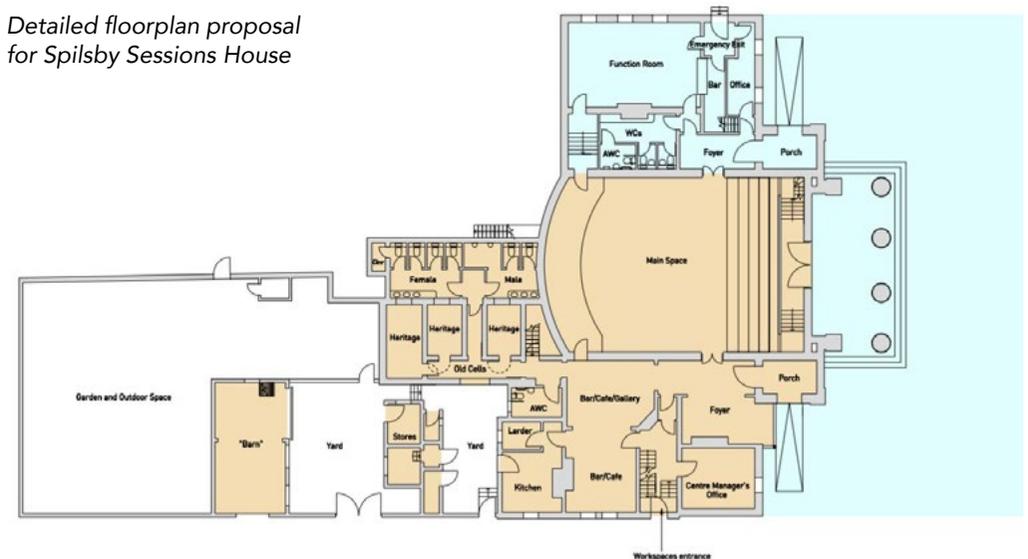
2021/22

In 2021/22 work will be focussed on Alford Windmill repairs, completing the market square events enhancement work in Louth and Horncastle and the development of outreach cycle hubs in Spilsby, Horncastle and Alford to encourage cycling and wider countryside access. The Session House project in Spilsby will be progressed to the point of a detailed planning submission, enabling works to be completed in 2022/23.



Architects illustration of the restored Courtroom at Spilsby Sessions House

Detailed floorplan proposal for Spilsby Sessions House



2022/23

In **2022/23** work will commence on procuring the construction works for the two Connected Wolds (Danelaw) and Connected Coast routes, with the Coastal Routes being complete by March 2023.



2023/24

In **2023/24** work on the Sessions House Theatre will be complete and work will continue on delivering the Connected Wolds (Danelaw) routes.



2024/25

In **2024/25** the Connected Wolds (Danelaw) routes will be complete, realising the full benefit and opportunities outlined in the Levelling Up application.



The Alford Manor House, Millwright project and Windmill are all interlinked through sharing the story of Alford and key volunteers behind the scenes.

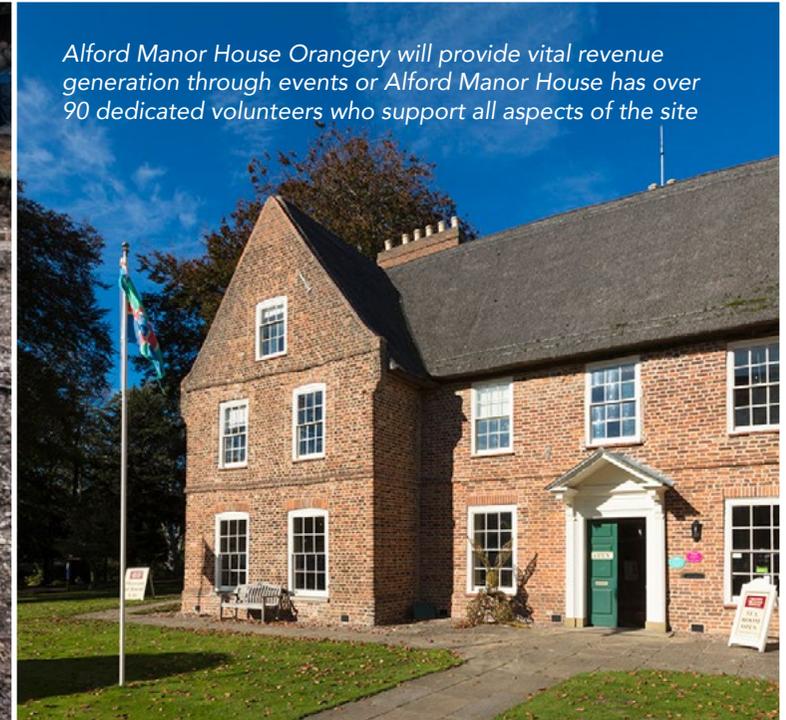
The development of the Connected Wolds (Danelaw) and Connected Coast Routes will be progressed by securing the detailed design and necessary consents that will enable tenders for the construction works to be commissioned in 2022/23.

The Walking and Cycling Infrastructure Plans will provide an additional policy framework to support the delivery of the physical works. The establishment of a central cycling hub in Louth will enable the development of mobile support hubs to then be rolled out to the other inland centres.

Heritage Lottery Funding has allowed foundations to be laid for the Millwrights Workshop



Alford Manor House Orangery will provide vital revenue generation through events or Alford Manor House has over 90 dedicated volunteers who support all aspects of the site



Alford windmill's sails were removed in 2019 due to safety concerns



Alford Millwright volunteers cataloguing the nationally important collection

5 PHASING PLAN

Project Element	Completion Date	Resource requirements	Interdependencies	Contingency
Asset transfer of Alford Windmill from Lincolnshire County Council to Alford Town Council	September 2021	Officer time (LCC)	None	Not required. Commitment and terms already agreed
Completion of market square enhancements in Louth and Horncastle	October 2021	ELDC Officer (ELDC) for design and tender Capital funding for works	None – no planning consent required	
Cycling Hub established in Louth (21 Ugate)	December 2021	Officer time (ELDC) for lease negotiation Capital funding for works	None no planning consent or change of use required	Alternative vacant premises in Louth available
Walking and Cycling Infrastructure Plan adopted	January 2022	Officer time (LCC)	None	Policies in adopted East Lindsey Local Plan are still supportive of proposed investments
Upgrading of visitor café and holiday accommodation and facilities at Manor House and Alford Windmill / Museum	February 2022	Officer Time (ELDC) for design and consent of any works Capital funding for works	Asset Transfer Final Design(s)	LCC are lead partner so could upgrade facilities through direct intervention from available funds
Sessions House: Detailed Design Complete	February 2022	Session House Trust to commission and agree specification	None	Project is well advanced through previous feasibility and business planning
Connected Wolds (Danelaw) and Connected Coast routes defined in full detail, with any necessary permissions and consents secured	March 2022	Officer time (ELDC, LCC) Feasibility funding	None	Route to be restricted to adopted highways to avoid land ownership/acquisition delays
Sessions House – planning consent secured	May 2022	ELDC Officer/ Committee time	None	Subject to planning officer/committee recommendations
Sessions House – procurement contracts awarded	September 2022	ELDC – tender and commission	Planning consent	Competitive tender if no suitable procurement frameworks available

Project Element	Completion Date	Resource requirements	Interdependencies	Contingency
Sessions House – start of construction works	October 2022	Capital Funding	Planning consent and construction contract	Scale programme of works to fit available budgets
Coastal Route: Gibraltar point – Skegness. Traffic calming, shared use paths and on-road light segregation where space allows	March 2023	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Coastal Route: Skegness – Mablethorpe. Traffic calming, shared use paths and on-road light segregation where space allows	March 2023	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Coastal Route: Mablethorpe - Tetney Lock. Traffic calming, shared use paths and on-road light segregation where space allows	March 2023	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Connected Wolds (Danelaw) Route: Woodhall Spa – Horncastle. New path construction, fencing and signing	December 2024	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Connected Wolds (Danelaw) Route: Horncastle – Louth New path construction, traffic calming, crossing points, contra flow cycle facilities, new bridge	December 2024	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Connected Wolds (Danelaw) Route: Louth – Cleethorpes New path construction alongside the canal, fencing, signing and bridges	December 2024	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Connected Wolds (Danelaw) Route: Wragby – Louth Withcall Tunnel -New path construction, Lighting and signing. New path construction, crossing point fencing and signing	December 2024	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Connected Wolds (Danelaw) Route: Wragby - Bardney Proposals for traffic-free sections and on-road carriageway sections	December 2024	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets
Connected Wolds (Danelaw) Route: Wragby - Horncastle Spur Replacement of a bridge, construction of a new multi-user path	December 2024	Capital Funding	Detailed Plan designed and consented, approval of works, construction contract	Scale programme of works to fit available budgets

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RISK REGISTER

As with every suite of projects, there are a series of risks that could potentially impact on the programme'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	Owner	Likelihood	Impact	Mitigation
Problems establishing a route due to land access or regulatory issues	East Lindsey District Council and Lincolnshire County Council	Medium	High	Experienced rights of way teams and local community engagement officers will work together to ensure that issues with route design are addressed.
Costs under estimated	East Lindsey District Council and Lincolnshire County Council	Medium	High	The costings have and will continue to be produced by rights of way experts and consultants who work on similar schemes, including national experts such as Sustrans and Lincolnshire County Council. This will ensure that the costings are benchmarked against similar projects. All cost estimates will be updated annually as part of the rolling 10 year programme of works to ensure any under estimates are identified early.
Cost over runs / construction inflation	East Lindsey District Council and Lincolnshire County Council	Medium	Medium	The core project management team are experienced in managing other major infrastructure and access projects. All projects will be managed with monthly reporting so that any potential of actual cost over runs are identified quickly and robust mitigation actions taken.
Shortfall in grant support	East Lindsey District Council and Lincolnshire County Council	Medium	Medium	A key part of project delivery will be to have a proactive approach to a rolling programme of grant applications to secure the funding needed. This will spread the risk and enable any shortfalls to be made up by accessing other sources. Progress in funding will be closely monitored.
Shortfall in match funding	East Lindsey District Council	Medium	Low	The nature of the development means that multiple sources of match funding are proposed, over 10 years, meaning that shortfalls can be managed by 'crowd funding' the match funding across many different sources.

Risk	Owner	Likelihood	Impact	Mitigation
Construction delays	East Lindsey District Council and Lincolnshire County Council	Medium	Medium	Construction will use experienced contractors, be based on full route assessments and be overseen by Council teams who have managed similar major access and infrastructure projects.
The increase in cycling and walking in the community during Covid reverses	East Lindsey District Council	Low	Medium	The trend for increased cycling and walking was well established before Covid, but was accelerated by the pandemic. Development of the path will be supported by a programme of promotion to encourage use, supported by programmes run by the NHS and Magna Vitae.
Lower use of the paths than envisaged by visitors	East Lindsey District Council	Medium	Medium	Visitors to the area will be encouraged to use the new paths with clear signage, linked collateral such as guides to the route both via apps and physical promotions. Campaigns will link to Visit Lincoln/Lincolnshire and promotion of the Wolds and Coast to promote the new facilities in the area to extend the season and attract new demographics to the area.
Linked economic development opportunities fail to be realised	East Lindsey District Council	Low	Low	Evidence from other similar developments shows that businesses are very quick to respond to opportunities of new customers. Promotion work with the business community will ensure they appreciate the opportunity and develop linked activities.
Linked community health benefits fail to be realised	East Lindsey District Council	Medium	Medium	The project team will work with the NHS and in particular health improvement teams and Magna Vitae, as the District's contract provider of leisure and recreation services, to create programmes to support local residents to use the new paths.

Appropriate arrangements will need to 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. 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 the local authority and to 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. 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, with most risk associated with securing private necessary funding.

In addition to the programme level risk register, each project will have its own specific risk register assigned to and maintained by the main project sponsor (lead officer). This will ensure that project risks are addressed at an appropriate level and in accordance with wider corporate policies. A template of the project risk register is attached at Appendix A.



7 APPENDIX A: PROJECT RISK REGISTER TEMPLATE

Project Title:

Project Manager:

Risk Title	Status	Risk Description	Inherent Risk			Existing Risk Control Actions	Residual Risk			New Control Actions	Target Date
			Impact	Likelihood	Overall		Impact	Likelihood	Overall		

Description	Score	Likelihood
Very High	4	Likely to happen within the next 6 months.
High	3	Likely to happen in the next 6-12 months
Medium	2	Likely to happen in the next 1-2 years
Low	1	Unlikely to happen within the next 2 years

Description	Score	Impact
Very High	4	Complete failure of project
High	3	Significant impact on project or most of expected benefits fail. Major delay of 2+ months
Medium	2	Adverse effect on project/ significant slippage 2 weeks – 2 months
Low	1	Minimal impact to project/ slight delay less than 2 weeks

The combination of risk likelihood and risk impact is then combined to provide an overall Risk Score. The risk score is used to identify which risks require further action and need to be prioritised as it is not practical or possible to manage every risk all of the time. The risk score indicates the action required to be taken by risk owners to manage the risk as indicated below:

Risk Score	Action required by the risk owner
11 - 16 High	Risks which could have a severe effect on the organisation. The risk must be escalated to Management Team with potential options to reduce the level of risk. As a minimum review monthly.
4 - 10 Medium	Although usually accepted, additional mitigation may be considered if this can be done cost effectively to reduce the risk score. Reassess to ensure conditions remain the same and existing mitigation is effective. Minimum review quarterly
1 - 3 Low	These risks are being effectively managed and any further action to reduce the risk would be inefficient in terms of time and resources. Consider if all current mitigations are necessary and ensure conditions remain the same and existing mitigations are operating effectively. As a minimum review annually

