

MABLETHORPE TOWN

INVESTMENT PLAN



DELIVERED
30 OCTOBER 2020

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THE ASPIRATION

01 MABLETHORPE

“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



Introduction by Connected Coast Board Chair, Sarah Louise Fairburn.
Interview first published on Connected Coast website



02 CONNECTED COAST BOARD MEMBERS

Sarah Louise Fairburn*

Chair of the Connected Coast Board

Brand & Sales Director, L J Fairburn & Son Ltd

Chris Baron*

Vice Chair of the Connected Coast Board

Resort Director, Butlins

Pat Doody*

Director Business & Commercial Banking, Natwest

Robert Caudwell

Chairman, Association Drainage Boards

Freddie Chambers

Business Development Director, Lindum Group

Claire Draper

Finance Director, Mellor Group

Janet Stubbs

Owner, British Garden Centres

William Price

Chairman, Country Land and Business Association

John Henry Looney

Director, Sustainable Direction

Peter Watson

Director, Distract

Robert Parker

Managing Director, Micronclean

Gill Alton OBE

CEO, TEC Partnership

Claire Foster

CEO, Boston College

Andrew Stevenson

Director of Research and Enterprise, University of Lincoln

Ruth Carver

CEO, Greater Lincolnshire Local Enterprise Partnership

Cllr Colin Davie*

Executive Councillor for Economy and Place, Lincolnshire County Council

Cllr Adrian Benjamin

Chair, Sutton on Sea Residents Association, Mablethorpe CCT

Sid Dennis

Chairman, Visit Lincolnshire Coast BID

Lisa Fairlie

Assistant Director of Communities and Neighbourhoods, Platform Housing Group

Caroline Killeavy

CEO, YMCA

Mark Humphreys

CEO, Magna Vitae

Sandra Williamson

Lincolnshire CCG

Deborah Campbell

Area Coastal Manager, Environment Agency

Victoria Atkins

MP Louth and Horncastle (including Mablethorpe)

Matt Warman

MP Boston and Skegness

Cllr Craig Leyland*

Leader, East Lindsey District Council

Cllr Steve Kirk

Portfolio Holder for the Coastal Economy, East Lindsey District Council

Cllr Carl Tebbutt

Town Mayor, Mablethorpe and Sutton on Sea Town Council

Cllr Tony Tye

Skegness Town Council

OPPORTUNITY

01 CHALLENGES

This section of the report covers evidence of need, the town's assets and strengths and the opportunities. Mablethorpe and Sutton-on-Sea are amongst the smallest of the Towns Fund cohort of settlements. The area has a population of just under 14,000 (ONS). This stands in stark contrast for example to Lincoln, which is also eligible and has a population approaching 100,000. The low population base and extreme isolation of the area are at the heart of the particular challenges it faces. The defining economic characteristic of Mablethorpe is its visitor economy.



Main Challenges

Environment

The area is significantly challenged by rapid inundation flood risk. In 1953 catastrophic floods led to a number of local fatalities. This level of vulnerability puts very significant constraints on any plans to bring forward development and particularly housing in the area. In recognition of this, Mablethorpe and the District Council are working with Lincolnshire County Council and the Environment Agency to develop long term solutions to flood risk on the Lincolnshire Coast. The plan being developed will also address the impacts of climate change on the flood risk to help secure the long term future of the community. This principle is reflected in the local plan which seeks to keep the population in the area broadly stable due to the significant consequences of flooding that continue to increase with climate change.

Connectivity

Mablethorpe is very isolated and has had no rail connection since the 1960s (the journey is over 50 minutes by bus to Skegness Train Station). The town is 29 miles from the nearest acute hospital in Grimsby. It has been difficult to secure NHS Dental services in the area. It has extremely poor educational outcomes and does not have a secondary school, which is a huge challenge for a settlement of its size. This means that post 11 all the children in the area have to use public transport or private cars to access secondary education (nearest is 9 miles away). It is in the lowest 12% of all towns in England in terms of the English Indices of Deprivation Education domain.¹



OPPORTUNITY

02 NEED

1 The Towns Fund boundary line including Trusthorpe, Sutton on Sea and Sandilands.

Evidence of Need

Impact of COVID

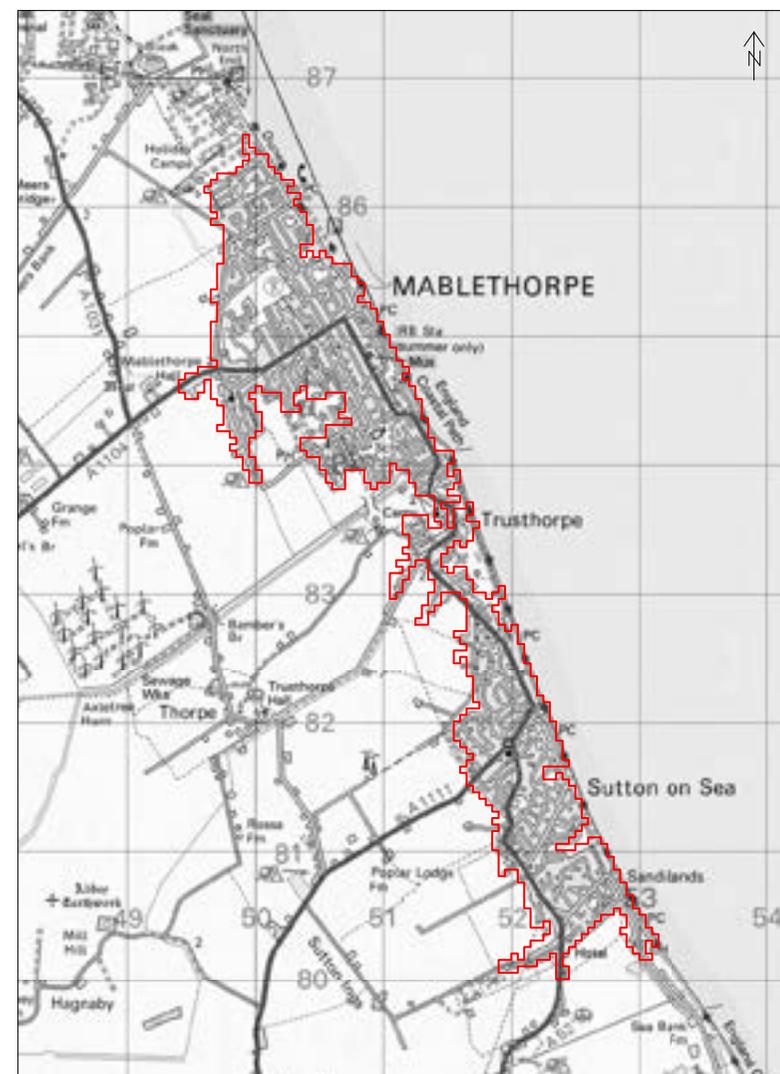
The Mablethorpe area, which was already a vulnerable settlement has been very challenged by Coronavirus. The Royal Society of Arts identified East Lindsey as third highest in the league table of local authorities at risk from COVID-19². The Centre for Towns identified Mablethorpe as number 1 in the listing of the coastal towns most at risk from the impacts of the pandemic³. 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 Mablethorpe 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 workers⁴.

Employment

In common with the rest of the Lincolnshire coastal tourism offer and notwithstanding its superb natural coast Mablethorpe has a budget holiday feel. Static caravans predominate and along the whole East Lindsey coast there is the highest concentration of caravans in Europe (28,000) – (East Lindsey District Council)⁵. A very low critical mass of population and significant distance from markets lead to the area being a mono-sectoral economy based on seasonal tourism activities. Mablethorpe has only 10% of the national average when it comes to workers involved in Knowledge Intensive Businesses (KIBS) (Nomis – BRES data)⁶. It has over 3 times the national average number of people working in tourism related activities (BRES)⁷. Overall, in terms of the employment domain in the English Indices of Deprivation Mablethorpe is in the worst 5% of all places nationally⁸.

Health

The area has a profound level of poor health outcomes. It is in the lowest 12% of English areas in terms of its health ranking (English Indices of Deprivation 2019)⁹ and 58% of the working population are economically inactive compared to 20% in England (ONS). The area has nationally significant levels of frailty amongst its older population (Lincolnshire Community Health Trust)¹⁰ and a demography, which is very heavily skewed towards older people (ONS)¹¹. These levels of extremely poor health outcomes and its modest population ironically make the area a powerful test bed for those involved in health innovation and the promotion of effective technological and strategic responses to poor health. We have decided to make this the central theme of the Town Investment Plan, establishing the area as an ideal “Living Lab” for the development and trialling of medi-tech and community responses to health inequalities. Through this process we intend to turn the area’s greatest weakness into its most potent strength.



OPPORTUNITY

03 VISION

The Towns Fund provides a cohesive force enabling us to address these challenges and needs through a crusade to level up the performance of the area and our plan builds on this agenda of collective action funded both by the Towns Fund and from other public and private sources.

Our analysis of the challenges facing Mablethorpe has led us to develop a very clear, 5 stranded vision for the area with a healthy economy and population at the heart of its regeneration.

Building to empower communities in Mablethorpe and its hinterland, we will level up the difference between the quality of life in the town and other settlements in England. By 2030 the area will be:

A Healthy Community

Nationally recognised as a centre of innovation around health and care, with a significant reduction in the proportion of the workforce affected by long term health conditions.



An Enterprising Community

With more skilled workers, earning higher wages, with more business per head, which draw particular strength from the opportunities around health, environmental innovation, the visitor economy and the sea.



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.



A Balanced Community

With a good distribution of people of all ages working in a very wide range of full time jobs, including in high value tourism.



A Connected Community

E-empowered through excellent mobile and broadband connectivity, accessed through a community managed transport hub, road and tram/light rail links and embracing cycling and walking to sustain long term economic growth.

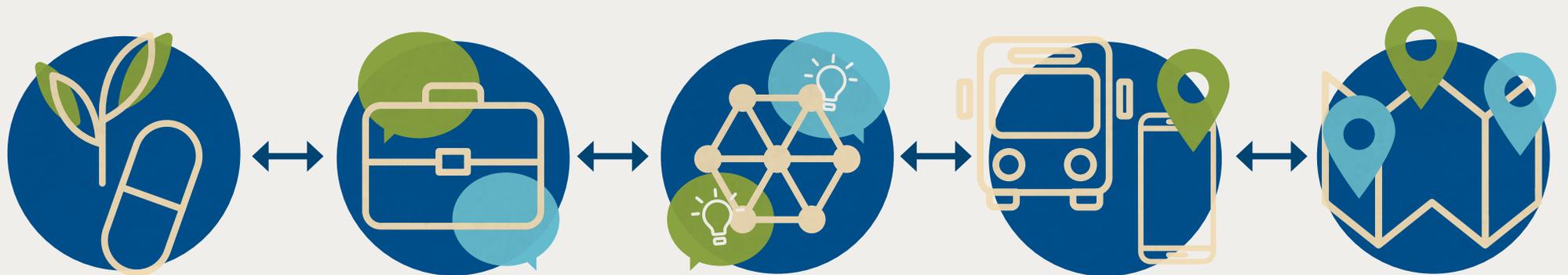


OPPORTUNITY

04 GOLDEN THREAD

Later on we set out the detail of each of our proposed interventions which respond to our analysis of need and vision for change. Below we introduce a headline summary of each area of intervention, showing how they link through the golden thread of a healthy and diverse economy to level up the economy of the area.

A HEALTHY AND DIVERSE ECONOMY



Centre for Future Living

Building the health sector economy.

Leisure and Learning Centre

Stimulating healthy lifestyles increasing economic participation.

Natural Coast: National Trust

Diversifying the visitor offer and reconnecting people with the environment and exercise.

Mobi-Hub & Public Realm

Transport and Enterprise - enhancing personal mobility, employability and town centre improvements to support growth

Colonnade at Sutton on Sea

Repurposing Public Realm - Flagship seafront building to explore the Coast with arts, culture, food and drink

STRATEGY

01 SWOT

Contextual Summary

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. We pick out the biggest issues, challenges and opportunities arising from this analysis. The Need, Challenges and Opportunities for Mablethorpe are summarized in this SWOT:

“Mablethorpe as a town is largely reliant on tourism and its seasonal economy. It has a declining population, low-paid employment, a limited range of opportunities and faces significant health inequalities affecting the aspiration and prosperity of the town.”

Michelle Howard, ELDC
Assistant Director for Housing & Wellbeing

STRENGTHS

- Quality of natural coast offer
- Volume of tourism visitors
- Scale and depth of regeneration partnerships
- Low cost base
- Regional recognition as the heart of the East Midland’s coast

WEAKNESSES

- Lack of access to basic services
- Major constraints to development due to flood risk
- Distance from key markets
- Poor health outcomes
- Low levels of economic activity, skills and enterprise
- Mono-sectoral low wage, low skill economy
- Low critical mass and very poor connectivity reinforcing a lack of infrastructure investment

OPPORTUNITIES

- Increasing visitor interest in the natural coast
- National policy acknowledgement of links between poor health and poor economic performance
- Increased interest in using the natural environment for social prescribing
- Increased interest in cycling, walking and active recreation

THREATS

- Impact of Coronavirus on an already fragile economy
- Climate change leading to increased flood risk from extreme weather events
- Demand for digital connectivity accelerating rapidly due to Covid
- Rising expectations from tourists and changes to travel patterns

STRATEGY

02(A) RESPONSE TO NEEDS

Below we set out our response to the need based issues in the section above referenced against the key SWOT which precedes this section.

A Healthy Community

We plan to find new and innovative ways to make an ageing population a strength rather than a weakness. We are also determined to create conditions where more young people feel they have a long term stake in the area. We plan to make major improvements to the health of the community by reconnecting them with the natural coast which is one of the key assets of the area.

A Balanced Community

We know now that over a third of all jobs are at risk (looking at furlough rates) in the town (ONS)¹². We still however plan to take advantage of the growing cluster of health related jobs in Mablethorpe, which our intelligence suggests have been less affected (ONS estimated that at the height of the virus 73.3% of Accommodation and Food Service jobs were furloughed compared to 8.5% of jobs in Human Health and Social Work)¹³ and seek to build sustainability in terms of the pre-covid long term trend in the growth in the number of tourism related jobs. Strengthening these sectors will make the local economy more resilient. It also provides the prospect of broadening the sectoral diversity of the employment base. Mablethorpe has only 10% of the national average of workers in Knowledge Intensive Businesses (KIBS) (BRES)¹⁴. It has over 3 times the national average number of people working in tourism related activities¹⁵.

An Enterprising Community

Working with local skills providers we plan to increase the number of skilled workers in the town by increasing local training and skills development opportunities, particularly in relation to reintroducing people to opportunities to learn and grow their skills in the context of health and care. This will help drive up wages as there is a nationally accepted relationship between skills and salaries. East Lindsey has an average salary, which is £100 per week below the national average (ASHE data)¹⁶. Mablethorpe is in the worst 6% of all neighbourhoods in England judged in terms of low incomes (English Indices of Deprivation 2019). It also provides the prospect of reducing the very challenging poor employment outcomes in the area. Mablethorpe is in the worst 5% of all places in England in terms of employment (English Indices of Deprivation 2019)¹⁷. The Towns Fund will enable us to increase the number and range of job opportunities in Mablethorpe, focusing on a higher level of visitor jobs and the development of a cluster of nationally significant jobs related to innovation in health and care. Growing enterprise and diversifying the employment base will enable Mablethorpe to better adjust to its vulnerability to the worst sectoral effects of the Covid pandemic.

3 in 10
people
are over 65



almost
900
thousand visitors
each year



2 out of 3
of jobs are in
tourism-related
activities

30+
mins to
access further
education



58%
of people are
economically
inactive

STRATEGY

02(B) RESPONSE TO NEEDS

A Resilient Community

We will work with Lincolnshire County Council, the Environment Agency and their local partners to develop long term plans for flood risk, to 2050 and beyond, 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.



A Connected Community

We are working with Lincolnshire County Council to address both digital and transport infrastructure needs. A transport strategy for Mablethorpe and its coast is in development to focus highways and public transport enhancements in line with the ambitions of the Town Investment Plan. Digital Mablethorpe is working with the County Council to roll out improved broadband connectivity and to embrace the opportunities of 5G. This will enable the town to ensure that our projects can harness the power of digital to enhance overall connectivity, reduce the need for travel and the carbon footprint of the town. See Appendix G: Digital Connectivity.

4 miles
of award
winning blue
flag beaches



lowest
10%
in England for
health outcomes

Key Assets

Visitor Economy

Mablethorpe has a nationally acknowledged beach of superb quality. It has a range of iconic beach front assets including a Time and Tide Bell, a landmark sculpture at its entry to the beach, "The Star of the East" and a series of beach huts which are the product of an international design competition. It has literary references linked to Tennyson and DH Lawrence. The resort attracts over 900,000 visitors per year (STEAM data 2017), drawn from across the East Midlands and wider. There are very few high street multiples in the area, which has a strong independent retail and hospitality offer. Sutton on Sea is characterised as the "genteel" part of the resort offer with Mablethorpe being a more traditional seaside settlement.

Local Partnerships

For its size Mablethorpe has a number of economic challenges, which are very daunting indeed. The provision of £25 million to help level up its economy is a once in a generation opportunity to kick-start a longer term regeneration programme. The community will use it to deliver some priority projects and as a catalyst to engage with business, the public and third sectors to bring additional investment to the area.

As a consequence of the challenges it has faced for over 50 years, arising in part at least from the Beeching closure of its railway, it has a determined and dedicated group of local advocates. These individuals have formed a Coastal Community Team and have generated a very strong programme for future development for the Town Investment Plan and subsequent projects. Visit Lincs Coast Business Improvement District covers the Mablethorpe area, providing business support, events and promotion. In view of its extreme challenges Mablethorpe is also high on the priority lists of the NHS in Lincolnshire, the County and District Councils and key players such as the Department of Work and Pensions. Notwithstanding the flood risk challenges it faces, the Environment Agency and internal drainage board are committed to supporting an appropriate pattern of development in the area and are developing detailed plans for the next 30 years and beyond to address flood risk. The Environment Agency and Internal Drainage Board support development in line with the Local Plan and are developing plans to continue to reduce flood risk. The area has also benefitted from private sector investment in adjoining holiday sites such as Coastfields.

STRATEGY

03(A) POLICY ALIGNMENT

Addressing need and opportunity and seeking to align with the core framework of the Towns Fund our strategy picks out five key interconnected themes: a balanced community, enterprise, health, resilience and connectivity, these are at the heart of our vision (page 7). It builds on a comprehensive overview of national and regional strategies and is nested within a wider strategic and spatial plan for the greater Mablethorpe area (our strategy review is at Appendix B). A very high level overview of the key themes is set out across:

National Themes

(Industrial Strategy, Tourism Sector Deal Concept, DCMS Digital Connectivity Portal and Inclusive Economy Partnership):

- **Levelling up all regions** - by enabling places to develop ambitious plans to drive economic growth.
- **Liveable places** - providing crucial infrastructure to help individuals flourish and creating shared spaces that bring communities together.
- **Connected growth** – 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.
- **Enhancing the business environment** – at national and local levels (e.g. technical education and training, Tourism Zones).
- **Flexibility** – 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.

Regional Themes

(Midlands Engine):

- This strategy for the Midlands is focused on growth, connectivity, skills, enterprise and innovation, trade and quality of life.
- Regional bodies including the GLLEP are also focused on supporting Government to deliver inclusive growth – ensuring people everywhere can both contribute to, and benefit from, economic development through supporting concrete actions that will create more jobs, export more goods and grow productivity.
- The regional strategies also advocate improving connections between towns and cities in the Midlands to support clusters to grow and recognise the coast as an economic engine that could support thriving businesses and communities.

STRATEGY

03(B) POLICY ALIGNMENT

Local themes

(East Lindsey District Council, Lincolnshire County Council, Greater Lincolnshire LEP, Magna Vitae):

Overview

In giving evidence to the House of Lords Select Committee, 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.

East Lindsey Context

There are two different economic pictures for the District: one economic picture for Rural Inland; and a different economic picture for the Coast. 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.

Mablethorpe

Mablethorpe is listed as a hub town by Defra (2014) – 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 Mablethorpe was ranked bottom for its functionality (deprivation, ease of access to services, life satisfaction and job density).

Mablethorpe is a traditional seaside resort and there are various strategies and initiatives seeking to reposition and grow this sector – including extending the season beyond peak summer months (e.g. family market and empty nesters; sporting/heritage offer; serviced accommodation; marketing/promotions, events etc.)

Economy

East Lindsey District Council is committed to a healthy economy with skilled workforce and sustainable job opportunities on the coast – there are opportunities to build on digital learning and work in partnership with others to broaden and raise skills levels (including the Lincolnshire IoT (Institute of Technology), employers), and to improve digital and transport connectivity.

Flood Risk

Mablethorpe is challenged by coastal defences and flooding – with local organisations working in partnership to build flood resilient design into future initiatives to be established.

Culture

Magna Vitae’s recently completed Cultural and Development Audit 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.



STRATEGY

04 COVID

Continuing Support (Covid Response)

Since the drafting and publication of these strategies which set the long term framework for the economic development of Mablethorpe local organisations have been working together, through the Greater Lincolnshire Local Enterprise Partnership (LEP) to develop a response to the Covid pandemic. This involves:

- 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.

We are engaging with the LEP to ensure that the support they are delivering impacts on the Town to ensure that local businesses, workers and our key sectors are supported to address the impacts of Covid-19.



STRATEGY

05 PROJECT OVERVIEW

We have developed an interconnected set of projects, aligned with the key pillars in the Towns Fund Intervention Framework. Responding to our analysis of need they are as follows:

Skills and Enterprise

A healthy community

The development of a nationally significant **Centre for Future Living** which will position Mablethorpe as the centre of a new cluster of health and care related jobs and businesses and draw in the support of Nottingham Trent and Lincoln Universities. This centre will provide a base for the development and testing of medi-tech applications, continuing professional development of clinicians, medical placements linked to the Medical School at the University of Lincoln, the training and development of care entrepreneurs and a social enterprise café. Health Education England and the National Centre for Rural Health and Care have both committed to work with this site as a national test bed along with the other partners cited above. This centre will work with a new landmark investment in a sub-regional **Leisure and Learning Centre** to provide a compelling combination of learning and physical exercise opportunities. The Learning and Leisure Centre will also provide a swimming pool for the town, which is by far the most significant and popular “ask” of the community in terms of the My Town responses to the Towns Fund and long term public opinion more widely.

A balanced community

The development of new high skilled health related jobs in Mablethorpe through the Centre for Future Living, improved connectivity via our transport investment (**Mobi-Hub**) and the stimulation of new investments in the coastal visitor offer, e.g. the **Colonnade**, will increase the range and diversity of people living and working in Mablethorpe. The creation of a new integrated package of contemporary transport facilities linked to the development of a **Mobi-Hub** in Mablethorpe based on the model set out in the recent Midlands Connect report “The Future of Rural Mobility” will provide new transport, enterprise and employment options for the local community.

An enterprising community

Our **townscape and high street project** (part of the package of interventions in the **Mobi-Hub** project) will stimulate private sector investment in the visitor offer. The Centre for Future Living will have a facility for supporting self-employed carers and the innovation support provided will link to County wide programmes of enterprise support. The National Trust will be providing a training programme and support for its volunteers and learning opportunities through public engagement.



Urban Regeneration

A resilient community

Development of the foreshore, particularly in the context of the **Colonnade** project at Sutton on Sea, our work with the **National Trust at Sandilands** and the development of the cycling and walking potential of the natural coast will enhance the positive impact of the coastal setting on the economic development of Mablethorpe. This will involve working with partners to bolster resilience to flooding and coastal change in the face of climate change to secure sustainable growth and environmental improvements, as well as resilient infrastructure.

Connectivity

A connected community

Enhanced digital and transport connectivity will be delivered by working with the County Council. This will support delivery of the Centre for Future Living, the Leisure and Learning Centre and make digital a core component of our proposed package of High Street investments, helping to connect the town to its wider hinterland and its core East Midlands visitor base. Our **Mobi-hub** transport package will enhance connectivity within the town and provide a test bed for the development of new and innovative approaches linked to autonomous and electric vehicles.

STRATEGY

06 INTERVENTION FRAMEWORK

The projects, which deliver these outcomes are set out in more detail below, but their coverage of the Towns Fund intervention framework is illustrated in this table:

	Campus for Future Living	Mobi-Hub	Leisure and Learning Centre	Colonnade	National Trust - Sandilands
Local Transport					
Train or Tram Lines and Stations	○	●	○	○	○
Walking/Cycle Paths	○	○	○	○	●
Wider Cycling	○	●	○	○	●
Digital Connectivity					
Sector Specific Technology	●	●	●	○	○
Urban Regeneration					
Remediation and development of sites	○	○	○	●	○
Quality residential or commercial space	○	○	○	●	○
Arts Culture Heritage					
Community Centres, Sports, Art, culture and parks	○	○	●	●	●
Community hubs and assets for inclusive growth	○	●	○	○	●
Skills					
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	●	○	●	○	○
Enterprise Infrastructure					
Increase in affordable commercial floorspace	○	●	○	○	○
Increase in shared workspace and innovation facilities	○	●	○	○	○
Schemes to support enterprise and business productivity	●	○	○	○	○

STRATEGY

07 CLIMATE FOR INVESTMENT

Prior to Covid we have intelligence that there was real scope to harness private sector investment in Mablethorpe, which also had an increasing, if modest jobs trajectory. Information on High Street lending suggested that the Lincolnshire coast had one of the most dynamic track records in Lincolnshire for bank borrowing, largely driven by family and well-established businesses investing in the tourism product.

Developer Intentions

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 (East Lindsey District Council)¹⁸. 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 Mablethorpe.

Health and Care Opportunities

Our discussions with the regional and local health and care infrastructure (Sustainability and Transformation Partnership, the CCGs and Primary Care Network alongside the University of Lincoln's Medical School and Nottingham Trent University's medi-tech team) suggest there is real scope to develop Mablethorpe as a centre of health innovation. This will turn its perceived weakness in terms of poor health outcomes into a strength by making it a future testbed for health and care innovation. This has been a key aspect of our approach to the development of the Town Investment Plan. Our horizon scanning has also identified a significant number of national and international trends around growing interest in the natural coast, which we believe we can harness to drive investment in and diversify the visitor offer in Mablethorpe. There is also significant emerging evidence of enhanced 'city flight' arising from Coronavirus and we believe that we can position the area as an attractive and contemporary choice for people to relocate to.

Project Assessment Rationale

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 which has assessed which projects to include in the Town Investment Plan. All projects have been prioritised using the Towns Hub prioritisation tool.

Working with Investors

Mablethorpe 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 local model established as Investors in Lincoln. Investors in the Coast will enable the public and private sectors to work together in the long term to deliver collaborative projects, repurpose disused public or commercial assets and to develop, promote and deliver a pipeline of investment projects.

The Event Opportunity

The East Coast of Lincolnshire and specifically the towns of Mablethorpe, Sutton on Sea and Skegness already have a range of cultural events and activity that draws audiences from afar. What is clear is that the potential exists to increase the depth of more lasting and sustainable outcomes that this delivers for people and communities, thorough increased 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 the leisure provision

STRATEGY

08(A) MARKET FAILURE

Demand, Market Failure and Our Investment Rationale

We do not have detailed footfall data for Mablethorpe town centre. We do know however that in Skegness in 2020 footfall at the Hildreds Centre on the High Street has fallen by 41%. There is no reason to believe that a similar impact has not been felt in Mablethorpe as well, indeed discussions with local businesses and local agents (see Appendix C) very much back up this impression.

2017 Steam Data	Mablethorpe
Visitor Days (Millions)	2.598
Visitor Numbers (Millions)	0.872
Direct Expenditure (£Millions)	99.18
Economic Impact (£Millions)	132.81
Direct Employment FTEs	1,415
Total Employment FTEs	1,774

STEAM data on the scale of the visitor economy in Mablethorpe shows the crucial role played by tourism as the massively dominant sector in the town accounting for 1,250 jobs and approaching £100 million of GVA

The scale of tourism as a sector in Mablethorpe 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 through activities such as the Local Development Order, which will extend the length of the season is another positive factor driving potential investment in the tourism sector where investors are seeking longer term 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 widening of the current tourism offer in 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 14,000. The predilection against any investment in Mablethorpe which increases the scale of its population due to its significant risk of rapid inundation flood risk also makes the generation of investment very challenging.

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

The skewed demography of Mablethorpe 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 Mablethorpe.

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.

Taken as a whole these factors make the generation of any private sector investment in Mablethorpe very difficult indeed.

Notwithstanding these challenges the small overall scale of the settlement in relation to the value of funding we have available does provide the opportunity for a truly transformational level of market making, which could kick start a new climate for investment based on the natural assets of the settlement. We do also know that whilst overall coronavirus has badly affected the short term operation of the hospitality sector there has been some growth particularly in the health and care sector in Mablethorpe over the last decade and with the demographic profile of the settlement this is likely to continue.

Market failure is a predominant challenge in the settlement. Our strategy is therefore to harness the potential of local investors and the public and voluntary sector to increase levels of commercial interest in the settlement, whilst respecting the need to carefully manage any increase in the population of the town taking account of flood risk.

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

STRATEGY

08(B) MARKET FAILURE

Centre for Future Living

The establishment of this facility as a national exemplar with the support of Health Education England and The Medical Technology Innovation Faculty (MTIF) at Nottingham Trent University opens investment in high quality jobs in Mablethorpe up in a way, which is not constrained by local development issues. The distinctive demographic and health profile of Mablethorpe make it an ideal national test bed for the development of new commercial activities, which reduce health inequalities and the burden of caring for people with long term health conditions by enhancing their scope to remain independent for longer. The potential to use the settlement as a “living lab” is further enhanced by commitment of the whole health system including GPs, CCG and emerging ICS to focus on supporting this approach in Mablethorpe. This is further enhanced by the location of the Centre adjacent to other key health facilities for the area including the GP surgery and Sure Start Centre. This adds access to the population in a health context, which makes the area a very compelling place for investment by private sector health businesses funnelled through the connections of MTIF. The creation of business space which facilitates access to the population in this context at marginal

cost reduces the scale of the market failure linked to individual organisations having to provide their own expensive health related buildings and equipment in the area prior to establishing that it provides a good basis for commercial returns. The provision as part of this offer of high quality accommodation makes it possible for technical staff to work remotely in the town without adding to the overall stock of people living in the area. It also enables high tech businesses using the facility to offer the potential for their employees to work in the area without requiring them to live there permanently. The day spend of the individuals concerned will have a positive impact on the local economy. Over time the successful operation of the Centre will provide a critical mass of sustainable medi-tech activity, which will become an attractor for investment by other medical related activities. The commitment of other public sector bodies including the CCG, University of Lincoln and Health Education England will all ensure that a mixed economy of users at the Centre help underpin its long term sustainability. One key aspect of the development will be the provision of new training and development opportunities for care workers in an enterprise setting increasing the sustainable supply of care labour in the area.

Colonnade

The repurposing of this signature piece of public realm will significantly enhance the attractiveness of the foreshore at Sutton on Sea as an investment location. Creating a more attractive environment for visitors it will help build the distinctive nature of the Sutton on Sea part of the broader Mablethorpe offer as the more “genteel” component of the area. Showing ongoing public realm investment in the area by the public sector, it will act as an attractor for private sector

investment. Our dialogue with local investors suggests that the longer term prognosis for tourism investment is positive and this refurbishment will build investor confidence. This investment will drive additional footfall to the area increasing the stock of potential customers for local businesses. This investment also has significant community support and has been the focus of part of the accelerated funding investment from the Towns Fund by way of initial site preparation.



STRATEGY

08(C) MARKET FAILURE

Learning and Leisure Hub

The refurbishment and repurposing of the current “tired” leisure facility provides an opportunity to develop a new and contemporary approach to physical activity. It will also provide an outreach learning opportunity in Mablethorpe which links addressing the low levels of physical activity in the town alongside the challenges of encouraging more people to increase their skills base. It will provide a swimming pool and spa facilities in the town for the first time, with the local authority acting as the public sector anchor to ensure the on-going sustainability of the investment. This investment will make the area more desirable both to local people and tourists diversifying the offer by providing an indoor attraction in terms of the swimming pool, which adds to the current range of local visitor facilities. This will also make the area more attractive to new groups of professional workers contemplating involvement with the area through the investments at the Centre for Future Living.

National Trust Investment

This investment will bring private sector leverage to the refurbishment of the current golf course facility at Sandilands exploiting the natural coast offer and diversifying the range of visitor attractions. This investment will make the whole coast strip of the area work better together offering a range of distinctive options for visitors to this part of the coast. It will open up the area for wider sympathetic development and bring a highly desirable national brand onto this part of the coast as stimulus for further themed investment, building the potential of established but under recognised assets such as the national coastal path and further up coast features such as the Star of the East installation and the Time and Tide Bell.

Mobi-Hub (part of Town Centre Transformation)

We have corralled a number of connected High Street and Connectivity issues together under one theme in relation to this aspect of the Town Investment Plan. Our proposals to develop a new transport interchange for the town based on the added value model, as a potential pilot of the Mobi-Hub concept set out in the recent Midlands Connect Report – “The Future of Rural Mobility” will completely overhaul people’s transport and wider mobility support in the town. Alongside a package of High Street shop front investments and the refurbishment of the two key car parks in Mablethorpe, which connect the resort to the soft coast this series of investments will make access into and out of the town more effective. The programme will also make its most significant assets around retail and the beach more accessible and better presented. These developments will drive footfall to the coast and increase private sector investment by working directly with property owners and tenants in respect of their retail facilities. Taken as a collective they will demonstrate post pandemic that a new and refreshed visitor offer sits at the heart of Mablethorpe being “open for business.”



STRATEGY

09 RESPONDING TO CHALLENGES

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:



Skills and Enterprise

Increasing the health, well-being and skills of its workforce through nationally leading innovation – we aim to do this in the context of the Campus for Future Living which will also directly deliver better health outcomes for the town. It will build a significant cluster of health and care jobs in the town which will deliver national models of best practice based, which can be replicated elsewhere, as well as directly addressing local healthcare needs.

Urban Regeneration

Further realising the potential of our built, cultural and natural assets through a coordinated programme of public realm and diversified arts and tourism facilities, linked to opening up participation, visibility and access to the coastal environment.

Connectivity

Enhancing its connectivity by working with the County Council. We will also look to be as innovative as possible within the constraints of digital infrastructure to maximise its wider connectivity options and as a positive byproduct reduce its carbon footprint.

Flood Resilience

The area is at significant flood risk. Flood mitigation increases costs and will need to adapt to be resilient in the future. In recognition

of this, Mablethorpe and the District Council will work with Lincolnshire County Council and the Environment Agency to develop long term solutions to flood risk on the Lincolnshire Coast. The plan being developed will also address the impacts of climate change on the flood risk to help secure the long term future of the community.

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 challenges 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.

STRATEGY

10 CLEAN GROWTH

Clean Growth

The projects not only deliver against this agenda of post coronavirus growth they have been carefully chosen to respond to the principles of clean growth. In choosing them we have had regard to: promoting better design and sustainable construction approaches, increasing energy efficiency (particularly in terms of housing), promoting low carbon transport and enhance the effective use of natural resources (see appendix H: Sustainability Review). The grid below shows how our projects align in terms of these principles:

- Build approach
- Refurbishment approach
- Enhanced use of public access and walking/cycling facilities
- New sustainable travel
- Stimulation of modern high standard investment in key aspects of the tourism offer linked to the coast as a natural asset.

	 National Trust	 Colonnade	 Leisure and Learning Centre	 Mobi-Hub Transport Package	 Centre for Future Living
Enhanced Use of Natural Resources	●				●
Low Carbon Transport	●	●	●	●	●
Energy Efficiency	●	●	●		●
Sustainable Construction	●	●	●	●	●

STRATEGY

11 THEORY OF CHANGE

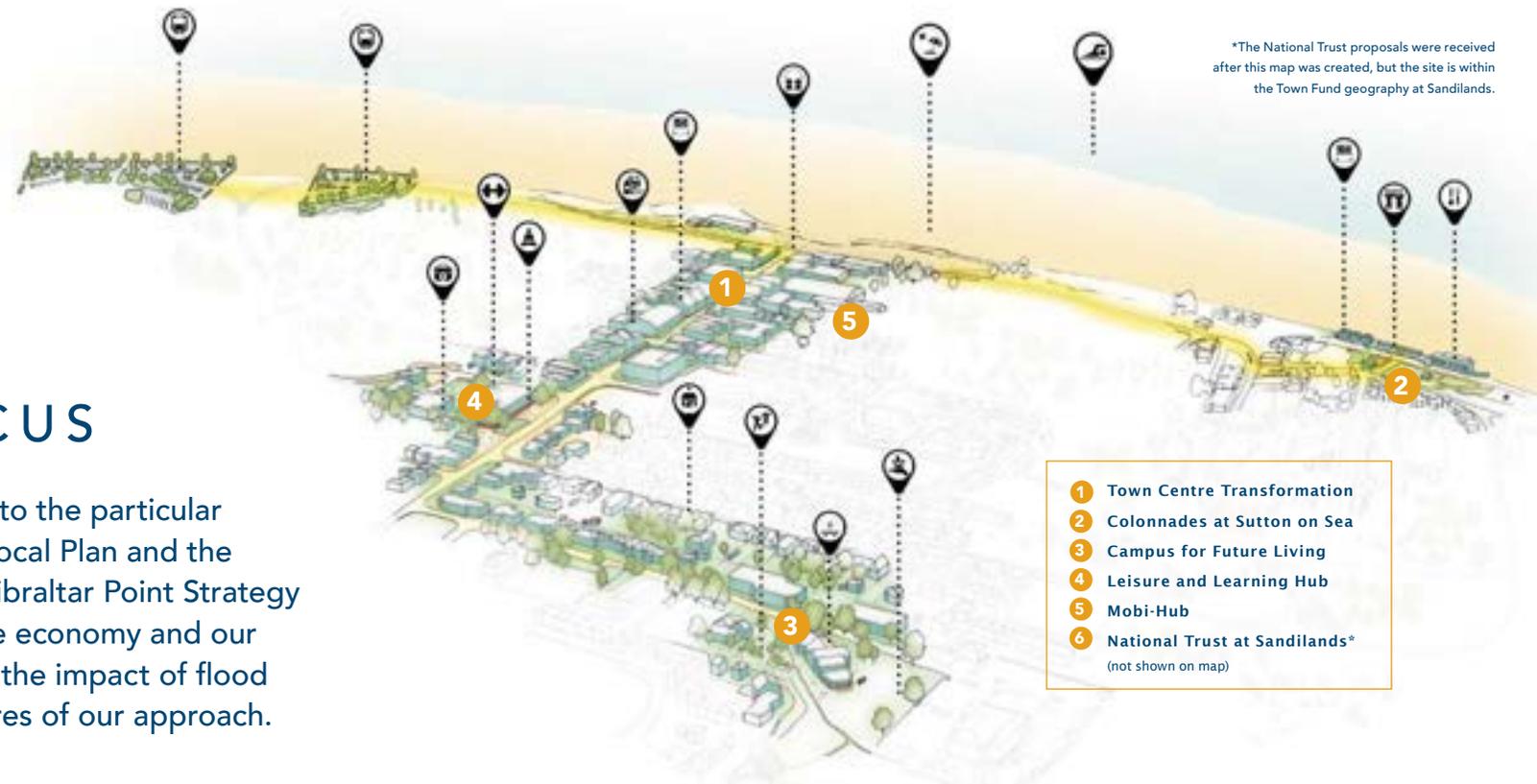
Vision	Challenge	Intervention	Engagement	Projects	Links	Results
HEALTH	The area has a profound level of poor health outcomes. It is in the lowest 12% of English areas in terms of its health ranking (English Indices of Deprivation 2019) and 58% of the working population are economically inactive compared to 20% in England (ONS).	Skills infrastructure Enterprise Infrastructure	MyTown: 'There are so many people who have health problems and need care', 'investment is required in a more adequate GP surgery', 'a dentist would be a big plus'. The Towns' Fund has been a catalyst to significant and far-reaching new partnerships centred on health.	Campus for Future Living Leisure and Learning Centre	Partnership links to Health Education England, NHS CCG, National Centre for Rural Health and Care, Centre for Better Ageing and University of Lincoln and Nottingham Trent University. Links to other projects through health/wellbeing include the National Trust, Colonnades and Skegness Learning Campus and the Foreshore.	Nationally recognised as a centre of innovation around health and care, with a significant reduction in the proportion of the workforce affected by long term health conditions.
BALANCED	It has extremely poor educational outcomes and does not have a secondary school. It is in the lowest 12% of all towns in England in terms of the English Indices of Deprivation Education domain.	Skills Infrastructure	MyTown: Facilities, Swimming Pool, Education and business opportunities, further education, school, lifelong learning and an education centre are all common asks on the portal. Links to learning have included new partnerships with the Universities, TEC Group and support from local providers and the Place Reference Group.	Campus for Future Living Leisure and Learning	Partnership links to Magna Vitae and the TEC Group, as well as CLIP (community Café at the Campus and support for the learning centre).	Making Mablethorpe the base for a distinctive health jobs cluster and bringing a new IT component to projects such as the proposed new Leisure and Learning Centre will increase the number of people working in KIBS and bring new skills and high quality jobs to the visitor economy.
ENTERPRISE	Overall in terms of the employment domain in the English Indices of Deprivation Mablethorpe is in the worst 5% of all places nationally. The Centre for Towns identified Mablethorpe as number 1 in the listing of the coastal towns most at risk from the impacts of the Covid pandemic. Mablethorpe is in the worst 6% of all neighbourhoods in England judged in terms of low incomes.	Enterprise infrastructure Urban regeneration, planning and land use	MyTown: significant amount of suggestions for high street improvements and a better environment for businesses. Regular town visits from the ELDC and Connected Coast team, meetings with community leaders and businesses, events and support from Place Reference Group.	Campus for Future Living MobiHub and Town Centre Regeneration	Medi-Tech and health/care development opportunities through new health/education partnerships. Partnership with Heritage Lincolnshire for Town Centre improvements (linked to Skegness) and support through a transport study with LCC. Further opportunities through Colonnades and link to extending the season/ Tourism Zone.	Increase in local training and skills development opportunities. Increase the number and range of job opportunities, focusing on a higher level of visitor jobs and the development of a cluster of nationally significant jobs related to innovation in health and care. Growing enterprise and diversifying the employment base.
RESILIENCE	Significantly challenged by rapid inundation flood risk. A very low critical mass of population and significant distance from markets lead to the area being a mono-sectoral economy based on seasonal tourism activities, which has been significantly impacted from Covid.	Arts, Culture and Heritage	MyTown: lots of art, cultural and leisure suggestions, particularly linked to the beach. Colonnade project has undergone a significant consultation, which has shaped and adapted the plans. Linking to Lincoln and Boston Town Deals to strengthen Tourism Zone opportunity.	Colonnade at Sutton on Sea National Trust at Sandilands	Social prescribing link to Campus for Future Living. Walking/Cycling links to Campus and Leisure/Learning Centre. Magna Vitae Art and Cultural Audit, and ACE funded cultural strategy for ELDC. Linking to Lincoln and Boston Town Deals to strengthen Tourism Zone opportunity.	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. A new nature reserve to fully exploit the potential of the natural coast.
CONNECTED	Mablethorpe is extremely isolated and has no rail connection, it is 29 miles away from the nearest acute hospital (2 hour bus journey via Louth), it has no dentist and no secondary school.	Local Transport Urban regeneration, planning and land use	Highest engagement through MyTown linked to transport and lots of suggestions to improving the town centre. Heritage Lincolnshire has visited the majority of High Street businesses. Community and business engagement through local groups and Place Reference Group.	MobiHub and Town Centre Regeneration	Mablethorpe transport strategy being developed with Lincolnshire County Council. WSP support for development of MobiHub. Digital learning offer connectivity. Town Centre regeneration linked to Heritage Lincolnshire and local businesses.	Cutting edge approaches to integrated transport, complemented by promoting active mobility, focused on cycling and walking to both provide new sustainable mobility options and to directly target improved health outcomes.

STRATEGY

12 OUTCOMES AND TARGETS

	HEALTH	BALANCED	ENTERPRISE	RESILIENCE	CONNECTED
5 YEARS	<p>Targeted interventions through the creation of a Campus for Future Living which will provide self-employment opportunities for carers, new job opportunities and address unfilled vacancies for clinicians and create a new critical mass of training activities around health and care will have a knock on effect in driving up the health of the local population.</p> <p>Mablethorpe will close the gap in terms of health outcomes between its current position and the national average on the Indices of Deprivation. It will move from the bottom 12% of settlements towards the 75th percentile for England. Levels of economic inactivity will reduce from 58% to 50%.</p>	<p>Mablethorpe has begun to effectively close the gap with national unemployment figures by 25%.</p> <p>An increase in the stock of Knowledge Intensive Businesses, increasing local productivity and driving down the gap in KIBS between Mablethorpe and the national average to 10%.</p>	<p>The development of an enterprise culture, targeted at post 16 learners and older people in the labour force for whom self-employment is appropriate. Early work in this context will be themed around health and care with the distinctive development of self-employed carers at one end of the spectrum and the proposed relationship in the Campus for Future Living with the Medical Technologies Innovation Facility at Nottingham Trent University.</p>	<p>Mablethorpe has worked with the EA and County Council to agree a long term plan for flood risk which enables more investment to be attracted to the town.</p>	<p>Mablethorpe will have a Mobi-Hub facility, operating as a national exemplar recognised by Midlands Connect and the Midlands Engine.</p> <p>Supported by a new community transport enterprise this facility will create a local centre for managing access to and from Mablethorpe for its community and businesses. This will increase the accessibility of the settlement from a workforce and customer perspective. It will also create a cluster of local transport related jobs. A plan to address the infrastructure deficits in the Mablethorpe area is in place with key utilities and is being implemented.</p>
10-15 YEARS	<p>Mablethorpe will be established as host to a national centre of excellence in health and care with distinctive expertise and know how relating to older and more frail people. It will improve its health ranking to above the 50th percentile on the English Indices of Deprivation. Levels of economic inactivity will reduce to 40%.</p>	<p>Mablethorpe has a diverse range of sustainable employment opportunities. This enables it to have an unemployment level, which is on a par with the national average.</p> <p>Approaching parity (75% of the national average) between Mablethorpe and the national average in terms of Knowledge Intensive Business jobs, nested in a diverse range of economic activities but with distinctive strengths in health and care, the visitor economy and the coast as a natural asset for distinctive business growth because of the quality of its environment and its physical capital around the sea.</p>	<p>Mablethorpe reaches parity with the national average for the number of businesses in the area to the ratio of its population. The area begins to develop a reputation as a centre of enterprise and know how in terms of its most distinctive sectors, linked to health and care and the evolution of the coast's natural assets as economic drivers.</p>	<p>Mablethorpe is seen as a centre of know how in maximising the economic opportunities arising from integrated flood risk management.</p>	<p>Mablethorpe has a dynamic infrastructure supporting business growth, which where possible draws on a range of natural advantages including environmental resources and facilities developed in conjunction with the natural advantages on the coast including the renewable energy cluster at Theddlethorpe.</p>
30 YEARS	<p>Mablethorpe will have health outcomes, which are on a par with the national average in terms of the English Indices of Deprivation. Economic inactivity will reduce to 25% and be close to the UK average.</p>	<p>Mablethorpe has levels of unemployment, without an overheating jobs market, which are ahead of the national average and are statistically counted as representing zero unemployment.</p> <p>Mablethorpe has a more diverse economic base whilst having maximised the number of Knowledge Intensive Businesses in its area through activities, which draw strength from the business opportunities arising from its natural advantages as a coastal settlement. It will remain in the top 50% of places in England in terms of the number of jobs provided by KIBS related businesses. With a distinctive cluster of KIBs working in the health and care sector.</p>	<p>Mablethorpe achieves recognition as an enterprising area. 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. Business investors recognise the area as a smart location for the provision of business growth lending.</p>	<p>Mablethorpe is seen as an internationally significant example of a town living and thriving in the context of its coastal setting.</p>	<p>Mablethorpe is a natural location for investment in infrastructure appropriate to economic development.</p>

*The National Trust proposals were received after this map was created, but the site is within the Town Fund geography at Sandilands.



STRATEGY

13 SPATIAL FOCUS

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 maximise the impact of flood risk management are both key features of our approach.

The Adopted East Lindsey Local Plan includes specific policies for Coastal East Lindsey, which includes a commitment that:

- The Council will give a high priority to development that extends and diversifies all-year round employment opportunities, contributes directly to the local economy, infrastructure or extends and diversifies the tourism market.
- The Council will support improvements to the existing flood defences, the creation of new flood defences and infrastructure associated with emergency planning.
- New and replacement community buildings will be supported, providing they are located within or adjoining an existing settlement.
- All relevant development will need to provide adequate flood mitigation.

The Environment Agency’s Saltfleet to Gibraltar Point Strategy review will set 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.

The on the ground spatial connections between the projects in the Town Investment Plan are set out in the diagram above:

PROJECTS

01(A) PRIORITISATION

This section of the Town Investment Plan sets out the individual credentials of our projects, unpacking the detail arising from the vision and its rationale above. Each of the projects has been chosen following a detailed prioritisation process using the prioritization tool developed for the Towns Fund. A summary of the ranking of the projects included for Mablethorpe is set out below. Details of the rationale applied are set out in Appendix E along with Section 2, which contains all the individual project proforma:

Projects	Total Cost	Match	Towns Fund Ask	Overall Assessment Score	Towns Specific Criteria	HMT Green Book Appraisal Criteria	BCR
1. Sutton on Sea Colonnade	6,855,118	2,655,118	4,200,000	96%	96%	96%	1.57
2. Campus for Future Living	7,500,000	1,200,000	6,300,000	92%	100%	84%	3.87
3. National Trust	4,900,000	2,900,000	2,000,000	84%	92%	96%	1.65
4. Leisure and Learning Centre	13,262,486	5,762,486	7,500,000	84%	96%	72%	1.87
5a. Town Centre (inc. Mobi-Hub)	2,026,903	304,036	1,722,867	82%	84%	80%	2.26
5b. Mobi-Hub	4,000,000	722,867	3,277,133	82%	84%	80%	2.26
TOWNS FUND CUT OFF							
6. GEAR UP - developing the cycling offer on the Lincolnshire Coast	£750,000	£0	£750,000	80%	80%	80%	
7. Arts and Culture Programme	£2,400,000	£0	£2,400,000	80%	76%	84%	
8. Sea View Car Park and development at Seal Sanctuary	£1,000,000	£0	£1,000,000	68%	68%	68%	
9. Community Led Local Development (CLLD)	£2,800,000	£800,000	£2,000,000	94%	96%	92%	
10. Coastfields	£4,500,000	£2,250,000	£2,250,000	82%	80%	88%	

PROJECTS

02 TOWNS FUND

PROJECTS PLAN

This plan shows the spatial interconnections between the projects in the Town Investment Plan.

Town Centre Transformation

Colonnade at Sutton on Sea

The new build scheme that will introduce new café, restaurant, gallery and exhibition spaces - with viewing decks overlooking the adjacent beach, paddling pool and Pleasure Gardens.

Campus for Future Living

A medical and innovation hub of national significance focusing on attracting and developing healthcare professionals, research, and providing intergenerational future living.

National Trust at Sandilands*



Leisure and Learning Hub

A vital hub to support physical and emotional well-being across all ages.

Mobi-Hub

A new transport hub on neighbourhood level, where different sustainable and shared transport modes are linked with each other.

Seal Sanctuary Car Park

Sea View Car Park

*The National Trust proposals were received after this map was created, but the site is within the Town Fund geography at Sandilands.

COLONNADE AT SUTTON ON SEA



PROJECT DESCRIPTION

The new scheme will construct a landmark building that will introduce new café, restaurant, gallery and exhibition spaces - with viewing decks overlooking the adjacent beach, paddling pool and Pleasure Gardens. A row of 15 day-let beach huts and six overnight holiday lodges will also be built and along the Promenade. The construction works will provide a further row of 21 sheltered spaces on the landward side. These will provide pop-up spaces for commercial, heritage interpretation, arts, crafts and events, in line with Magna Vitae's Cultural and Development audit recommendations to increase visibility, engagement and participation in a long term programme of cultural activity as a driver for community wellbeing.



COLONNADE AT SUTTON ON SEA

Project Details

Initial Condition for Change:

Theory of Change

The project supports the intention of the Connected Coast Transformation Plan to maximise the potential of the local area's significant environmental and heritage assets. The development will renew the unique setting of the Colonnade as the key focal point linking the adjacent high street, pleasure gardens, promenade, beach and Coastal Path. The development will increase the amount of time and money that is spent in the resort, providing increased business activity and enterprise opportunities around a diversified visitor economy. Green spaces that are currently redundant or underutilised will be enhanced with new activities and events throughout the year to increase participation in arts, culture, heritage and sports as a fundamental driver for enhancing individual health and wellbeing within a safe, outdoors coastal environment

Alignment

The Project aligns with the Town Investment Plan in the following ways:

- Urban Regeneration, Planning & land use
- Connectivity

Timescales and Spend

- Proposed start on site in Spring 2021 (following planning consent in December 2020, and procurement of construction contracts Jan –March 2021).
- The existing concrete structure to be removed by March 2021 (under approved accelerated funds) to ensure shovel ready construction site for new development from April 2021.
- Onsite works completed and new facilities to be available from Easter 2022.
- The current cost plan, having completed all detailed design works to RIBA Stage 4 through national construction procurement frameworks, is £6,855,118.00
- The ask of the Towns Fund is £4.2million.
- The balance will be provided by East Lindsey District Council

LINKS TO OTHER PROJECTS

Urban
Regeneration

High Street
Package and
Mobi-Hub



Skills

Campus for
Future Living



Arts, Culture
and Heritage

Leisure and
Learning Centre



Arts, Culture,
Heritage

National Trust

COLONNADE AT SUTTON ON SEA

PROJECT RATIONALE THEORY OF CHANGE

Activities

- The renewal of the Colonnade and Pleasure Gardens as a gateway visitor attraction and central community facility on the East Coast;
- The installation of new modern, focal point architecture and associated facilities to support increased employment and diversification of the visitor economy within the Mablethorpe catchment;
- The development and promotion of cycling, walking, heritage, arts and events as a driver for increased footfall, dwell time and expenditure in the resort (ensuring links to the LEP's investment into the new cycleway at Sandilands).
- Increased participation in outdoor recreation and leisure within a safe coastal environment to enhance health outcomes for a wide range of audiences.

Outcomes

- Enhanced townscape that is more accessible to residents, visitors and businesses
- Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
- Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians
- New business opportunities for providing food and drink and art/retail offer.

Indicators

- Perceptions of the place by residents/businesses/visitors
- Number of visitors to arts, cultural and heritage events and venues

Long-term Goals

- Increased investor confidence in Mablethorpe area
- Increased national recognition of the East Coast of Lincolnshire as offering a trail of linked visitor attractions based around active outdoors and renewed investment in the built environment;
- Increased footfall and value of visitor expenditure drawn into the local economy;
- Increased health of local residents;
- Increased business rates;
- Renewed sense of community pride in the local built environment and increased awareness/celebration of local heritage.

CAMPUS FOR FUTURE LIVING

PROJECT DESCRIPTION

Improving the health and wellbeing of our people will directly support economic prosperity in Mablethorpe. The Campus for Future Living responds directly and proactively to economic growth constraints in Mablethorpe: skills, health, education and opportunity. This centre will provide a base for the development and testing of medi-tech applications, continuing professional development of clinicians, and both clinical and non-clinical medical placements linked to the Medical School at the University of Lincoln, the training and development of care entrepreneurs (self-employed carer network) and a social enterprise café. Led by a coalition of local, regional national partners, the development of the Campus for Future Living will position Mablethorpe as the centre of a new cluster of health and care related jobs and businesses and draw in the support of Nottingham Trent

and Lincoln Universities. Health Education England and the National Centre for Rural Health and Care have both committed to work with this site as a national test bed along with other local, regional and national partners.

It has already inspired enthusiasm, excitement and commitment locally, regionally and nationally - leading to opportunities for academic research, funding bids and wider opportunities to pilot new ways of working, based in Mablethorpe. As a beacon for change and a system wide opportunity to turn challenges and weaknesses facing our place into nationally significant strengths, the Campus for Future Living will have local relevance and impact, and national reach and influence.

It will :

- Provide a pipeline of high quality jobs and investment into Mablethorpe, diversifying its employment structure
- Be an attractive proposition for people wanting to start or develop their career (or business) in health and care in a rural location
- Support people to live independently for longer
- Be a nationally significant centre for piloting best practice in rural settings, particularly focussed on e-medicine
- Provide a sought after base for cooperation between professionals in health and care
- Enable recognition of the Lincolnshire coast as a national exemplar



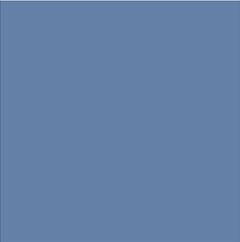
CAMPUS FOR FUTURE LIVING

Project Details	
Initial Condition for Change:	Nationally significant health inequalities and the opportunity to develop Mablethorpe as a test bed for future economic development in the context of health.
Theory of Change	Consistent within feedback from residents, community groups, businesses and stakeholders - the themes of health, skills, education and opportunity are strong. Community engagement has revealed the extent and impact of difficulties attracting, recruiting health and social care professionals to live and work locally. We know that there are significant and disproportionate health and deprivation inequalities. Mablethorpe has the highest levels of limiting long term illness/disability in the country and residents living in Mablethorpe have the lowest life expectancy in the region critically, fewer healthy years.
Alignment	This project has stimulated a very deep range of policy connectivities, over an above all three themes within the Towns Fund namely: connectivity – in terms of its e-medicine agenda, skills and enterprise – in terms of its role as a training and development centre for clinical skills and clinical businesses and urban regeneration – in terms of its contribution to the development of an integrated health and well-being themed quarter in Mablethorpe. To due justice to the prodigious level of partnership established by the Centre we have included a more detailed breakdown of partnership connections on the next page.
Timescales and Spend	<p>Planning consent 2020/21</p> <p>Start on site (contract let) – early 2021/22</p> <p>12month build period – centre handed over early 2022/23</p> <p>Deliver and outreach begins – 2022/23</p> <p>Towns Fund Ask: £6,300,000</p>

LINKS TO OTHER PROJECTS

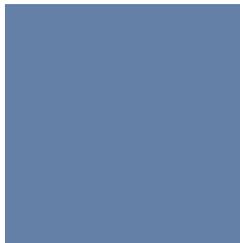


Leisure and Learning Centre Mablethorpe



Technology
Mobi-hub

Skills
National Trust at Sandilands



Skills
Skegness Learning Campus



CAMPUS FOR FUTURE LIVING

PROJECT RATIONALE THEORY OF CHANGE

Activities

- Attract high quality jobs and investment
- Attractive proposition for people wanting to start or develop their career
- Health care professionals
- Support people to live independently for longer
- Be a national centre for piloting best practice in rural settings, particularly focussed on e-medicine
- Provide a location for developing, manufacturing and testing new technology
- Provide a base for cooperation and multidisciplinary training, development and working between service providers in health and care
- Lead to recognition of the Lincolnshire coast as a national exemplar
- Increase service provision and be a pathway for training, development and employment
- Academic research and the development, testing, manufacturing and application of technology present a significant and exciting opportunity

Outcomes

- Increased utilisation of digital channels, by businesses, to access and/or supply goods and services
- Increased share of young people and adults who have relevant skills for employment and entrepreneurship
- Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces
- Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces

Indicators

- Internet access and usage by businesses
- Perceptions of the place by businesses
- Number of people who work remotely at least some of the time
- Perceptions of the place by residents/businesses/visitors
- Land values
- Perceptions of the place by residents/visitors
- Number of learners assisted
- % of learners gaining relevant experience/being 'job ready' (as assessed by employers)
- % of working-age population with qualifications
- Business counts
- Number of enterprises utilising high quality, affordable and sustainable commercial spaces
- Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces

Long-term Goals

- Improved pride of place in area
- Increased investor confidence in town centre
- National recognition of the East Coast of Lincolnshire as an exemplar in rural and coastal health
- National testbed
- Attraction of multidisciplinary workforce
- Renewed sense of community pride
- Increased aspirations and opportunities for local people

LEISURE AND LEARNING HUB

PROJECT DESCRIPTION

The project will deliver the construction of new purpose built leisure centre and digital learning complex on the site of the current Station Sports Centre in Mablethorpe. It will involve the construction of a new modern 3,000m² purpose built centre with greater visibility and high street frontage on a gateway site into Mablethorpe. The following elements form the basis of the Centre offer:

- Health & fitness, consisting of:
 - Traditional gym
 - Assisted exercise
 - Studio spaces
- Day Spa
- Food and beverage
- Adventure play and climbing
- Teaching / Hydrotherapy Pool

Following further consultation on local community needs through the Towns Fund, the design has been extended to incorporate the introduction of wet side provision (swimming pool) and additional training and educational space to accommodate new digital and remote based learning opportunities within the building. The redeveloped scheme will include additional meeting/trading spaces to enhance community wellbeing and generate renewed interest and footfall into the adjacent high street, in support of other local businesses and associated employment opportunities.



LEISURE AND LEARNING HUB

Project Details	
Theory of Change	<p>Initial Condition for Change:</p> <p>The project directly addresses the fundamental and overriding deprivation challenges for many local residents in Mablethorpe by enabling them to increase participation in health and leisure activities through the provision of enhanced facilities. This will not only enhance the physical wellbeing and mental health of participants, but also significantly increase the opportunities for those of working age undertaking more exercise and learning in the town to also gain better access to local employment opportunities.</p>
Alignment	<p>The Project aligns with the Town Investment Plan in the following ways:</p> <ul style="list-style-type: none"> • Urban Regeneration, Planning & land use • Skills and Enterprise infrastructure
Timescales and Spend	<ul style="list-style-type: none"> • Proposed start following Town Investment Plan sign-off with launch of grant scheme and progressing of 1st year projects with already-identified interested owners to encourage early uptake. • Public realm park and garden works forecast to commence in year 2 of delivery. • A schedule of buildings and scope of works for each property have been prepared with outline costings developed by architect and QS with background in historic building regeneration schemes. • Total project costs are forecast at £2,026,903 • Town deal funding requested - £1,722,867

LINKS TO OTHER PROJECTS

Landmarks and parks
Colonnade & National Trust

Skills
Skegness Campus
Future Education Campus and Future Living

Arts, Culture, Heritage
Community centres, sports facilities, museum, arts, venues, theatres, libraries

Colonnade and National Trust

LEISURE AND LEARNING HUB

PROJECT RATIONALE THEORY OF CHANGE

Activities

- The renewal of the Station Sports site to provide new purpose built leisure facilities to enhance physical and mental wellbeing within the Mablethorpe catchment
- The location and redevelopment of the site will be designed to maximise the building frontage and elevations on a gateway site into the adjacent High Street which will benefit from increased footfall to the new facilities
- Additional commercial space within the Centre will provide new employment and business opportunities within the town
- The new build will also provide a digital inclusion learning centre to enable local learners of all ages to access distance learning courses and improve their employability and life skills and associated career prospects. The project will be complemented by the existing Mablethorpe Business Centre on the Golf Road Industrial Estate, which provides low cost managed workspace accommodation for spin off businesses arising out of the additional learning opportunities provided within the Leisure and Learning complex.

Outcomes

- Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
- Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
- Increased share of young people and adults who have relevant skills for employment and entrepreneurship
- Business counts
- Number of enterprises utilising high quality, affordable and sustainable commercial spaces
- Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces
- Business births, deaths and survival rates
- Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians

Indicators

- Number of visitors to arts, cultural and heritage events and venues
- Perceptions of the place by residents/businesses/visitors
- Number of new learners assisted
- % of learners gaining relevant experience/being 'job ready' (as assessed by employers)
- % of working-age population with qualification

Long-term Goals

- The project supports the intention of the Connected Coast Transformation Plan to reduce the number of people with poor health outcomes on the Coast, particularly in relation to increasing levels of economic activity. As well as providing direct additional employment opportunities in the leisure sector, the digital learning aspects will also seek to increase the number of skilled workers in the town by increasing local training and skills development opportunities.

MOBI-HUB

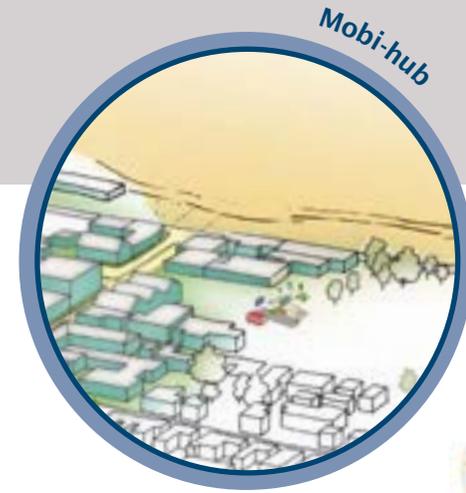
PROJECT DESCRIPTION

Mobility hubs are gaining traction across the UK. CoMoUK guidance defines mobility hubs as “a recognisable place with an offer of different and connected transport modes supplemented with enhanced facilities and information features.” The concept continues to evolve beyond mobility to integrate economic and community activities. This increases accessibility to services, reducing the number and length of journeys while providing more choice when travel is necessary. the hub Improvement Plan.

The Mablethorpe Mobility Hub will help meet the town’s challenges of an ageing population, low incomes, limited services and poor outward connectivity through the provision of a new multi-modal and multi-functional mobility facility at the heart of the town. It will be a year-round facility, tailored to the specific needs of both residents and visitors, and closely linked to the other projects in the Town. The outline proposal for the hub will include the following elements, subject to refinement through community engagement:

- Hub building: community transport office/travel centre; retail, learning, healthcare and commercial space as well as a flexible multifunctional community/commercial space; delivery lockers; community outlet with shared co-working space; and a cycle hub with cycle hire, repair stand, changing facilities, toilets, showers and lockers. The building will use sustainable construction, operation and power.

- Mobility services and infrastructure: new bus/coach interchange with a waiting area and seating, served by scheduled bus services, the Call Connect Demand Responsive Transport (DRT) and coaches (including coach parking); mobility scooter hire, waiting spaces for taxis, ride-hailing and ride-sharing; and space for two car club vehicles. Traveller facilities including a digital information point, real-time information and Wifi. Depending on the site chosen, there may also be an improved parking offer for both residents and visitors.
- The hub will drive the town’s development in new and e-mobility through electric vehicle charging points and providing flexible space for mobility innovation to enable new offerings to be tested and trialled in a small town setting.
- Placemaking: improved and inclusive public realm with green and blue infrastructure, community garden and public art; and improved pedestrian environment with wayfinding, pedestrian crossings and traffic management.



MOBI-HUB

Project Details (Mobi-Hub)

Initial Condition for Change:

Theory of Change

Initial Condition for Change: The Mobi-Hub aims to both help people access Mablethorpe and Sutton on Sea more effectively and direct them around a repurposed High Street offer. The transport component recognises that the town is inaccessible. It will overcome that challenge through the provision of an integrated new transport hub. This hub will also comprise small trading opportunities for micro-businesses and outreach opportunities connected with learning providers. This approach responds to the particular challenges and opportunities of connecting creating new enterprise and learning opportunities in the area for a disconnected and challenges community in terms of travel. It will create a triple win of better connecting people, providing new business opportunities to support them through the process and bringing learning opportunities to them at their place of travel.

In terms of the High Street component, the project begins from the baseline of a town centre that despite its prominent location, is widely acknowledged to have seen better days; having been blighted in recent decades by a proliferation of uncontrolled signage and development. At its core the area has many buildings of historic value and which could be made more attractive and inviting and there is a growing appetite to see this brought to the fore. This intervention has the potential to make the town centre more attractive, less cluttered and more coherent, to the benefit of locals and visitors and to the wider economy. The project supports the intention of the Connected Coast Transformation Plan to maximise the potential of the local area's significant environmental and heritage assets. Furthermore, it has the potential to change perceptions of the town and town centre and engender a sense of pride in the town's history and its future.

Alignment

The Project aligns with the Town Investment Plan themes:

- Local transport (improved public realm, crossings, pedestrian and traffic flow) and better connectivity and access for the community
- Skills – providing learning outreach facilities for the local community
- Regeneration, planning and land use
- Arts, Culture and Heritage
- Enterprise infrastructure (will bring vacant and upper floors of commercial buildings back into use)

Timescales and Spend

- Concept design development with community engagement - complete by Q1 2021
- Market engagement on potential commercial elements of the project - complete by Q2 2021
- Feasibility design development including operational and resource models - complete by Q4 2021
- Outline Business case development and funding approval - complete by Q1 2022
- Preliminary design development - complete by Q3 2022
- Land assembly - complete by Q4 2022
- Statutory procedures including planning permission - complete by Q3 2023
- Procurement - complete by Q4 2023
- Full business case development - complete by Q1 2024
- Detailed design - complete Q2 2024
- Construction - commences Q4 2024
- Total project costs are forecast at £4,000,000
- Town deal funding requested - £3,277,133

MABLETHORPE TOWN CENTRE TRANSFORMATION (PART OF THE MOBI-HUB)



MABLETHORPE TOWN CENTRE TRANSFORMATION (PART OF THE MOBI-HUB)

Project Details (Town Centre Transformation)	
Theory of Change	<p>Initial Condition for Change:</p> <p>The project begins from the baseline of a town centre that despite its prominent location, is widely acknowledged to have seen better days; having been blighted in recent decades by a proliferation of uncontrolled signage and development. At its core the area has many buildings of historic value and which could be made more attractive and inviting and there is a growing appetite to see this brought to the fore.</p> <p>This intervention has the potential to make the town centre more attractive, less cluttered and more coherent, to the benefit of locals and visitors and to the wider economy. The project supports the intention of the Connected Coast Transformation Plan to maximise the potential of the local area's significant environmental and heritage assets. Furthermore, it has the potential to change perceptions of the town and town centre and engender a sense of pride in the town's history and its future.</p>
Alignment	<p>The Project aligns with the Town Investment Plan themes:</p> <ul style="list-style-type: none"> • Local transport (improved public realm, crossings, pedestrian and traffic flow) • Regeneration, planning and land use • Arts, Culture and Heritage • Enterprise infrastructure (will bring vacant and upper floors of commercial buildings back into use)
Timescales and Spend	<ul style="list-style-type: none"> • Proposed start following Town Investment Plan sign-off with launch of grant scheme and progressing of 1st year projects with already-identified interested owners to encourage early uptake. • Public realm park and garden works forecast to commence in year 2 of delivery. • A schedule of buildings and scope of works for each property have been prepared with outline costings developed by architect and QS with background in historic building regeneration schemes. • Total project costs are forecast at £2,026,903 • Town deal funding requested - £1,722,867

LINKS TO OTHER PROJECTS

Linkages to Other Projects

Landmarks and parks

Colonnade and National Trust



Arts, Culture, Heritage

Community centres, sports facilities, museum, arts, venues, theatres, libraries

Urban Regeneration

MABLETHORPE TOWN CENTRE TRANSFORMATION (PART OF THE MOBI-HUB)

PROJECT RATIONALE THEORY OF CHANGE

Activities

- Heritage Lincolnshire, the county's foremost heritage-led regeneration charity with vast experience of successfully running similar schemes, will work hand-in-glove with East Lindsey District Council and property owners to manage the scheme and ensure its success.
- A programme of shopfront and building repairs to buildings in the core town centre area will see repairs to buildings, better signage and shopfronts installed and improved attractiveness of the town centre.
- Removal of inappropriate street clutter and public realm enhancements will improve public areas.
- East Lindsey District Council will assemble the land and create a new transport interchange. It will provide
- travel, learning and enterprise opportunities in an integrated way.

Outcomes

- Enhanced town centre that is more attractive and more accessible to residents, businesses and visitors.
- Stimulate private business and entrepreneurship to the High Street
- More people accessing learning, employment and learning opportunities

Indicators

- Perceptions of the place by residents/businesses/visitors
- Land values
- More frequent bus services and infrastructure upgrades
- New and upgraded cycling and walking opportunities
- Increase in the amount of high quality commercial floorpace

Long-term Goals

- Improved pride of place in area
- Increased investor confidence in town centre
- Increased national recognition of the East Coast of Lincolnshire as offering a trail of linked visitor attractions based around renewed investment in the built environment;
- Increased footfall and value of visitor expenditure drawn into the local economy;
- Increased business rates;
- Renewed sense of community pride in the local built environment and increased awareness/celebration of local heritage.

NATIONAL TRUST, SANDILANDS

PROJECT DESCRIPTION

The National Trust purchased the former Sandilands clubhouse and golf course in March 2020, with a commitment to transform it into a nature reserve and visitor centre.

The centre will be an accessible, eco-friendly and sustainable Visitor Hub to explore the Sandilands Nature Reserve and coast. It will provide a flexible space with a local Food & Beverage offer, toilet and changing facilities, along with a visitor reception. This will enhance the townscape, which will become more attractive for residents and visitors. This project will open up opportunities for employment and volunteering with on-site Ranger and Property teams. This will increase the skills and knowledge of local residents with an interest in conservation, land management and habitat creation.



NATIONAL TRUST, SANDILANDS

Project Details	
Theory of Change	<p>Initial Condition for Change:</p> <p>The Town Investment Plan recognises the need to improve the visitor offer on the Connected Coast to help promote season extension and promote higher value, year round tourism premised on a sustainable environment and Coast.</p>
Alignment	<p>The Project aligns with the Town Investment Plan themes:</p> <ul style="list-style-type: none"> Local transport (improved public realm and a new green corridor access to Mablethorpe from one its foremost attractions) Regeneration, planning and land use Arts, Culture and Heritage
Timescales and Spend	<ul style="list-style-type: none"> The key activities and milestones are: October to Feb 2021 Business Case Development March to November 2021 Design and Planning December 2021 to July 2022 Construction July 2022 Open to public The total project cost is £4,900,000, with £2,000,000 secured through the National Trust and proposed funding bids/asset transfer of £900,000. The Towns' Fund ask is £2,000,000.

LINKS TO OTHER PROJECTS

Linkages to Other Projects

Community Centres, Sports Facilities

Skills

Campus for Future Living

Arts, Culture, Heritage

Mobi-Hub

NATIONAL TRUST, SANDILANDS

PROJECT RATIONALE THEORY OF CHANGE

Activities

- Promoting green and active recreation which engages with nature is a key component of this, which the Sandilands Visitor Centre will support by providing a gateway to access substantial new areas of nature reserve which link up existing natural assets and the wider Coast. The Centre will also promote health and wellbeing, recognised in the theory of change as a major challenge for the Mablethorpe community, by providing opportunities for mental and physical health improvements through access to nature and active recreational opportunities. The provision of volunteering and skills opportunities will also improve the wellbeing of local community members, addressing issues of low skills, low aspirations and need for engagement in Mablethorpe's community. The Centre will act as a hub for cycling and walking on the Coast, linking to other hubs in Mablethorpe, e.g. at the Colonnade, and further south e.g. the North Sea Observatory. This will create opportunities for circular walks, enabled by the linked car park development at the Sandilands Visitor Centre. This will further enhance the options for active recreation to improve health outcomes, with the National Trust's plans for the Centre and adjacent reserve including ramps and boards walks to make the site accessible to those with limited mobility.

Outcomes

- Enhanced townscape that is more accessible to residents, visitors and businesses
- Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access

Indicators

- Perceptions of the place by residents/businesses/visitors
- Number of visitors to arts, cultural and heritage events and venues

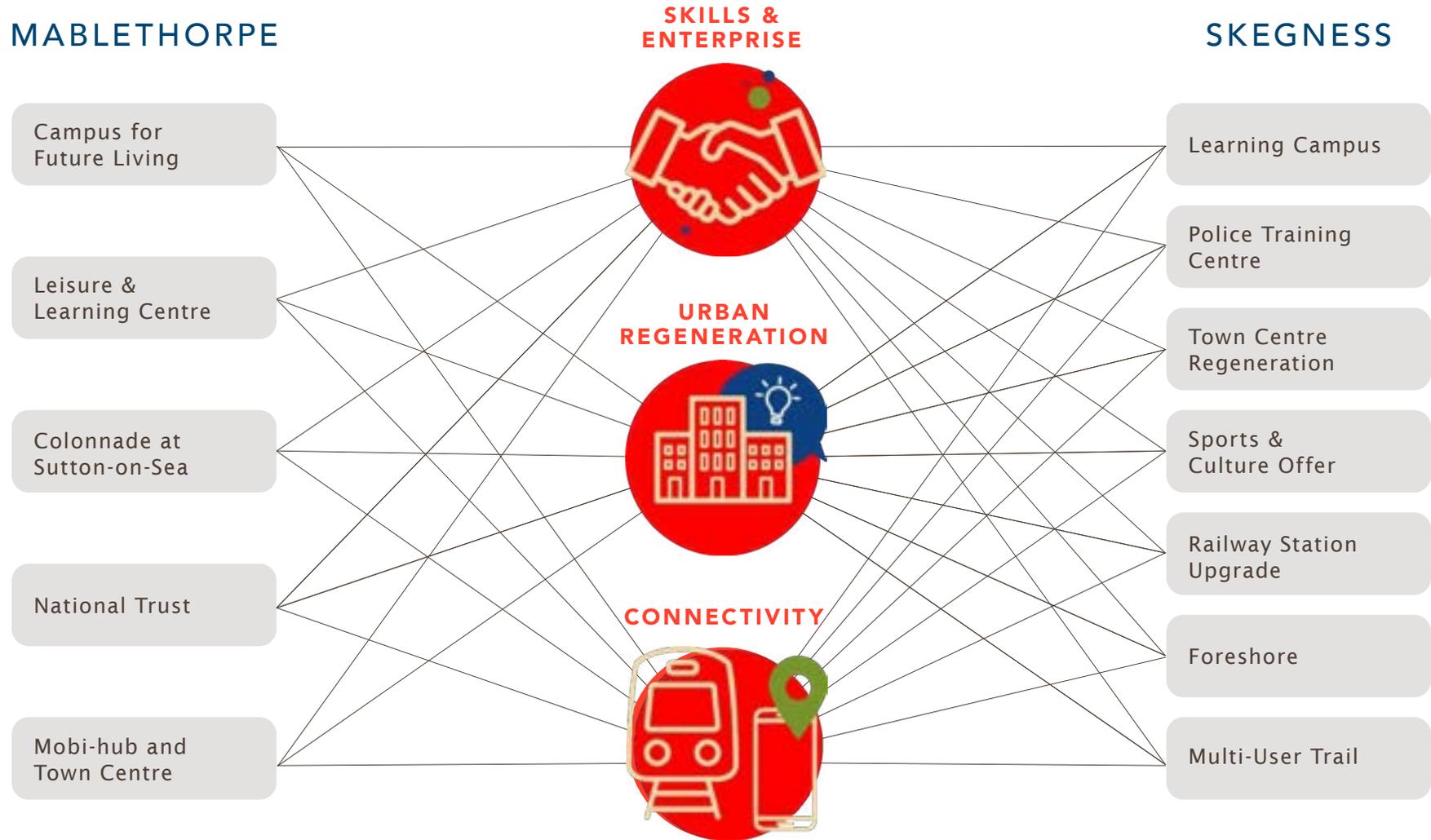
Long-term Goals

- Increased investor confidence in Mablethorpe area
- Increased national recognition of the East Coast of Lincolnshire as offering a trail of linked visitor attractions based around active outdoors and renewed investment in the built environment;
- Increased footfall and value of visitor expenditure drawn into the local economy;
- Increased health of local residents;
- Increased business rates;
- Renewed sense of community pride in the local built environment and increased awareness/celebration of local heritage.

PROJECTS

03 CONNECTIVITY

Whilst this Town Investment Plan relates specifically to Mablethorpe 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.



ENGAGEMENT

01 STAKEHOLDER ENGAGEMENT STRATEGY

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 (PRG'S) (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 PRG's selecting public sector chairs and the Board being private sector led. The mechanisms were set up with the PRG's 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 PRG's 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 PRG's. 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.



ENGAGEMENT

02 APPROACH

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 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 'storyboards' 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 identification of a new dentist provision, refinement in detail of the Mobi-hub project taking into account the views of the PRG, detailed consideration of the most appropriate location of the Leisure and Learning Centre, development of a wider health research programme working with the Institute of Rural Health at the University of Lincoln, linking local peoples aspirations for health and well-being to the new opportunities to access funding for 'green' social prescribing and an enhanced dialogue with the EA pertinent to the flood risk associated with each of the projects.

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



Launch Event
Meetings with councils, LEP and public/private organisations.

National Events
Key topics presented by sector experts.

My Town Portal
Online UK Government suggestion board, public suggestions for Mablethorpe.



Media Coverage
Sharing plans, blog insights and news updates.

Community Engagement
On-site discussions and interviews with locals, businesses, investors and developers.

Education Providers Meetings
Working groups with local and regional education partners.



Place Reference Group
Regular local stakeholder meetings and workshops to discuss projects.

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

ENGAGEMENT

03 STAKEHOLDER THEMES

What people told us

Our work to engage with public views, through the MyTown website analysis, the Place Reference Group for Mablethorpe and through 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. People told us:

- Enhance its health outcomes – this is the logic underpinning our proposals for a new Campus for Future Living and generating better health outcomes for its population through using the natural assets on the coast through our cycling and walking programme.
- Grow its economic resilience, through enterprise, particularly in the face of the Covid pandemic – which is the logic underpinning: creating new enterprise opportunities at the Campus for Future Living and through our High Street investment programme to stimulate investment in the high street and building its sports and cultural offer.
- Ensure it has a dynamic workforce – through addressing those most challenged in the labour market through our leisure and learning outreach programme, the creation of new care jobs linked to the Campus for Future Living and the enhancement of employment opportunities through our package of High Street investments.

- Strengthening 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 investment in the High Street and Colonnade. In the short term we are ensuring that the new High Street offer delivers on social distancing whilst supporting the economy.
- Good connectivity is core to a future proofed offer and our approach will address this through - investment in a new transport hub encompassing innovative approaches using electrical and autonomous vehicles, linked to a longer term transport strategy developed with the County Council. We will also build on other investments in broadband and 5G to promote enhanced digital capacity in the town as a core component of the Campus for Future Living, Leisure and Learning Centre and through our programme of capital investments in the repurposing of the High Street and the development of an enhanced natural coast visitor offer.



INTERNET

"I have a YouTube channel and it's something I'm really passionate about, the signal around here is not as good as it should be for starters. The internet always cuts in and out."

- Sam Bradshaw



LEISURE

"What I'd like to see in the area, and I think I speak for many people when I say this, is that we'd like to see an indoor swimming pool."

- Chris Lilley



OFFERING

"I wouldn't like to see too much change when it came to that traditional seaside offer, because it's popular and people love it. But I'd like to see additional offers that mean an all-year-round economy"

- Helen Matthews



MY TOWN PORTAL RESPONSES

EDUCATION

"Allied to investment in education & training tailored to the digital sector, there is the potential for a Mablethorpe 'Silicon Valley'."

- Chris

TRANSPORT

"Introduce a railway to connect Mablethorpe. This would enable local residents, bring in tourists and help reduce emissions from other transport"

— Jez

HEALTH

"We also need better health facilities with more community responders and access to dentist within Mablethorpe instead of travelling to other towns."

- Andrew

ACTIVITIES

"There are too many amusement arcades and not enough free activities for families."

- Andrea

See more responses at:
mytown.communities.gov.uk/town/mablethorpe/

DELIVERY

01 DELIVERY TABLE OVERVIEW

An overall assessment of the GVA delivered by each of the projects within the Mablethorpe Town Investment Plan used to calculate the above Benefit Cost Ratios over a five year period identifies a provisional impact figure of: £79,380,117. Using recent local authority level GVA per head figures (2016) for East Lindsey we can infer this equates to 4920 jobs over 5 years and taken as a flat profile over the period concerns would equate to 983 jobs per year.

RANK	1. Sutton on Sea Colonnade	2. Campus for Future Living	3. National Trust	4. Leisure and Learning Centre	5. Town Centre (Mobi-Hub)	5. MOBI-HUB	TOTALS
Overall Assessment Score	96%	92%	84%	84%	82%	82%	
Towns Specific Criteria	96%	100%	92%	96%	84%	84%	
HMT Green Book Appraisal Criteria	96%	84%	76%	72%	80%	80%	
BCR	1.57	3.87	1.65	1.87	2.26	2.26	
Match £	2,655,118	1,200,000	2,900,000	5,762,486	304,036	722,867	13,544,507
Total cost £	6,855,118	7,500,000	4,900,000	13,262,486	2,026,903	4,000,000	38,544,507
Increase in capacity and accessibility to new digital skills facilities. Numbers accessing facility p.a.		500					500
Increased collaboration with employers resulting in number of emergent projects per year			100				100
Increase in the amount of incubation and shared innovation facilities by metre sq		1100					1,100
Business facilities attracting number of new businesses to the area per year			1				1
New community hubs, spaces where this linked to local inclusive growth	1	1					2
New jobs created		90		183	214		487
Businesses Assisted to Improve Performance					35		35
New Learners Assisted		500	60	500			1,060
New Businesses Created	15	150					165
Increased Footfall	45000		2000		9000	45000	101,000
Properties Improved and Repaired					35		35
Shared Workspace and Innovation Facilities		1					1
Enterprises Using Affordable Commercial Space	15						15
More frequent bus services or infrastructure						1	1
Time Scales	2021-22	2021-25	2021-24	2021-25	2021-24	2021-2024	
Lead Agency	ELDC	ELDC/ Lincolnshire STP	National Trust	ELDC	Heritage Lincolnshire	ELDC	

Economic Impact Assessment Tool (see appendix J): Carney Green consultants were commissioned by West Lindsey District Council to provide an economic assessment tool. This has now been used in a number of settings more widely in Lincolnshire. We have used this tool to provide the indicative Benefit Cost Ratios for each project in terms of the conversion of capital spend and development footprints into GVA and jobs. In our workings which are visible at the bottom of each project proforma we have included the additional information and valuation sources used to extend this analysis on a project by project basis where appropriate.

DELIVERY

02(A) ALIGNMENT

We set out below key themes which have informed and align with the development of the Towns Investment Plan. They complement the key strategies which have informed our thinking and are referenced in 04 Projects.



House of Lords Select Committee

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 problems in a locality—that is supported by local leaders and grounded in each town’s unique assets”.

Local Enterprise Partnership

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 that seeks to deliver a sustainable natural coastal environment providing high quality facilities for communities and visitors, improvements for wildlife and contributing to a healthy local economy.

Environment Plan

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 Environment Bill (2020) will set targets in these key areas.

Visitor Economy

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

DELIVERY

02(B) ALIGNMENT

Transport Strategy

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. The model assesses theoretical traffic movements around its study area, based upon counts/mobile origin and destination 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.

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

Theddlethorpe

The former Conoco gas distribution site on the edge of the Towns Fund area has significant scope for repurposing a large brownfield industrial site to complement the Local Enterprise Partnership's plans to embrace the growth opportunities in the renewable energy sector. As the rationale for this investment is further scoped and planned we will consider how best to manage the implementation of the programme to support the development of the initiative. Key areas of particular relevance will involve looking at connecting our skills, leisure and enterprise activities into the potential multiplier effects of the development of the site.



DELIVERY

03 COVID RECOVERY PLAN & CAPACITY

The Covid Recovery Plan, coordinated by Greater Lincolnshire LEP has influenced and will form an ongoing focus for the roll out of our proposals. Its sectoral focus on the visitor economy and health and care are both highly relevant to our plans:

Visitor Economy

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

Health and Care

- Priorities for Years 1-5:
- Deliver the Centre for Innovation in Rural Health, working with practitioners across Greater Lincolnshire to convert research into better health outcomes for all residents
- Pioneer new and innovative models of rural health delivery in partnership with the Centre for Ageing Better
- Work to build the workforce resilience of the sector in light of changing migration rules, starting with a review of early years and nursing home capacity and resilience
- Utilise Midlands Engine funding for mental health work with local companies in places, through an accessible website

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.”

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

DELIVERY

04 FUTURE DEVELOPMENT

The development of Mablethorpe 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.

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.

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 Coastfields expansion 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.

We 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 Mablethorpe the Towns Fund projects will be supported with a commitment from the NHS to help sustain the Centre for Future Living, the National Trust's development of a nature reserve with costs estimated at £500,000, the delivery of University of Lincoln mobility innovation projects and a multi £million investment by the Coastfields holiday park in a spa and improved access. The multi-agency partnership for the Centre for Future Living will also bid for health innovation projects to deliver nationally relevant projects in the transformation of health care.

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 Mablethorpe / 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 Campus for Future Living in Mablethorpe 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.

[For more information about our approach to ongoing involvement see appendix F for details of our engagement plan.](#)

END NOTES

- 1 Ministry of Housing Communities and Local Government - The English Indices of Deprivation 2019 (IoD2019) – Domains of Deprivation
- 2 Which local areas are most at risk in terms of impacts of coronavirus on employment? – Lockley A and Wallace- Stephens F, Royal Society of Arts, 26 April 2020
- 3 The effect of the COVID-19 pandemic on our towns and cities – Gregory M, Houghton J, Jennings W, Warren I, Centre for Towns, University of Southampton, 23 April 2020
- 4 Comparison of furloughed jobs data: May to July 2020 – Allmand G, Office for National Statistics, 25 September 2020
- 5 East Lindsey District Council Website - 9 October 2020: <https://www.e-lindsey.gov.uk/article/5142/Caravan-Sites>
- 6 Business Register and Employment Survey 2018 – Office for National Statistics
- 7 Ibid
- 8 Ministry of Housing Communities and Local Government - The English Indices of Deprivation 2019 (IoD2019) – Domains of Deprivation
- 9 Ibid
- 10 Bespoke data collated by Kim Barr - Neighbourhood Lead for Skegness and Coastal – Lincolnshire Community Health Services NHS Trust
- 11 Small Area Population Estimates – Office for National Statistics – 2019
- 12 Comparison of furloughed jobs data: May to July 2020 – Allmand G, Office for National Statistics, 25 September 2020
- 13 Ibid
- 14 Business Register and Employment Survey 2018 – Office for National Statistics
- 15 Ibid
- 16 Annual Survey of Hours and Earnings - Resident Analysis – 2019, Office for National Statistics
- 17 Ministry of Housing Communities and Local Government - The English Indices of Deprivation 2019 (IoD2019) – Domains of Deprivation
- 18 East Lindsey District Council Planning Portal – October 2020: <https://www.e-lindsey.gov.uk/article/6075/Search-View-and-Comment-on-Applications->

