

# TOWN INVESTMENT PLAN - SKEGNESS

DELIVERED  
30 OCTOBER 2020



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# 01

## SKEGNESS

# OUR ASPIRATION

## 01 SKEGNESS



**Link** Introduction by Connected Coast Board Chair, Sarah Louise Fairburn. Interview published on Connected Coast website [connectedcoast.co.uk/](https://connectedcoast.co.uk/)



“This is such an exciting time for our coastline and I’m extremely proud to be heading up our passionate Board to help shape ambitious projects for two such important seaside resorts. It is great that Central Government has realised the importance of supporting our coastal towns and we are working extremely hard to ensure we receive our fair share of the Towns’ Fund. We are keen to hear from our communities about what is important to them and we look forward to sharing plans with you as the projects develop.”

**Sarah Louise Fairburn,  
Connected Coast Board Chair**

# CONNECTED COAST BOARD

## 01 SKEGNESS



**Sarah Louise Fairburn\***  
**Chair of the Connected Coast Board**  
 Brand & Sales Director,  
 LJ Fairburn & Son Ltd



**Chris Baron\***  
**Vice Chair of the Connected Coast Board**  
 Resort Director,  
 Butlins

<b>Pat Doody*</b> Director Business & Commercial Banking, Natwest	<b>Robert Caudwell</b> Chairman, Association Drainage Boards	<b>Freddie Chambers</b> Business Development Director, Lindum Group	<b>Claire Draper</b> Finance Director, Mellor Group	<b>Janet Stubbs</b> Owner, British Garden Centres	<b>William Price</b> Chairman, Country Land and Business Association	<b>John Henry Looney</b> Director, Sustainable Direction	<b>Peter Watson</b> Director, Distract	<b>Robert Parker</b> Managing Director, Micronclean
<b>Gill Alton OBE</b> CEO, TEC Partnership	<b>Claire Foster</b> CEO, Boston College	<b>Andrew Stevenson</b> Director of Research and Enterprise, University of Lincoln	<b>Ruth Carver</b> CEO, Greater Lincolnshire Local Enterprise Partnership	<b>Cllr Colin Davie*</b> Executive Councillor for Economy and Place, Lincolnshire County Council	<b>Cllr Adrian Benjamin</b> Chair, Sutton on Sea Residents Association, Mablethorpe CCT	<b>Sid Dennis</b> Chairman, Visit Lincolnshire Coast BID	<b>Lisa Fairlie</b> Assistant Director of Communities and Neighbourhoods, Platform Housing Group	<b>Caroline Killeavy</b> CEO, YMCA
<b>Mark Humphreys</b> CEO, Magna Vitae	<b>Sandra Williamson</b> COO, East Locality of NHS Lincolnshire Clinical Commissioning Group	<b>Deborah Campbell</b> Area Coastal Manager, Environment Agency	<b>Victoria Atkins</b> MP, Louth and Horncastle (including Mablethorpe)	<b>Matt Warman</b> MP, Boston and Skegness	<b>Cllr Craig Leyland*</b> Leader, East Lindsey District Council	<b>Cllr Steve Kirk</b> Portfolio Holder for the Coastal Economy, East Lindsey District Council	<b>Cllr Carl Tebbutt</b> Town Mayor, Mablethorpe and Sutton on Sea Town Council	<b>Cllr Tony Tye</b> Chair of the Planning Committee and Coastal Community Team, Skegness Town Council

\*Board member of the Greater Lincolnshire Local Enterprise Partnership

# EVIDENCE OF NEED

## 01 SKEGNESS

**THE PLACE** — Skegness, Ingoldmells and Chapel St Leonards have a population of 30,000. With Skegness at its heart the area is the main holiday location for the East Midlands. It is the original home of Butlins, you can buy the Leicester Mercury and Nottingham Evening Post in its newsagents and its Jolly Fisherman railway poster is a nationally iconic touchstone for the British Seaside.

### Visitor Economy

Visitor data (STEAM 2017)<sup>1</sup>, shows that the area has approaching 2.2 million holiday visitors per year. It is the fourth busiest seaside resort in England (Visit England)<sup>2</sup>. The very strong tourism offer of the area drives a surprisingly high level of investment and discussions with the Regional Risk Team linked to the Midlands Engine indicate high levels of high street bank borrowing to invest in the tourism product. Much of this investment is driven by independent family businesses, which predominate in the area. Over recent years this has been supplemented by an increase in multiples in the area including: McDonalds, KFC, Costa, M&S Simply Food and Premier Inn.

### Environmental

The area is challenged by flood risk and flood amelioration measures underpin many of the development proposals for the area. Notwithstanding a high number of visitors the area has very poor road connections although it does benefit from a rail station (350,864pa entries/exits, Office of Rail & Road 2019<sup>3</sup>). Distance from markets and flood risk have combined to limit the amount of investment from non-tourism business in the area.

### Education

Distance to learn also has an impact on participation and in our estimation the biggest challenge facing the area economically is a lack of a learning campus. East Lindsey has the second highest proportion of 16-18 year olds in England living more than 30 minutes from an FE College or 6th form (DfE<sup>4</sup>). This has led to what

could be characterised as a mono-sectoral economy focused on tourism, which is highly seasonal operating primarily between March and October.

The particular nature of tourism in the area, which focuses on a low cost traditional model, with limited exploitation of higher value opportunities around the natural coast or the local food offer, underpins an economic model characterised by low wages in jobs with relatively low skill requirements. Caravans predominate, with 28,000 caravans on the Lincolnshire coast (East Lindsey District Council<sup>5</sup>) this area has the highest concentration of caravans in Europe.

### Demographics

The multi-generational links between the heart of the East Midlands and Skegness have driven a significant influx of retirees into the area, many of whom have relatively poor health. This has put a significant pressure on local health services, which are modest in scale due to the overall lack of critical mass of the town and its hinterland. The nearest acute hospital is 22 miles away in Boston but poor connectivity means limited public transport to access this facility. 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% (ONS<sup>6</sup>). Poor health outcomes and a skewed demography track through to the particular nature of the available workforce in the area. Skegness is in the lowest 15% of all areas in England in terms of its health outcomes (English Indices of Deprivation 2019)<sup>7</sup>, and 42% of the working age population are economically inactive compared to 20% in England (ONS<sup>8</sup>).

### Skills

Taken as a whole this pattern of economic development has led to a low skill, low wage equilibrium, with a nationally significant seasonal character. Skegness is in the lowest 10% of all towns in England in terms of skills rankings in the English Indices of Deprivation<sup>9</sup>. More widely East Lindsey, driven in significant part by its coastal low wage economy, has an average salary, which is £100 per week below the national average<sup>10</sup>. We believe addressing this skills deficit will be the greatest driver for the economic development of the area.

### Impact of Covid

Coronavirus has brought a severe economic shock to the economy of the area. The Royal Society of Arts<sup>11</sup> identified East Lindsey as third highest in the league table of local authorities at risk from Covid-19. The Centre for Towns<sup>12</sup> identified Mablethorpe and Skegness as 1 and 2 in the listing of the coastal towns most at risk from the impacts of the pandemic. Our own intelligence from a survey of approaching 50 local businesses has identified that diversifying and strengthening the economy is the key to our future. (The report arising from this is set out at Appendix A). We know from economic analysis that approaching 35% of all workers in Skegness are furloughed and that notwithstanding the short term reopening of the season from June 2020, up to 80% of employees in leisure and hospitality sectors are at long term risk of losing their jobs. Across the whole of East Lindsey furlough rates were still increasing in summer 2020 and in July stood at over 17,000 workers<sup>13</sup>.

1 The Towns Fund boundary line including Skegness, Ingoldmells and Chapel St Leonards



# OUR VISION

## 01 SKEGNESS

**THE VISION** — Working extensively through a process of auditing previous and current strategies and plans, consulting with local people and discussing the issues at the Connected Coast Board we have developed a vision to address these challenges.

### Foundation

We propose to level up the local economy by: diversifying it, driving up the skills base to support that diversification, increasing levels of economic activity to grow the workforce to respond to the increase in demand arising from a more balanced pattern of growth. We will strengthen the connectivity of the area by thinking creatively about more than just roads to make it a rounded investment proposition for employers. We plan to do this in a way which is sensitive to flood risk and seeks to make the natural coast not just a threat but a driver for the diversification of the tourism offer. With the onset of coronavirus mid-way through our planning we have developed this approach through the filter of pandemic-proofing as one of the key principles used to select our programme of projects.

### Pillars

Our Town Investment Plan focuses on economic diversification through increasing skills to support new services and business creation as its “golden thread”. It is built on five key pillars, to make Skegness and its hinterland:

#### A Learning Community

More skilled workers, earning higher wages.



#### An Enterprising Community

More business per head, which draw strength from the opportunities around environmental innovation, the visitor economy and the sea.



#### A Connected Community

E-empowered through excellent mobile and broadband connectivity and with enough employment land, road and transport links to sustain long-term economic growth.



#### A Healthy Community

With less than 20% of the workforce affected by long term health conditions, along with opportunities for employment in a wide range of jobs, which operate all year round, including high value tourism related work.



#### A Resilient Community

Where flood protection has become a driver of business growth and the natural environment inspires higher levels of business investment, providing a distinctive and attractive visitor offer.

# THE GOLDEN THREAD

## 01 SKEGNESS

**GOLDEN THREAD** — The diagram below captures the golden link between skills led diversification and the different components of the Town Investment Plan which are outlined in more detail further on in the Town Investment Plan.

### HEALTHY COMMUNITY

#### Arts and Culture Package

Driving aspirations and learning, building local pride in place and diversifying the visitor offer.

### RESILIENT COMMUNITY

#### Foreshore Investment

Improving the public space offer, providing scope for diversifying the visitor offer, building investor confidence, linked to a skilled workforce and scope to invest in new business ventures.

### SKILLS-LED DIVERSIFICATION

#### Learning Community

Learning Campus  
Police Training Centre

### ENTERPRISING COMMUNITY

#### Learning Campus Enterprise Units High Street Renewal Programme

Stimulating the growth of new business built in part on enhanced learning outcomes and making established businesses more resilient - thereby diversifying the business base.

### CONNECTED COMMUNITY

#### Learning Campus Curriculum Railway Station Investment Town Centre Transformation & Foreshore Multi-user trail

Enhancing commercial and pedestrian flows. Creating new critical mass through learning for digital investment, opening up new opportunities for business diversification capable of accessing a more skilled workforce





# 02

## ANALYSIS

# LOCAL CONTEXT

## 02 ANALYSIS

**IMPACT** — Working with Rose Regeneration and Collison Associates we have developed a robust evidence base, which builds on previous economic baseline work by the University of Lincoln to develop our analysis of the Town Investment Plan. This process has involved a review of key strategies and policies, interviews with developers and agents and statistical analysis (sources of evidence are provided in Appendix B and C). We pick out below the biggest issues, challenges and opportunities arising from this analysis.

### Skills

We plan to increase the number of skilled workers in the town by delivering a step change in local training and skills development opportunities across the F/HE spectrum. Analysis from the OECD<sub>14</sub> shows that investment in skills is central to the economic development of economies: **“growth is directly and significantly related to the skills of the population.”** This will drive up wages and incomes, Skegness is in the worst 15% of all places in England in terms of incomes (English Indices of Deprivation 2019<sub>13</sub>). Building the skills infrastructure in the town centred around a new learning campus will address this. It will enable us to reskill people who have lost their jobs through Covid or whose jobs are changing due to digitalisation or other changes in how business operates. It will provide an infrastructure for new learners to engage in learning and personal development focused on careers in the more diverse local economy we are seeking to deliver.

### Enterprise

We plan to increase the number of businesses in the area to reduce the ratio of people to business so that we are at least on a par with the national average. This will address the current employment challenges in the town by fostering a culture of enterprise. Skegness is in the worst 12% of all neighbourhoods in England in terms of employment outcomes according to the 2019 English Indices of Deprivation<sub>16</sub>. Through enterprise and skills we will give people the tools to make Skegness a better place to live and work. This will help us to address the structural weaknesses in the economy.

Skegness has only 15% of the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS<sub>17</sub>). It has almost four times the national average number of people working in tourism related activities<sub>18</sub>. We plan to 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. This will create a new enterprise climate to enable people to develop new businesses and behaviours which respond to the impacts of the Covid pandemic.

### Health

We plan to reduce the number of people with poor health outcomes, particularly in relation to increasing levels of economic activity (the English average is 20% compared to 42% in Skegness<sub>19</sub>) by promoting social prescribing, learning from the Campus for Future Living in Mablethorpe and by supporting health improvement plans. East Lindsey has almost twice the number of over 65s compared to the England average - 30% compared to 18%<sub>20</sub>. Its working age population is 55%, compared to the England average of 63%<sub>21</sub>. We plan to identify new and innovative ways to make an ageing population a strength rather than a weakness. In parallel our plan is to create the economic conditions to enable more young people to feel they have a long-term stake in the area. This is about building enough critical mass and a sufficiently diverse economy to overcome some of the sectoral weaknesses in the area, linked for example to its heavy dependence on hospitality and leisure which have been exposed by the Coronavirus.

3 in 10  
people  
are over 65



42%  
of people are  
economically  
inactive



Skegness attracts

4 million  
visitors every  
year

Blue Flag award  
for the

3<sup>RD</sup>  
cleanest beach  
in England

Lowest  
15%  
in England  
for health  
outcomes

55%  
of people are  
working age



Tourism-related  
jobs are  
4x  
national average

# LOCAL CONTEXT

## 02 ANALYSIS



### Resilience

We plan to deliver innovative approaches to flood risk management, which will turn this perceived weakness into an economic strength. We will work with Lincolnshire County Council, the Environment Agency and their local partners to develop long term plans for flood risk which create a more sustainable coast. The Environment Agency is working to deliver the Saltfleet to Gibraltar Point Strategy which identifies the need for a change in the way tidal flood risk is managed in the future at a cost of £450m by 2050. The Town Investment Plan will support these long term flood management plans by creating the economic uplift required to secure funding and by embracing the potential of a more natural coast, with water in the landscape, to broaden the tourism offer and extend the season. Skegness has a number of neighbourhoods in the worst 30% for crime scores in the English Indices of Deprivation<sup>22</sup>, our work to build skills, incomes and through investment in safer and higher quality public realm will begin to address this challenge. Investment in a police training centre will also put policing at the heart of the community and ensure that there is supply of local officers to address these challenges.

### Connectivity

We are determined to drive investment in our current assets around rail and through the digital agenda. A transport strategy for Skegness and its coast is in development with Lincolnshire County Council to focus highways and public transport enhancements in line with the ambitions of the Town Investment Plan. This includes improvements at the railway station for cycling and walking linked via the enhancements to the Town Centre, foreshore and coastal access. 'On Digital' Skegness is working with the County Council to roll out improved broadband connectivity and to embrace the opportunities of 5G. (See Appendix G).



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“While Skegness enjoys a fantastic visitor economy and our population swells for a good 10-12 weeks a year, we need to focus on bringing together all the elements that would make the town a year-round attraction. This means thinking big, about road infrastructure, reasons to make the journey, sea defences to ensure a long-term future and education.”

**Sid Dennis,**  
**Chair, Skegness Place Reference Group**

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# SWOT ANALYSIS

## 02 ANALYSIS

**SUMMARY** — The Need, Challenges and Opportunities set out above are summarized in the SWOT below:



### STRENGTHS

- Scale of tourism sector - nationally exceptional
- Quality of natural environment
- Depth of investment in tourism offer
- Place recognition and linkages to a regional audience
- Rail head and potential to grow use of rail
- Low cost of land and residential accommodation

### WEAKNESSES

- Low Skills
- Low Wages
- Demography skewed to the elderly
- High levels of poor health and stubbornly high levels of economic inactivity
- Low levels of enterprise
- Distance from key markets
- Seasonal/mono-sectoral focus
- Higher development costs linked to flood risk

### OPPORTUNITIES

- Scope to harness potential of the growth of digital to overcome distance from markets
- Increased visitor interest in accessing open space and the natural environment
- Increased interest in cycling, walking and active recreation
- Scope to increase the value of the visitor economy by extending the season

### THREATS

- Impact of coronavirus on all sectors but particularly retail and tourism
- Limited digital infrastructure challenged by growing demand for digital connectivity due to Covid
- Increasing divergence between the traditional 'Skegness' seaside offer and the higher quality demands of contemporary visitors
- Flood risk and climate change



# 03

## STRATEGY

# INVESTMENT PLAN APPROACH

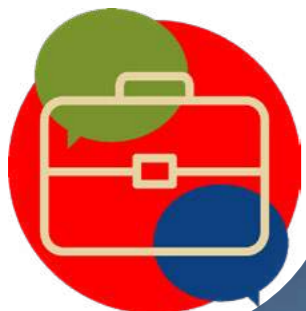
## 03 STRATEGY

**INVESTMENT PLAN** — Our Investment Plans arising from this analysis are set out below:

### Skills and Enterprise

#### A learning community

- Creation of a brand new, fully functioning **learning campus**. This is our flagship investment. It entails allocating 56% of the whole Towns Fund to a truly transformational new learning campus in partnership with TEC Group. The TEC Group is rated as the second best provider of FE by DfE in England and has a track record of the provision of HE in challenged and coastal communities such as Grimsby and Bridlington. We firmly believe the provision of this scale of infrastructure to address very low levels of skills and enterprise capacity will transform the economic performance of Skegness in the short and long term.
- This project will provide the opportunity to link to the new Lincolnshire Institute of Technology in which TEC Group are a lead player.
- The campus will also link to the Police Training Centre.
- The campus will also link to the Arts and Culture learning plans at the Embassy Theatre.
- A new coastal learning providers group has been established to work with the TEC Group and University of Lincoln to ensure clear progression routes are in place.
- This project will also drive wider economic impacts, it provides the spur to open up the new employment extension for Skegness – Skegness Gateway (a major new sustainable urban extension, adjacent to the LEP supported expanded business park), it will provide new leisure facilities which will be open to the wider public and it has the capacity to provide a park and ride facility for Skegness.
- More widely this campus development will reach out to associated proposals in Mablethorpe in the



form of the Campus for Future Living and in Boston in terms of the Boston College Mayflower Centre (new lifelong learning environment) to provide a hugely enhanced Towns Fund stimulated learning offer along Lincolnshire's eastern seaboard. TEC Group have been operating in Skegness for 15 years from a more modest base and their demand analysis sits alongside our own assessments of skills needs and performance to suggest that there is significant untapped demand for learning. They have entered into a Memorandum of Understanding as part of the development of the Town Fund which commits them to a minimum of meeting all the revenue costs for the facility for 10 years. This entails a commitment at today's prices of around £12 million in revenue funding to the investment.

#### An enterprising community

- Building on the successful model of the E-factor (<https://e-factor.co.uk/>) developed by TEC Group and Sparkhouse Studios at the University of Lincoln (<https://www.lincoln.ac.uk/home/businessengagement/start-ups/>) we plan the development of **enterprise units** linked to the new learning campus. This will enable the enhanced learning outcomes arising from the campus to have a focus for local business and employment growth. This will also link to projects to support investment into start-ups run by Lincoln Science Park (University of Lincoln).
- Widening our focus to the high street and taking account of the need to repurpose in the light of Covid, in partnership with Heritage Lincolnshire we plan the development of a programme of **capital grants to encourage business investment and sustainability in shop fronts and visitor facilities**. Based on their widespread experience we plan an enabling programme of business support linking into the Greater Lincolnshire LEP Business Growth Hub and the new support available through the Learning Campus which will host enterprise specialists in its enterprise facility.

#### A healthy community

- We believe that engagement in arts, culture and sport will both help to add value to the current coastal tourism offer (diversifying its appeal) and provides a platform to raise aspirations and broaden career options. This will increase the demand for learning and skills opportunities. Magna Vitae, an independent charity with a very significant track record of delivering sports and cultural facilities across East Lindsey, are a key partner in the development of our **programme of arts and culture outreach**. Working with them we will enhance the operation of the Embassy Theatre to make it more sustainable in the face of Covid through reaching out to the community and providing training in the arts.
- We are also in discussions with Magna Vitae about taking on the management of the leisure facilities at the new learning campus to ensure wider community engagement. The redevelopment of the **Skegness Foreshore** will provide a recreational hub to access the wild coast and open up new exercise and natural therapy engagement for the local community. The development of our proposals has stimulated a range of additional investment ideas including a YMCA initiative, focused on the former Skegness Town Hall, which will reach out to individuals who are furthest from the labour market. It will provide them with opportunities to achieve stable housing and support and more widely provide accommodation and learning opportunities for key workers in the community. This proposal also has physical fitness and cultural development opportunities associated with it. We will seek to identify funding for this project through our Investors in the Coast initiative.

# INVESTMENT PLAN APPROACH

## 03 STRATEGY

### INVESTMENT PLAN — Continued:

#### Urban Regeneration

##### A resilient community

- We have taken flood risk very seriously in the development of our proposals. Our investment in the **Skegness Foreshore** makes a strength of our link with the sea a positive economic aspect of our coastal context. In terms of the urban regeneration agenda there are a number of studies, which demonstrate the link between public realm and private sector investment. Our proposed investment in the Foreshore, stage one of which has been facilitated as a core part of our strategy through accelerated Towns Fund resources, will enhance the quality of the visitor experience. It will provide a portal to the natural coast in terms of the stimulation of exercise and wider engagement with nature by local people and visitors and it will build investor confidence in our tourism offer.
- This investment aligns to the district council enabled project to develop “Eco-Chalet” accommodation to diversify the tourism offer at the southern end of the foreshore in 2021. Via the high street investment programme featured above and the proposed investment in Skegness Station (see below) it creates an anchor in terms of connectivity for an enhanced economic corridor through the urban heart of the town. Investment in the foreshore will also drive the attractiveness of Skegness as the base for our new learning offer particularly in terms of the engagement of learners linking into the new Police based learning and conference centre and the Embassy Theatre, both of which adjoin the foreshore.

#### Connectivity

##### A connected community

- Enhancing the connectivity of Skegness and its wider hinterland is a crucial aspect of our vision for the levelling up of the area’s economy. Highways and rail infrastructure is so expensive Towns Fund does not provide the level of resource required to stimulate major road or rail investment. However, we have worked imaginatively to make the most of what is possible, working with both our rail franchise partner and a key tourism attraction investor. The investments through the Towns Fund will also link to the Skegness transport strategy being developed with Lincolnshire County Council.
- We have also looked creatively in terms of our learning offer at how digital approaches can reduce the need to travel to widen the reach and catchment of our landmark learning campus. Our plans for redevelopment of the **Railway Station** provide scope for detailed discussions with bus and taxi services as part of an integrated approach to enhancing connectivity around the town and in terms of its functionality as a resort.
- We are also looking at connections to Ingoldmells (Butlins and Fantasy Island), the attractions at Chapel St Leonards and the coastal routes to Mablethorpe and Boston. In addition to wider connections the orientation of the tourism and wider visitor experience from the station across an enhanced Town Centre offer to the **Foreshore** is part of a package of joined up thinking connecting the urban regeneration and connectivity aspects of our offer. New enterprise and community space will feature as part of our investment in the station.

- This development runs in parallel with our sponsorship of an exciting new development unlocking £9 million of private sector long term investment in a hugely enhanced tourism attraction at Hardy’s Animal Farm. This will involve the creation of a new **Multi-User Trail**. The project provides interconnecting footpaths, cycle ways, circular routes linked to the Coast path and a large bus turnaround to enable 2 bus routes to extend and interconnect for wider public benefit in Skegness.

#### Visitor Economy

- The importance of the tourism sector unites all four Lincolnshire Town Fund areas - Lincoln, Boston and the Connected Coast towns of Mablethorpe and Skegness. We have agreed to work collaboratively to support the LEP’s ambition for the visitor economy, ensuring the investment through the towns fund can be strengthened to address tourism’s acute and immediate needs from the impact of Covid. Our shared and phased approach with both the University of Lincoln and the Destination Management Organisation, Visit Lincoln, will develop an action plan focussed on skills, seasonality, business development and place marketing. Our plan will help strengthen Lincolnshire’s longer term strategic Commission and bolster the LEP’s ambition for Greater Lincolnshire to become a Tourism Action Zone, whilst exploring funding opportunities based on art, culture, heritage and sport to create confidence among future funders that investment in Lincolnshire’s visitor economy has real potential to deliver, building on the Towns Fund investment into Greater Lincolnshire’s tourism offer.



# INTERVENTION FRAMEWORK

## 03 STRATEGY

**CONNECTIONS** — We have facilitated a compelling and interconnected range of projects, which align with the key pillars in the Towns Fund Intervention Framework. Responding to our analysis of need they align with each of the themes in the Skegness vision as follows:

	Learning Campus	Railway Station Upgrade	Police Training Centre	Multi-User Trail	Foreshore and town centre investment plan	Leisure/Cultural Offer
<b>Local Transport</b>						
TRAIN OR TRAM LINES AND STATIONS		●				
WALKING/CYCLE PATHS		●		●		●
WIDER CYCLING						●
<b>Digital Connectivity</b>						
SECTOR SPECIFIC TECHNOLOGY	●		●			
<b>Urban Regeneration</b>						
REMEDICATION AND DEVELOPMENT OF SITES	●	●			●	
QUALITY RESIDENTIAL OR COMMERCIAL SPACE			●	●	●	
<b>Arts Culture Heritage</b>						
COMMUNITY CENTRES, SPORTS, ART, CULTURE AND PARKS	●				●	●
<b>Skills</b>						
INCREASE IN CAPACITY OR ACCESS TO NEW OR IMPROVED FACILITIES	●		●			
NEW EQUIPMENT	●		●			
INCREASED EMPLOYER COLLABORATION	●		●			
BROADER SKILLS RESPONDING TO LOCAL NEEDS	●					
LONG TERM PUBLIC EDUCATION BENEFIT	●		●			●
<b>Enterprise Infrastructure</b>						
INCREASE IN AFFORDABLE COMMERCIAL FLOORSPACE	●	●		●		
INCREASE IN SHARED WORKSPACE AND INNOVATION FACILITIES	●					
SCHEMES TO SUPPORT ENTERPRISE AND BUSINESS PRODUCTIVITY	●					



# WIDER INTERVENTIONS & INVESTMENT

## 03 STRATEGY

**PROPOSAL** — Our proposals add value to a number of recent and planned investments in Skegness. These proposals demonstrate a commitment to invest from a range of players in the private and public sectors working together:

### Employment Land – Skegness Gateway

The Skegness Gateway site will deliver around 1,000 homes, a dementia care village, accommodation for the over 55s, a college, crematorium, 13.5ha of employment/industrial land, 2.2ha of retail/commercial, 4.8ha of business, and 37.8ha of green open space and tourism uses. Our proposals for a Learning Campus seek to help enable this development and maximise its economic impact which will be facilitated by the establishment of a Local Development Order for this site.

### Flood Defences

The announcement of £75 million for flood defences in March 2020 as part of an ongoing programme led by the Environment Agency, which opens up significant opportunities to initiatives such as the Skegness Foreshore to a wider programme of investment in the natural coast. This also creates the potential for a wider dialogue about the nature of the flood challenges affecting areas of potential development in Skegness, as part of a longer term programme being led by the Environment Agency and County Council to manage flood risk to 2050 and beyond.

### Eco-Chalets

A £3 million investment in the development and operation of a suite of high quality, low density eco-chalets on a council owned site on the Skegness Foreshore.

### Local Development Order (LDO) – Fantasy Island

The Fantasy Island resort is one of the coast’s principal attractions. It is also a major local employer. The resort is operated by the Mellors Group. The Fantasy Island site is intensively developed as a theme park, with associated retail, leisure and food and drink uses, high quality holiday lodges, and extensive car parking. The Mellors Group plans a multi-million pound investment in the resort. The Fantasy Island LDO will enable existing attractions to be redeveloped and improved through a simplified planning process.

### Summary

These initiatives build on an increasingly positive recent tradition of investment by major multiples in Skegness as a resort over the last 10 years including: Premier Inn, Marks and Spencer’s (Simply Food) and McDonalds. The £9.5m Hardy’s Animal Farm expansion proposals for the next decade also demonstrate large scale commercial commitment to improve the visitor offer. There are also discussions taking place about the potential extension of the season through the establishment of a local development order.

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“We believe the ‘Skegness Gateway’ will help the town take its rightful place in the East Midlands as a place with opportunity and ambition. Our intentions are clear. We want to create a new community with relevant mixed-use space for people and business – bringing year-round benefits to the area. The TEC Partnership college campus is at the core of our scheme – bringing innovative courses for developing skills and training.”

**Sue Bowser and Neil Sanderson,  
Croftmarsh Limited**

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# INVESTMENT STRATEGY

## 03 STRATEGY

### Building on the climate for investment

Prior to Covid we have intelligence that there was real scope to harness private sector investment in Skegness. Interviews with agents and developers indicated good levels of development interest in Skegness. Information on high street lending suggested that the Lincolnshire coast had one of the most dynamic track records in Lincolnshire of High Street borrowing, largely driven by family and well-established businesses investing in the tourism product.

By creating an enhanced infrastructure through investment in the public realm, better harnessing the natural assets of the coast and driving up the skills base of the local population we believe we can begin to reverse the coronavirus impact through the scope for a more imaginative and sustainable tourism offer.

Currently 66% of extant employment planning consents relate to tourism and high street uses. This shows considerable interest and potential for the development of an enhanced tourism offer, which pragmatically will still form a core part of the rationale for the economic development of Skegness.

### Facilitating a climate for investment

We have assessed the economic impact of each project proposal and more details are provided along with the levels of private sector investment generated in the individual project descriptions further on in this Town Investment Plan. Differential impacts of the projects have been assessed through a development dialogue with each project sponsor and the final list of projects has been derived from

active engagement by the Towns Fund Board and through the local lens of a Place Reference Group. All projects have been prioritised using the Towns Hub prioritisation tool. Details are set out in Section 2 which contains all the individual project proforma.

Skegness already has a private sector developer forum, which engages with the public sector. Our Covid impact analysis shows renewed enthusiasm amongst local and family businesses to work in partnership with the public sector to build a new investment plan for the town. This is gaining impetus through our initiative to develop a formal public/private investment vehicle, Investors in the Coast, based on the successful model established by Investors in Lincoln. This initiative will bring the District and County Councils together along with a number of private sector investors, identified in part through our Towns Fund engagement. Those projects which have been put forward, but not been recommended for funding at this stage, form a natural pipeline of projects for Investors in the Coast.

### Harnessing cultural opportunities

The East Coast of Lincolnshire and specifically the towns of Skegness and Mablethorpe already have a range of cultural events and activity that draws audiences from afar. The potential exists to increase the impact of this through engagement, visibility and tangible access to the arts. This is compiled in Appendix E - Culture and Development Audit Report, which demonstrates that a strong cultural offer can support value creation in tourism, attract higher income residents and benefit the local community by broadening leisure provision.

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“The project [Towns Fund] has been a catalyst for collaborative working and has driven the change needed for this approach to continue. As one of the major tourist attractions on the East Coast, it gives us confidence in our investment plans for the future and reassures us that others, private businesses and public bodies, will do the same.”

**Edward Mellors,  
Director, Fantasy Island**

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# OUR STRATEGY

## 03 STRATEGY

**STRATEGY** — Addressing need and opportunity and seeking to align with the core framework of Towns Fund our strategy picks out five key interconnected themes: learning, enterprise, health, resilience and connectivity. It builds on a comprehensive overview of established strategies and documents and is nested within a wider strategic and spatial plan for the greater Skegness area (our strategy review is at Appendix B). Our overview of the focus of the most pertinent strategic documents, which has informed the vision is set out in the table below:

<b>National Themes</b> (Industrial Strategy, Tourism Sector Deal Concept, Lords Select Committee on Regenerating Seaside Towns and Communities Response, Stronger Towns Fund, DCMS Digital Connectivity Portal and Inclusive Economy Partnership):	<b>Regional Themes</b> (Midlands Engine):	<b>Local Themes</b> (East Lindsey District Council, Lincolnshire County Council, Greater Lincolnshire LEP, Magna Vitae):
<ul style="list-style-type: none"> <li>• <b>Levelling up all regions</b> - by enabling places to develop ambitious plans to drive economic growth.</li> <li>• <b>Liveable places</b> - providing crucial infrastructure to help individuals flourish and creating shared spaces that bring communities together.</li> <li>• <b>Connected growth</b> – digital, social and cultural connectivity to ensure the economy grows in a way that is strong and sustainable and makes all places viable for work in the global economy.</li> <li>• <b>Enhancing the business environment</b> – at national and local levels (e.g. technical education and training, Tourism Zones).</li> <li>• <b>Flexibility</b> – from the national level through to regional / LEP level to support innovation and ensure small towns and their rural hinterlands are able to contribute to, and benefit from, wider economic growth.</li> </ul>	<ul style="list-style-type: none"> <li>• Government strategy for the Midlands is focused on <b>growth, connectivity, skills, enterprise and innovation, trade and quality of life</b>.</li> <li>• Regional bodies including the GLLEP are focused on supporting Government to deliver <b>Inclusive Growth</b> – ensuring people everywhere can both contribute to, and benefit from, economic growth through supporting concrete actions that will <b>create more jobs, export more goods and grow productivity</b>.</li> <li>• Improving <b>connections</b> between towns and cities in the Midlands to support clusters to grow.</li> <li>• The <b>coast as an economic engine</b> that could support thriving businesses and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• In giving evidence to the <b>House of Lords Select Committee</b>, Lincolnshire County Council described how public services in coastal areas faced significant pressures relating to resort deprivation, transient populations, looked-after children, mental health issues, homelessness, Housing Benefit dependence and worklessness. These factors provide the context for the development of its approaches to local transport planning and flood risk management. They condition the role and strategy of the district council as the strategic housing authority in the area.</li> <li>• There are two different economic pictures for the District: one economic picture for Rural Inland; and a different <b>economic picture for the Coast</b>. The Coast is characterised by a low skill, low wage and seasonal economy. Around half of businesses are categorised as in decline yet just under a third of businesses are categorised as “growing”. This distinctiveness is not always given due consideration in the wider strategic documents at regional and national levels.</li> <li>• Skegness is listed as a <b>hub town by Defra (2014)</b> – this means it acts as a ‘hub’ to the rural areas that surrounds it in providing services, employment and businesses. When benchmarked with 15 other similar hub towns in the classification Skegness was ranked bottom for its functionality (deprivation, ease of access to services, life satisfaction and job density).</li> <li>• Skegness is a traditional seaside resort and there are various strategies and initiatives seeking to <b>reposition and grow this sector</b> – including extending the season beyond peak summer months (e.g. family market and empty nesters; sporting/heritage offer; serviced accommodation; marketing/promotions, events etc.)</li> <li>• ELDC is committed to a healthy economy with <b>skilled workforce and sustainable job opportunities on the coast</b> – there are opportunities to build on digital learning and work in partnership with others to broaden and raise skills levels (including the Lincolnshire IoT, employers), and to improve digital and transport connectivity.</li> <li>• Skegness is challenged by <b>coastal defences and flooding</b> – with local organisations working in partnership to build flood resilient design into future initiatives.</li> <li>• Magna Vitae’s recently completed <b>Cultural and Development Audit</b> for East Lindsey (see Appendix E) recognises that significant opportunities exist to realise the potential of arts and culture to positively impact at scale the health and wellbeing of coastal communities through increased participation, social connectivity and arts referral programmes. A strong cultural offer will support value creation in tourism and a business case for Greater Lincolnshire to become a Tourism Action Zone, whilst creating confidence among future funders that investment in Lincolnshire’s visitor economy has real potential to deliver.</li> </ul>

# SUPPORT

## 03 STRATEGY

### Response to Covid

Since the drafting and publication of these strategies which set the long term framework for the economic development of Skegness local organisations have been working together, through the coordination of the Greater Lincolnshire Local Enterprise Partnership (LEP) to develop a response to the Covid pandemic. The immediate response is based on the following actions:

- **Business Support** : To repurpose existing business support schemes, and design new business support schemes, that meet the challenges of Covid-19
- **Workforce**: To take measures to meet the changing employment and training needs of the greater Lincolnshire workforce in the context of Covid-19
- **Sectors**: To provide tailored support to greater Lincolnshire's most important economic sectors so that they can respond to Covid-19.

### Environmental Approach

The **Environment Agency's Saltfleet to Gibraltar Point Strategy** review sets out the strategic aims, roles and responsibilities and funding arrangements for flood and coastal risk management on the East Lindsey coast. The following objectives have been set for the strategy:

- Implement the policies to Hold the Line set out in the Shoreline Management Plan covering the Lincolnshire coast from Saltfleet to Gibraltar Point and to inform the Local Flood Risk Management Strategy.
- Support relevant planning policies to ensure a balance between flood risk management, land use planning and the needs of a viable and sustainable local community and economy.

- Sustain the present standard of protection for the duration of the strategy taking account of climate change.
- Monitor and review to deliver efficient and effective implementation.
- Meet the objectives of the UK 25 Year Environmental Plan (Defra, 2018) including carbon neutral solutions, working with others, growth, etc..
- Identify and implement measures to maximise affordable opportunities to conserve and enhance biodiversity onshore and offshore in areas affected by flood risk management.
- Through the Strategy establish an agreed partnership way of working which supports a sustainable approach to any local contributions coming forward for coastal management investment into Lincolnshire.

### Focus

Standing back from the individual projects, which make up our portfolio of proposed actions it is clear that the biggest challenges and therefore the core of our investment plan for the town involve:

- Increasing its skills base, through the proposed new learning campus,
- Further realising the potential of its natural assets through our programme of public realm and diversified tourism offer linked to opening up access to the natural coast,
- Enhancing its connectivity by increasing its critical mass in alignment with the Skegness Gateway project.

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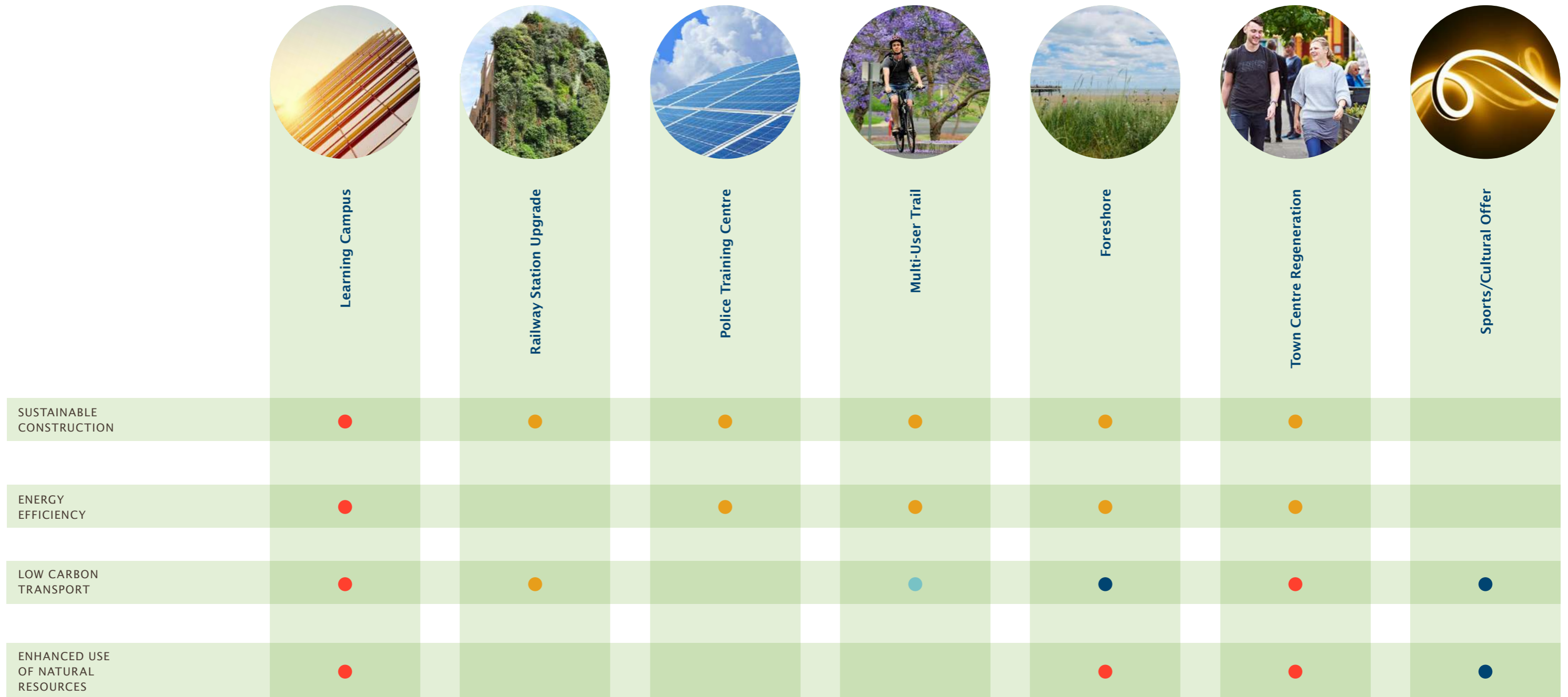
## The 2020 Flood and Coastal Erosion Risk Management Strategy has 3 long-term ambitions:

- **Climate resilient places: working with partners to bolster resilience to flooding and coastal change across the nation, both now and in the face of climate change**
  - **Today's growth and infrastructure resilient in tomorrow's climate: making the right investment and planning decisions to secure sustainable growth and environmental improvements, as well as infrastructure resilient to flooding and coastal change**
  - **A nation ready to respond and adapt to flooding and coastal change: ensuring local people understand their risk to flooding and coastal change, and know their responsibilities and how to take action**
-

# CLEAN GREEN GROWTH

## 03 STRATEGY

**CLEAN GROWTH** — The grid below shows how our projects align in terms of clean growth principles, namely: promoting better design and sustainable construction approaches, increasing energy efficiency (particularly in terms of housing), promoting low carbon transport and enhancing the effective use of natural resources (see Appendix H: Sustainability Review).



- (Red) Build approach
- (Orange) Refurbishment approach
- (Cyan) Enhanced use of public access and walking/cycling facilities
- (Blue) Investment in key aspects of tourism
- (Green) New sustainable travel
- (Dark Blue) Investments to stimulate sustainable economic and social behaviour

# DEMAND & MARKET FAILURE

## 03 STRATEGY

### Visitor Economy

We have robust footfall information for the High Street in Skegness based on data collected by Hildreds Shopping Centre (see adjacent). This puts the impact of coronavirus into very significant perspective, with the general trend in a reduction in High Street shopping having shown a decline of 7% between 2018 and 2019. STEAM data on the scale of the visitor economy in both towns shows the crucial role played by tourism as the massively dominant sector in both towns – accounting for almost 5,000 jobs in Skegness and 1,250 in Mablethorpe and approaching £400 million of GVA in Skegness and £100 million in Mablethorpe.

The scale of tourism as a sector in Skegness and the current impact of coronavirus on this sector which is estimated at the height of the coronavirus lockdown to have led to the loss or furloughing of 80% of jobs in the sector suggests that investment in tourism and hospitality has to be based on a strategy of generating medium term returns giving time for the sector to recover. If the country does experience a “V” shaped recession as predicted by some commentators (and shown anecdotally by the summer pick up in trade post the spring lockdown) these returns may be capable of being realised relatively quickly. The enabling approach of the local authority in response to investor friendly activities such as the implementation of Local Development Orders in respect of Fantasy Island and Skegness Gateway provide an enabling environment in which to achieve these returns.

Detailed discussion with tourism businesses suggests that there is also considerable potential to diversify the nature of the tourism offer to tap into growing national trends linked to the natural environment and the stretching of the current tourism offer in the resort. Recent patterns of investment activity show interest from key players such as Premier Inn and Marks and Spencer Simply Food, which take a more rounded view of investment locations than the traditional pattern of low cost caravan based tourism activity which has traditionally been at the core of the offer of the resort.

Investment in other sectors is likely to show modest returns based on the small scale of the local market based on a local population catchment of 30,000. One modest benefit for the area is that its relative remoteness suggests the local multiplier effect of local economic growth is likely to be distributed more effectively locally due to the lack of larger scale competition, particularly in relation to sectors where travel/logistic costs represent a relatively higher proportion of the overall cost of a given product or service. This explains in part the significant number of family owned businesses in the area providing core services around activities relating for example to waste and recycling. This is further reinforced by the fact that high levels of flood risk and relatively low investment returns (due to the small scale of the settlement) discourage external investment.

More widely it is clear that a further impediment to investment and economic growth is the limited pool of skilled labour. Skegness has low rates of participation in learning and high levels of economic inactivity, which exacerbates this problem.

The skewed demography of Skegness with a higher proportion than the national average of older people and very high levels of health inequalities mean that with low levels of workforce participation and high levels of demand for adult social care workers there is pent up demand for care workers in Skegness.

The current low value pattern of unskilled tourism jobs means that there are limited opportunities for talented people to find work locally and lead as a consequence of the seasonal nature of the sector to a pattern of low skill low wage employment, which makes many people who work in the area dependent on high levels of benefit claiming in the winter. This has led to the area becoming trapped in a low skill, low wage equilibrium. This drives low aspirations amongst the local population and an outmigration of young talent.

	2020	2019	Up or down	% Change
Jan	226,255	213,247	13,008	6%
Feb	182,870	195,532	-12,6626	-6%
Mar	171,532	233,203	-61,671	-26%
Apr	54,842	355,113	-300,271	-85%
May	58,027	263,889	-205,862	-78%
Jun	112,373	261,770	-149,397	-57%
Jul	300,712	392,910	-92,198	-23%
Aug	324,043	395,732	-71,689	-18%
Sep	138,969	360,367	-221,398	-61%
<b>Total</b>	<b>1,571,643</b>	<b>2,673,782</b>	<b>-1,102,140</b>	<b>-41%</b>

**Table 1** Customer footfall data collected by Hildreds Shopping Centre, Skegness

	Skegness	Mablethorpe
<b>Visitor Days (Millions)</b>	7.4488	1.8622
<b>Visitor Numbers (Millions)</b>	2.2368	0.4592
<b>Direct Expenditure (£Millions)</b>	292.112	73.028
<b>Economic Impact (£Millions)</b>	395.424	98.856
<b>Direct Employment FTEs</b>	3,832	958
<b>Total Employment FTEs</b>	4,936	1,234

**Table 2** STEAM data 2017

# INVESTMENT RATIONALE

## 03 STRATEGY

**RATIONALE** — This broad overview provides a rationale for our investment proposals. We have set it out on a project by project specific basis below:



### LEARNING CAMPUS

The lack of a core offer of vocational skills training in core activities such as digital skills, motor vehicle, construction and engineering all of which provide scope for higher levels of income and can form a stimulus to local enterprise is a major impediment to the growth and development of Skegness. It leads to low levels of participation in learning and chokes off the supply of skilled workers needed by higher value employers. The creation of a new high quality learning facility in the town will address this challenge. With a long term commitment by a high quality nationally recognised provider to operate the facility the development of this facility provides real scope to be an economic game changer in the area. More widely the facility will secure the employment of over 100 highly skilled teaching staff in the area, create a large new high quality facility which will help build investor confidence in the opening up of new employment land at the Skegness Gateway employment site where it is based and bring forward the potential of a park and ride and new sports facilities for the benefit of the community. The ultimate outcome of this investment will be to provide scope through creation of a higher skilled workforce and the encouragement of enterprise to diversify the economy of the town and build its economic resilience. The Learning Campus will also provide a strong focus for enhanced training and development in respect of the care sector helping to address the growing workforce demand in that area and primary care professions more widely.



### FORESHORE

Historically Skegness has lacked usable, accessible outdoor event space, this has been highlighted more recently by the work of Visit Lincs Coast Destination BID who have endeavoured to deliver large scale events to increase visitor numbers to the town, this has been hampered by suitable event space and compromises have always had to be made. The proposed facility at the southern foreshore will enable delivery of all year-round events, allowing creativity and innovation to ensure arts and culture become embedded in the towns tourism offer. The town has seen good levels of private investment in foreshore attractions over recent years and this project will complement and enrich the offer, it will allow additional activities and events to take place during the evening, in doing so, support the struggling night time economy. The new space will offer an outdoor theatre and creative space that can be utilised by local performers and support the local aspiring artists and performers alongside offering a unique performance space for theatre companies and musicians. The addition of the pedestrianisation of Tower Esplanade will further add to the creation of new event space, this will also improve accessibility and safety of those visiting the towns blue flag central beach. It will dramatically improve the look and feel of the approach to the towns best asset, creating a welcoming and safe sense of arrival with improved signage and public realm improvements to further enhance the recently re-designed area and lighting. The links between this investment and the Eco-Chalets proposed for the Southern Foreshore will provide a new niche within the relatively mono-sectoral tourism offer in the town and help to diversity its visitor base.



### RAILWAY STATION

Skegness railway station is the gateway to the Lincolnshire coast. Visitors arrive by rail in their thousands, currently the station is run down, uninspiring and bleak, it does not provide the welcome one would expect when visiting the UK's fourth most popular seaside town. The proposals for the station are transformational, they will transform not only the station itself but the point of arrival for visitors, enticing them into the town centre through improved signage, interpretation and information points. The new retail units will create opportunities for businesses and support the local economy. The station is an important and significant building/facility for Skegness and is one, which historically brought tourism to the Lincolnshire coast, this investment will ensure it's given the refurbishment that it needs and indeed deserves. Building visitor confidence and engagement by making the station more of a destination portal and less of a functional building will help widen the visitor appeal and diversify its tourism offer. Taken as part of a package along with the investments in the foreshore and town centre transformation this project will help create a refreshed and engaging environment driving up both visitor appeal and footfall. This will, post pandemic, provide an environment to build on the recent investment by key multiples (Premier Inn, Marks and Spencer, McDonalds), recognising the potential of the town as a higher quality visitor location.

# INVESTMENT RATIONALE

## 03 STRATEGY

**RATIONALE** — Continued:



### TOWN CENTRE TRANSFORMATION

Lumley Road is the main shopping street in Skegness and has seen a significant lack of investment in recent years, it looks tired and in need of a facelift. This project will do just that, improving the shop fronts, signage and public realm are vital to help secure the future of the town's main shopping area which has recently seen the closure of a number of national high street stores. The retail offer is an important element of the all-year round tourism offer as well as serving the needs of the local and wider community. There has been recent investment in artisan cafés which are thriving and there is the potential to create a further bistro and café culture on Lumley Road. A number of the buildings in the vicinity are of importance and significance to the history of the town and this project will transform them to their former glory. This project links with the railway station and the foreshore development creating a fresh new vision and transformation of the whole area whilst sympathetically linking the new vision with the historic influences that has helped shaped the town into such a well-known visitor destination.



### POLICE TRAINING FACILITY

The repurposing of the former magistrates court in Skegness to provide a facility which will operate across the east of Lincolnshire for the training and continuing professional development of Police personnel will help secure more professional jobs in Skegness. It will, alongside the new Learning campus bring a focus on training and development to the settlement which will help diversify the economy of the town. Its creation and management by a well funded statutory agency will provide a strong assurance of longevity for the initiative making it sustainable.



### MULTI-USER TRAIL

Harnessing the private sector investment in a new series of cycling, walking and public transport connections will help create new opportunities to engage both local people and visitors in green travel behaviours. It will improve connections within the wider Skegness hinterland and help to diversify the appeal of the settlement to a wider range of visitors. Working in concert with the Railway Station, High Street Investments and Foreshore projects it is a key strand within the strategy of diversifying the tourism offer and creating a climate for investment by other private sector bodies. This support will also help to leverage a major contribution of private sector investment in a significantly enhanced visitor attraction at Hardy's Animal Farm.



### CULTURAL SKEGNESS

The package of investments focused principally on the Embassy Theatre in Skegness will help ensure the facility is able to develop a programme of activity, which effectively enables it to plot a post-covid future. It is a key and substantial aspect of the tourism offer and the refreshing and diversifying of this aspect of the key tourism infrastructure in the town will help maintain the current breadth of its visitor and out of season conference appeal.



# OUTCOMES OF TARGETS

## 03 STRATEGY

**TARGETS** — Our short, medium and long term targets are set out below:



### LEARNING

We plan to increase the number of skilled workers in the town by delivering a step change in local training and skills development opportunities across the F/HE spectrum.

#### OUTCOMES & TARGETS

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

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.

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.



### ENTERPRISE

We plan to increase the number of businesses in the area to reduce the ratio of people to business so that we are at least on a par with the national average.

#### OUTCOMES & TARGETS

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 Learning Campus in the area and bespoke interventions focused on key sectors within the local economy where there are currently business development and skills shortages.

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.

Skegness achieves recognition as a centre of enterprise. It has a 10% 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.



### HEALTH

We plan to reduce the number of people with poor health outcomes, particularly in relation to increasing levels of economic activity (the English average is 20% and Skegness is over 40%).

#### OUTCOMES & TARGETS

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.

Skegness 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.

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.



### RESILIENCE

We plan to deliver innovative approaches to flood risk management, which will turn this perceived weakness into an economic strength.

#### OUTCOMES & TARGETS

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.

Skegness 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.

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.



### CONNECTED

We are determined to drive investment in our current assets around rail and through the digital agenda to address these challenges.

#### OUTCOMES & TARGETS

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. Sufficient critical mass and economic activity has been developed that 5G is available in the town.

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.

Skegness is a natural location for investment in infrastructure appropriate to economic development.

5 YEARS

10-15 YEARS

30 YEARS

# SPATIAL STRATEGY

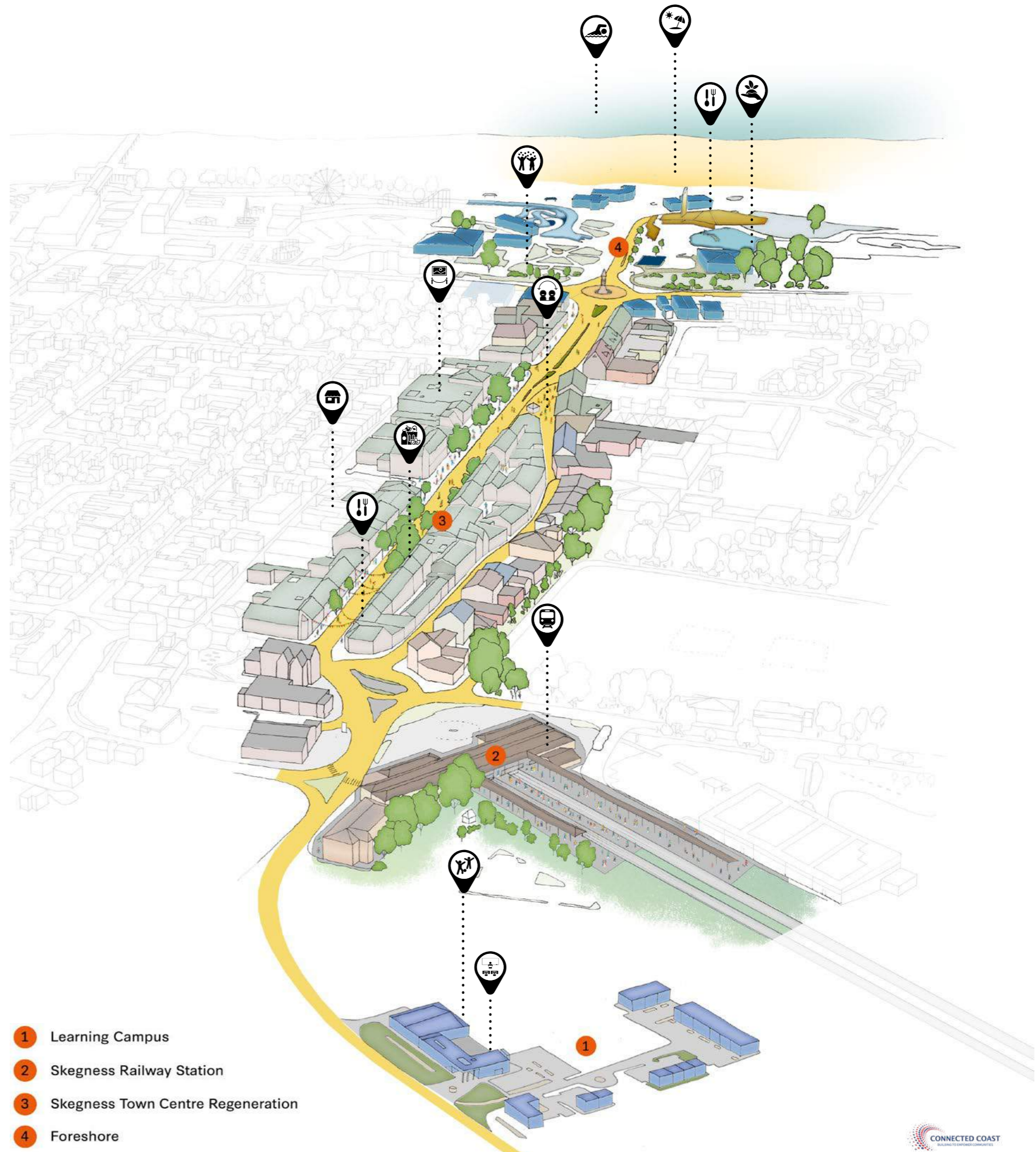
## 03 STRATEGY

**STRATEGY** — The on the ground spatial connections between the projects in the Town Investment Plan are set out in the diagram.

They show how the projects align around two main themes, firstly an exciting new build centre of gravity around the learning campus which opens a new access to the east of the town for employment and other uses. Secondly a development of high street interventions anchored at the southern end by a repurposed destination railway station and linking via Lumley Road to the refurbished and repurposed foreshore where the offer is further enhanced by the eco-chalets.

### Plans

The Town Investment Plan responds to the particular focus of both the District Council's Local Plan and the Environment Agency's Saltfleet to Gibraltar Point Strategy Review. Our focus on diversifying the economy and our recognition of the need to maximize the impact of flood risk management are both key features of our approach.



- 1 Learning Campus
- 2 Skegness Railway Station
- 3 Skegness Town Centre Regeneration
- 4 Foreshore

# THEORY OF CHANGE

## 03 STRATEGY

	Challenge	Intervention	Engagement	Projects	Links	Results
<b>LEARNING</b>	<ul style="list-style-type: none"> <li>Highest proportion of 16-18 year olds in England living more than 30 minutes from an FE College or 6th form (DfE).</li> <li>Skegness is in the lowest 10% of all towns in England in terms of skills rankings in the English Indices of Deprivation.</li> <li>Current shortage of good quality police applicants from the east of Lincolnshire.</li> </ul>	<b>Skills infrastructure</b>	<ul style="list-style-type: none"> <li>Local education providers — new group established (inc. LCC/LEP) and met 4 times. Support and engagement through Place Reference Group, businesses and CCB Board.</li> <li>MyTown Portal Responses: "Educational facilities and decent sports complex", "A college for Skegness", "Central College Hub would be perfect"</li> </ul>	<p>Partnership with the TEC Group to provide a <b>Learning Campus</b>, including new Leisure facilities, Park &amp; Ride, business incubation.</p> <p><b>Police Training Centre.</b></p>	<ul style="list-style-type: none"> <li>Partnership with the TEC Group, University of Lincoln and Institute of Technology.</li> <li>Links to Police Training Centre (Skegness) and the Campus for Future Living and Leisure/ Learning Centre in Mablethorpe.</li> <li>Link to local school/Magna Vitae for art/culture.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in Qualifications</li> <li>New FE/He Provision</li> <li>New Business and Business Growth</li> <li>Retention of Skilled Population</li> <li>Diversification of Economy</li> </ul>
<b>ENTERPRISE</b>	<ul style="list-style-type: none"> <li>Skegness is in the worst 15% of all places in England in terms of incomes.</li> <li>Skegness is in the worst 12% of all neighbourhoods in England in terms of employment outcomes and only 15% of the national average of workers involved in KIBS.</li> <li>Four times the national average number of people working in tourism related activities (most at risk from the impacts of the pandemic).</li> </ul>	<b>Enterprise infrastructure</b>	<ul style="list-style-type: none"> <li>Building on successful model of the E-factor developed by TEC Group and Sparkhouse Studios at the University of Lincoln.</li> <li>Linking to Lincoln and Boston Town Deals to strengthen Tourism Zone opportunity.</li> </ul>	<p>Learning Campus <b>enterprise units</b> (with links to the TEC Group, University of Lincoln and IoT).</p> <p>Town Centre Transformation including <b>capital grants to encourage business investment.</b></p>	<ul style="list-style-type: none"> <li>New business opportunities on Skegness Foreshore.</li> <li>New enterprise and community space will feature as part of investment in the station.</li> <li>Link to LCC Business Park and Campus for Future Living opportunities."</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced learning outcomes arising from the campus to have a focus for local business and employment growth.</li> <li>Investment into start-up businesses.</li> <li>Vibrant year-round tourism economy.</li> </ul>
<b>HEALTH</b>	<ul style="list-style-type: none"> <li>Significant influx of retirees into the area, many of whom have relatively poor health.</li> <li>Poor health outcomes and a skewed demography track through to the particular nature of the available workforce in the area.</li> <li>Skegness is in the lowest 15% of all areas in England in terms of its health outcomes and 42% of the working age population are economically inactive compared to 20% in England.</li> </ul>	<b>Art, culture and heritage</b>	<ul style="list-style-type: none"> <li>Partnership with Magna Vitae and support from both the Place Reference Group and Connected Coast Board.</li> <li>Art, sport, tourism and leisure asks reflected in MyTown portal responses.</li> <li>Linking to Lincoln and Boston Town Deals to strengthen Tourism Zone opportunity.</li> </ul>	<p>Programme of <b>arts and culture outreach</b> connected to the enhancement of the operation of the Embassy Centre <b>Theatre.</b></p> <p><b>Sports facilities</b> at the new Learning Campus.</p> <p><b>Skegness Foreshore</b> leisure and recreational hub."</p>	<ul style="list-style-type: none"> <li>Magna Vitae partnership with local school, bringing art/culture to the Learning Campus.</li> <li>Skegness Foreshore linking to walking and cycling. Linking and learning from the Campus for Future Living (Mablethorpe).</li> <li>Heritage Lincolnshire development of Town Centre (with integrated art elements)."</li> </ul>	<ul style="list-style-type: none"> <li>Reduction in the number of people with poor health outcomes, particularly in relation to increasing levels of economic activity.</li> <li>New and innovative ways to make an ageing population a strength rather than a weakness.</li> </ul>
<b>RESILIENCE</b>	<ul style="list-style-type: none"> <li>The area is challenged by flood risk and flood amelioration measures underpin many of the development proposals for the area.</li> <li>Skegness has a number of neighbourhoods in the worst 30% for crime scores in the English indices of deprivation.</li> <li>Coronavirus has brought a severe economic shock to the economy of the area. The Centre for Towns identified Mablethorpe and Skegness as 1 and 2 in the listing of the coastal towns most at risk from the impacts of the pandemic.</li> </ul>	<b>Urban regeneration, planning and land use</b>	<ul style="list-style-type: none"> <li>Skegness Masterplan has gone through a comprehensive consultation and the announcement of the accelerated funding for the Foreshore has enabled further community and business engagement (attracting investor confidence).</li> <li>Improvements to the Foreshore resonate through a number of the MyTown portal responses</li> </ul>	<p><b>Skegness Foreshore</b></p> <p><b>Police Training Centre</b></p>	<ul style="list-style-type: none"> <li>LDO proposals for Fantasy Island and Skegness Gateway</li> </ul>	<ul style="list-style-type: none"> <li>Support long term flood management plans by creating the economic uplift required to secure funding and by embracing the potential of a more natural coast, with water in the landscape, to broaden the tourism offer and extend the season.</li> </ul>
<b>CONNECTED</b>	<ul style="list-style-type: none"> <li>Poor road connections and distance to learn (second highest proportion of 16-18 year olds in England living more than 30 minutes from an FE College or 6th form).</li> <li>Railway station requiring improvement and increase in 'out of season' usage.</li> <li>Significant lack of a connected visitor offer.</li> </ul>	<b>Local transport</b>	<ul style="list-style-type: none"> <li>Consultation through the Skegness Transport Group, the Local Walking and Cycling Infrastructure Planning.</li> <li>Engagement with local transport providers, businesses, Place Reference Group and Connected Coast Board.</li> <li>Reflected through MyTown comments - Lumley Road pedestrian area, coastal railway, promenade walk, more car parking and 'park and ride', 'Boris Bikes', pot holes, new train links, better transport, proper tourism marketing.</li> </ul>	<p><b>Learning Campus</b></p> <p><b>Railway Station Upgrade</b></p> <p><b>Multi-user Trails</b></p>	<ul style="list-style-type: none"> <li>The investments through the Towns Fund will also link to the Skegness transport strategy being developed with Lincolnshire County Council.</li> <li>Looked creatively in terms of our learning offer at how digital approaches can reduce the need to travel to widen the reach and catchment of our landmark learning campus.</li> </ul>	<ul style="list-style-type: none"> <li>Multi-user path: interconnecting footpaths, cycle ways, circular routes linked to the Coast path and a large bus turnaround to enable 2 bus routes to extend and interconnect for wider public benefit in Skegness.</li> <li>Integrated approach to enhancing connectivity around the town.</li> </ul>

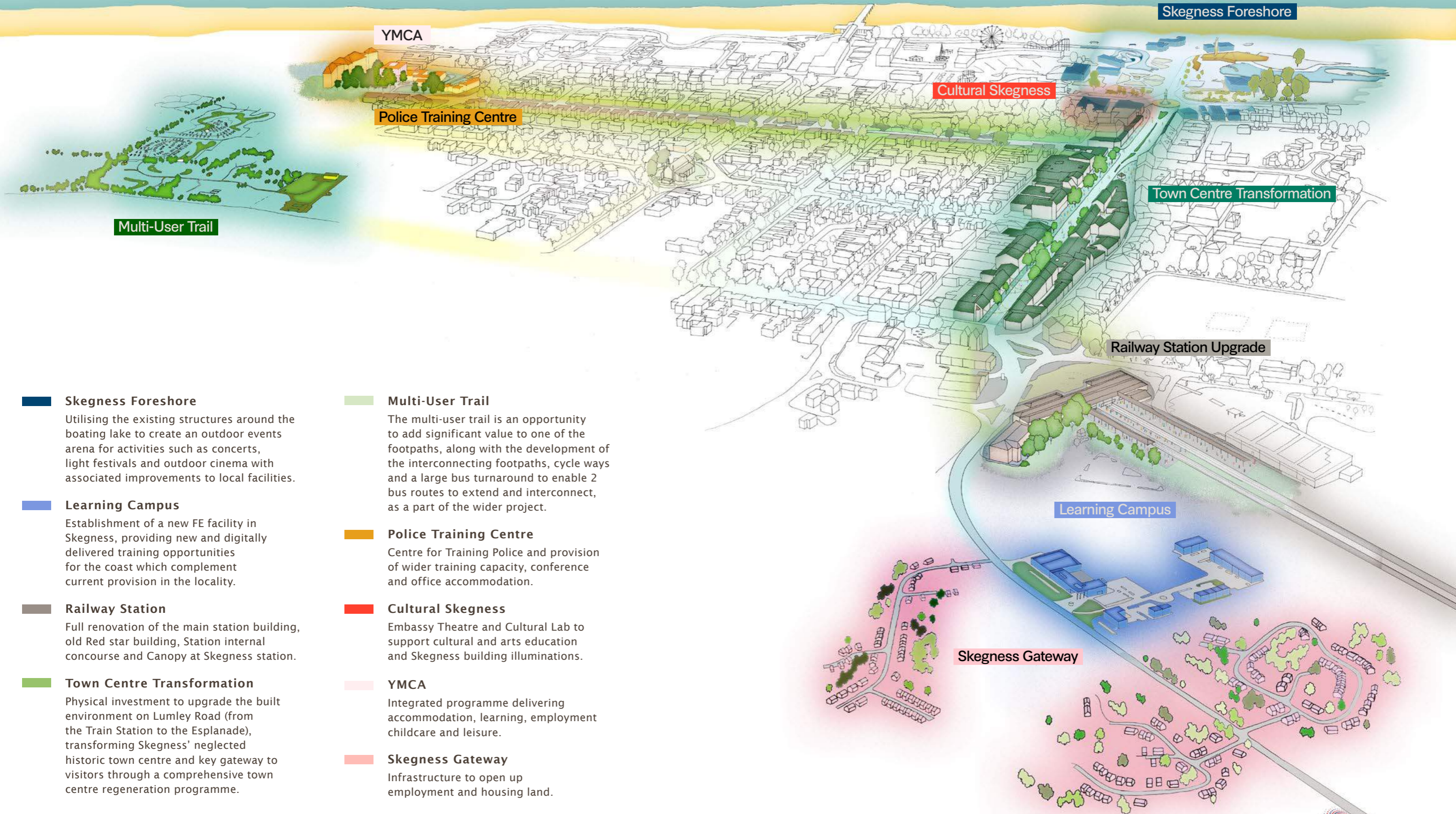
# 04

## PROJECTS



# TOWNS FUND PROJECTS

## 05 PROJECTS






- Skegness Foreshore**  
 Utilising the existing structures around the boating lake to create an outdoor events arena for activities such as concerts, light festivals and outdoor cinema with associated improvements to local facilities.
  
- Learning Campus**  
 Establishment of a new FE facility in Skegness, providing new and digitally delivered training opportunities for the coast which complement current provision in the locality.
  
- Railway Station**  
 Full renovation of the main station building, old Red star building, Station internal concourse and Canopy at Skegness station.
  
- Town Centre Transformation**  
 Physical investment to upgrade the built environment on Lumley Road (from the Train Station to the Esplanade), transforming Skegness' neglected historic town centre and key gateway to visitors through a comprehensive town centre regeneration programme.

- Multi-User Trail**  
 The multi-user trail is an opportunity to add significant value to one of the footpaths, along with the development of the interconnecting footpaths, cycle ways and a large bus turnaround to enable 2 bus routes to extend and interconnect, as a part of the wider project.
  
- Police Training Centre**  
 Centre for Training Police and provision of wider training capacity, conference and office accommodation.
  
- Cultural Skegness**  
 Embassy Theatre and Cultural Lab to support cultural and arts education and Skegness building illuminations.
  
- YMCA**  
 Integrated programme delivering accommodation, learning, employment childcare and leisure.
  
- Skegness Gateway**  
 Infrastructure to open up employment and housing land.

# PROJECT COHERENCE

## 04 PROJECTS

**COHERENCE** — In this section of the Town Investment Plan we set out the individual credentials of our projects, unpacking the detail arising from the vision and its rationale. Each of the projects have been chosen following detailed prioritisation process using the tool developed for the Towns Fund. A summary of the ranking of the projects included for Skegness is set out below. Detail of the rationale applied is set out in Section 2, which contains all the individual project proformas.

Projects	Total Coast	Match	Towns Fund Ask	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	BCR
 Foreshore	£6,750,000	£4,750,000	£2,000,000	96%	96%	96%	3.87
 Railway Station Upgrade	£3,008,000	£108,000	£2,900,000	96%	96%	96%	3.98
 Town Centre Transformation	£3,549,351	£377,466	£3,171,885	96%	100%	92%	3.69
 Police Training Centre	£2,392,000	£1,392,000	£1,000,000	94%	96%	92%	7.7
 Multi-User Trail	£1,438,514	£918,514	£520,000	90%	88%	92%	1.72
 Learning Campus	£26,000,000	£12,000,000	£14,000,000	88%	96%	80%	4.69
 Cultural Skegness	£1,425,000	£75,000	£1,350,000	88%	92%	84%	2.98
<b>Project Cut Off Line</b>	<b>£44,562,865</b>	<b>£19,620,980</b>	<b>£24, 941, 885</b>				
 YMCA	£8,000,000	£4,000,000	£4,000,000	88%	92%	84%	
 Skegness Gateway	£7,500,000	£1,500,000	£6,000,000	88%	92%	84%	
GEAR UP - developing the cycling offer	£750,000	0	£750,000	80%	80%	80%	
	<b>£60,812,865</b>	<b>£25,120,980</b>	<b>£35,691,885</b>				

# FORESHORE

## 04 PROJECTS



### PROJECT DESCRIPTION

The Skegness Foreshore Masterplan was adopted in December 2018 following 10 months of local stakeholder consultation; at its heart is an expansion and diversification of a thriving visitor economy appealing to with investment into the green, cultural, heritage, arts, sports and leisure markets that will benefit local communities and visitors alike.

Developing the existing structures around the Southern Boating Lake will create an outdoor events arena for activities such as concerts, light festivals and outdoor cinema, linked to a coordinated investment programme to extend and diversify the range of year round arts and cultural activities available for people and communities.

The improvements will help to improve connectivity with the town centre and open up new areas for cycling and walking, encouraging people to move around the Foreshore, boosting passing trade for businesses to the North and South of the Foreshore. Improvements to the public realm will improve the sense of safety in the area and help design out crime which was identified as a concern in the consultation, as well as restore a sense of pride in the area. The proposals reflect the historic importance of the Foreshore as recognised through

its designation as a historic park. They also provide opportunities for people to experience more of the area by improving connectivity and visibility of areas which are currently underutilised. Research has shown that well-planned public realm improvements can boost footfall and trading by up to 40%.

As part of a wider programme of planned development of the Skegness Foreshore the Council is investing £3 million towards the development of a new visitor lodge accommodation scheme, on a 1.5ha disused site off Princes Parade. The site is designated as a Local Wildlife site, close to the adjacent Special Area of Conservation and Seacroft Site of Special Scientific Interest boundaries, which includes the Gibraltar Point National Nature Reserve. This project will also extend and diversify the visitor season by generating new and repeat visitors to an enhanced provision of high quality overnight accommodation, providing exemplar design for visitor accommodation incorporating flood risk mitigation to offer year round letting potential.

### FUTURE PROPOSED DEVELOPMENT



### FORESHORE MAP LOCATION

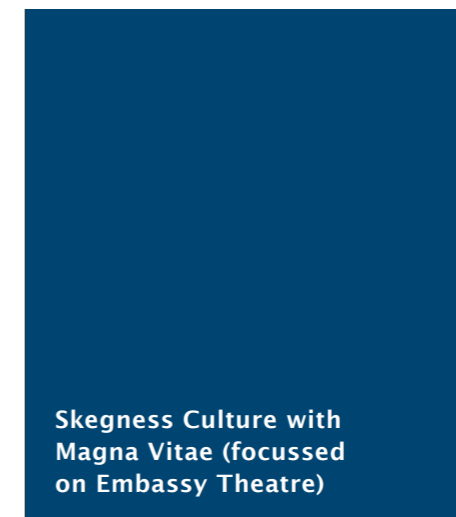


# FORESHORE

## 04 PROJECTS

THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• Better quality open spaces.</li> <li>• Improved visitor welcome and experience.</li> <li>• Reduced maintenance cost and liabilities on redundant/outdated structures.</li> <li>• Improved sense of safety.</li> <li>• Increased community pride.</li> </ul>
ACTIVITIES	<ul style="list-style-type: none"> <li>• Increased visitor footfall.</li> <li>• More passing trade along Foreshore.</li> <li>• Better use of underutilised assets.</li> <li>• Improved links between different sites and attractions.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• New business opportunities.</li> <li>• More trade for existing businesses.</li> <li>• Increased investor confidence.</li> <li>• Increased investment &amp; NNDR returns.</li> <li>• Extended season.</li> <li>• Continued growth of visitor economy.</li> </ul>

### LINKS TO OTHER TOWNS FUND PROJECTS





# RAILWAY STATION UPGRADE

## 04 PROJECTS



### PROJECT DESCRIPTION

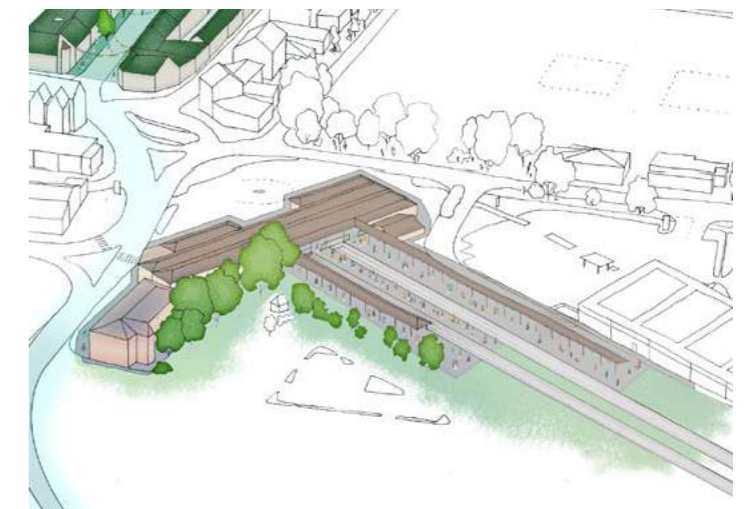
The project proposes a full renovation of the main station building, old Red Star building, Station internal concourse and Canopy at Skegness station. The emphasis will be on creating a gateway to Skegness town, with modern green walling features, mobile retail facilities to provide SMEs with low cost operating spaces, new toilet facilities including a new 'Changing Places' toilet helping to create an inclusive space. The old Red Star building at the front of the station is to be brought back to life creating a new ticket office at the entrance to the station and new large retail space. This allows the existing station building to be re-purposed and designed to create a community space, with a cafe facility and training room for use for class room studies, 'Ted Talks' and other community uses. The principle is that the station becomes a spectacular gateway – a Destination Station – to the town and the Lincolnshire coast, as well as providing a community inclusive hub.

The enhancement of the railway station will demonstrate prioritised investment in the transport infrastructure at Skegness, by improving the connectivity at the station to the road (bus) and cycle network and creating a gateway to Skegness for those travelling by both rail and bus transport (bus station will naturally benefit from the improvement of the railway facilities given their proximity).

### TRAIN STATION MOODBOARD



### RAILWAY STATION MAP LOCATION

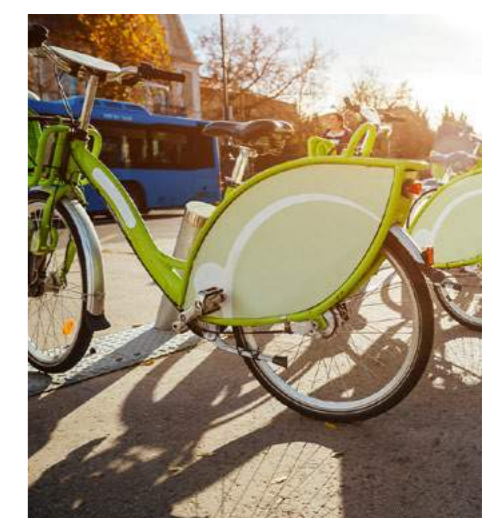
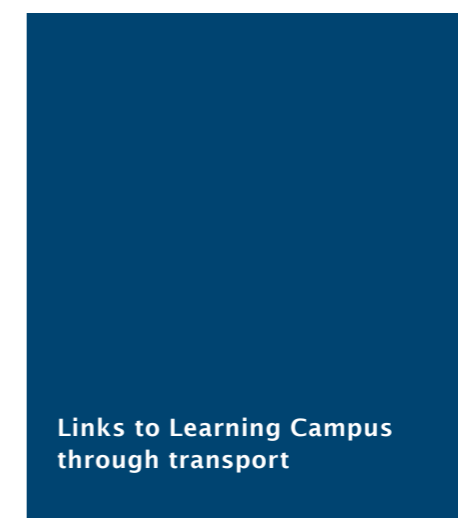


# RAILWAY STATION UPGRADE

## 04 PROJECTS

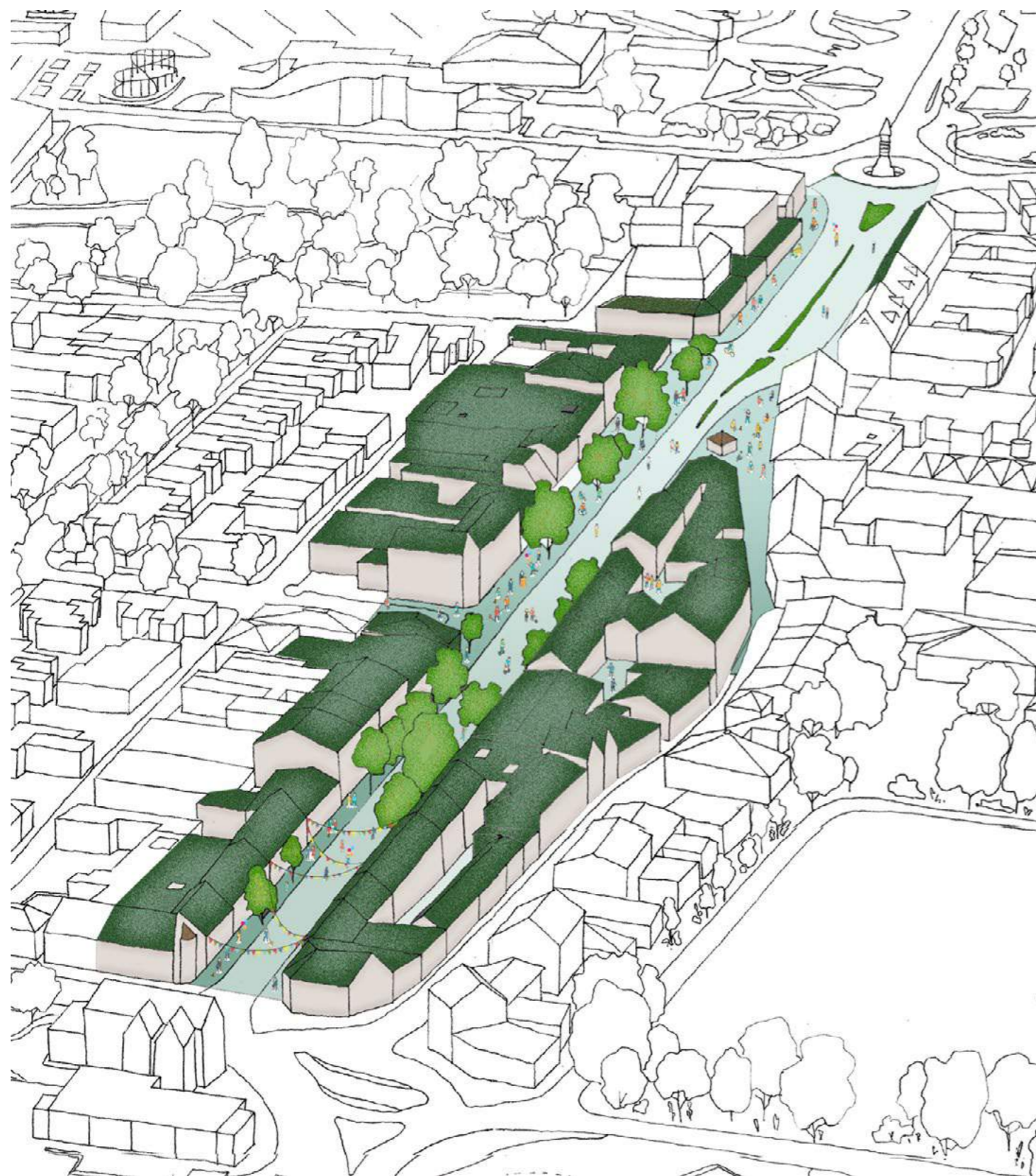
THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• Current poor welcome to the town, underused and in need of refurbishment.</li> <li>• Poor facilities and lack of connectivity with different transport modes and the town itself.</li> </ul>
ACTIVITIES	<ul style="list-style-type: none"> <li>• Full renovation with features including a green wall, retail facilities, changing places toilet.</li> <li>• New ticket office.</li> <li>• Cafe, training room and community hub.</li> <li>• Connectivity cycling and bus station.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• Destination Station providing significant improved welcome and connectivity to the town and increase usage.</li> <li>• Inclusive space, cafe and support for business growth.</li> <li>• The inclusion of carbon reduction / neutral elements and the community hub / learning space is designed to promote Skegness as a leader in community rail and innovation.</li> <li>• Investor confidence.</li> </ul>

### LINKS TO OTHER TOWNS FUND PROJECTS



# TOWN CENTRE TRANSFORMATION

## 04 PROJECTS



### PROJECT DESCRIPTION

The project will transform Skegness' neglected historic town centre and key gateway to visitors through a comprehensive town centre regeneration programme. The project will offer grants to building owners to invest in their buildings, as well as directly funding public realm and green space improvements alongside. Works will involve replacing signage, introducing higher quality shop-fronts, tackling repairs to frontages, bringing vacant upper floors into use and making the adjoining street scene and surrounding area more attractive and welcoming to locals and visitors.

Specifically, works will include:

- Capital refurbishment and repair to town centre properties (102 properties in total) ranging from new signage to full façade repair and upper floor residential conversion.
- Complementary public realm enhancements to improve the street scene and pedestrian flow through the area. This will include addressing street clutter, tree planting, pedestrian and traffic flow and seating.
- Enhancements to Tower Gardens to complement the above works and improve the appearance and accessibility of the park.

CURRENT HIGH STREET



PROPOSED HIGH STREET



# TOWN CENTRE TRANSFORMATION

## 04 PROJECTS

Provide gateway features at either end of High Street

Street Furniture de-cluttering exercise

Make more of views towards the Church



KEY	
<span style="color: red;">■</span>	High Priority Grant Property
<span style="color: orange;">■</span>	Medium Priority Grant Property
<span style="color: green;">■</span>	Low Priority Grant Property
<span style="color: purple;">■</span>	Park & Garden Enhancements
<span style="color: cyan;">■</span>	Public Realm Enhancements
<span style="color: pink;">■</span>	Canopy Restoration
<span style="color: blue;">—</span>	Public Art
<span style="color: blue;">+</span>	Wayfinder / Finger Posts

Improve accessibility, create sensory garden and heritage trail

Increase and improve on existing photo gallery, extend paving towards the park and provide gates/screens to hide waste bins

Provide wayfinder to direct towards Tower Gardens and High Street

Provide wayfinder to encourage progression along High Street and add interest

Create focal point through public art / display board

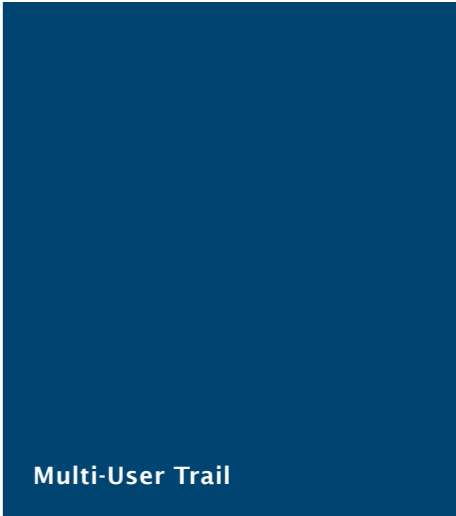
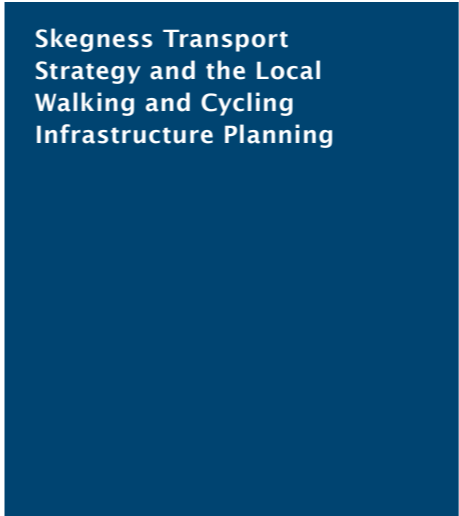
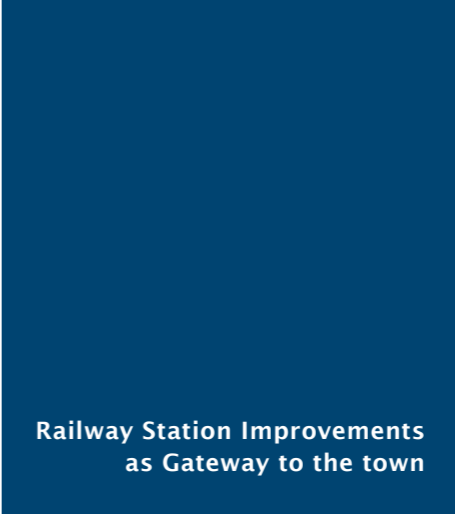
De-clutter street furniture and promote consistency in design and materials

# TOWN CENTRE TRANSFORMATION

## 04 PROJECTS

THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• Prominent location but seen better days!</li> <li>• Many buildings of historic value.</li> <li>• Lack of connectivity with Station, Foreshore and surrounding area.</li> <li>• Cluttered and poor public realm.</li> <li>• Traffic priority.</li> <li>• Shop closures.</li> </ul>
INCREASED VISITOR FOOTFALL	<ul style="list-style-type: none"> <li>• Engaging with owners, the public and with wider stakeholders (e.g. local authority, local community groups) to increase appreciation of the town centre.</li> <li>• Shop front and public realm improvements to offer a beautiful and welcoming environment.</li> <li>• Developing a shopfront design guide and better protecting Skegness town centre properties within the planning system.</li> <li>• Improving accessibility to Tower Gardens.</li> </ul>
MORE PRIVATE SECTOR INVESTMENT	<ul style="list-style-type: none"> <li>• Legacy will be a far more attractive town centre helping to generate visitors year round and a renewed sense of community pride in the local built environment and increased awareness/celebration of local heritage.</li> <li>• Increased investor confidence in town centre.</li> <li>• Much improved connectivity between the gateway to the town and the Foreshore, generating increased footfall and providing a better environment for walking/cycling.</li> </ul>

LINKS TO OTHER TOWNS FUND PROJECTS



# POLICE TRAINING CENTRE

## 04 PROJECTS



### PROJECT DESCRIPTION

The refurbishment of the former Magistrates Court in Skegness will provide Lincolnshire Police with new learning and development training facilities, as well as providing a new conference and meeting venue for the town and office accommodation.

The investment into the Magistrates Court which is next to the current Police Station in Skegness will secure the longer term presence of Lincolnshire Police in the town and for the benefit of the Lincolnshire coast.

The new training facility will guarantee the long term viability of the Police Station in Skegness as a Tier 1 provision with full station facilities including public front counter and a custody suite.

The project will ensure the retention of 30 jobs, whilst providing new employment and training opportunities. Working with local schools and the new proposed Learning Campus and the TEC Group, this new facility will enable and provide career pathway opportunities for young people and retain them in the area. The centre will also form a hub for work experience placements.

“Skegness TEC will operate the new proposed Further & Higher Education campus in Skegness are extremely keen to work in partnership with Lincolnshire Police to develop programmes for learners through our own public service provision that supports the recruitment of the future police force on the east coast. The opportunity to undertake work experience to gain understanding of the roles and demands within the force will provide our learners with insight and inspiration to make positive career choices.

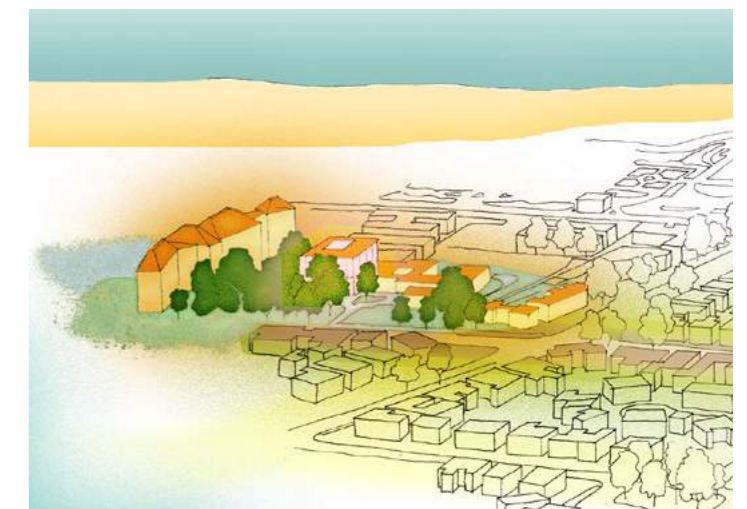
It's hoped that learners at Skegness TEC will also be involved in supporting training of new police recruits with scenario-based events and general access to understanding of the younger population.

**TEC Partnership Statement**

### CURRENT SITE



### POLICE TRAINING CENTRE MAP LOCATION

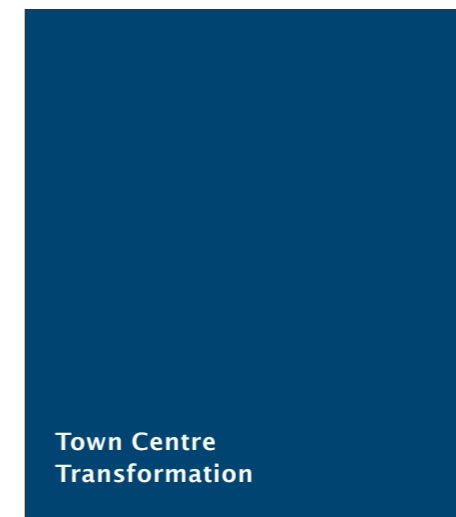
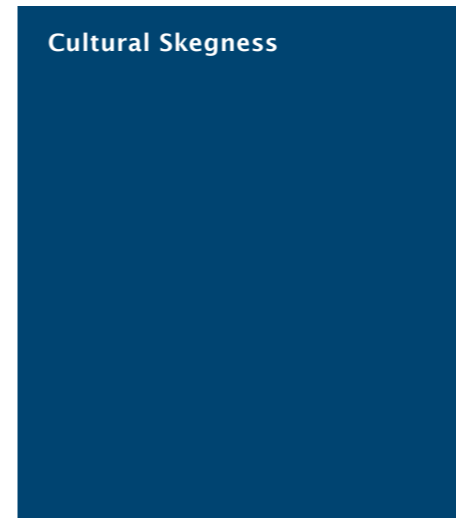


# POLICE TRAINING CENTRE

## 04 PROJECTS

THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• Dilapidated site, which has become very run down and in need of regenerating in a prime location within the town.</li> <li>• Risk of closure of the custody suite and sale of buildings, which would lead to loss of prominence of station and jobs.</li> <li>• Poor attraction and retention rates for police officers on the coast.</li> </ul>
ACTIVITIES	<ul style="list-style-type: none"> <li>• Repurposing and redevelopment of empty building.</li> <li>• Provision of training centre for learning and development.</li> <li>• New conference and meeting facilities and new office accommodation.</li> <li>• Strengthening links to local education providers.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors.</li> <li>• Increase in the capacity and accessibility to new skills facilities.</li> <li>• Increased share of young people and adults who have relevant skills for employment and entrepreneurship.</li> <li>• More effective recruitment of local police officers and improved training outcomes for the East Coast.</li> <li>• Creation of a regionally significant facility on in Skegness.</li> <li>• Improvements in crime reduction and increases in community safety.</li> </ul>

### LINKS TO OTHER TOWNS FUND PROJECTS



# MULTI-USER TRAIL

## 04 PROJECTS



### PROJECT DESCRIPTION

This project will deliver a one mile long, 2.4m wide multi-user trail for cycling and walking, connecting to a large bus turnaround located within the commercial site which will allow for greater flexibility of travel to our visitors and residents. The bus turnaround project will enable visitors at the resort to catch the number 3 bus which connects to Fantasy Island, Butlins & Skegness, as well as allowing the number 3 to then interconnect with the 1 & 1A routes to Chapel St Leonards, promoting public transport and reducing car usage within the resorts.

It is located along the main A52 connecting Chapel St Leonards and Ingoldmells on land owned by Hardy's Farm Ltd and has planning permission already in place. This will join existing roads and paths to create a free to use, 4 mile circular route, with connection to the beach and promenade. This path will be positioned away from the main road, alongside a new tree-lined buffer strip over 20m deep, with wide verges which when mature will provide an attractive environment for the route as shown in the visualisation submitted. All maintenance will be undertaken at the cost of Hardy's Farm Ltd, thus providing employment opportunities for our community.

### CYCLING AND WALKING TRAILS



### MULTI-USER TRAILS MAP LOCATION





# MULTI-USER TRAIL

## 04 PROJECTS

THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• No safe passage or existing bus drop off/pick up site exists.</li> <li>• No option but to walk on the road to move between the villages or access businesses.</li> <li>• Lack of 'out of season' visitor offer and investment.</li> </ul>
ACTIVITIES	<ul style="list-style-type: none"> <li>• Off-road route for leisure cyclists and walkers while enabling easy connection into the coastal path.</li> <li>• Diversify visitor offer to attract natural/green tourism and cyclists...</li> <li>• Better facilities for enabling more walking/cycling.</li> <li>• Supports investment into extended visitor offer.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• New investment in public realm and transport infrastructure.</li> <li>• Enhanced connectivity between villages and businesses and the coastal path (appealing to residents and wider demographic of visitor).</li> <li>• Safer pedestrian and cycling flows.</li> <li>• New walking/cycling offer.</li> </ul>

### LINKS TO OTHER TOWNS FUND PROJECTS



Regeneration and improved visitor facilities linking to the Foreshore development (and Mablethorpe investment)



Improved transport infrastructure linking to the Railway Station in Skegness



Multi User Trail



Improved walking/cycling linking to facilities in Skegness and sport/cultural offer



# LEARNING CAMPUS

## 04 PROJECTS



### PROJECT DESCRIPTION

'Building Better Futures' will create an exciting, state-of-the-art learning centre that will become a principle contributor to skills, employment and enterprise. The £16.4m development provides purpose-built vocational training and enterprise centre that will play a fundamental role in supporting fulfilling careers and unlocking the region's economic potential. It is a transformative programme to deliver the skills and jobs, including new a future digital skills, manufacturing and courses that have elements of low carbon in technical disciplines together with the more traditional areas that support the local requirements for health care and the visitor economy. As demand increases locally it will also support programmes that lead to new knowledge economy jobs. The project addresses the issue of geographical isolation for a diverse learner base, many of which come from areas with entrenched deprivation (the Lincolnshire coastline including Skegness is amongst the most deprived 10 percent of neighbourhoods in the country, Indices of Deprivation 2019).

The preferred site, on Skegness Road, represents an accessible and strategic location with excellent links and is within easy travelling distance for Skegness residents, as an anchor development that unlocks a 22acre site. Contemporary in design and advanced in functionality, the development will facilitate and support high quality learning in a range of disciplines including construction, engineering, hair and beauty, hospitality and Tourism, sports, public services, Health and Social Care development.

The centre will also provide opportunity to stimulate and promote an integrated employability approach through the creation of complementary enterprise incubation space and business units. The development plan is as follows:

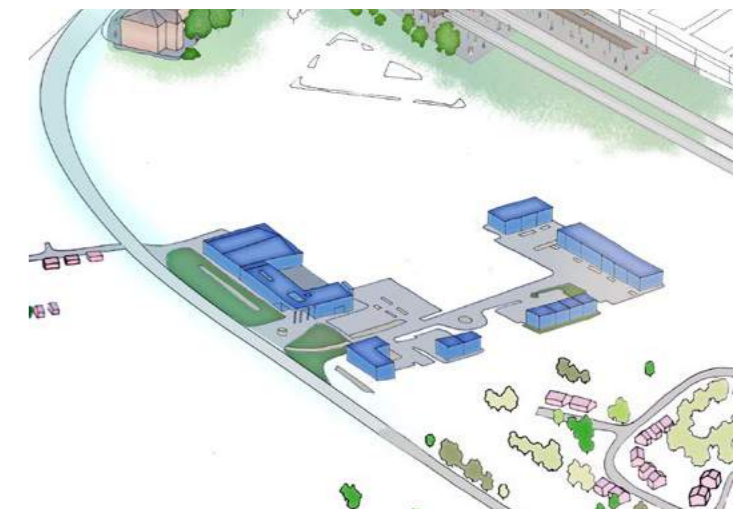
1. Secure recommended site of approximately 14.2 acres;
2. Create purpose-built learning centre to accommodate the delivery of vocational, technical and employability training with over 950 Skegness enrolments pa., and driving improvements in skill levels, labour performance and enterprise;
3. Establish adjacent business incubation space (1,576sqm) to promote sustainable partnerships and strengthen the contribution they make towards achieving social and economic aspirations.

Ultimately, the project will result in a distinctive and essential contribution to education and skills delivery in an area that faces both challenge and opportunity. Skills provision is tailored to meet the needs of the existing economy, and more importantly, introduce new digital skills, HE access and enterprise to deliver higher skills and qualifications, higher employment rates and improved engagement and synergies with local businesses. This facility will provide a vibrant environment to inspire young people and adults to thrive and build a better future.

### CAMPUS ENTRANCE



### LEARNING CAMPUS MAP LOCATION

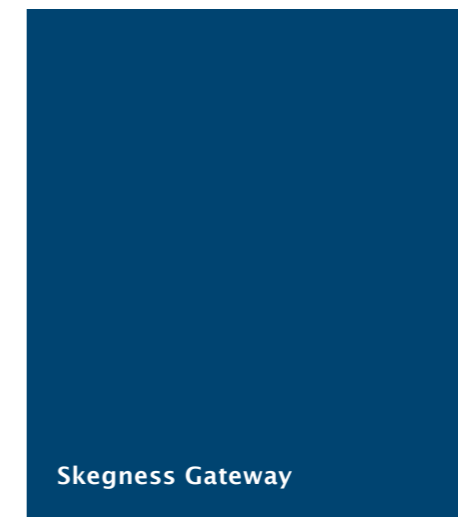


# LEARNING CAMPUS

## 04 PROJECTS

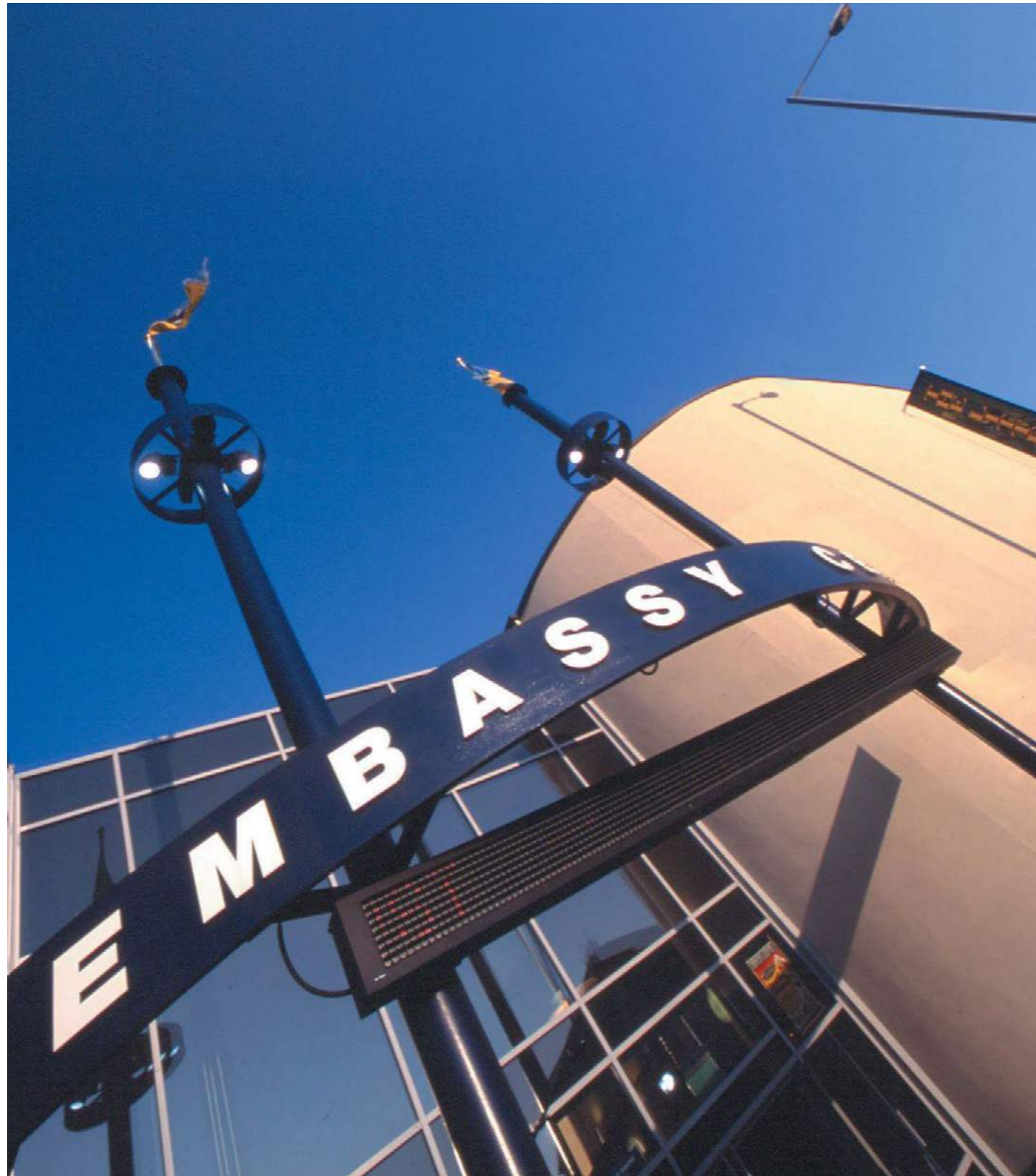
THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• Poor learning outcomes.</li> <li>• Low levels of learning and limited workforce skills.</li> <li>• Low aspiration, low skill and low wage equilibrium.</li> <li>• Poor public transport and distance to learn.</li> <li>• High levels of economic inactivity.</li> </ul>
ACTIVITIES	<ul style="list-style-type: none"> <li>• New fully functioning learning campus offering Further and Higher Education with leisure facilities and park and ride to connect to town.</li> <li>• Support the current full learning cohort of TEC Group in Skegness.</li> <li>• Enterprise and research space in Skegness.</li> <li>• Centre for liaison and engagement with other non TEC Group training providers.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• Increasing choice and employer engagement in the context of the skills and learning agenda.</li> <li>• Increase in capacity and accessibility to new or improved skills facilities</li> <li>• Open up the Skegness Gateway Sustainable Urban Extension for Skegness</li> <li>• Provision of specialist digital technologies to meet the needs of specific sectors.</li> <li>• Increase in the amount of shared workspace or innovation facilities</li> <li>• Increase in the breadth of the local skills offer that responds to local skills needs.</li> </ul>

### LINKS TO OTHER TOWNS FUND PROJECTS



# CULTURAL SKEGNESS

## 04 PROJECTS



### PROJECT DESCRIPTION

The project will focus on the Embassy Theatre and Skegness Foreshore.

The Theatre has, like all similar venues, been hit hard by Covid-19 and the plan is to broaden its role in future to support investment, make it sustainable and to widen the range of services it provides to the community.

Proposed new activities include:

- Linking to the flagship Skegness Learning Campus and Skegness Grammar School (part of the Ross Foundation) to support: arts and cultural education; science shows; history plays; literature; maths workshops; and, concerts and Shakespeare workshops co-produced with students;
- Using the Theatre as a base to support new arts and culture, leisure and fitness activities on the adjacent beach and on the flagship Foreshore development.

In addition to the Embassy Theatre, Magna Vitae operate an Outdoor Swimming Pool and Altitude 44 on the Skegness Foreshore. The Foreshore development is a flagship project for the Town and Magna Vitae will support the investment in the fabric of the Foreshore site with a programme of cultural and sports events. This will include:

- Building on the So Festival (supported by the Arts Council) an international Street Art festival offering a variety of outdoor entertainment in Mablethorpe and Skegness, by creating an enlarged programme of festivals and events to extend the season.
- Reinventing Skegness illuminations with new permanent light infrastructure for projections of art onto buildings and light displays, based on best practice Son et lumière, to enhance the cultural offer. There is an aspiration (which needs further development) given the Coast's cluster of offshore wind farms to develop illuminations powered by renewables and potentially to work towards the World's first Net Zero illuminations.

### CULTURAL EVENTS AND ACTIVITIES



### CULTURAL SKEGNESS MAP LOCATION

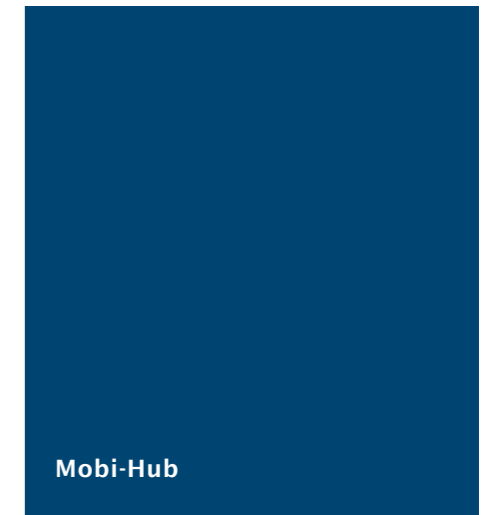
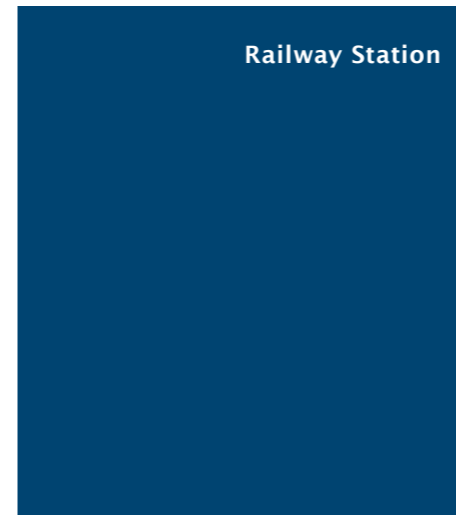


# CULTURAL SKEGNESS

## 04 PROJECTS

THEORY OF CHANGE	
CONDITION FOR CHANGE	<ul style="list-style-type: none"> <li>• Very seasonal nature of the visitor economy, seasonal employment and current low value tourism offer.</li> <li>• Lack of investment into the extended visitor season/high value visitor offer</li> <li>• Poor cultural, sports and recreational offer for residents which engage them in the community.</li> <li>• Poor health outcomes.</li> </ul>
ACTIVITIES	<ul style="list-style-type: none"> <li>• Linking to the flagship Skegness Learning Campus and Skegness Grammar School (part of the Ross Foundation) to support: arts and cultural education; science shows; history plays; literature; maths workshops; and, concerts and Shakespeare workshops co-produced with students.</li> <li>• Using the Theatre as a base to support new arts and culture, leisure and fitness activities on the adjacent beach and on the flagship Foreshore development.</li> <li>• Building on the So Festival (supported by the Arts Council) an international Street Art festival offering a variety of outdoor entertainment in Mablethorpe and Skegness, by creating an enlarged programme of festivals and events to extend the season.</li> <li>• Reinventing Skegness illuminations with new permanent light infrastructure for projections of art onto buildings and light displays, based on best practice Son et lumière, to enhance the cultural offer.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• Strengthening partnerships between cultural and leisure with education and skills.</li> <li>• Inclusive growth for local communities and businesses.</li> <li>• Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access.</li> <li>• Diversifying and strengthening the tourism offer to promote season extension, attract new visitors and increase value of the visitor economy Increase in higher spending visitors and improved perception of place linked to culture.</li> <li>• Coast wide programme of arts, culture, sports and recreational activities which will directly link to all the main flagship projects in Skegness. This will help to ensure the commercial viability of the flagship projects by driving footfall, attracting new visitors and raising the profile of the Town as a good place to live and visit.</li> <li>• The programme will help the Towns to address major strategic needs including extending the tourism season, attracting new higher spending visitors and directly supporting the local community in active recreational activities on the Coast to address the very high levels of mental and physical health needs in the community.</li> </ul>

### LINKS TO OTHER TOWNS FUND PROJECTS



# CONNECTIVITY

## 04 PROJECTS

**A CONNECTED COAST** — Whilst this Town Investment Plan relates specifically to Skegness it is the product of a process that has been overseen by the Connected Coast Board. Part of the remit of the Board, whilst recognising the absolute differences which justify the project proposals for the two settlements to also consider how they can enhance and complement each other in terms of our vision for a connected coast. This diagram shows how the Skegness and Mablethorpe projects connect with each other in very big picture terms. It is designed to remind the reader of the very strong joint opportunities the Towns Fund provides to Skegness and Mablethorpe to work together on a mutually reinforcing economic basis for the long term going forward.



### MABLETHORPE

### SKILLS & ENTERPRISE

### SKEGNESS





# 05

## ENGAGEMENT

# STAKEHOLDER ENGAGEMENT STRATEGY

## 05 ENGAGEMENT

**STRATEGY** — The vision and implementation strategy and projects are the product of extensive consultation and engagement. This has included networking across the town through the constituencies which underpin the membership of the Town Board, an extensive harvesting of project ideas through the MyTown portal and a dialogue with local people and organisations.

### Platforms

We have engaged with a full range of private, public and third sector stakeholders as well as the local public through a range of face-to-face and digital meetings and platforms as summarised here (refer also Appendix F).

### Outcomes

Our work to engage with public views, through the MyTown website analysis, the Place Reference Group for Skegness and in terms of responses to our dedicated website and Story Board (see below) has enabled us to identify the five key priorities for the town which form the core of our strategy:

- A Learning Community
- An Enterprising Community
- A Healthy Community
- A Resilient Community
- A Connected Community

### Launch Event

Meetings with councils, LEP and public/private organisations.

### MyTown Portal

Online UK Government suggestion board, public suggestions for Skegness.



### Media Coverage

Sharing plans, blog insights and news updates.



### Community Engagement

On-site discussions and interviews with locals, businesses, investors and developers aided by graphic Storyboards.

### Education Providers Meetings

Working groups with local and regional education partners.

### Place Reference Group

Regular local stakeholder meetings and workshops to discuss projects.

### National Events

Key topics presented by sector experts.



### Digital Engagement

Connected coast website, online symposiums and media and social media coverage.





# ENGAGEMENT & COLLABORATION

## 05 ENGAGEMENT

**COLLABORATION** — We set out in this engagement section how we have worked with local communities, businesses and stakeholders to develop this Town Investment Plan.

From the formal announcement in November 2019, the two town areas of Mablethorpe and Skegness have a proud record of governance and connecting with representatives from public sector organisations, businesses, residents and community leaders. We have used many methods of communication and the following information provides a synopsis of the governance, connections made and the methods of communication.

The first was a call for members of the public, private business and local councillors to come forward to make up the members of the Place Reference Groups (PRGs) (one for each Township) and the overarching Board. This was called for via printed media, social media, public meetings and through council process which resulted in three very distinct and task focused groups.

Chairs were independently appointed with the two PRGs selecting public sector chairs and the Board being private sector led. The mechanisms were set up with the PRGs reporting into the main Board, with both PRG Chairs sitting on the main Board, this has ensured a two way reporting stream. Meetings were scheduled in an organised fashion with the Board following on from the two PRG meetings, this allowed the PRG to inform the Board directly relating to projects, governance, buy in for the Town Investment Plans and reporting features.

A finance group was formed allowing for scrutiny of spend giving the Board confidence that officers were acting in an appropriate manner and that spend was in line with Towns Fund rules.

A branding exercise was undertaken and the Connected Coast Board and Connected Coast PRGs were born.

There have been five full Connected Coast Board meetings and five PRG meetings across both Mablethorpe and Skegness. Internally there has been a small officer working group which has met every Wednesday since April and this has now met twenty three times in all and has been used to power up all the necessary internal workings of the Connected Coast Board and PRGs. Due to the pandemic all the meetings post March have been coordinated via Zoom or Microsoft Teams.

The private sector led Board has ensured private business buy in, both on an advocacy level and on a practical level buddying up with projects where the individuals could bring added value and experience. Both Members of Parliament have taken an active role within the main Connected Coast Board lending advice and also checking and challenging the direction of travel.

Many private and public sector meetings have taken place with forty seven businesses directly contacted, over fifty community groups met with and over one hundred individual meetings taking place. The consultation has been widespread.

The commissioning of a Public Relations specialist has played a big part in the Connected Coast evolution, from a live and working website at [www.connectedcoast.co.uk](http://www.connectedcoast.co.uk) to the filming of local people and shared monitoring of the 'My Town' webpages. This has allowed all three governance groups to understand exactly what local people would like to see happen in both their towns. They have also held a digital symposium where seventy five people listened and joined the debate which generated over 300 comments whilst the event was in progress.

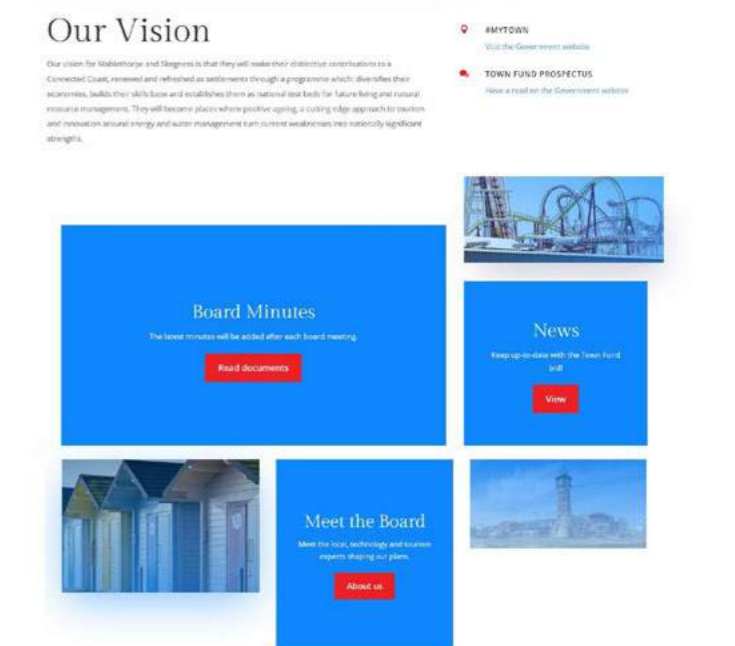
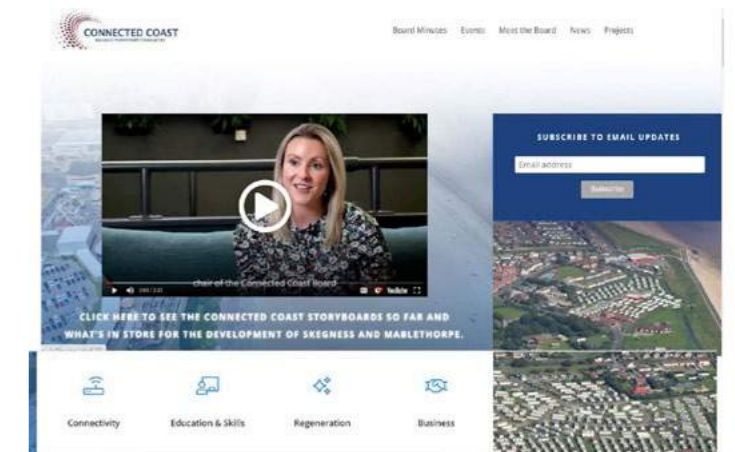
The creation of Twitter and Facebook pages have also given rise to much interest and debate.

Blogs of interest have also been added to the website, these are selected topics written up by key stakeholders and have been consumed by interested parties and the general public.

We have also created 'storybooks' which help connect the Connected Coast Board workings to the wider outside world, these storybooks are used to tell the story of the Connected Coast in a way that uses plain language and illustrations and can be updated periodically. These have been a very effective medium in connecting with the general public.

Through this process of collaboration we have identified a number of opportunities to respond to views which were expressed. These have included the removal of the Eco-Chalets as a stand-alone project and linking to the Foreshore as a combined project, the re-purposing of the police training facility to take account of the feedback from the PRG and to ensure its draw on Towns Fund resources was as modest as possible and aligned with the Learning Campus, ongoing discussions to take forward the YMCA project in relation to the repurposing of Skegness Town Hall, development of the arts and culture package in response to the impact of Covid particularly on the Embassy Theatre, and adjustment of the proposed intervention rate in relation to the townscape heritage project to take account of local intelligence on likely business demand following the impact of Covid.

For more information on the detail of our engagement to date please see Appendix F.



# STAKEHOLDER THEMES

## 05 ENGAGEMENT

### What people said...

We have set out below the themes arising from our engagement:

- **Skills** – we need key infrastructure to deliver on Skegness potential – this is the logic underpinning our proposals for a new Learning Campus, the Police Training Centre and learning projects at the Embassy Theatre.
- **Enterprise** - Skegness needs to grow its economic resilience in the face of the covid pandemic – which is the logic underpinning: creating new enterprise units linked to the learning campus, creating a small capital grants programme to stimulate investment in the high street and building its sports and cultural offer.
- **Workforce** - we need to ensure it has dynamic workforce through enhancing its role as a base for learning both in relation to the learning campus and the new Police training facility and generating better **health** outcomes for its working age population through a stimulus to use the natural assets on the coast in terms of our cycling and walking programme.
- **Resilience** - we need to help Skegness to strengthen its built assets to make it more sustainable and resilient as a base for investment and a safer place to live and work through a significant expansion of the residential and employment offer in Skegness through the Gateway project, investment in the Foreshore and High Street. This aspect of the Town Investment Plan provides a platform for a new **High Street** offer which “re-kits” it to work in a way which is commercially successful whilst delivering social distancing.
- **Connectivity** – we need to champion good connectivity to future proof the visitor offer. We will address this through investment in a refurbished station offer, enhancing the connectivity and commercial impact of the station as a core hub in the town. We will also promote enhanced digital capacity in the town as a core component of the learning campus and YMCA projects and through our programme of small scale capital investments.

### MY TOWN PORTAL RESPONSES

#### ATTRACTIONS

“Not all visitors want to spend their days and evenings in pubs and Arcades which seem to be all that’s on offer during the summer evenings”

— Local Resident

#### TRAINING

“In the holidays courses could be held for children for both locals and tourists but most importantly it would remain open around the year for the town of Skegness”

— Local Resident

#### EDUCATION

“The college building on Briar Way would bring extra footfall into the town centre it would also help revitalise the struggling town centre”

— Local Resident

#### REGENERATION

“Enhance the coastal path for disabled, bikes and pushchairs to encourage more healthy exercise”

— Chris



06

DELIVERY

# HIGH LEVEL DELIVERY PLAN

## 06 DELIVERY

**OUTCOMES** — An overall assessment of the GVA delivered by each of the projects within the Skegness Town Investment Plan used to calculate the above Benefit Cost Ratios over a five year period identifies a provisional impact figure of: £157, 498,461. Using recent local authority level GVA per head figures (2016) for East Lindsey we can infer this equates to 9761 jobs over 5 years and taken as a flat profile over the period concerns would equate to 1,952 jobs per year.

Projects	Skegness Foreshore	Railway Station Upgrade	Town Centre Transformation	Police Training Centre	Multi-User Trail	Learning Campus	Cultural Skegness	TOTALS
<b>Total cost</b>	£6,750,000	£3,008,000	£3,549,351	£2,392,000	£1,438,514	£26,000,000	£1,425,000	£44,562,865
<b>Match</b>	£4,750,000	£108,000	£377,466	£1,392,000	£918,514	£12,000,000	£75,000	£19,620,980
<b>Towns Fund Ask</b>	£2,000,000	£2,900,000	£3,171,885	£1,000,000	£520,000	£14,000,000	£1,350,000	£24,941,885
<b>Overall Assessment Score</b>	96%	96%	96%	94%	90%	88%	88%	-
Increase in the amount of incubation and shared innovation facilities by metre sq							1,100	1,100
Business facilities attracting number of new businesses to the area per year			1(12)	1(5)		1(5)		3(22)
New community hubs, spaces where this linked to local inclusive growth	1	1					1	3
Businesses Assisted to Improve Performance			60	20	35	20	35	170
New Learners Assisted				400		9250	150	9400
New Businesses Created						20		20
Increased Footfall	186,200	1,528	29,600		29,600			24,6928
Properties Improved and Repaired			60					60
Shared Workspace and Innovation Facilities		1					1	2
Enterprises Using Affordable Commercial Space	15						20	35
Refurbished Railway Station		1						1
<b>Time Scales</b>	2021-23	2021-24	2021-24	2021-22	2021-24	2021-2023/4	2021-2023	-
<b>Lead Agency</b>	ELDC	EM Rail	Heritage Lincolnshire	Police and Crime Commissioner	Hardy's Animal Farm	TEC Group	Cultural Skegness	-

# DELIVERY

## 06 DELIVERY

**ALIGNMENT** — We set out below key themes which have informed and align with the development of the Town Investment Plan. They complement the key strategies which have informed our thinking and are referenced above.

The **House of Lords Select Committee** on Regenerating Seaside Towns and Communities has provided a catalyst for further national policy attention and intervention on the coast. The report highlights that “Seaside towns must be inspired to regain their pioneering spirit and evolve to meet present day and future challenges. We are convinced that they can reinvent themselves with a long-term, place-based vision—a comprehensive approach that involves working with a range of partners to address multiple causes of social problem in a locality—that is supported by local leaders and grounded in each town’s unique assets”.

The Greater Lincolnshire Local Enterprise Partnership’s (GLLEP) emerging **Greater Lincolnshire Coastal Vision** is drawing together strategies and plans (including this strategy) that set out significant aspirations for the future of Coastal Greater Lincolnshire into a coherent whole. While focusing on its ambitions for the coast’s contribution to Greater Lincolnshire’s economic growth, GLLEP’s vision is that by 2035 coastal communities and businesses will be good opportunities for investment because of secure water supply and flood risk management, a planning policy that supports appropriate growth and the environment, and a thriving visitor economy that benefits local communities and visitors alike. This includes a Wild Coast Vision for the Lincolnshire coast, seeks to deliver a sustainable natural coastal environment providing high quality facilities for communities and visitors, improvements for wildlife and contributes to a healthy local economy.

The UK 25 Year **Environment Plan** (Defra, 2018) identifies goals and targets to improve the UK environment and achieve: clean air; clean and plentiful water; thriving plants and wildlife; reductions in the risks of harm from environmental hazards; sustainable and efficient use of natural resources; enhancement of the beauty, heritage

and engagement with the natural environment; minimisation of waste; mitigation and adaptation to climate change; enhancement of biosecurity and the management of exposure to chemicals.

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.

The **Visit Lincolnshire Coast Business Improvement District** (covering both Town Deal areas) will raise £3million over 5 years (from October 2017) to deliver their strategic aims around:

- Marketing and Promotion
- Environmental Enhancement and Access Schemes
- Events
- Business Support

In relation to **Transport Strategy** planning Lincolnshire County Council (LCC) were promoting the construction of a theoretical transport model for Skegness. After discussion with ELDC about the towns fund, this model has been extended to include the coastal strip up to and including Mablethorpe. LCC are covering the cost of this model,

circa £300k. The model assesses theoretical traffic movements around its study area, based upon counts/mobile origin and destination (O and D) data.

Once this model is complete, it will identify hotspots, where improvements can be targeted. Any improvement scheme, or development scheme can be inserted into the model to assess the knock on effect on the surrounding network and whether or not there will be issue migration. The example here is should LCC pedestrianise Mablethorpe High Street, this traffic will have to find alternative routes. The model will demonstrate where this will all (theoretically) go. This could create hotspots elsewhere on the network.

It is unlikely, at this time, that LCC would want to consider development works on the network until such time the model is complete and they can assess the affects. Maintenance works should be more than acceptable should they bring benefit – for example rebuilding a foot path from a housing area to a school. This sort of work will not affect the model.

Skegness Improvement works in recent years:

- Go Skegness - £4m worth of works to improve accessibility, (cycling/walking/buses), spread over 3 years, schemes ranging from the A52 bus lane widening (£1.5m) down to bus stop replacements, circa £15k a time.
- The countryside business park has also now started on site, but the start is relatively minimal compared to the bigger plan.
- Maintenance works along the coastal strip have included ....
- A52 Roman Bank, Skegness – currently on site, scheme cost £4.8m

- B1451 Castleton Boulevard resurfacing, completed this time last year, scheme cost £1m
- Scarborough Avenue, completed 18 months ago, junction remodelling, new road and footways, scheme cost circa £500k
- A52 Huttoft – complete May this year, resurfacing, cost £500k

Other transport studies include the coastal access study. The only improvement scheme to be implemented based on this (so far), is the A46/A15 Riseholme Roundabout on Lincoln bypass. Total scheme cost is in excess of £4m. This is currently on site due for completion late October. Coastal access maintenance works (all resurfacing) have included:

- A158 Gunby Roundabout - £600k, complete this time last year
- A158/A153 Junction Horncastle, complete two years ago, £900k
- A158 Rand – complete this time last year, £900k
- A158 North Greetwell – complete 18 months ago, £750k
- B1191 South Drove, Martin – completes this week - £900k
- A1031 Tetney, due on site at the end of this months, £500k

# COVID RECOVERY PLAN

## 06 DELIVERY



### Recovery Plan

The Covid Recovery Plan, coordinated by the Greater Lincolnshire Local Enterprise Partnership (LEP) has influenced and will form an ongoing focus for our proposals. Its sectoral focus on the visitor economy is highly relevant to our plans:

#### Priorities for Years 1-5:

- Achieve **Tourism Action Zone** status, and deliver the Tourism Action Plan
- Capitalise on greater demand for domestic tourism and recent investment projects (such as the Lincoln Castle regeneration, and the North Sea Observatory) by refreshing marketing offer
- Continue to improve transport connectivity, especially for cyclists, as part of a plan to extend the tourism season to build security for the sector
- Upskilling the Visitor Economy workforce to boost productivity
- Repurposing heritage buildings to enhance visitor offer, such as plans for a fishing heritage centre in Grimsby/Cleethorpes

The Coastal Section of the Plan has been influenced by our planning in terms of the Towns Fund and recognises our key role in promoting the recovery of the area:

“The Skegness, Mablethorpe and Boston town deal investment plans contain innovative proposals, which showcase new ways of living, working and supporting our vulnerable communities in relatively isolated settlements. Unlocking of development sites is more difficult on the coast, and one major focus is on the implementation of local development orders to simplify and speed up the planning process which has hampered growth and diversity within the coastal business base which is so critical at this time.”



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“We recognise that our costal communities were already in need of development before the Covid-19 pandemic and that they have been disproportionately impacted by Covid due to their reliance on the visitor economy. We thus fully support the focus on economic diversification, season extension, embracing green recovery and using this to make the coast a more attractive location for visitors and investors.”

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**Pat Doody,**  
**Chair, Greater Lincolnshire LEP**

# CAPACITY TO DELIVER

## 06 DELIVERY



### Capacity

The Connected Coast Town Deal projects will be managed within the Council's Economic Growth Directorate with appropriate support from cross departmental colleagues and core partners. 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.

We are also exploring opportunities for joint-working with our partners in Boston and Lincoln in order to maximise resource and achieve efficiencies through a dedicated programme management office. The Office will combine expertise within the local authorities with jointly procured specialist expertise to add value to the proposals and to ensure independent appraisal and scrutiny as part of our assurance process. Specialist support will be required as follows:

- To develop our local green book assurance process
- To undertake independent project appraisal and due diligence, ensuring objectivity in decision making
- To provide skills and expertise in developing our digital and clean growth proposals, ensuring these can be transformational
- To provide specialist legal advice where required (e.g. state aid) to support contractual arrangements with government and back-to-back funding agreements with partners



# CONNECTED COAST PARTNERSHIP

## 06 DELIVERY

**FUTURE DEVELOPMENT** — The development of Skegness requires a commitment to long term investment from public, private and third sector organisations to address decades of under-investment, which has led to significant local challenges including low incomes, a sub-optimal economy and poor health outcomes. This will require more projects and investment than is possible through the Towns Deal. For more information about our approach to ongoing involvement see Appendix F for details of our engagement plan.

### Connected Coast Board

The Towns Fund development process has therefore focused on facilitating new partnerships through engagement with county, regional and national organisations, and the Connected Coast Board is determined to ensure that the momentum this has created is maintained. The Board will therefore continue to meet during the delivery of the Town Investment Plan and work to secure additional investment from partners, from local to national levels, to extend the range of projects which can be supported in the Town. A particular focus for the Board will be on smaller projects (for example through CLLD) and those which tackle social and community issues, such as the need for investment in adult skills and local services.

### Investors in the Coast

Linked to the Connected Coast Board, partnership working to deliver future major projects is being formalised between the public and private sectors through Investors in the Coast. This will include major commercial projects such as the Skegness Gateway and the repurposing of former public sector buildings and sites on the Coast by engaging with the one public estate programme. Investors in the Coast will also co-ordinate future bids to regional and national programmes for projects on the Coast and will prioritise supporting projects on the Towns Fund reserve list so that alternative funding opportunities for these can be delivered as soon as possible.

### Priority areas for Future Partnership Working

The Coast will work with the County Council and LEP to make the case for Community Led Local Development (CLLD) and LEADER funding programmes in the UK Shared Prosperity Fund, to replace EU structural funds, so that SMEs and community groups have access to locally delivered and targeted grants to facilitate project delivery. Changes to agricultural policy, with a focus on the forthcoming Environmental Land Management Scheme (ELMS), will be used to support the aspirations to change land management to create a greener coast which is both more sustainable and to support the green tourism offer in the town.

In Skegness Hardy's Animal Farm has a planned £9.5m 10 year development programme which will complement the Towns Fund support for a multi-user trail to link the coastal communities of Chapel St Leonards and Ingoldmells. Also in the visitor economy the £3m Eco-Chalet project funded by the district council will complement the Foreshore development included in the Town Investment Plan. The YMCA is planning a £4m project to create a centre in Skegness and the TEC partnership have committed to support the new Learning Campus for a minimum of 10 years. The private sector led Skegness Gateway project will deliver 1,000 homes, a dementia care village, accommodation for the over 55s, a crematorium, 13.5ha of employment/industrial land, 2.2ha of retail/commercial, 4.8ha of business and 37.8ha of green open space and tourism uses in addition to the Learning Campus.

East Lindsey District Council and it's not for profit provider of sports, leisure and arts facilities, Magna Vitae, are working together, supported by the Arts

Council to develop a Cultural Strategy. This will be delivered with Arts Council and Sport England support to improve the coastal offer for residents and visitors. This will include additional major bids being developed to launch new facilities, including beach sports in Skegness, as well as programmes for art, cultural and sporting activities.

To support the creation of new enterprises and innovation projects on the Coast, the business start up support and facilities proposed at the Learning Campus in Skegness will draw on investment and support from county wide programmes. For example the programme will have links to the Lincolnshire Business Angels network run by Lincoln Science Park to help businesses attract venture capital.

In addition to business and community led projects, the Connected Coast will build on its links to Lincolnshire County Council, the Greater Lincolnshire LEP, Midlands Connect and national bodies to address future investment needs in transport, digital connectivity and skills. This will build on the emerging Coastal Transport Strategy, being led by Lincolnshire County Council and the digital programmes which the County Council lead to facilitate broadband and mobile connectivity delivery.

The Coast team will continue to work with the County Council and Environment Agency on the long term plans for the Coast to ensure that flood defences are sustainable, so that the in principle allocation of £450m to the Lincolnshire Coast from 2020-'50 can be secured. The economic development facilitated by the Towns Fund investments and follow on projects developed by Investors in the Coast, will be critical in making the case for this long term investment in flood protection.

6:1  
ROI ratio



Assisted Learning for  
9,400  
people



GVA Provisional Impact  
£157,498,461

Benefit Cost Ratios over 5yrs

20  
New businesses



9,761  
jobs over 5yrs  
=  
1,952  
jobs per year



246,928  
Increased footfall  
per year



7  
New projects  
across skills  
& training,  
transport,  
regeneration  
and culture





# 07

## REFERENCES



# END NOTES

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# ADDITIONAL DOCUMENTS

## 08 APPENDIX SECTION 2

