



East Lindsey District Council

Skegness Masterplan Refresh

December 2018

FOCUS

Focus Offices

NOTTINGHAM

Focus House
Millennium Way West
Phoenix Business Park
Nottingham
NG8 6AS
Tel: 0115 976 5050
E-mail: enquiries@focus-consultants.com
Website: www.focus-consultants.co.uk

LEICESTER

Units 41 and 42
Business Box
3 Oswin Road
Braunstone
Leicester
LE3 1HR
Tel: 0116 275 8315
E-mail: leicesterenquiries@focus-consultants.com
Website: www.focus-consultants.co.uk

NEWARK

Newark Beacon
Beacon Hill Office Park
Cafferata Way
Newark
Nottinghamshire
NG24 2TN
Tel: 01636 233 117
E-mail: newarkenquiries@focus-consultants.com
Website: www.focus-consultants.co.uk

BOSTON

Focus House
Resolution Close
Endeavour Park
Boston
Lincolnshire
PE21 7TT
Tel: 01205 355 207
E-mail: bostonenquiries@focus-consultants.com
Website: www.focus-consultants.co.uk

LONDON

605 Elizabeth House
39 York Road
London
SE1 7NQ
Tel: 0203 096 9717
E-mail: londonenquiries@focus-consultants.com
Website: www.focus-consultants.co.uk

Client:

East Lindsey District Council
Room 112, Tedder Hall
Manby Park
Manby
Louth
Lincolnshire
LN11 8UP

Client Lead: Jon Burgess, Economic
Development Growth and Promotions Service
Tel: 01507 613117
Email: Jon.Burgess@e-lindsey.gov.uk

Prepared By:

Focus Consultants 2010 LLP
Focus House
Millennium Way West
Phoenix Business Park
Nottingham
NG8 6AS

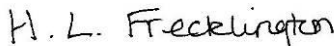
Focus Contact: Heather Frecklington, Partner
Tel: 0115 976 5050
Email: heather.frecklington@focus-consultants.com

Project: Skegness Foreshore

Document Title: Skegness Masterplan Refresh

Date: December 2018

Authorised By: Heather Frecklington, Partner

Signature: 

CONTENTS

	Page Nr
1.0 Introduction	2
Part One: Background and Context	4
Part Two: Masterplan Strategy and Priorities	48
Part Three: Next Steps	73

APPENDICES

- Appendix 1 - Innovative Seaside Visitor Attractions
- Appendix 2 - Bournemouth Beach Barbeque Guidelines
- Appendix 3 - Funding Review
- Appendix 4 - RIBA Stages

1.0 Introduction

In March 2018, Focus Consultants was appointed by East Lindsey District Council to “refresh the 2010 Skegness Foreshore Master Plan and provide an indicative design for the redevelopment of key sites along Skegness Foreshore to provide the basis for future funding bids and local partner investment.”

This is the task this report addresses through three parts:

Part One – Background and Context

This reviews all contextual issues that need to be absorbed by the Masterplan strategy and reflected in its priorities, namely:

- The history of the Foreshore
- Recent ELDC policy and key issues
- The Strategic Context - local and regional partnerships and their agreed agendas
- Contemporary issues affecting Seaside Towns in the UK
- Research on comparator towns and their key attractions
- Findings of bespoke consultation.

These are considered in turn to outline the findings that need to be taken into account in the setting of a refreshed strategy, to guide the priorities and the projects that will deliver this strategy. This is then taken forward in Part Two.

Part Two – Masterplan Strategy and Priorities

This takes forward the findings of Part One in a coherent framework that addresses all key issues revealed through five priorities:

- Priority One: improving the Foreshore offer
- Priority Two: opening up underused areas of the Foreshore
- Priority Three: private sector investment
- Priority Four: visitor welcome and experience
- Priority Five: seaside nostalgia.

The Strategy and Priorities section is fleshed out with the inclusion of key projects, where appropriate worked up and presented by Guy Taylor Associates Architects.

Part Three – Next Steps

This identifies the next phase of work required to take forward the Masterplan projects identified in Part Two and the likely level of cost involved.

Agreed Methodology

To address the brief the approach agreed between Focus Consultants and East Lindsey District Council for delivering the refresh of the Masterplan was broken down into two phases:

Phase A: Option Generation for Skegness Foreshore Development Sites

- Inception meeting to confirm brief, secure consultee details, any relevant background documents and agree milestones
- Identify a long list of potential options for the sites identified in the brief, based on client feedback, past experience and comparator work
- Undertake a high-level market assessment of the long list of options and start to prioritise the options
- Face to face and / or telephone consultation with stakeholders, depending on number, on the options
- Develop high level Masterplan covering uses, massing of buildings and connectivity
- Workshop with client to score and prioritise the project options
- Confirm priority projects and the strategic, economic, social and heritage rationale for the proposed intervention as appropriate
- Production of aspirational visuals and budget estimates
- Development of an indicative funding strategy for each project.

Phase B: Skegness Foreshore Design Code Structure

- Undertake comparator research, market analysis and quality benchmarking, consider market opportunities, for example around sustainability / renewables / recycling
- Prepare draft design code
- Prepare budget costings
- Update design code following client comment.

This agreed methodology was used throughout.



PART ONE:

BACKGROUND AND CONTEXT

PART ONE - BACKGROUND AND CONTEXT

Introduction: The original Skegness Foreshore Masterplan was produced in 2010 and has provided the framework for East Lindsey District Council to work with partners to enhance the area for local people and visitors alike. However, the social, political and economic situation of the Foreshore has shifted considerably since the original masterplan was unveiled, and so it is first necessary to understand these changes before reflecting and absorbing them into a refreshed version of the strategy. To achieve this Part One reviews all contextual issues that need to be absorbed by the Masterplan, namely:

- The history of the Foreshore
- Recent ELDC policy and key issues
- The Strategic Context - local and regional partnerships and their agreed agendas
- Contemporary issues affecting Seaside Towns in the UK
- Research on comparator towns and their key attractions
- Findings of bespoke consultation.

These are now considered in turn.

1.1 History of Skegness Foreshore

When Skegness was connected to the railway in 1873 the numbers of visitors increased rapidly.

Much of the town was owned by the Earl of Scarborough who saw the opportunity to meet the demands of the new summertime trade, and a new plan for the town was drawn up in 1868 by Civil Engineers Clarke and Pickwell, who went on to design and construct the pier. Through their work Skegness became a seaside resort, superimposed on the old village of 350 inhabitants, with a grid layout of wide, tree lined streets, parades, a new main shopping street and supporting amenities.

Work began in 1877 with the building of a sea wall of limestone blocks bought by rail from the Earl of Scarborough's Roche Abbey quarry. This was followed by the construction of the Grand Parade north and south and Lumley Road to replace the former High Street. Within the first five years the Pleasure Gardens, with bandstand and Pavilion, an indoor swimming bath and a pier one-third of a mile long had been built. The Pleasure Gardens were of particular distinction, created from a site used for storing coal landed by ships from Tyneside.

However, the glory of the newly created town was its pier - opened in 1881 by the Duke of Edinburgh it was then the fourth longest in Britain. In 1882 over the August Bank Holiday there were 20,000 visitors to the pier, the majority having arrived by train simply to 'walk the plank'. After this highlight it suffered a plentiful series of setbacks - in 1919 it was breached by the schooner Europa but was repaired and survived until 1978 when it was shattered in a storm, which spared the 1,000 seater theatre until 1985 when this too perished following a fire.

Attractions and events in Skegness at the end of the 19th Century included a cricket match between the Australian Touring Team and the "Skegness and Visitors XV" which the home team won by eight wickets.

A race meeting was held in 1882 on the sands opposite the Sea View Hotel, when 17 train excursions bought in race followers for the four events. Towards the end of the century a nine-hole golf links was laid out along the south dunes, opening in 1895. Five years later the Skegness Golf Club was renamed Seacroft Golf Club, and the course was extended to eighteen holes. A second links known as The North Shore opened in 1910 and the original club house, much enlarged, is now the North Shore Hotel.

At the turn of the 20th Century a number of new hotels had sprung up, of which the Seacroft Hydro was the biggest, renamed in 1921 as the Seacroft Hotel. Sea air had been recognised as having a recuperative influence long before John Hassall created his famous Jolly Fisherman poster for Skegness in 1908, and at the end of the 19th Century, many convalescent homes were erected, financed by wealthy benefactors or large companies for their employees - the Countess of Scarborough established one in Park Avenue for women only in the 1890's. The Derbyshire Miners Convalescent Home opened in 1928, adding a holiday camp in 1939 to give miners their very own 'Butlin's' until the contraction of the industry forced closure in 1989. Homes to provide seaside holidays for disadvantaged children from Nottingham and Derby were opened in the 1890's in Scarborough Avenue, Brunswick Drive and Roseberry Avenue but only that in Scarborough Avenue remains.

Following the end of the First World War, the Earl of Scarborough offered to sell the whole of the Foreshore to Skegness Urban District Council. The deal was completed in 1922 and included the beach, parades, Pleasure Gardens - now the Tower Gardens, Marine Gardens and the Sands Pavilion.

This saw a new surge in the growth of the town, the council's engineer, surveyor and architect Rowland Jenkins (1877-1952), who held office from 1912 until his death, masterminded a second remarkable phase in the development of the famous seaside resort. He introduced the Embassy Ballroom, bowling greens, tennis courts, a bathing pool, a boating lake, the Suncastle Solarium, a waterway, beach walks, a ruined castle and an expanse of rose gardens. Jenkins transformed the Foreshore into a huge pleasure park by the sea, sometimes incorporating ideas he bought back from walking tours of Italy and elsewhere on the continent. An example of this is the walk alongside the south boating lake, formerly known as the Axenstrasse which, with its ferroconcrete rustic rocks, fences, arches, pathways, shelters, bridges and castle ruin effect was designed to give at least a hint of the St Gothard area of the Swiss Alps. All combined with water, flowers, or lawns to form an attractive picture. The vision was assisted by government grants, made necessary as a result of the great financial depression of the 1920s and 1930s. The Unemployment Grants Committee made money available absorbing quite a large proportion of manpower in the area and allowing many families to avoid the hardships of living 'on the dole'.

The Esplanade was created following the construction of a sea wall along the high tide line, and the reclamation of land from the sands of the Foreshore. The 1906 OS map shows an area known as Marine Gardens planted with a shelter belt of hedges or trees and laid to lawn prior to the more extensive expansion of the Esplanade in the 1920s and 30s. It was during this time that Billy Butlin first visited Skegness with his hoopla stall which he had previously operated in Bristol and Olympia, London. He set up stall in 1925 on a site off North Parade known as The Jungle, close to where the County Hotel stands today.

The fairground was originally on the central beach, south of the pier, but after the First World War it was moved to the seaward side of North Parade, filling the space between the pier entrance and the figure 8 switchback at the Sea View end of the parade. Butlins amusements including model cars, a slide and a haunted house were on the other side of the road, an area which also accommodated a theatre and mini-zoo. The seaside of the parade was the main draw for crowds with racing games using small model race horses and Charlie Severn's Aerial Flight which, shown on the 1906 OS map, predated most of the other attractions.

This consisted of two parallel wire cables suspended between high wooden platforms. The flyer clutched an inverted handle above their head and swung themselves to and fro towards the far platform with a safety net to catch the numerous 'drop-outs'. There was a wooden studio where an artist drew portraits and sold his landscape paintings, a photo studio, a bowling alley with an Ariel motorcycle on show, a crystal maze, hall of mirrors and balloons for sale. There were roundabouts, helter skelter, swingboats, a rifle range, coconut shies and stalls selling ice cream.

Then, in 1929, a covenant relating to new building compelled the council to remove all temporary structures and give notice to all stall holders, although it allowed them to relocate to a new amusement park to be built on the other side of the pier. Billy Butlin offered to build and operate it for himself and the other occupiers and the council accepted. From here Butlin went from strength to strength as he adapted his various ventures including the first Dodgem bumper cars to be seen in Britain. North Parade was developed with permanent attractions and in 1930 the opposite side of the parade began to be built up with private hotels and, later, residential flats.

Throughout this development Jenkins never lost sight of the special importance of the clock tower. When the pier was finally lost to the sea in 1984 the clock tower assumed an even greater importance. Built in 1899 by Edmund Winter of Liverpool to mark Queen Victoria's Diamond Jubilee, it remains the town's most notable landmark.

The Foreshore development scheme was completed by 1939. The immediate post-war years saw holiday travel continuing but with emphasis changing from rail to road. New car parks had to be provided and much of the south Foreshore was eventually used for this purpose. At the start of the 21st Century, despite decades of change, Jenkins vision persists. Almost all the amenities he created for the Foreshore have survived, alongside his upgrading of the highways, sewerage and water supply at a time when Skegness was developing as a holiday town.

By the end of the 20th Century the most notable changes were the replacement of the big open-air swimming pool and the Embassy Ballroom. The Tower esplanade was revamped and the 1990s saw the completion of new sea defences, incorporating marine walks the full length of the seashore. The new defences and walks had little impact on Jenkins' landscape and likewise, new attractions in the form of Natureland and Seal Sanctuary (1965) and the Aquarium (2015) have also respected the earlier landscape features.

On 22 May 2006, the Fairy Dell, a feature of the esplanade gardens, was re-opened following a major refurbishment during which improvements were made to the pool including clean-filtered water and extra water features, but the majority of the basic hard landscaping of Jenkins design has been retained.

Summary – History

- The Foreshore has played a prominent role in the history of Skegness as a leading UK visitor attraction
- For 150 years it has generated social, economic and business benefits to the local economy
- Investment in Foreshore opportunities and infrastructure continues into the 21st Century.

1.2 Recent ELDC Policy and Key Issues

Following the history of the last 150 years this section describes in detail the recent 2010 Foreshore Masterplan, as well as improvement works undertaken since the Masterplan was published. It highlights all the current key parameters and constraints for future investment in the Foreshore.

1.2.1 The Masterplan

In 2010, Roger Tym and Partners was commissioned to undertake a master-planning study of Skegness Foreshore, to agree an updated land use framework for future regeneration and frame the development of Skegness as a 21st Century destination. The masterplan suggested that:

- The 'offer' was incoherent and lacked identity
- Core Foreshore markets were shrinking, but there was potential for new year-round leisure markets
- There was an opportunity to make better commercial use of strategic sites
- There was the need to improve access and connectivity, including town centre links
- The impact of the seasonal surge and dominance of the car needed to be reduced
- There need to be much greater use of beach, including visibility from the Foreshore
- There was a need to improve the marketing of the area
- There was a need to keep the core offer up to date and value for money high
- Every piece of land on the Foreshore had a role to play
- Primary retail would reduce competitiveness of town centre
- In depth consultation was required with local community.

The masterplan proposed a development framework based on four distinct activity zones - Beach, Amusement, Cultural / Leisure and Eco-Park - specifically intended to keep what was already working well at the Foreshore as well as develop new areas to attract a more diverse tourist audience.

Only primary retail and industrial uses were excluded, although it was acknowledged there were significant risks in pursuing any residential elements as part of a mixed-use scheme.

Consultation with residents, visitors, local businesses and public stakeholders showed broad support for the principles of the masterplan, but that the zoning of activities would be too restrictive in a marginal marketplace.

1.2.2 2012 Skegness Foreshore Improvements

The Masterplan confirmed that the Skegness Foreshore will increasingly not stand up to scrutiny by users or investors unless steps are taken to update the quality of the built environment, infrastructure and public realm.

Consequently, ELDC invested £460,000 in 2012 to improve the public environment along the Foreshore, following consultation with local partners, including Skegness Town Council. This was intended to lay the groundwork for future private investment by signalling that the Foreshore was well managed by the Council, and increasingly valued by residents, local businesses and visitors.

Since the publication of the Masterplan, there have also been a series of private sector investments along the Foreshore, including the new Skegness Aquarium and Excite Skate Park. A new Premier Inn and KFC are currently being built, due to open Easter 2019 and planning permission is in place for a new BMX park at the northern end of the Foreshore.

1.2.3 The Role of East Lindsey District Council

East Lindsey District Council's strategic ambition is to ensure 'increased choice in the visitor economy with an extended season'. The Council is committed to high quality year-round sustainable growth on Skegness Foreshore.

As the major landowner and Local Planning Authority, the Council has identified principles to guide potential development so that it responds well to its unique setting, supports renaissance in the existing built fabric, and respects the natural environment.

The Council will support well-designed, sustainable development which maintains and enhances the character of Skegness's Foreshore by:

- using the highest quality of materials and design so that the layout, scale, massing, height and density of proposals reflect the character of the surrounding area.
- retaining or incorporating buildings, features or characteristics, which are important to the quality of the local environment or its historic context.
- sustaining and enhancing the quality of the Foreshore's historic built environment, including the special architectural or historic interest setting of the Skegness Esplanade / Tower Gardens historic park and garden status and the listed Clock Tower, where proposals should demonstrate they are compatible including fabric, form, setting and use.
- incorporating roads, cycle-ways and footways that provide safe, attractive and convenient access to, and linkages between, Foreshore attractions, gardens and other community facilities, as well as the town centre.
- providing appropriate on-site landscaping to integrate the development into its wider surroundings and make appropriate provision for open space.

All proposals for new buildings / interventions need to take into account the safety and security of users both during the day and at night, and that of neighbouring residents if applicable. Additionally, all proposals should incorporate sustainable features and / or renewables and show how they can be adapted for future uses to become part of the built environment over many generations.

1.2.4 Key Design Principles

East Lindsey District Council expects all interventions / new development on the Foreshore to:

- realise the full potential of the Foreshore for the benefit of the town’s residents and visitors
- improve connections between parts of the Foreshore, and the Foreshore to the Town Centre
- be built on a strong economic / commercial case – achievable, deliverable and sustainable
- maintain and enhance the viability and vibrancy of the existing tourism market offer
- deliver an offer which attracts a diverse customer base throughout the year.

The following table summarises the Council’s objectives:

Objectives:	New schemes should:
1. Broadened offer	Develop the Foreshore’s offer in a way that leads to season extension and enhanced product appeal to a wider audience to ensure the Foreshore offers ‘something for everyone’
2. Improved Quality and Safety	Set the ‘quality agenda’ both in terms of design and leisure offer for both current and future commercial activity on the Foreshore. Interventions should design out crime and ant-social behaviour.
3. Enhanced Public Realm	Provide visual impact and amenity through-out the year. Promote the development of a key ‘attractor’ – a unique building that provides the Foreshore with a focal point.
4. Multiple Visits	Encourage multiple visits to the Foreshore through-out the year from both local residents and visitors (increasing spend).
5. Provision of Open Space	Compliment open space delivered through other developments or include multi-use space which will enhance the usability of the Foreshore for multiple activities.
6. Improved Access and Movement	Be designed in order to deliver ‘coherent space’, ‘sight lines’ and ‘intuitive movement’ – providing opportunities for both walking and cycling.
7. Realising the potential of the Foreshore’s Natural assets	Maximise the potential of the Foreshore’s natural assets such as the Beach, Gardens and Green Spaces.
8. Preserving and Enhancing the Grade II Listed Skegness Esplanade/ Tower gardens historic park and garden and listed Clock Tower	Ensuring that new development compliments the listed historic park and garden and Clock Tower including their settings

1.2.5 Development Constraints

Skegness Esplanade and Tower Gardens has been awarded Registered Park and Garden Status and is classed as Grade II Listed. Development should have regard to this heritage and demonstrate how it will preserve and enhance the asset.

As well as holiday amusements, the Council will support the following use classes on the Foreshore:

- A3 - Food and Drink
- C1 - Hotels and Hostels
- D1 - Non-Residential Institutions (d / e / g)
- D2 - Assembly and Leisure
- A1 - (non-food) retail only if it is ancillary to uses on the Foreshore, and it must demonstrate that any proposal would not affect the viability of the existing town centre.

Furthermore:

- All developments proposals should be cognisant of the need for a sterile strip between the beach and the Foreshore, a 9-metre gap between the sea wall and commercial development. In practice, the gap should be around 20m to ensure room for trade-out space and demonstrate that it will not cause harm to the associated sand dune habitat along the Foreshore.
- It is critical that any new development plans do not interfere with established sea defences on the easterly boundary of the Foreshore.
- There is potential for new developments to use the beach for the staging of events and / or delivery of activities.
- New developments should consider ways in which views of the beach and the sea beyond could be opened up and exploited from within the Foreshore and from the upper floors of buildings along Grand Parade.
- Development should protect views of the iconic listed Clock Tower and offer un-broken sightlines between the Clock Tower and the beach.
- The Foreshore incorporates areas with national wildlife designations. There are two Local Wildlife Sites and to the south is Gibraltar Point which is recognised as nationally and internationally important and designated as a Special Area of Conservation (SAC).

All proposals must have regard to these designations and demonstrate that they will not cause significant harm. There are no restrictive covenants which apply to development on Skegness's Foreshore.

Summary – Recent ELDC Policy

- To take forward the role of the Foreshore ELDC commissioned the 2010 Foreshore Masterplan by Roger Tym and Partners.
- The Masterplan proposed four distinct activity zones – Beach, Amusements, Cultural / Leisure and Eco Park – to keep what was already working well and develop new areas to attract more diverse audiences.
- Taking this forward ELDC invested £460,000 in 2012 to improve the public environment and lay the groundwork for private investment.
- As major landowners and the planning authority ELDC has identified principles to guide potential development so this respects the unique setting, supports renaissance and respects the natural environment.

1.3 Strategic Context – Local and Regional Partnerships and Their Agreed Agendas

After considering the position of East Lindsey District Council this section establishes the strategic context in which the proposals for Skegness Foreshore are being developed - at local, regional and national levels. Strategies which have been considered include economic regeneration, coastal management and tourism. This section also takes account of the changing context affecting UK seaside destinations.

1.3.1 East Lindsey District Council – Economic Action Plan: Supporting Growth for the Future (2018)

The Council is committed to regeneration and growth on both the coast and inland, striving for a healthy economy with a skilled workforce that has access to a range of sustainable job opportunities. Coastal communities are encouraged to thrive, remain attractive and be popular as visitor destinations.

The Council, working with its delivery partners in both the public and private sector, aims to ensure that coastal communities will be seen as good opportunities for investment because of secure water supply and coastal management, planning policy that supports growth and the environment, and a thriving visitor economy that benefits local communities and visitors alike.

The Plan commits to a Skegness Foreshore Improvement Plan, of which this report sets the context for, to review the assets of the Foreshore and set out aspirations for growth and development. The plan recognises the Foreshore is a main tourist attraction, and its improved vibrancy will attract more visitors and create more jobs.

1.3.2 East Lindsey District Council – Tourism Framework

The vision for the visitor economy in East Lindsey is an expansion of tourism and leisure activities, improvements to the visitor experience, extension of the tourism season, and a complementary relationship between the green, cultural, heritage and sporting offer and the strong traditional offer.

East Lindsey's tourism industry is valued at £653m (2017), an increase from £438.85m in 2009, employing around 8,500 people. To capitalise on the District's position as a leading visitor destination the Framework sets out a number of priorities:

- Deliver proactive targeted marketing activity to raise the profile of the Coast, and the Wolds, amongst new and existing visitor groups
- Deliver, and support the delivery of, capital projects that encourage the diversification of the sector
- Broaden the range of activities and events that encourage visitors to the area 12 months of the year
- Encourage businesses to invest in the visitor experience.

In particular, the Framework identifies examples of new visitor markets and mechanisms including wind sports, cycling, heritage and nature.

1.3.3 Greater Lincolnshire LEP (GLLEP) Strategic Economic Plan 2014-2030

The SEP identifies tourism as a strategic priority for Greater Lincolnshire and identifies where lead delivery partners will prioritise future resources to support the development of the tourism offer.

The GLLEP recognises Skegness as the 4th most popular tourist resort in the UK, supporting a key priority of the Plan to drive growth in sectors that offer a competitive advantage such as the visitor economy. The strategy notes *"there is potential to use our natural and cultural heritage to promote Greater Lincolnshire as a great place to live and visit"*. The visitor economy is worth over £1.9bn per annum to Greater Lincolnshire, supporting over 39,000 jobs and has long-term growth potential - more than 31 million people visited the region's attractions in 2015 and 8% of the region is employed in the visitor economy.

GLLEP's Economic Plan sets out five ambitions:

- to set the right conditions for growth
- to promote infrastructure that delivers sustained economic growth
- to ensure a successful mix of large multinational retailers and smaller niche shops
- to sustain growth in the strongest key sectors
- to be a UK leader in rural and coastal enterprise.

Greater Lincolnshire is also positioned to create 100,000 new homes by 2030 to meet the continued demand of a growing population.

1.3.4 Greater Lincolnshire LEP (GLLEP): Greater Lincolnshire Coastal Vision (2016)

The vision notes that Greater Lincolnshire's key strengths in agri-food and tourism are concentrated in coastal areas. The GLLEP aims to increase economic output by £2.5bn over the near 10 years, much of which will be centred on the coast.

The GLLEP has specific objectives for the coast, which faces many of its own challenges:

- To sustain and grow coastal businesses and the economy
- To sustain and develop coastal prosperity through infrastructure
- To protect and sustain the coastal environment.

The strategy for the visitor economy features future developments closely associated with seaside destinations, such as the £13m Butlin’s investment programme in Skegness, investment for the Skegness Countryside Business Park, a new visitor centre at Gibraltar Point and the Coastal Observatory. The growth of the visitor economy is intended to ensure that coastal towns and villages grow their economies, reducing unemployment and deprivation.

There is an acknowledged potential to improve skills, and access to skills in the visitor economy, and to deliver apprenticeships differently - so the main training section occurs during the closed season and the on-the-job training occurs during the peak season.

1.3.5 East Lindsey District Council – Core Strategy: Topic Paper: The Coast (Updated and Revised March 2017)

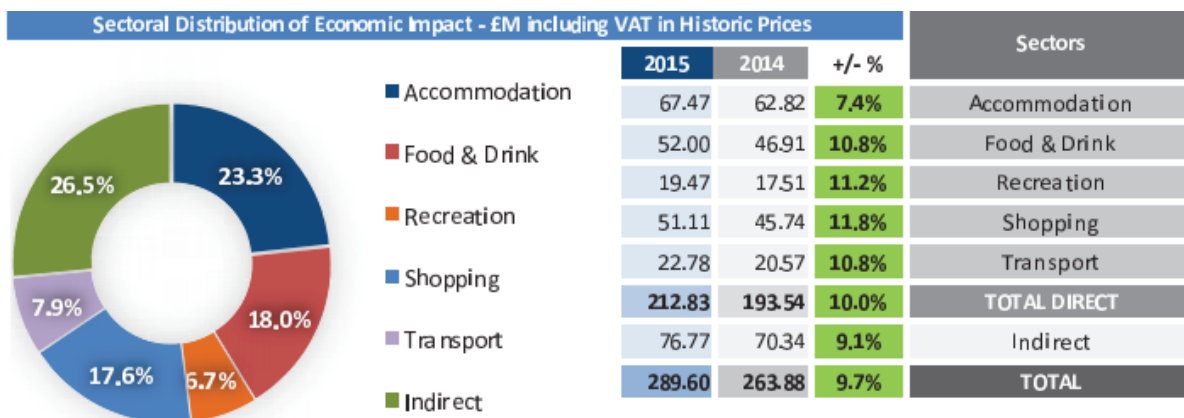
Chapter 10 – “Coastal East Lindsey” is the policy in the Core Strategy addressing coastal issues and Skegness is considered to be in the “Coastal Zone”, where the Council will support:

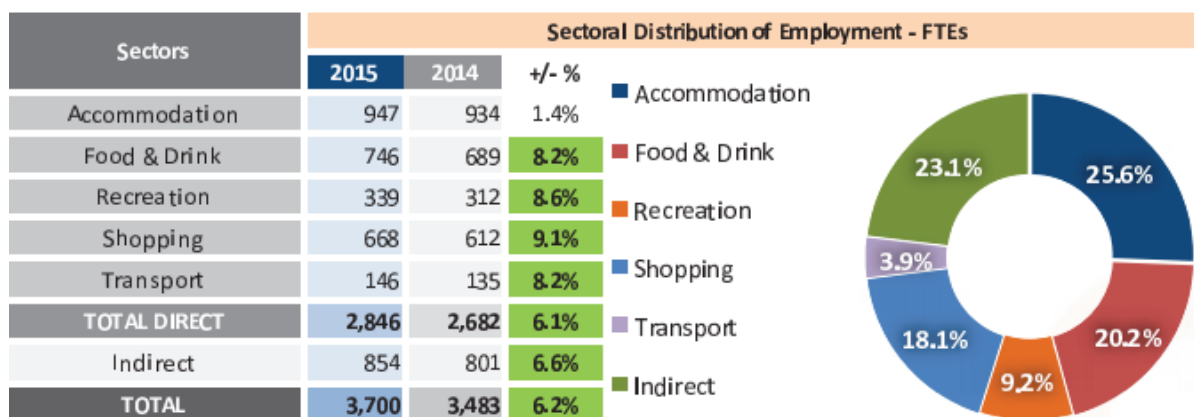
- bed and breakfast hotels to provide choice in addition to the caravan industry
- A Caravan Occupancy Period of 15th March to 31st October
- The visitor economy is defined as *“the heart of the coast in that they [Skegness, Mablethorpe and Sutton on Sea] attract thousands of tourists every year and form the backdrop to events both in the summer and winter”*.

1.3.6 East Lindsey District Council – STEAM Final Trend Report for 2013-2015: Skegness and Ingoldmells

This demonstrates that visitor numbers in all categories increased in Skegness and Ingoldmells between 2014 and 2015. The number of visitors increased by 9.2%, expenditure increased 10.0%, resulting in an improvement to economic impact by 9.7%. The report found that the number of FTEs (direct employment) increased by 6.1% to 2,846.

The Figures below illustrates the universal increases across all sectors in terms of overall economic impact as well as the distribution of employment.





The figures *above* reveal the increases in the 12 months prior to 2015. The figures *below* indicate the proportionate sectoral distribution of the overall economic impact and distribution of employment (FTEs). The graphs show that the vast majority (68.9%) of FTEs in Skegness and Ingoldmells are employed in accommodation, food and drink, or indirect employment. In terms of economic impact, indirect expenditure (26.5%) and accommodation (19.4%) substantiate a large portion of the impact.

Summary – Strategic Context

- Proactive plans to improve the Skegness Foreshore take forward the findings of major local and regional economic and tourism strategies as they:
 - Improve coastal communities
 - Create jobs and training opportunities
 - Attract more visitors
 - Improve the visitor experience
 - Extend the tourism season
 - Improve the green, cultural, heritage, sporting and traditional offers
 - Increase the number of overnight visitors
 - Protect and sustain the coastal environment
 - Have a positive impact on the local economy

- Improvements to the Skegness Foreshore have the potential to mitigate the inherent economic disadvantages of a cyclical tourist industry. The pursuit of a year-round offer is needed to counter economic issues such as a concentration of low value, low skilled sectors, seasonal unemployment, an ageing population and the associated labour market constraints.

- Benefits of increasing the viability and sustainability of Lincolnshire’s assets, including Skegness, include the retention of more young people, the maintenance of a balanced position, keeping successful growing businesses, and the encouragement of new business to create more jobs and increase visitors. The strategies also identify examples of new visitor markets and mechanisms including wind sports, cycling, heritage and nature.

1.4 Contemporary Issues Affecting Seaside Towns in the UK

The East Lindsey and Lincolnshire focus of these strategies can now be augmented through a wider consideration of the policy context of seaside towns throughout the UK.

1.4.1 Ministry of Housing, Communities and Local Government – Strategy for Seaside Success: Securing the Future of Seaside Economies

The strategy determines that seaside towns have been hindered by a legacy of decline that has seen disproportionate levels of worklessness, lower wages and lower levels of skills. Scarborough, St Ives, Weymouth and Torquay are all quoted as examples of best practice for vibrant seaside towns no longer dependent on unreliable weather.

A renewed interest in seaside towns and their heritage, coupled with new possibilities to develop and use low carbon economies and online services, provides an opportunity for towns to improve as places to live and work as well as visit. The strategy aims to build on the common opportunities afforded to seaside towns such as strong liveability and a high-quality public realm, a strong entertainment and leisure offer, and high-quality owner-occupied housing in attractive locations.

The strategy acknowledges the importance of developing and diversifying the local economy to help sustain seaside communities in the future. The challenge is how traditional seaside assets can be broadened to appeal to a wider range of visitors, and to reinvent seaside towns as year-round places that balance the needs of visitors and residents.

1.4.2 Department for Communities and Local Government - England's Seaside Towns: A benchmarking study (November 2008)

The statistics cover the 37 largest seaside towns in England, each with a population of at least 10,000. The key statistics identified are:

- Seaside town population is growing, but in recent years more slowly than England as a whole
- The share of the population over state pension age is markedly above the English average (24% compared to 19%)
- Average earnings for both males and females in the districts containing seaside towns are often substantially below the England average
- The stock of VAT registered businesses and the rate of new registrations varies between seaside town districts, but overall is not dissimilar to regions outside London
- Gross Value Added (GVA) per head in the sub-regions containing seaside towns is often well below the England average
- 26 of the 37 principal seaside towns in England have an overall level of deprivation greater than the English average
- A sub-set of mainly smaller seaside towns are more badly affected by seasonal unemployment. Skegness, Newquay, St Ives and Great Yarmouth experience a fluctuation of 2 percentage points or more
- 'Other manual workers' – essentially workers in low-grade manual jobs – account for 40%+ of residents in 16 seaside towns, in Skegness the proportion is 50%

- Clacton, Great Yarmouth and Skegness in particular have a very low proportion of workers with high-level qualifications. Nearly 40% of Skegness residents have no formal qualifications.

Skegness is listed alongside Bridlington, Clacton, Great Yarmouth, Ilfracombe, Lowestoft, Morecambe / Heysham, Penzance, Thanet, Torbay and Whitby as one of the 10 locations with the weakest local economies amongst seaside towns.

The report concludes that smaller seaside towns are on average rather more disadvantaged than England as a whole, but a little less disadvantaged than larger seaside towns. Smaller towns tend to be more reliant on the seaside tourist trade, and as a result of low wages, seasonal unemployment and a proliferation of small businesses are common.

The relatively peripheral location of smaller seaside towns means they mostly lack the large group of affluent long-distance commuters, often found in other rural locations, that usually leavens socio-economic statistics.

1.4.3 Centre for Regional Economic and Social Research Sheffield Hallam University – Seaside Towns in the Age of Austerity: recent trends in employment in seaside tourism in England and Wales (2014)

The report explores the popular myth that the increase in the numbers of foreign holidays has destroyed the economy of Britain's own seaside towns. It finds that the British seaside tourism industry employs as many people as the whole of the telecommunications sector, and more than the motor or aerospace industry.

The report finds that the seaside tourist industry in England and Wales directly supports 210,000 jobs spread across more than 100 resorts. A large number of additional jobs are also supported indirectly through the supply chain. No fewer than 58 individual towns have at least 1,000 jobs in seaside tourism. Since the late 1990s employment in the seaside tourist industry has actually increased by around 1% per year, an overall growth of 20,000 jobs.

1.4.4 Sheffield Hallam University and East Lindsey District Council – The Caravan Communities of the Lincolnshire Coast (July 2011)

The report comprises a survey of households that spend much of the year living in caravans or chalets in the area as well as interviews with key stakeholders. Longer-term living on East Lindsey's coastal caravan sites has increased over the last 10-15 years, partly in response to the rising standards of static caravans. The report contends that most of this population goes unrecorded from census data, which is important because population figures drive funding formulas, particularly for grants to District and County Councils.

The majority of longer-term residents are from a mostly older group; most have moved into the area from the coast's traditional catchment areas in the Midlands and Yorkshire. The report estimates that there are perhaps 3,500 households, accounting for 6,600 people, who live for some or all of the year in caravans or chalets on the East Lindsey coast.

Of these, 40% are in effect full-time East Lindsey residents. Other long-term residents who maintain a home elsewhere on average spend between 5 and 6 months on-site in East Lindsey. Other relevant information:

- In total, East Lindsey's coastal strip is home to more than 200 caravan sites and nearly 25,000 static caravans
- Most caravan sites stick to the old 'March to October' model, closing for 3-4 months a year. Arguably, the very high density of caravans on some of these sites would anyway make them unattractive to long-term living
- 85% of those surveyed are there for more than three months a year but only 20% are there for the whole year. 41% live on site for 9 months or more a year.

1.4.5 Visit England – “England’s Seaside: What are the opportunities?” (2012)

The report intends to assist seaside and coastal tourism businesses and destinations to identify and exploit opportunities to grow their businesses and markets. The report compiles primary research from the Great British Tourism Survey (GBTS), Annual Visitor Attractions Survey, Tourism Business Monitor and others. The data illustrates an optimistic industry preparing to diversify and adapt to changing trends and attitudes to seaside destinations.

The report finds that the seaside is seen by the public as a low-cost destination, one that is more likely than other destinations to be seen as good value, having deals / discounts and not expensive to get to. The seaside is also better rated for its availability of individual / independent local shops.

A visit to the seaside is also now seen by the public as much more than just the beach - 38% see it as a conduit to relax, 38% sightsee on foot and 30% go for a short walk. However, seaside attractions remain behind others in terms of offering public events and venue hire. Within seaside visitor attractions, there is a trend away from employing full time permanent employees and towards employing volunteers. Seaside businesses are becoming increasingly savvy in the digital age, although there is still progress to be made, with 34% of attractions and 56% of accommodation businesses now accepting online bookings. The report provides insight into what sets apart the seaside from other holiday destinations. The key statistics are as follows:

Overnight Domestic Trips:

- Trips to the seaside made up 31% (14.4 million) of the 46.0 million overnight domestic trips taken for holiday purposes in 2012
- Almost half of overnight stays at seaside destinations take place in the summer (July-September), although there is still a notable volume of off-peak trips
- The South West accounts for 40% of all domestic overnight seaside trips (East Midlands 8%)
- 44% of all overnight domestic seaside trips include camping / caravanning sites or a holiday camp
- For any given destination, at least 25% of overnight holiday visitors come from within that same region, rising to 57% in Yorkshire and Humberside and 41% in the North West
- Visitors to the East Midlands are mostly from the region itself (33%) and the East of England (18%)
- Seaside trips including overnight stays are more likely than other trips to:
 - Include children (47% vs 34% on trips overall).

- Be made by those from lower social grades (42% made by C2DEs vs 34% for all trips)
- Involve longer stays (62% are stays of 4+ nights vs 44% for trips overall)
- Skegness received 1.03m overnight seaside visits in 2010-2012, an 18% increase from 2006-2008.

Tourism Day Trips:

- Half of all tourism day trips to the seaside are to destinations in the South East and South West. Only 28% of all tourism trips are to these two regions. Only 2% of trips are to the East Midlands
- The seaside is more likely to be seen as a 'general day out' destination for a tourism day trip than other destination types. Other tourism day trips are more likely to be seeing friends / family or to take part in a specific activity
- Every region sees at least half of its tourism day trippers coming from within that same region, with this increasing to four in five (82%) in the North West
- Main activities at seaside destinations are a general day out / explore (21%), visiting friends / family (13%) and outdoor leisure activities (11%). Only 4% of activities involve visitor attractions
- Many of the differences for overnight stays at the seaside are also reflected in day trips:
 - Seaside day trips are more likely to involve children (24% vs 16% for all trips)
 - Lower social grades are strongly represented (47% are C2Des vs 41% on all trips)
 - Time spent at the destination is also longer (33% spend 6+ hours vs 26% for all trips)
 - People travel further to seaside destinations (29% travel 60+ miles vs 19% on all trips).

1.4.6 Natural England: Monitor of Engagement with the Natural Environment (2015)

The MENE survey provides information about the relationship between people and the natural environment, in particular by members of the English adult population (aged 16+). The study found that the average spends on greenspace visits to the coast (£18) was higher than both the town and city (£6) and the countryside (£6). Since 2009, visit numbers have not changed, but how people are enjoying the coast and why is changing:

- 138% increase in the usage of paths
- 31% increase in visits for health and exercise
- 22% increase in the volume of visits by older people (aged 55+).

The report identifies opportunities to increase visitor numbers to the coast. It notes that the volume of visits taken to urban green spaces has increased significantly (63% increase from 2010 / 11 to 2014 / 15), driving the overall upward trend in visits taken to natural places. Between 2009 and 2015 the volumes of coastal visits including usage of a path, cycleway or bridleway, including participation in walking without a dog or playing with children, and the volumes of visits taken for health or exercise reasons increased.

"The Lincolnshire Wolds AONB has an extensive network of public rights of way including the long-distance footpath the Viking Way, Sustrans Cycle Route and other promoted trails. Many of the footpaths, bridleways and country lanes appear to be seldom visited and this sense of rural isolation is arguably one of the Wold's biggest appeals, and thus should be protected. Improved wayfaring and linking between the Wolds and the shoreline could capitalise on the area's natural resources".

Summary – Contemporary Issues Facing Seaside Towns

Negative

- Seaside towns need to raise average earnings, business GVA, and address issues of deprivation, seasonal unemployment and low-level skills.
- This is particularly true with Skegness which is one of the top 10 UK seaside towns for having a weak economy.

Positive

- Overall the popularity of leaving the UK during the summer months has declined since the Brexit Referendum in 2016. Sojern reported that there was a 23.8% rise in British holidaymakers planning UK stays in 2017.
- The overall renewed interest in seaside towns provides opportunities for these towns to improve as places to live and work.
- There are opportunities to build on high quality public realm, the traditional strong leisure and entertainment offer, and high-quality owner-occupied housing in attractive locations.
- Seaside towns employ as many people as the telecommunications sector in the UK, and more than the more fashionable motor and aerospace sectors.
- There are increasing opportunities for health and exercise tourism.

1.5 Research on Comparator Towns and their Key Attractions

A review of existing comparator sites which are considered relevant has also been undertaken, and the table below summarises the offer, developments, visitor attractions and culinary offer of other UK seaside towns. Destinations with proposed masterplan developments are explored in more detail. Comparators have been selected based on their suitability and similarity to Skegness as a seaside destination. A review of comparator Masterplans detailing regeneration and improvement strategies has also been included as a means of understanding the ambitions and directions of the wider seaside industry.

The comparators are principal seaside towns with a population of at least 10,000 where tourism is a significant component of the local economy. These seaside towns, or resorts, are distinctive, because of their history of tourism they share a number of characteristics that distinguish them from other industrial or commercial centres along the coast or inland. This includes special tourist infrastructure such as promenades, piers, and parks, holiday accommodation including hotels, guest houses and caravan sites, and a resort character reflected in the built environment.

Some neighbouring towns are added together to produce a more meaningful unit, such as Margate, Broadstairs and Ramsgate collectively cast as Thanet. In other instances, some places are sub-parts of larger urban areas, such as Cleethorpes to Grimsby and Southsea in Portsmouth.

1.5.1 Visitor Numbers

The table below orders UK seaside towns by rank of their total visitor numbers for 2016. East Lindsey received nearly 8 million visitors, more than the Isle of Wight (7.73m). The table also illustrates that Skegness registers significantly more overnight visits (1.27m) than other resorts with only Scarborough received more with 1.57m.

Skegness Comparators						
Local Authority	Population (Local Authority, 2016)	Tourism Day Visits	Overnight Tourism	Total Visits	Employment (average 2010/12)	
					Year-Round Seaside	Share of Total
Blackpool	140,000	8,990,000	1,247,000	10,237,000	15,900	14%
Scarborough	52,100	8,100,000	1,565,000	9,665,000	3,800	13%
Southsea (Portsmouth)	205,400	8,210,000	660,000	8,870,000	2,600	29%
Brighton (and Hove)	287,200	7,350,000	1,024,000	8,374,000	15,200	9%
Skegness (East Lindsey)	138,700	6,700,000	1,269,000	7,969,000	2,800	28%
Isle of Wight	140,300	6,800,000	925,000	7,725,000	7,900	13%
Great Yarmouth	99,000	4,950,000	522,000	5,472,000	5,400	16%
Margate (Thanet)	127,400	4,230,000	281,000	4,511,000	3,800	9%
Whitley Bay (North Tyneside)	36,623	3,240,000	78,000	3,318,000	1,100	9%
Grimsby and Cleethorpes (North East Lincolnshire)	40,000	3,040,000	268,000	3,308,000	3,800	35%
Folkestone (Shepway)	46,698	2,900,000	276,000	3,176,000	2,100	6%
Weymouth and Portland	65,400	1,370,000	535,000	1,905,000	3,900	20%
Canvey (Castle Point)	37,479	1,110,000	17,000	1,127,000	/	/

The table also details data from the government's Business Register and Employment Survey (BRES), illustrating employment levels dependent on the tourism industry for each seaside town rather than the wider local authority. The key sectors covering these jobs include the retail trade, hotels and restaurants, campsites and short-stay accommodation, transport, fair and amusements parks, recreation, sporting and cultural activity.

Skegness and Ingoldmells employs approximately 2,800 people year-round in jobs directly supported by seaside tourism. Blackpool, with 15,900 jobs, has the largest concentration of jobs supported by seaside tourism due to the sheer scale of the tourist industry in the town. Both Blackpool and Brighton (15,200) comprise large urban areas extending beyond just the town at their core. Brighton has a major seaside conference industry, and both are favoured seaside destinations for day-trippers, shoppers and party-goers. The Isle of Wight, supporting 7,900 jobs, is distinctive in its own right due to its physical separation from the mainland, and the fact jobs are spread across a number of population centres.

1.5.2 Dependence on Tourism

The table features data relating to the share of all jobs in the town, in all sectors of the economy, estimated to depend directly on seaside tourism. The places with the greatest dependence on seaside tourism are nearly all very small, where there is little other employment, such as Skegness (28%) and Southsea (29%). For Skegness, this is in part due to the low resident population in the town (c.20,000).

However, in larger resorts the proportion of jobs directly dependent on seaside tourism is generally much lower - Blackpool (14%), and Brighton (9%) are less reliant than, say, Great Yarmouth (16%) and Scarborough (13%). Even though tourism is critically important to these local economies, there is a wider range of employment, so tourism does not account for an overwhelming share.

1.5.3 Attractions

The table below lists the visitor attractions, both indoor and outdoor, at each of the featured comparator seaside destinations. The wealth of indoor attractions at the likes of Blackpool, Southsea, Brighton and the Isle of Wight are indicative of a more diverse tourism offer mitigating the seasonal reliance on summer weather. Many attractions are based on the heritage or history of the local area, particularly in the smaller seaside towns. In the smaller seaside towns, attractions largely consist of traditional amusements and activities, such as theme parks, bowling, children’s play areas and zoos.

Skegness Comparator’s Visitor Attractions			
Local Authority	Outdoor Attractions	Indoor Attractions	Food + Drink
Blackpool	<ul style="list-style-type: none"> • Pleasure Beach theme park • Blackpool Tower • Sandcastle Water Park • Central, North and South Pier • Blackpool Zoo • Blackpool High Ropes • Sports Centre • Boulderling • Blackpool Illuminations • Blackpool Model Village & Gardens • Furry Tails Cat Sanctuary • The Comedy Carpet • Farmer Parr’s Animal World 	<ul style="list-style-type: none"> • 4D Cinemax Madame Tussauds • Wacky Warehouse - Air Balloon Blackpool • Lytham Hall • Grundy Art Gallery • Lytham Windmill • SEA LIFE Blackpool • The Blackpool Tower Dungeon • Coral Island Amusements • Pasaje del Terror • Star Trek - The Exhibition • Opera House & Winter Gardens • The Grand Theatre • Jungle Jim’s Indoor Adventure Playground • Escape Room Centre • Lawrence House 	<ul style="list-style-type: none"> • Harry Ramsden’s • Bella Italia • Las Iguanas • La Fontana • Nando’s • Pizza Express • West Coast Rock Café • Rooster’s • Frankie & Benny’s • Prezzo

Skegness Comparator's Visitor Attractions			
Local Authority	Outdoor Attractions	Indoor Attractions	Food + Drink
	<ul style="list-style-type: none"> Nickelodeon Land Climbing Towers Adrenaline Zone 	<p>Astronomy and Science Centre</p> <ul style="list-style-type: none"> Ripley's Believe It or Not! Graffiti Golf 	
Brighton (and Hove)	<ul style="list-style-type: none"> Brighton Palace Pier Brighton Marina Volk's Electric Railway The Level Park (skateboarding and splash pad) Brighton Food Tours Hatt Adventures outdoor pursuits Wind Farm, Dicing and Fishing Tours BK Kayaking Lagoon Watersports Adventure Connections Hen & Stag Activities (Sailing, Mud Buggys) The Luna Beach Cinema 	<ul style="list-style-type: none"> Royal Pavilion British Airways i360 SEA LIFE Brighton Brighton Museum & Art Gallery Brighton Toy and Model Museum Booth Museum of Natural History Preston Manor Brighton Fishing Museum Mechanical Memories Amusement Museum Sky High Trampoline Park Regency Town House The Escape Room Brighton Brighton Sewer Tours Cameron Contemporary Art LaserZone Genting and Grosvenor Casino Old Police Cells Museum Artists' Quarter Galleries Choccywoccydoodah Witches Kitchen workshop Little Jasmine Therapies and SPA 	<ul style="list-style-type: none"> TGI Fridays Las Iguanas Wahaca Carluccio's Wagamama LEON

Skegness Comparator's Visitor Attractions			
Local Authority	Outdoor Attractions	Indoor Attractions	Food + Drink
Isle of Wight	<ul style="list-style-type: none"> • Fort Victoria Model Railway • The Needles Landmark Attraction • Blackgang Chine Amusement Park • Tapnell Farm Park • Ventnor Botanic Garden • Goodleaf Tree Climbing 	<ul style="list-style-type: none"> • Yarmouth Castle • Planetarium • National Trust Bembridge Windmill • Dinosaur Isle Museum • Mottistone Manor • Farringford Historic House and Estate • Dimbola Museum & Galleries • Aquarium • Isle of Wight Bus Museum • Ventnor Heritage Centre • Rylestone Tea Rooms & Crazy Golf • Shanklin Theatre • Isle of Wight Zoo • Quarr Abbey Monastery, Tea Room and Farm • The Donald McGill Museum • Osbourne House • Cowes Maritime Museum 	<ul style="list-style-type: none"> • Prezzo • Pizza Hut • Pizza Express • Beefeater
Great Yarmouth	<ul style="list-style-type: none"> • Great Yarmouth Pleasure Beach • Joyland Children's Fun Park • Merrivale Model Village • Thringby Hall Wildlife Gardens • Wellington Pier & Arcades • Hirsty's Family Fun Park 	<ul style="list-style-type: none"> • St George's Theatre • Minster Church of St Nicholas • National Trust Elizabethan House • English Heritage Row Houses • Nelson Museum • Tolhouse Museum • Time & Tide Museum of Great Yarmouth Life • Gold Rush Arcade • Caister Castle & Motor Museum • Jurassic Journey 	<ul style="list-style-type: none"> • Pizza Hut • Frankie & Benny's • Harry Ramsden's • Beefeater

Skegness Comparator's Visitor Attractions			
Local Authority	Outdoor Attractions	Indoor Attractions	Food + Drink
		<ul style="list-style-type: none"> SEA LIFE Great Yarmouth Marina Centre Tropical Pool 	
Margate, Broadstairs, Ramsgate (Thanet)	<ul style="list-style-type: none"> Dreamland Amusement Park Scenic Railway Lombard Street Gallery Sunken Gardens Kent Surf School Rib Boat Tours Nelson Park Riding Centre Kent Scuba Kingsgate Castle 	<ul style="list-style-type: none"> Turner Contemporary Art Gallery Shell Grotto Margate Harbour Arm Galleries Quex House Estate and Museum Pie Factory Art Museum The Escapement Escape Rooms Tudor House Margate Museum CTRL ALT ESC-ape Rooms Draper's Mill Jimmy G's Amusement Centre Dickens House Museum & Info Point Ramsgate WWII Tunnels Crampton Tower Museum The Micro Museum Spitfire & Hurricane Memorial Museum 	<ul style="list-style-type: none"> Pizza Express Prezzo Brewers Fayre
Whitley Bay (North Tyneside)	<ul style="list-style-type: none"> Cullercoats Bike & Kayak Tours St Mary's Lighthouse and Visitor Centre Tynemouth Priory and Castle Tynemouth Park 	<ul style="list-style-type: none"> The Treehouse Play Area Tower House Gallery Jam Jar Cinema Jacks Den Softplay Seaton Delaval Hall Blue Reef Aquarium Old Low Light Heritage Centre & Café Volunteer Life Brigade 	<ul style="list-style-type: none"> Harvester

Skegness Comparator's Visitor Attractions			
Local Authority	Outdoor Attractions	Indoor Attractions	Food + Drink
		Museum • Watch House Museum	
Grimsby and Cleethorpes (North East Lincolnshire)	<ul style="list-style-type: none"> • Grimsby Dock Tower • Ross Castle • Cleethorpes Pier Gardens • Cleethorpes Coast Light Railway • Cleethorpes Boating Lake • Stand up paddling and Kite Surfing • Crazy Golf • Go Karting 	<ul style="list-style-type: none"> • Grimsby Fishing Heritage Centre • Time Trap Museum • The Jungle Zoo • Parkway Cinemas • Bowling Centre • Arcades 	<ul style="list-style-type: none"> • Pizza Hut • Brewers Fayre
Folkestone (Shepway)	<ul style="list-style-type: none"> • Lower Leas Coastal Park • The Leas Promenade • Folkestone Museum 	<ul style="list-style-type: none"> • Hoard Gallery • The Whispers Christian Boltanski • Liford Gallery • Sentient Gallery 	
Weymouth and Portland	<ul style="list-style-type: none"> • RSPB Nature Reserves • Sea Life Adventure Park* • North Fort Fortress and Museum • Sandsfoot Castle • Jordan Hill Roman Temple Ruins • Sandworld sand sculptures • Crazy Golf • Windsurfing and Kitesurfing • Stand up paddling • Punch & Judy • Donkey rides • Free firework displays • Hangliding and Kayaking 	<ul style="list-style-type: none"> • Jurassic Skyline viewing platform • Portland Museum • Tudor House Museum 	<ul style="list-style-type: none"> • Prezzo • Beefeater

Skegness Comparator's Visitor Attractions			
Local Authority	Outdoor Attractions	Indoor Attractions	Food + Drink
Canvey (Castle Point)	<ul style="list-style-type: none"> • Hadleigh Castle • Hadleigh Farm and Mountain Bikes • Fantasy Island Adventure Park • Leisure Island • Stay and Splash Lido • Essex Powerboat School • Island Racing Zapcat Experience 	<ul style="list-style-type: none"> • Castle Point Transport Museum • Movie Starr Cinema 	

In addition to the traditional amusements, play areas, gardens and heritage attractions, some seaside towns have used new offers to diversify for a year-round audience. A selection of innovative attractions are:

- Pasaje del Terror (Blackpool): interactive walk-through horror experience
- Jurassic Journey (Great Yarmouth): walk-through exhibit, archaeology and palaeontology
- British Airway i360 (Brighton): observation tower
- Escape Rooms (various)
- Sewer Tours (Brighton)
- Planetarium (various)
- Crescent Arts (Scarborough): exhibitions, workshops, screenings, artists' talks
- Trampoline Park (various)
- Star Trek – The Exhibition (Blackpool)
- Choccywoccydoodah Witches Kitchen Workshops (Brighton)
- Dinosaur Isle (Isle of Wight): purpose-built dinosaur museum
- Marina Centre Tropical Pool (Great Yarmouth): leisure hub, pool, play area and sports facilities.

Further details of a selection of these are included at Appendix 1.

Seaside towns have been marketed predominantly as fun fair, water park and amusement destinations for families and children, as well as beneficial for health and wellbeing. There has been an increasing trend to adopt adventure and eco-tourism, capitalising on the surrounding natural resources for excursions and outdoor sports as a means of active living. An example of this is the Climbing Towers and bouldering at Blackpool, the Sky Trail Adventure at Scarborough, Bike Tours at Portsmouth, various water sports centres, and rock climbing and kayaking in Brighton. Weymouth offer hang gliding, windsurfing and stand up paddling, Canvey Island host the Island Racing Zapcat Experience, and Margate features scuba diving and boat tours.

The table below reveals the most popular coastal visitor attractions:

Most Popular Coastal Visitor Attractions		
Attraction	District	Visitor Numbers (2016)
Brighton Pier	Brighton and Hove	4,650,000
Flamingo Park	Hastings	2,200,000
Pleasure Beach	Great Yarmouth	1,000,000
Dartmouth Steam Railway and Riverboat Company	Torbay	710,132
Portsmouth Historic Dockyard	Portsmouth	604,213
Bottons Pleasure Beach	East Lindsey	550,000
Scarborough Cliff Railway	Scarborough	470,000
De La Warr Pavilion	Rother	420,000
Lynton and Lynmouth Cliff Railway	North Devon	395,000
Sandcastle Waterpark	Blackpool	354,655
St Michael's Mount	Cornwall	339,880
Dover Castle	Kent	333,289
The Donkey Sanctuary	East Devon	290,000
Southend-on-Sea Pier	Southend-on-Sea	272,603
Osborne House	Isle of Wight	265,011
Durlston Country Park National Nature Reserve	Purbeck	260,000
Mount Edgcumbe House and Country Park	Cornwall	248,900
Tintagel Castle	Cornwall	229,809
RAF Manston History Museum	Thanet	210,000
Historic Water Chute and Boating Lake	Scarborough	200,000

Source: VisitEngland

Most are centred on heritage or local history, whilst only 2 of the top 20 coastal visitor attractions in the country are based indoors. The three most popular attractions are seaside amusement parks.

1.5.4 Food and Drink Offer

There is a correlation between the number of visitors to the comparator seaside towns and the number of chain restaurants. On average, each town has between 4 and 5 franchises, but this figure jumps to 14 at Southsea and 10 at Blackpool. Traditionally, seaside towns were popular for their value for money and therefore had a higher concentration of independent, local restaurants.

In line with a shift towards creative industries in the way of galleries, niche shops and cultural events, some seaside destinations are shifting toward an independent culinary offer. Some commentators, such as BDO, predicted in 2017 that there will be an increased focus on British cuisine. Brexit continues to be a focus of media attention and it presents an opportunity for operators to play to a British theme, which ties in with traditional seaside offers.

The same report also suggested that there will be an increase in ‘destination venues’ which provide multiple food offerings in one place. The ‘destination dining’ concept extends to the theory that highly-rated restaurants will attract visitors from a wider catchment area; there are now Michelin starred restaurants at Whitstable in Kent, Port Isaac in Cornwall and Hunstanton in Norfolk. Increasingly it seems as though seaside towns are forging unique identities based on a unique proposition, whether through food culture or attractions, to enhance the feeling of experience and authenticity.

1.5.5 Case Studies

A number of seaside resorts have developed Masterplans / Regeneration Strategies which have been reviewed to help inform proposals for Skegness Foreshore.

1.5.5.1 Blackpool

Blackpool Masterplan: Regeneration Strategy (2003)



“The vision is of a regenerated seaside resort, driven by quality, which has been shaped into a national and international destination, delivering benefits for residents and visitors alike”

The Masterplan incorporated 5 ‘policy themes’:

- Skills, Training and Labour Force Capacity – to make training initiatives more accessible
- Quality Assurance - culture of quality in the local tourism sector
- Hospitality Business Support – assist local hospitality and accommodation
- Business Support, Innovation and Diversification – diversification of existing economic base
- Climate for Investment - suitable physical environment.

The physical masterplan combined with an integrated regeneration strategy aimed for a new ‘culture of quality’ to re-establish the resort. The scale of the Economic Development Zone (EDZ) requires an approach that creates a framework of distinct ‘neighbourhoods’ that will allow for focused and appropriate development. Each neighbourhood will have an identity and character and will establish a ‘sense of place’ in the new Blackpool:

- The Village: Historic, Victorian hotels that define Blackpool will remain the foundation of the tourist accommodation offer. The village will become a defined neighbourhood with a high quality public realm. Improvements in lighting, signage, street furniture and parking.
- The Illuminations: build on the existing success of the illuminations through sky lasers, search lights, media kiosks, light towers, and illuminated canopies, and a timed light show.
- Conference Centre: extending to the South through the new Event Park is the Central Station site, which will hold the new Coral Island Casino and new Conference Centre.

Event Park acts as an open space, outdoor theatre, and enclosed garden acting as a pre-function to conferences. The international standard centre includes 4/5-star hotel rooms. Complete with Spanish Steps leading to the beach plus retail shops, cafes and kiosks.

- Town Centre: Recapturing the Fylde Coast market. North Station development providing new retail, commercial, community, residential and civic uses, including new magistrates court, around a new public square. Extension of tram lines. Town centre will become central meeting space shielded from wind.
- Pleasure Beach: major international attraction enhanced by development of hotel accommodation complex adjacent to existing theme park, including a casino. On the site of the existing Sandcastle is a new Aquarium and waterfront hotel. New series of multi-storey car parks.
- Second Gate: creation of a second attraction to complement the international theme park. Large, year-round family attraction based on the theme of a tropical paradise, including an artificial beach, water slides, and lazy river rides. Also, an 'Exploratorium' interactive science and technology museum.

Regeneration is based on a landscape strategy. The town centre will have 4 new public squares, a new town square, and a new gateway. Accentuating the new park will be large scale public art, light sculptures and water features. Framing the gateway will be new hotels, residential properties and / or educational uses. There will be a redesigned promenade, 'Spanish Steps' leading to the beach, and the promenade will be pedestrian focused and include sculpted dunes with sea grasses, wide protected walkways and sitting areas for the upgraded tramway linking to the main railway station.

Seaside activities include donkey rides, funfair rides, seaside stalls, arcades, big wheel, art exhibits, the World's Largest Mirror Ball, theme park, and ice-skating shows.

The annual STEAM survey for 2016 demonstrated that Blackpool received 18 million tourism visits, an increase of 1 million compared to 2015. The increase has been attributed to an improved events programme that provides new reasons to visit - events such as Livewire, airshows, fireworks, Lythan Proms and Nickelodeon's SLIMEFEST.

Blackpool has also launched a new tourist campaign titled Blackpool Has It All. It is also hoping to reinvent itself as a cultural and artistic hub, with a new upcoming museum set in the Winter Gardens devoted to the town's history, which forms part of its three-year Destination Blackpool plan to keep the resort at the forefront of tourism and create a rich blend of heritage and contemporary attractions.

1.5.5.2 Great Yarmouth

Great Yarmouth Borough Council: Great Yarmouth Town Centre: Regeneration Framework and Masterplan (2017)



The framework sets out the Council's ambition for the regeneration of the town centre over the coming decade, including the seafront and riverfront. The Great Yarmouth town centre opportunity is based on a number of factors. The quality of the town centre's heritage and the extent of public ownership make it strategically placed to benefit from the growing economy of the borough as a whole, new strategic infrastructure investments and joined-up governance at a regional level.

“Our vision for the town centre is that, by 2025, new investment and employment in the town centre is generating renewed pride in Great Yarmouth and building confidence for the future”

The masterplan has 6 objectives:

- Strengthening the heart of the town centre: new occupiers and operators including a leisure-based anchor, such as a cinema, cafes, bars and restaurants, broader events programme including film, public realm investment.
- Improving the markets and the Market Place: improved custom in the 6- and 2-day markets, new stalls and service facilities, improved frontages and an expanded programme of events. Re-landscaping.
- Transforming the Conge: new mixed-use development lining both sides of the street and connected to the renewed Market Place.
- Creating a sense of arrival at the town centre: the setting of Fullers Hill, Acle New Road, roundabout, train station and quayside.
- Unlocking the potential of Hall Quay: adopted guidance to ensure existing buildings and conserved and developed appropriately. Re-landscaping of Hall Quay.
- Linking it all together: wayfinding to be improved, footfall increased and commercial vacancies reduced. Third river crossing to be constructed.

1.5.5.3 Weymouth

Weymouth and Portland Borough Council: Weymouth Town Centre Masterplan (2015)



The Masterplan intends to secure 1,000 new homes and 2,700 jobs across five town centre sites covering 58 hectares. The town has a port and marina, a Georgian seafront, large wetland nature reserves dissecting the built-up area, and set on the Jurassic coast World Heritage Site. Development revolves around jobs, homes and people, place and movement, across the following key sites:

- **Lodmoor Gateway:** improve leisure facilities to get more wet weather attractions and to extend the Country Park; gateway parking for town centre; cycle and pedestrian links to centre; provide limited residential development; extend further/higher education facilities via Weymouth College.
- **Station Gateway:** new / improved station with flats above to create gateway to town; new public space in front of the station; redevelopment of commercial uses to become mixed use including employment and commercial development including a business start-up facility; improved car park.
- **Commercial Road:** improved or new cultural hub with links to the harbourside walkway; improved short stay car parks; development on harbourside; harbourside walkway; build on opportunities presented by the active local fishing industry.
- **Harbourside:** to create a new residential and enterprise quarter with improved public realm and civic space. Mix of residential and commercial uses, aiming for a safe environment and good public realm for waterside walking / cycling. Site has potential for locating community facilities, a modern hotel with conference facilities, and improved facilities for waterborne visitors. New public square.
- **Peninsula:** new destination, upgraded tourism and leisure, new public spaces, family-orientated commercial uses such as cafés and restaurants, and residential development above active ground floor uses offering sea views. Waterside transit options to connect the Jurassic Coast, visitor boating berths, waterborne leisure. Improved walkway; new iconic landmark; potential tidal barrage.

1.5.5.4 Grimsby and Cleethorpes

North East Lincolnshire: Grimsby and Cleethorpes Town Centres Investment Plan (2016)

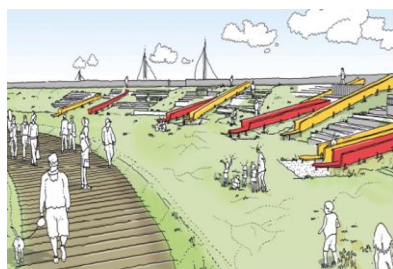


The 2016 document builds on The Grimsby 2009 Town Centre Masterplan and 2009 Cleethorpes Renaissance Charter. The plan identifies where future investment opportunities exist in Grimsby and Cleethorpes; the town centres are distinctly different but have complementary residential, leisure, retail and commercial venues. Grimsby provides a shopping and entertainment town centre, and Cleethorpes a seaside leisure experience with independent shops and restaurants.

- Grimsby will continue to be the focus for shopping, leisure, entertainment and public services for locals. The town centre will be enhanced through a strengthened high-quality retail offer and culture and leisure led evening economy. Restored heritage features and an improved public realm will improve setting. Projects underway include: hotel and offices hub, new 30,000 sqft. office development, and entertainment hub with 9-screen cinema, and branded family restaurants.
- Cleethorpes: a range of new attractions and activities will be offered along a revitalised seafront. Restoration of the Central Seafront Conservation Area, public realm works along main shopping streets, improved food and evening economy, and expansion of independent retail offer will enhance the town centre. New residential schemes will be complemented by improved arrival points around the station.
- Cleethorpes will benefit from a £7.2m investment to regenerate the promenade, town centre streets, to introduce public art, create a cycle hub at the train station, and start a cultural heritage programme.

1.5.5.5 Canvey

Castle Point Borough Council: Canvey Seafront Masterplan (2017)



The key ideas behind the masterplan relate to movement and accessibility, linking seafront facilities to operate as one destination. A newly constructed boardwalk will link the length of the seafront, and activity hubs will be created along the route to create a year-round destination and improved wayfinding. More celebrated and accessible entrance points to the waterfront is also pledged.

- Thorney Bay Beach: increase parking, improve accessibility, provide new pavilion at entrance of the beach with public toilets, kiosk / café, viewing platform in close proximity to the existing playground. New access points promote accessibility in a fun way, while additional planting is considered as a cheap method of improving the landscape.
- Labworth Green: reconfigure current parking, increase parking, create a more pedestrian-friendly seafront and active / engaging green space. New splash park / decorative fountain area, new boardwalk, new information centre and public toilets, new waterfront steps with integrated ramp that doubled as an outdoor seating area / amphitheatre.
- The Boardwalk: new play space with slides, terraced landscaping, meandering boardwalk.

1.5.5.6 Scarborough

Revised Scarborough Beach Urban Design Master Plan (2010)



“To enhance Scarborough’s role as the heart of the Sunset Coast by fostering the area’s tradition, its natural attractions and unique lifestyle, whilst welcoming everyone all year round” (Scarborough Environs Area Strategy (SEAS) Vision).

The city partly implemented the 2005 Master Plan, including a Beach Amphitheatre and streetscape enhancements to the Esplanade and adjacent pedestrian areas. The revised plan aims to create a lively 24-hour place to ensure Scarborough Beach is a major tourism precinct with high levels of visitation all year round; achieve a high quality and diverse economy, including retail and employment opportunities; to design the public realm as part of a restorative coastal environment. The key elements are:

- Scarborough Beach Road / West Entry Plaza: new formal street trees emphasising central view corridor to the ocean and clock tower; widened footpath; provision for centrally located light rail terminal.
- The Esplanade: reinstate the Esplanade as a traditional street and feature – narrow traffic lanes, parking, foot paths, and a roundabout.
- Upper Promenade: elevated promenade adjacent to the Esplanade; street trees, seating and public art elements; kiosks and areas for temporary stalls; designated cycling path.
- Lower Promenade: informal interactive space, seating nodes, lookout points, coastal planting / trees, shade structures, beach showers and public toilet facilities.
- Surf Beach Park: outdoor showers, lawn areas and toilet facilities as well as fitness circuits with varied equipment.
- Family Beach and Park: water fun park with children’s play space, regional junior wheeled sports park, skate park, picnic areas with covered barbeques, shelters and shade trees, tables, toilets and change rooms.
- Commercial and Retail Opportunities: retail and commercial activity along central streets.
- West Coast Highway: tree planting, garden bed planting, verges, footpath upgrade.
- Streetscape Improvements: reducing roadway widths to 6-7m, widening footpaths, providing for cyclists, and planting of street trees.
- Commercial Node and Extended Surf Club: extension of Scarborough Surf Life Saving Club, including a second storey to provide street access along the Esplanade.

In 2008, Scarborough won the “most enterprising town in Britain” award, and in 2009 won the “most enterprising town in Europe” award. The Scarborough Renaissance Partnership – a coalition of local businesses, residents and council staff – has transformed the seaside town into an example of enterprise achievement, stamping out seasonal unemployment, creating new industry sectors and attracting more than £200m of private sector investment along with hundreds of new jobs. It reduced economic dependence on tourism and fishing, capitalised on the physical regeneration of the harbourside, kick-started a boom in business start-ups and introduced Freebay wi-fi along the coast, making the internet accessible to all.

The project also featured a new £4.8 million Woodend Creative Workspace, new harbour pontoons, and a £4.4 million refurbishment of the Rotunda. The regeneration concepts have also included the Spa refurbishments, and the introduction of Tourism Awards which celebrate business excellence, marketing or innovation that support the visitor economy.

Scarborough has also opened a new £14 million alpine-themed waterpark in Alpamare, complementing the £1.35 million restoration of the Roker Pier and Lighthouse. When finished, the latter will be opened to the public for guided tours for the first time in its 112-year history. Outdoor sports and entertainment are increasingly becoming a staple of Scarborough’s year-round appeal. The town regularly hosts the finish of the Tour de Yorkshire cycling event, in 2015 it hosted the P1 Powerboat festival, and surfing remains popular.

1.5.5.7 Brighton

Brighton and Hove City Council Development Plan (2016)



Brighton and Hove welcomes more than 10 million visitors each year. A set of seafront development projects totalling over £1bn are either in progress, planned or proposed for the shoreline. The City Council’s Development Plan 2016 notes the Brighton coastline to be heavily urbanised, and the plan aims for *“proposals to support the year-round sport, leisure and cultural role of the seafront for residents and visitors whilst complementing its outstanding historic setting and natural landscape value”*.

Priorities for the whole seafront include:

- Enhance and improve the public realm; to ensure the seafront has adequate facilities for residents and visitors including public toilets, waste disposal facilities, seating, signage, lighting and opportunities for shelter and shade.
- Promote high quality architecture, urban design and public art which preserves and enhances the character of the Conservation Areas, and the historic squares and lawns that adjoin the seafront.
- Improvements to sustainable transport infrastructure, including an express bus-based service, pedestrian and cycle routes, reducing the impact of traffic.
- Opportunities for tree planting and coastal habitat creation.
- Improvement of beach and seafront access for pedestrians and cycle users.

The projects, from east to west, include:

- New homes at Brighton Marina: 853 flats alongside retail, commercial, office and community space.
- Volk's Railway heritage project: new £1.65m HLF-funded visitor centre, workshop and education programme. The world's oldest electric railway, 1-mile long across the seafront, with restored carriages.
- Sea Lanes: proposal for a new £4.5m outdoor swim centre on the site of the former Peter Pan's Playground. The facility would be promoted as a national centre for open water swimming, featuring a 50m eight-lane pool, changing rooms, showers, sauna, studios for training and yoga, therapy rooms, café / restaurant, leisure-related shops, offices, function room, bike hire and lockers.
- The Brighton Zip: new 300m zip wire attraction has replaced the seafront wheel. The 22m-high starting tower is 100m east of the Palace Pier. There will be two cables carrying visitors 300m to a landing area. A 140-seater café with open glass-fronted terrace has also been approved. The development is expected to attract 32,000 visitors annually, creating 30 FTEs.
- Madeira Terraces and Madeira Drive: crowdfunded investment to rebuild and regenerate the arches.
- Redeveloping Aquarium Terraces above the Sealife Centre: including funding for transport improvements, jobs and training. Creation of a café, restaurants and members' club; vacant units will be replaced with modern and sustainable buildings with glazing and green roofs. The members club will have a bar, open air plunge pool, changing rooms and terrace area.
- Rebuilding the West Street Shelter Hall: work to save the seafront road from collapse and secure it for the future. Rebuilding will double the amount of commercial space, and the rebuilt hall will provide a flagship 21st century commercial business location, protected by a new sea wall. There will also be a new rotunda with café / restaurant, with a rebuilt wooden kiosk.
- New conference venue at Black Rock and extension of Churchill Square: demolition of the current Brighton Centre and cinema complex, replaced with a larger 10,000-seat conference centre and entertainment centre, plus an extended shopping centre. Includes transport links from the venue to the city centre and train station and improved public spaces.
- Rebuilding the seafront's Victorian arches: creating new spaces for seafront businesses and supporting the A259. All original structures were demolished and recreated using steel-reinforced concrete. The historic arches supporting the promenade will be available to let. They will be let as shops, toilets, commercial uses and for a new West Pier museum.
- British Airways i360 and new seafront landscaping: 162m observation tower opened in 2016 with adjacent landscaping.

- A new King Alfred leisure centre and flats: initial designs for a replacement sports centre and homes.

Brighton and Hove Seafront Strategy (2013)

The complementary Seafront Strategy aims *“to develop the unique character areas of the iconic Brighton and Hove Seafront to create attractive, sustainable, high quality environments for residents, businesses and visitors throughout the year”*. The strategy defines more specific themes in addition to the wider Development Plan, including: Active Seafront; Seafront Management; Tourism Development; Property Management; Architecture and Coastal Protection; Regeneration; and Connectivity.

The strategy appreciates the seafront as a location for world class art and photography exhibitions; an Outdoor Events Programme of sporting, heritage and cultural events; and a prime location for filming as a means of generating more tourism. The strategy centres on using sports and recreation to encourage people to be physically active on the seafront, through staging sports events at the shoreline, improving recreational trails, and using the seafront as a base for sports clubs.

The strategy recognises the seafront as the city’s main tourist attraction for the majority of the 8 million annual visitors; it estimates 250,000 visitors use the area between the piers on a summer weekend. The potential to broaden the main draw of the tourism appeal both spatially - wider than the prime location between the piers - and in time, with an extended all year-round season, is seen as key. A proactive approach to attracting filming companies to use the seafront is identified as a method of exploiting their resources for income. The objectives regarding tourism development are:

- To develop the areas of attraction for tourists wider than the prime tourist destination between the piers - a prime focus being Madeira Drive, including the Black Rock site, as a link to the Marina.
- To extend the tourist season so the city is an all year-round destination by developing activities, events, and year round attractions.
- To refresh the tourism offer – for example improving Volk’s Railway as well as capitalise on new opportunities such as eco-tourism.
- To increase the number of nights that tourists stay in the city.
- To proactively seek filming on the Seafront to promote the city.
- To continue to grow the number of visitors arriving by public transport, currently 55%, ensuring parking for both coaches and cars is easy to locate and of high quality.
- To attract businesses that are open all year to reduce seasonality and consider the suitability and role of markets on the Seafront.

Brighton employed an additional 3,300 people in sectors dependent on seaside tourism between 2006 and 2012, a greater number than any other UK seaside town. Two factors explain the strength of Brighton’s tourist economy - the first is the economic stability and population growth of Brighton’s market, the wider South East, including London, just an hour away by train, and the second is the rebranding of Brighton as a fashionable, cultural destination for shopping, entertainment, the conference trade, for short breaks and for day trips.

1.5.5.8 Portsmouth

Portsmouth City Council: Seafont Masterplan (2013) SPD to the Seafont Strategy



Portsmouth's 3.7-mile Southsea Seafont plays host to attractions such as Southsea Castle, the D-Day Museum, Southsea Common and beaches, as well as recent developments such as Gunwharf Quays, Millennium Walk and Mary Rose Museum.

The masterplan's objectives underpin the wider Seafont Strategy and include:

- Introducing a vibrant mix of leisure tourism uses to the area, including small scale cafes and restaurants that will attract people to the Seafont all year round.
- Ensuring the design of new attractions and public spaces is distinctive but sensitive to the character of the area.
- Conserving and enhancing the Seafont's historic environment and heritage assets.
- Strengthening routes between Old Portsmouth and Eastney Beach, and to other parts of the city.
- Ensuring that new sea defences integrate sensitively with the local environment.

The Strategy identifies a need to provide more events to attract people. Locations / venues where new events would be encouraged include the Skatepark, the proposed Watersports Hub at Eastney Beach and Sports Hub. Design principles for the shoreline allow for concessions / kiosks and new beach huts, with materials of maritime character. New signposting, interpretation, street furniture, maritime planting, well designed architectural lighting and temporary and permanent art installations are encouraged.

The masterplan aims to improve pedestrian flow as well as cycle access and public transport links, ensuring car parking is available and clearly signposted. The Promenade itself should be enhanced with new surfacing, ramps to address changes in ground level and additional seating. Lower Promenade and boardwalk sections are proposed at certain sections to allow people to get closer to the sea.



A key aim is to increase the number of visitors to the Seafont without increasing pressure on the existing road network. In the short term, appropriate cycle routes will be identified, but the promenade will remain a 'cycle free' zone. Cycle hire and secure cycle parking will increase opportunities. There is an opportunity for a new 'bus loop route' around the Seafont and Southsea, perhaps a distinctive vehicle.

The Seafont is divided into six-character areas as a means of reinforcing their individual characteristics and identity:

- Old Portsmouth: The ARTches new arts and crafts quarter, public artwork and signage, and improvements to the Victoria Pier decking for fishing and viewing.
- Long Curtain Moat to Clarence Pier: new timber boardwalk, new sea defences, redevelopment of Clarence Pier with mixed-use hotels, conference facilities, cafes, restaurants, retail, galleries, performance spaces, amusements and other leisure uses, some residential, and a new hovercraft bus terminal and transport interchange. This will see existing funfair rides removed.
- Southsea Common: new sea wall incorporating 'feature' marine influences in the design as well as a small amphitheatre and seating. There is an opportunity to extend the restaurant and decked area, and to create concrete sculptural decks that are covered at high-tide. New pedestrian crossings enable movement. The Blue Reef Aquarium could expand, a new interactive water feature used, and new kiosks established.
- Southsea Castle and surrounds: pond replaced with interactive water jets; new bandstand / stage; new café terrace and tall banners outside the D-Day Museum.

1.5.5.9 Margate

Margate Coastal Community Team Economic Plan 2016 and Beyond: A Living Document (2016)



The Margate plan focuses on strengthening the offer through improved and new visitor attractions and activities, supporting start-ups and new businesses, addressing public realm issues and creating connectivity between different areas of Margate: the beach, High Street, Old Town, Cliftonville and Westbrook.

Margate has been revived by the local objectives of nurturing tourism and heritage and developing of an interconnected 'creative cluster' featuring the advent of the Turner Contemporary Art Gallery and the emerging Dreamland Heritage Amusement Park. The CCT's ambition is to have a flourishing cultural scene with a variety of niche traders including the growing 'retro' scene which will encourage visitors from a larger catchment including adjacent Europe who will explore an extended coastal park throughout the year.

Three main focus points have been identified in support of CCT ambitions - Creative Cluster, Small Entrepreneur Encouragement, and Seafront Upgrading. The shoreline upgrades aim to increase the recreation and leisure value of this public space by creating different zones of interest and use.

The relevant intended shoreline outcomes include:

- Improved programme of festivals and events including: family fun days, festivals such as GEEK, CAMR beer festival, Jazz, Looping the Loop, and Carnival, civic events including Blessing of the Seas, Battle of Britain Day, and Remembrance Sunday and Turner Contemporary-inspired events
- Re-opening of Margate Caves
- Tudor House revitalised and Malting Barns restored as alternative attractions.

- Refurbishment and re-purpose of seven Victorian shelters without changing their character creating hubs along the coastline
- New operator to take on the development of the Theatre Royale
- Dreamland Cinema complex refurbishment
- Renovation of Margate Winter Gardens
- Lido brought back into full use
- Royal Sea Bathing brought into use as a community and cultural centre
- Overhaul and expansion of historic information boards, including wayfaring to the Turner Gallery
- ‘Fun Fibreglass Animals’
- Less dominant highway environment with reduced road width and highway furniture throughout as part of improved public spaces along the frontage
- Planting to introduce diversity to the landscape and define function.

Margate’s rejuvenation was bolstered by the reopening of Dreamland, Britain’s oldest seaside pleasure park, following an £18 million refurbishment. However, the park has since entered administration and is now offering free admission.

1.5.5.10 Isle of Wight

Visit Isle of Wight Ltd. - Destination Management Plan (DMP) 2015

The strategy and action plan for sustainable tourism is aimed at the quality of the visitor experience and the performance of business. The Plan is governed by four key principles - to increase the value of tourism to the island, to encourage innovation and industry investment, to develop a year-round tourism economy, and to sustain and enhance the island’s landscape.

The tourism industry is still predominantly a seasonal employer; however, with the need for the hospitality sector to grow its skills base, there are opportunities for apprenticeship schemes and other low season training, as well as a steady increase in winter ‘tourism’ activity. Work has started in developing a series of ‘festival weeks’ which celebrate niche activities and sporting activities across the year. Operators of activities, attractions and hospitality businesses will be encouraged to develop longer opening patterns.

The Plan acknowledges the increasing number of leisure visitors using cars and the detrimental impact this could have on the quality of the environment. Ongoing investment and promotion of both public and ‘active’ cycling and walking transport is advised to help reduce this impact, as well as appropriate road management to discourage the use of the car for unsuitable journeys. The Island will be marketed as a premium destination for walking and cycling activities, using a “Drive Less See More” banner.

1.5.5.11 Folkestone

The ambition is to re-establish a vibrant seafront quarter with a dynamic harbour area via a mix of leisure and entertainment facilities offering a unique coastal setting for sports, arts and recreation attractions. The proposals include:

- In the region of 1,000 dwellings - both apartments and housing
- A maximum of 10,000 square metres of residential floorspace
- Public square adjacent to the harbour
- 9.5 hectares of open space, including public, private and beach
- Car parking spaces on a ratio of 1:1 per unit including visitor parking
- Extension of the main beach and creation of an elevated shingle landscape
- A network of paths for pedestrians and cyclists, including an extension of the coastal path from the Leas and Lower Leas Coastal park and a promenade along the beachfront
- Landscaping which is appropriate to the location and climate.

The new Harbour Arm pier opened in 2015, launching a full programme the following summer.

The Folkestone Seafront redevelopment includes the renovation of the derelict harbour station to connect the town centre, Creative Quarter and the popular Harbour Arm via a new walkway laid over the old railway line. The listed viaduct and swing bridge will become a new pedestrian walkway to improve connectivity, anticipating the new developments the seafront will bring. New information boards and signs will be put in place to tell the story of the harbour and Folkestone's maritime history.



1.5.5.12 Whitley Bay

North Tyneside Council – Seafront Master Plan (2014)



North Tyneside's Whitley Bay has ambitious renovation plans including £36 million of plans to resurrect its Spanish City site, known for its Grade II-listed domed concert hall which opened in 1910 but was closed in the early 2000s after it fell into disrepair. It is expected to open later in 2018.

Major developments have been outlined for the town's coastline between St Mary's Island and Cullercoasts Bay, including a new visitor centre, cafes, day-stay beach huts and improvements to gardens and parks along the promenade. The aim of the masterplan is to make the area more attractive to visitors, residents and businesses through developments such as:

- St Mary's Island and Headland: restoration of the lighthouse and causeway improvements
- Headland railings: new railings along the headland
- Mini golf: the popular attraction now features 'foot golf' game
- Land Train: offering pleasure trips along the coast between Whitley Bay Playhouse and St Mary's Island
- Northern Promenade improvements: new surfacing, seating and shelters, improvements to pathways and walkways, proposals for traditional beach huts and landscaping, and public art
- Watts Slope Gateway: pathways have been widened and improvements made to landscaping. The area also includes a decked seating area with ice cream kiosk.

- Watts Slope toilets: public toilets have been modernised and feature artwork
- Spanish City Dome: major restoration of the Dome to bring it back to use as a wedding and conference venue
- Premier Inn and Beefeater: a new 68-bedroom hotel and restaurant
- Central Lower Promenade: reconstruction of promenade as part of sea defences as well as other planned improvements
- High Point development: a development of townhouses on the site of the former High Point Hotel.

Summary – Review of Comparator Towns

- There are a range of examples for Skegness to study on how other seaside towns have looked to diversify their offer and extend their tourism season, including:
 - Pasaje del Terror (Blackpool): interactive walk-through horror experience
 - Jurassic Journey (Great Yarmouth): walk-through exhibit, archaeology and palaeontology
 - British Airway i360 (Brighton): observation tower
 - Escape Rooms (various)
 - Sewer Tours (Brighton)
 - Planetarium (various)
 - Crescent Arts (Scarborough): exhibitions, workshops, screenings, artists' talks
 - Trampoline Park (various)
 - Star Trek – The Exhibition (Blackpool)
 - Choccywoccydoodah Witches Kitchen Workshops (Brighton)
 - Dinosaur Isle (Isle of Wight): purpose-built dinosaur museum
 - Marina Centre Tropical Pool (Great Yarmouth): leisure hub, pool, play area and sports facilities.
- Further details of a selection of these are included at Appendix 1.
- Broadly these fall into the categories of adventure / eco-tourism / heritage / natural resources / outdoors and sport
- There is a parallel shift towards new galleries, niche shops, cultural events, independent quality cuisine and “destination dining”.
- Towns are increasingly linking the visitor destination and attraction offer to wider skills / training / quality assurance / business support / sense of place / environmental improvements and gateway projects in a holistic masterplanning approach.
- The role of the public sector is still vital in bringing forward key sites and infrastructure to stimulate complementary private sector investment.
- Areas are tending to highlight and build on their own local unique assets.
- As well as capital projects events and temporary exhibitions are becoming increasingly important – family fun / beer festivals / alternative film screenings / sports and heritage events / civic celebrations / open-air concerts / wildlife and conservation weekends and locally themed experiences.
- For coastal towns to become more viable and sustainable, the visitor offer must be increased outside of the normal season, and the perception that the coast is closed out of season needs to reduce. These Masterplans reveal an acute awareness of this amongst seaside destinations.

- Local governments are working closely with businesses and tourist agencies to forge unique identities based on a unique proposition, from food culture to nostalgic attractions, to attract visitors in search of experience and authenticity. Attracting tourists and businesses should be seen as interdependent - the year-round economy can be boosted through the business-orientated conferencing, hotel and events market.
- Many seaside towns are focusing on creative industries as well as cultural and heritage assets as a means of generating more of a year-round appeal. Business diversity is recognised as being important for creating better career and education opportunities to prevent the loss of working age people.
- There is an increasing focus on Green Tourism including the promotion of wildlife. The preservation and improvement of the local built and natural environment is seen as fundamental to a towns' reputation as an attractive place to work and live.
- Various Masterplans divide the shoreline into distinct 'neighbourhoods' allowing each to have an identity and character, and to focus development.
- Alternative concepts to boost the visitor economy include the Freebay w-fi and Tourism Awards featured at Scarborough.
- Towns are recognising the importance of retaining skilled residents and younger generations as a means of countering the deprivation experienced by many seaside destinations. For example, Hastings became the host of a Brighton University satellite / spin-off centre.

1.6 Findings of Bespoke Consultation

This involved a workshop with Members and Staff of East Lindsey District Council followed by one to one consultations with local stakeholders. Attendees at the workshop were:

- Councillor Craig Leyland
- Councillor Steve Kirk
- Jon Burgess
- Gary Sargeant
- James Gilbert
- Victoria Burgess
- Duncan Hollingworth
- Anne Shorland
- Robert Walker.

Stakeholders consulted were:

- June Howard, SECHWA
- Judy Chapman, Skegness Partnership
- Steve Lerner, Skegness Town Council.
- Tony Tye, Skegness Chamber of Commerce

- Ruth Carver, Greater Lincolnshire Local Enterprise Partnership
- Steffie Shields, MBE, Lincolnshire Gardens Trust
- Andy Ratcliffe, Lincolnshire County Council Highways
- Liz Bates, Lincolnshire Heritage
- Chris Payne, Skegness Pier
- Lisa Collins, Lincolnshire Coastal Destination BID.

The aim was to identify views about the current Foreshore and aspirations for the future. All comments have been included as closely as possible to how they were originally made to preserve the feeling of the consultation. The key points raised by Members and Staff of East Lindsey District Council were:

- Want people to be able to move around the Foreshore more without leaving it
- Need to give people a reason to move around the Foreshore
- Better connectivity with walkways and cycleways
- Better use of the waterway to bring people down the Foreshore
- Could like some better vistas / views of the sea
- Better signage
- Want it to be inviting and for people to feel safe
- Seaside nostalgia is an opportunity - to interpret areas, and tell the Skegness story
- Open up areas for pedestrians
- Ease or maintenance and cleaning must be considered
- Speed and ease of cleaning is important
- Need something to draw you down to the beach / sea
- Make more of the waterways, have water features – draw people into other parts of the Foreshore
- Real desire to extend the season and draw visitors outside the summer months
- Need to encourage more bars / restaurants / cafes to the Foreshore to generate an evening trade
- Need more colour
- More activities on the beach
- Need a dedicated events space rather than using car parks
- Need better planting scheme
- More lighting
- Public art
- Need partners to sign up to the design guide
- Need to have a legacy – to carry improvements on into the future
- Need to lift the whole area – help attract different visitors, extend the season and attract investment
- Southern Boating Lake - performance space with terracing to the west of the boating lake
- LED lights and fountains with music pipes around the lake
- Former Bowling Green - Opportunities for events such as markets
- Could be a merchandise area of events at the Boating Lake
- Outdoor sports area
- High wire attraction
- Zip wire
- Bike hire
- Pedestrianise Tower Esplanade.

- What opportunities are there to attract commercial investment, for example at the old festival pavilion site.

Key points from the stakeholder consultation were:

Views of the Foreshore

- The Foreshore has declined – it used to be cleaner, brighter and more inviting
- There has been a decline in the way the gardens have been maintained and planted
- There has been an increase in litter and general cleaning has declined
- Signage is poor
- Toilets are poor
- There is a lack of sense of arrival or direction
- There is no unifying theme to the Foreshore and no sense of arrival, no feeling of being welcomed to Skegness
- Traffic management along the Foreshore is bad
- For the last 20 / 30 years there has been a lack of vision and a cohesive approach to Skegness and it is suffering the effects of this now
- Existing facilities / sites / amenities should be cleaned up / restored before new facilities are provided. It was felt that recent Council cut backs mean some areas have been neglected and are not well maintained. These need to be cleaned up / tidied as a priority and supported to reach their potential – such as the boating lake and waterways.
- There is a need to make sure the current offer is of a good standard before introducing new facilities. This includes flower beds, painting, bins, street furniture, better cleaning, signage, and generally make it brighter.

Heritage

- The nostalgic appeal of the town was highlighted by consultees – visitors remembering childhood holidays, family trips etc. It was felt that there is a market for nostalgia in the town, but this needs to come with 21st Century customer service and facilities.
- Stakeholders commented that very little is made of Skegness's heritage.
- The key areas of heritage were considered to be built heritage / natural heritage / community heritage and tourism heritage.
- The heritage of Skegness is different for different people. There could be a programme of heritage engagement starting with determining how people feel about the place.
- A heritage facility in the town may not appeal to many visitors, but, if coupled with a wider visitor facility / visitor services centre then people may be interested in finding out more about the story of Skegness.
- An audio walking tour of the town was also suggested with interpretation boards in key points along the Foreshore.
- Stakeholders highlighted that the natural heritage of the area should not be forgotten. Cycle routes, walking tours, and boat trips could encourage visitors to engage with nature.

New Investment

- Investment to date has been about making money for businesses, not about making Skegness more prosperous.

- The new Premier Inn will bring a different visitor market to Skegness and that this is a positive thing. Hope that people will be looking for things to do in the evening - although there was concern about the impact of the loss of car parking.
- It would be good if the land train could operate all along the Foreshore.
- Better signage is needed on how to find car parking, how many spaces are available and then better orientation for people once they reach car parks.
- Skegness needs to make more of the sea – it is a fantastic asset that is not really used significantly. More water sports – sailing, giant inflatables, boat trips to Gibraltar Point and such.
- Maintenance will be key and any new investment should be done in a way that minimises ongoing maintenance costs.
- Need to think about the type of materials to be used to withstand the environment.
- Traffic flows and parking provision will need to be considered, particularly if initiatives increase visitor numbers, there will be increasing pressure on the local road network during peak periods.
- There has been a lack of co-ordination in developing proposals for opportunities such as Coastal Communities Fund. There needs to be a clear vision and better collaboration to secure funding. Lessons can be learnt from the success of Cleethorpes in securing funding and the opportunities this opened up.
- Any events / activities / facilities need to be well signposted, promoted and marketed.
- Need to achieve a balance between what people expect when visiting Skegness whilst also pushing up quality.
- Investment should send a message that Skegness is changing, doing something different.
- Social media will be crucial to ensuring that visitors find out about what is happening in the Town.
- The idea of a visitor facility for the town was suggested. This could act as a one stop shop for visitors, including a Tourist Information, heritage facility telling the 'Story of Skegness', possibly a small gallery, or shop showcasing local artists / crafts and a good quality café.
- This would need to be visible and prominent so it could be easily accessed by all visitors.
- Skegness lacks good indoor facilities / activities when it is raining. There is a need for more indoor activities, to provide an alternative to the arcades.
- Road infrastructure needs to be better to get visitors to the Town but also staff.
- There are currently no examples of excellent architecture in Skegness – '*let's have some nice buildings*'. It was felt that some well-designed buildings would help to raise aspirations in the Town.
- There are limited trails / public art in the town. Some pieces of popular sculpture around the town would add interest and engage more people in the arts.
- Existing playgrounds in the Town tend to be on the holiday parks rather than in the centre.
- Play areas tend to be for younger children, there is a need for play areas / activities for older children.

Visitors

- It is difficult to attract people who would spend more money - but to make Skegness more prosperous, there is a need to attract people who will spend more.
- There is a need to extend the season - walking and cycling were suggested as a potential offer to the traditional summertime market
- Linking with the wider coastal area in Lincolnshire, there are opportunities to attract people to Skegness to enjoy the wilder coastal areas alongside walking and cycling.

Food and Drink / Retail

- Need to diversify the food and drink, and the retail offer, to change perceptions of the town, raise aspirations, attract different kinds of visitors and help develop an evening economy.
- Lincolnshire does not keep up with local trends in food and drink. Food outlets provide more than just fish and chips but they need to shout about it and promote it. People need to know about what is on offer in the town.
- More could be done to work with local food businesses to keep them updated about national trends and areas of the market that are growing.

Environmental Credentials

- *'The town really needs to get its head around being environmentally friendly'.*
- More recycling bins would encourage people to separate out their rubbish, although this would need to be fully supported by the Council as it would have associated revenue costs.
- *'Skegness could become an eco-town'.*

Ideas for Events / Activities

- Monorail / some form of transport up and down the coast
- Green areas for picnics
- Play areas for older children / multi sports
- An audio walking tour of the town
- Water / Beach activities -- sailing, giant inflatables, boat trips to Gibraltar Point, kite flying dune buggies
- 1920s festival – nostalgia of Skegness
- Area of outdoor events
- Play areas for older children / multi sports area
- Visitor centre / orientation centre.

Summary – Bespoke Consultation

- The positive suggestions made through the consultation can be broadly grouped into:
 - Connectivity to and inside the Foreshore
 - Improvements to facilities
 - Programmes of heritage engagement
 - Emphasis on the quality of the offer
 - Trails and public art
 - The need to extend the tourist season
 - Developing the evening economy
 - Improved signage
 - New innovative attractions
 - Maximising the advantages of natural assets
 - Promotion through social media
 - Road and parking improvements
 - Diversification of food and drink
 - Better marketing
 - New events and activities.



PART TWO: MASTERPLAN STRATEGY AND PRIORITIES

PART TWO – MASTERPLAN STRATEGY AND PRIORITIES

2.1 Priorities

Following the extensive analysis of Part One this forward-looking strategy section takes forward the findings to date in a coherent framework that addresses all key issues revealed through five priorities (in no priority number):

- Priority One: improving the Foreshore offer
- Priority Two: opening up underused areas of the Foreshore
- Priority Three: private sector investment
- Priority Four: visitor welcome and experience
- Priority Five: seaside nostalgia.

The Strategy and Priorities section is fleshed out with the inclusion of key projects, where appropriate worked up and presented by Guy Taylor Associates Architects.

The approach aims to balance ambition with deliverability – with a range of relatively low-key investments alongside some major ambitions aimed at giving Skegness something new to “shout about”. It is clear that a phased approach to investment in the Foreshore is needed. Whilst priority must be given to improving the existing assets, it is clear from the comparator work that providing something innovative and an experience in its own right has been key to giving people a reason to visit different resorts – extending the season and attracting different groups of visitors.

Delivery of these priorities must be seen as a long-term strategy for rejuvenation and refocusing of Skegness Foreshore. A number of priority projects have been identified to kick start the delivery of the Masterplan and these are set out below under each priority. The aim is to develop a mix of interventions with some relatively low-key proposals which will help to address the need for investment along with one major proposal to significantly enhance the offer of the Foreshore. For each project, indicative designs have been prepared by Guy Taylor Associates and these have been costed by Quantity Surveyors from Focus Consultants.

Priority 1 - Improving the existing Foreshore offer

There is a general feeling the Foreshore is in need of investment and that the priority should be to improve the existing offer and assets before investing in something new. It is considered that funding pressures within local authorities has had a negative impact on overall appearance and maintenance of the Foreshore and that investment is needed in areas such as:

- improving connectivity around the Foreshore including reinstating the cycle path
- toilets
- signage.



- landscaping
- general appearance / cleanliness.

Development of the Foreshore over the years has resulted in blocking the vista from Lumley Road/ Clock Tower/ Tower Esplanade approach to the sea which has taken away much of that natural excitement of arrival at the seaside. The furnishing of the public realm, how it allows and frames views and vistas, its paved surfaces, links with the sea, distinctive furnishings, trees and ornamental plantings, should present a coherent and identifiable treatment extending throughout the Foreshore reflecting its distinctive character.

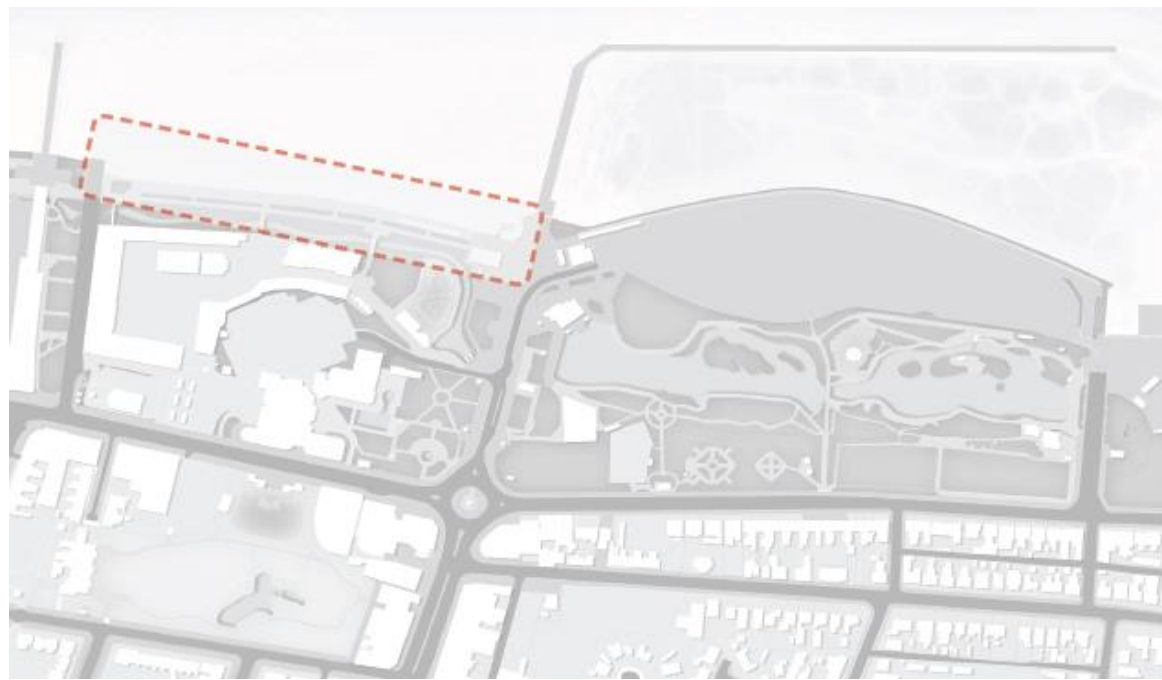
The existing waterway can be better used to connect different parts of the Foreshore and encourage people to use the car parks at either end, thereby naturally encouraging people to explore. Consideration should be given to offering a free boat ride up the Foreshore when parking in the North End Car Park. Better promotion of the waterway, some improvements and potentially creating more stopping points will encourage people to move up and down the Foreshore, rather than focusing in the Tower Esplanade area as they currently do. East Lindsey District Council will need to undertake a survey of the waterway structure to determine the viability of more regular water taxi trips and additional stop off points.

In terms of public realm, there is a need for a more consistent, perhaps brighter and higher quality approach to things like signage, street furniture, and surfaces. A Skegness Foreshore Design Code has been produced as part of this study. The Skegness Foreshore Design Code seeks to ensure the public realm provides a welcoming experience which is exhilarating, inclusive and memorable. It also aims to ensure greater consistency in the way the Foreshore is presented.

Once investment has been made in these areas, maintenance will be key, therefore the nature of materials used is important but allocating appropriate revenue budgets is also vital. Waste management is also critical, it will be important to ensure enough refuse bins are placed along the Foreshore and they can be emptied easily. To manage the high levels of waste during peak times, a number of holding bays will need to be created to allow emptying of smaller bins into the holding bays which can then be emptied late at night or very early in the morning.

There is a need for a more co-ordinated, cross service / partner approach to management of the Foreshore and if investment is made in the Foreshore, it is important to make sure this is sustained for the long term. Liaison with businesses located on the Foreshore will also be important to promote the Design Code and encourage them to align with it – for example with signage.

Project 1a: Seafront Public Realm Enhancements



Rationale: There is a general feeling the Foreshore is in need of investment and that the priority should be to improve the existing offer and assets before investing in something new. Investment is needed to improve the overall appearance and maintenance of the Foreshore. It will help create a sense of arrival and generally a more welcoming environment which was identified as a concern in the consultation. A Skegness Foreshore Design Code has been prepared to establish the parameters for this and includes improving connectivity around the Foreshore including reinstating the cycle path, signage, colour scheme and landscaping.

Project 1a: Seafront Public Realm Enhancements

By improving the appearance of the Foreshore this investment will help to increase overall confidence in the area, supporting local businesses and attracting new investment but also attracting more and different kinds of visitors wanting to experience the different and diverse areas of the Foreshore. Research has shown that well-planned public realm improvements can boost footfall and trading by up to 40%. It will encourage people to move around the Foreshore more, bringing more vibrancy to the extents of the Foreshore and generally create a nicer environment for locals and visitors to spend time in.

The improvements will help to improve connectivity and will open up areas for pedestrians, encouraging people to move around the Foreshore and helping to boost passing trade for businesses to the North and South of the Foreshore.

Improvements to the public realm can also help improve the sense of safety in the area and also help design out crime which was identified as a concern in the consultation. Socially, the proposed public realm improvements will help restore a sense of pride in the area. It will also be a nicer area for local people to enjoy and move around in.

From a heritage perspective, the proposals reflect the historic importance of the Foreshore as recognised through its designation as a historic park. They also provide opportunities for people to experience more of the area by improving connectivity and visibility of areas which are underused currently. There is also an opportunity to deliver interpretation as part of the public realm - perhaps a form of nostalgia trail.

Further details can be found in the Skegness Foreshore Design Code.

Budget Estimate:

Construction: £1,289,500

Preliminaries @ 10% £128,950

OHP @ 5% £64,475

Professional Fees @ 15% £222,439

Contingency @ 15% £255,805

Inflation @ 15% £294,175

Total: £2,255,344

A more detailed breakdown is shown at the end of Priority 1

Funding Strategy: A review of funding opportunities that may be available for implementing parts of the Masterplan is included at Appendix 3.

A comprehensive approach to refreshing the public realm is likely to need significant contribution from the landowner – East Lindsey District Council. However, the case studies in Appendix 3 show that a comprehensive package of interventions may secure Growth Deal funding and Coastal Communities Fund investment, if further rounds of these become available. It is likely that further Growth Deal funds will become available and therefore significant development work is required to get the project in a strong position to bid for these funds in the future.

Project 1a: Seafront Public Realm Enhancements

In 2017, Cleethorpes successfully secured £3.3million for improving the public realm around the town.

It may also be possible to secure funding through the Heritage Lottery Fund if elements of heritage interpretation / engagement are included.

Part 3 sets out the development work required before funding applications are submitted.

Project 1b: Pedestrianisation of Tower Esplanade



Project 1b: Pedestrianisation of Tower Esplanade**Rationale:**

As a sub-project to the Seafront Public Realm Enhancements, the pedestrianisation of part of Tower Esplanade is proposed as part of the Masterplan. This would involve pedestrianisation of a section of Tower Esplanade by re-routing access to Festival Car Park via South Parade/ Princes Parade. This will not only improve the approach to the Foreshore and the environment of the Esplanade but would also encourage greater use of the Southern Foreshore and encourage people to move around the Foreshore more.

Pedestrianisation of Tower Esplanade would improve the overall approach to the key commercial area of the Foreshore and create a number improved environment for visitors, drawing people down to the Foreshore from the station and town centre. It would also create an area for outside events, activities and entertainment. It would prove a natural route from the town centre to the Foreshore utilising the Foreshore Design Code to provide consistency in the public realm.

Economically, it would bring opportunities through the provision of additional trade-out space for concession holders and improve the overall confidence in the Foreshore to help attract new private sector investment to the area. By creating a space where different kinds of activities and entertainment can take place, this will also help to extend the season and attract different groups of visitors, depending on how the space is programmed.

The works and traffic rerouting will improve connectivity for pedestrians and encourage people to move around the Foreshore, boosting trade for businesses located here.

As with the public realm improvements for the Foreshore, this will help improve the sense of safety and bring an enhanced sense of pride in the area.

Proposals to pedestrianise part of Tower Esplanade will be subject to discussions with local businesses and stakeholders.

Budget Estimate:

Construction: £1,022,675

Preliminaries @ 10% £102,268

OHP @ 5% £51,134

Professional Fees @ 15% £176,411

Contingency @ 15% £202,873

Inflation @ 15% £233,304

Total: £1,788,665

A more detailed breakdown is shown at the end of Priority 1

Funding Strategy: A review of funding opportunities that may be available for implementing parts of the Masterplan is included at Appendix 3.

Project 1b: Pedestrianisation of Tower Esplanade

A comprehensive approach to refreshing the public realm and pedestrianisation is likely to need significant contribution from the landowner – East Lindsey District Council and also improvements to the Highways by Lincolnshire County Council. However, the case studies in Appendix 3 show that a comprehensive package of interventions may secure Growth Deal funding and Coastal Communities Fund investment, if further rounds of these become available.

It may also be possible to secure funding through the Heritage Lottery Fund if elements of heritage interpretation / engagement are included.

Part 3 sets out the development work required before funding applications are submitted.

Project 2: Foreshore Management

Rationale: There is a need for a more co-ordinated, cross service / partner approach to management of the Foreshore and if investment is made in the Foreshore, it is important to make sure this is sustained for the long term. This in part requires appropriate maintenance budgets to be made available but it is also proposed that staffing resources are put in place to take responsibility for the day to day management of the Foreshore so that any problems are identified and dealt with quickly to maintain the quality of the environment and to ensure visitors and residents feel that the Foreshore is a clean, welcoming and safe place to visit. This co-ordinated response to management of the Foreshore would help to improve the overall experience on the Foreshore for residents and visitors, ensuring any litter, cleanliness, maintenance issues are identified and reported quickly but could also help to ensure there are good relationships between the businesses on the Foreshore and between the businesses and different partners with an interest in the area.

Budget Estimate: N/A

Funding Strategy: It is assumed that will be delivered through a restructuring of internal roles and services within East Lindsey District Council and that no further funding will be required.

2.1.1 Budget Cost Estimate - Seafront Enhancement

Cost Centre	Element of Work	Qty	Unit	Rate	Total (£)	Notes
1	Seafront Enhancement					
1.1	Permeable resin bound gravel; applied directly to existing surface; pavement	5600	m2	55	308,000	Total area 350m long x 16m wide. Price from SureSet of £40/m2 supply & lay for 18mm deep. Additional allowance of £15/m2 for preparation / detailing etc.
1.1.1	Extra over: granite setts	1050	m2	85	89,250	Allowance of 350m long x 3m wide
1.2	Permeable resin bound gravel; applied directly to existing surface; to concrete steps; including making good	350	m	200	70,000	3nr steps for length of 350m
1.3	Permeable resin bound gravel; applied directly to existing surface; to reinstate cycle path; including site clearance, making good, edgings & markings.	700	m2	100	70,000	To length of seafront enhancement. Assumed area 350m long x 2m wide.
1.4	New steel balustrade	265	m	350	92,750	Allowance for installation to 75% of length of beachfront (350m) to allow for openings to beach. Allowance of £350/m - spec tbc
1.5	New street lighting	18	nr	3000	54,000	Assumed installed at circa 20m intervals. Hestia 1, 24 LED's w/ photocell @ £564/fitting; allowance for lighting column of £2,000/fitting; allowance for installation of £400. Assumed new lighting columns in place of existing therefore electrical supply in place.
1.6	New litter bins	14	nr	1500	21,000	Allowance for installation at circa 25m intervals. Costs based on 'Zenith Contemporary bins'
1.7	New recycling bins	14	nr	1500	21,000	Allowance for installation at circa 25m intervals. Costs based on 'Zenith Contemporary recycling bins'
1.8	New shelters	7	nr	15000	105,000	Allowance - spec tbc. Assumed installation at circa 50m intervals
1.9	New granite benches; 1.8m long	18	nr	3000	54,000	Allowance; assumed 1nr bench installed at circa 20m intervals
1.10	Way-finding totums / Monolith	7	nr	3500	24,500	Cost allowance for monolith. Allowance for installation at circa 50m intervals
1.11	Cycle stands	0	nr	0	-	Excluded
1.12	Bollards	0	nr	0	-	Excluded
1.13	Drinking Fountains	0	nr	0	-	Excluded
1.14	Inlaid uplighting	0	nr	0	-	Excluded
1.15	Sculptures	0	nr	0	-	Excluded
1.16	Trees (including tree surrounds / grilles)	0	nr	0	-	Excluded
1.17	Granite planters; 6m long x 1.8m wide	18	nr	20000	360,000	Allowance; assumed 1nr planter installed at circa 20m intervals
1.18	Planting	1	Item	10000	10,000	Allowance
1.19	Removal of existing street furniture & making good	1	Item	10000	10,000	Allowance
1.20	Drainage	1	Item	0	-	Excluded. Assumed existing drainage utilised.
SUB TOTAL CONSTRUCTION WORKS					£1,289,500	
2	Preliminaries					
2.1	General allowance	10%			£128,950	
Sub Total Prelims					£128,950	
3	Main Contractors Overheads and Profit					
3.1	General allowance	5%			£64,475	
Sub Total Main Contractors OH&P					£64,475	
4	Other Development/Project Costs					
4.1	Professional fees / development costs	15%			222,439	
Sub Total Development/Project Fees					£222,439	
5	Contingency Allowance					
5.1	General Allowance	15%			£255,805	
Sub Total Contingency					£255,805	
TOTAL AT CURRENT PRICES					£1,961,168	
6	Inflation					
6.1	Allowance	15%			£294,175	Assumed mid-point of construction as 4th Quarter 2021. Inflation based on forecasts in BCIS Quarterly Review of Building Prices (Issue 49)
Sub Total Inflation					£294,175	
TOTAL FORECAST COSTS					£2,255,344	

Notes: Costs exclude Value Added Tax

2.1.2 Budget Cost Estimate - Tower Esplanade Pedestrianisation (Eastern Section)

Cost Centre	Element of Work	Qty	Unit	Rate	Total (£)	Notes
1	Tower Esplanade (Eastern Section)					
1.1	Permeable resin bound gravel; applied directly to existing surface.	7250	m2	55	398,750	Price from SureSet of £40/m2 supply & lay for 18mm deep. Additional allowance of £15/m2 for preparation / detailing etc.
1.1.1	Extra over; making up levels to existing road; (approx 100mm)	715	m3	20	14,300	Approx 130m long x 5.5m wide
1.1.2	Extra over: detail in granite setts	1225	m2	85	104,125	
1.2	New street lighting	25	nr	3000	75,000	Hestia 1, 24 LED's w/ photocell @ £564/fitting; allowance for lighting column of £2,000/fitting; allowance for installation of £400. Assumed new lighting columns in place of existing therefore electrical supply in place.
1.3	New litter bins & recycling bins	6	nr	3500	21,000	Allowance for 'Euro Bin' and enclosure
1.4	New granite benches; 1.8m long	16	nr	3000	48,000	Allowance
1.5	Way-finding totums / Monolith	3	nr	3500	10,500	Cost allowance for monolith.
1.6	Cycle stands	0	nr	0	-	Excluded
1.7	Bollards	0	nr	0	-	Excluded
1.8	Drinking Fountains	0	nr	0	-	Excluded
1.9	Inlaid uplighting	0	nr	0	-	Excluded
1.10	Public art	1	item	30000	30,000	Allowance
1.11	Pole banners; stainless steel	8	nr	2000	16,000	Allowance
1.12	Granite planters; 6m long x 1.8m wide	14	nr	20000	280,000	Allowance
1.13	Planting	1	Item	10000	10,000	Allowance
1.14	Removal of existing street furniture & making good	1	Item	15000	15,000	Allowance
1.15	Drainage	1	Item	0	-	Excluded. Assumed existing drainage utilised.
SUB TOTAL CONSTRUCTION WORKS					£1,022,675	
2	Preliminaries					
2.1	General allowance	10%			£102,268	
Sub Total Prelims					£102,268	
3	Main Contractors Overheads and Profit					
3.1	General allowance	5%			£51,134	
Sub Total Main Contractors OH&P					£51,134	
4	Other Development/Project Costs					
4.1	Professional fees / development costs	15%			176,411	
Sub Total Development/Project Fees					£176,411	
5	Contingency Allowance					
5.1	General Allowance	15%			£202,873	
Sub Total Contingency					£202,873	
TOTAL AT CURRENT PRICES					£1,555,361	
6	Inflation					
6.1	Allowance	15%			£233,304	Assumed mid-point of construction as 4th Quarter 2021. Inflation based on forecasts in BCIS Quarterly Review of Building Prices (Issue 49)
Sub Total Inflation					£233,304	
TOTAL FORECAST COSTS					£1,788,665	

Priority 2 - Opening up underused areas of the Foreshore

There are a number of areas along the Foreshore which are underused because they have become neglected, there is a lack of signage or generally nothing to draw people in. Visitors mostly congregate around the Tower Esplanade area of the Foreshore with limited movement to the northern or southern areas. There is a need to signpost these areas, open them up, and make them more welcoming to ensure future vibrancy.



Petrol Station turned Cinema interior London

Part pedestrianisation of Tower Esplanade is recommended with access Festival Car Park to the South via Princes Parade.

This will not only make Tower Esplanade a nicer environment for visitors, and a better welcome to the Foreshore from Lumley Road, but will also encourage people to use the Southern Foreshore more. Traffic flows and parking provision will need consideration with more traffic moving through the local road network around the Foreshore. Improvements to the waterway described above and encouraging its use as a way to move up and down will also help draw people into different areas.

Proposals are put forward for increasing the use of the southern boating lake as an area for events such as concerts, light festivals and outdoor cinema with associated improvements to local facilities such as toilets.

In addition, there are proposals to develop the beach chalets which sit just to the north of Skegness Pier into an area for pop up restaurants, bars and associated seating areas. This will increase footfall and encourage local businesses to diversify, as well as support start-up businesses as the units could be offered rent free for a period of time. This will not only open up a currently unused area of the Foreshore, it will help develop Skegness's evening economy, which is set to change with the development of the Premier Inn adjacent to this site. This will all help to diversify the town's food and drink offer - key to attracting different kinds of visitors to the town.



Pop Up Brixton

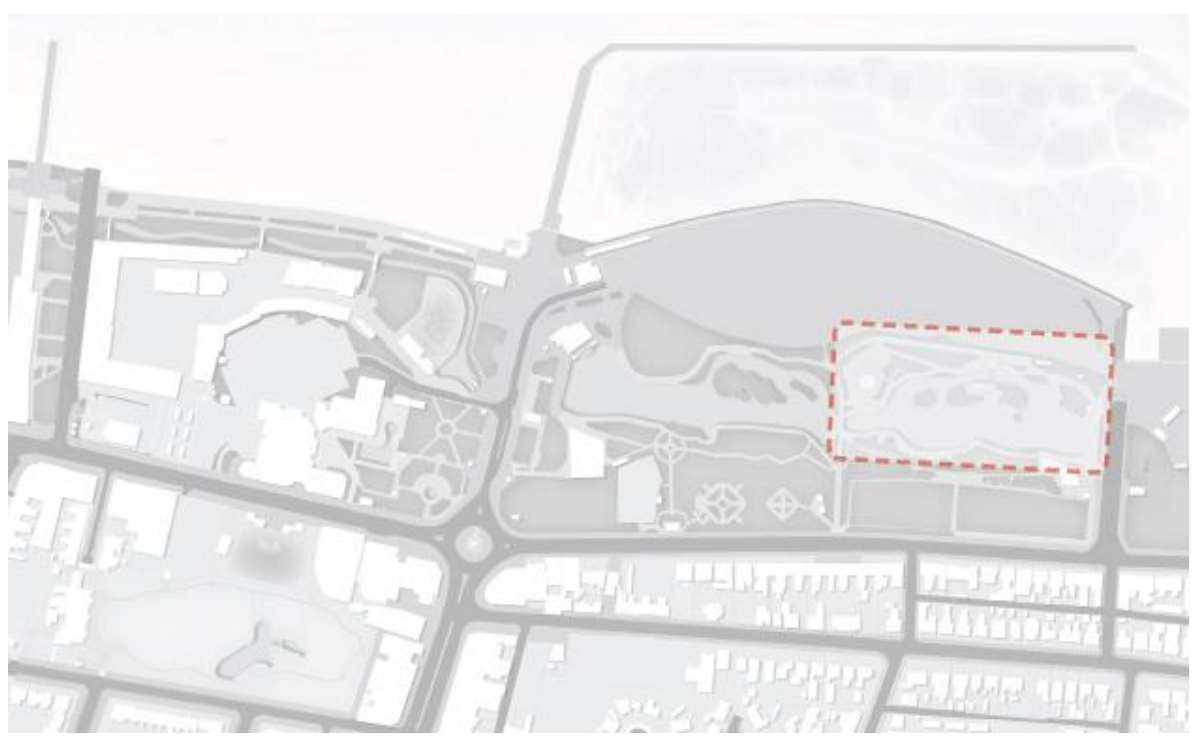


Beached BBQ Area

Some of the grass areas to the north of the pier, between the waterway and the beach need minimal intervention to create picnic areas, more sheltered than the beach, with some possibly dedicated to families. These would need to be well promoted, signposted and easy to access.

It is also proposed that somewhere around this area, a public barbeque area is created. Again, this will help to encourage evening use of the beach and Foreshore. Other British beaches allow barbeques in certain areas but have strict guidelines and charge for attendance by over a certain number of people. This will clearly need some policing but could deliver important benefits in terms of the vibrancy of the Foreshore. Appendix 2 shows the Barbeque Guidelines for Bournemouth Beach.

Project 3: Southern Boating Lake Event Arena / Outdoor Cinema



Project 3: Southern Boating Lake Event Arena / Outdoor Cinema

Rationale: The Southern Boating Lake is an area that is underused on the Foreshore. An opportunity has been identified to utilise the existing structures around the boating lake to create an outdoor events arena for activities such as concerts, light festivals and outdoor cinema with associated improvements to local facilities such as toilets. As a first phase, improvements such as new lighting, water fountains, and the ability to pipe music around the lake could be introduced to improve the amenity value of this area of the Foreshore before fully implementing the full scheme with a performance area and tiered seating. From an environmental health perspective, new bins with built in bait stations are also suggested.

The Foreshore and the town generally has a limited evening economy as most visitors leave the town late afternoon to go home or go to the caravan parks on the outskirts of Skegness. Although there is anticipation that this may change somewhat with the opening of the Premier Inn on the Foreshore, planned for Easter 2019. There is currently little to encourage people to stay around the Foreshore in the evening, with many businesses not remaining open. Providing and curating an events space will help to develop an evening economy and in turn encourage businesses to open in the evening. It will also help to encourage people to move around and utilise different parts of the Foreshore as the area around the Southern Boating Lake is one of the quieter areas of the Foreshore.

The key economic driver for this project is development of the evening economy and supporting local businesses to extend their opening hours by developing a market for this. In addition, through the careful curation of the arena, there is the opportunity to help extend the season as well as attract a broader range of visitors to Skegness.

This could be a really exciting addition to the offer in Skegness and help give the message the Skegness is changing / doing something different and provide a sense of arrival to the southern end of the Foreshore.

From a community perspective, there is the opportunity to provide activities and events which bring local people together, particularly out of season. It can also be a facility which local groups use for their own events. The works proposed will also help make this area feel safer and encourage more people to spend time there.

Operationally, this will require resource to ensure the arena is curated and events promoted and therefore is unlikely to be a major income generator for the Council. Consideration should be given as to how the operation could best be managed.

Budget Estimate:

Construction: £455,000
 Preliminaries @ 10% £45,500
 OHP @ 5% £22,750
 Professional Fees @ 15% £78,488
 Contingency @ 15% £90,261
 Inflation @ 15% £103,800

Total: £795,798

A more detailed breakdown is shown at the end of Priority 2

Project 3: Southern Boating Lake Event Arena / Outdoor Cinema

Funding Strategy: A review of funding opportunities that may be available for implementing parts of the Masterplan is included at Appendix 3.

Whilst a strategic approach is proposed for securing funding towards the Masterplan, certain projects have the potential to attract specific, targeted sources of funding.

Specifically, for this project, Arts Council funding could be considered, depending on the nature of programming. Revenue funding or small amounts of capital funding is likely to be more achievable. Larger capital funding will be more challenging as generally the Arts Council are less likely to fund 'new' venues.

In terms of the first phase investments such as new lighting, water fountains, and speakers, this may be an area which East Lindsey District Council need to provide initial funding to demonstrate what can be achieved and act as a catalyst for securing future funds. Alternatively, this first phase may also make a good application to the Coastal Revival Fund, should there be a further round of funding in 2019.

Project 4: Pop up Restaurants / Bars



Rationale: The beach chalets to the north of Skegness Pier are not in use and there is an opportunity to develop this site for a different use, given the potential for increased footfall as a result of the development of the Premier Inn and KFC on the adjacent site. Feedback from the consultation demonstrated a desire to see diversification of the food and drink offer in Skegness and therefore it is proposed that the chalets are developed into an area for pop up restaurants, bars and associated seating areas. This will increase footfall and encourage local businesses to diversify, as well as support start-up businesses as the units could be offered rent free for a period of time. This will not only open up a currently unused area of the Foreshore, it will help develop Skegness's evening economy for both local people and visitors.

Project 4: Pop up Restaurants / Bars

Linked to this is the proposal to create a public barbeque area on the beach, encouraging people to make use of the beach and Foreshore of social activities outside of the current core hours of use and improving the overall vibrancy of the area. Generally, this will encourage much more evening use of the area and increase footfall in part of the Foreshore that is currently underused. It will feel a much more, inviting, vibrant and safer area to spend time in and again will provide people with a reason to move around the Foreshore.

It is suggested that rent free periods for the pop ups could be offered to support local businesses to diversify and new businesses to start to test the market. In time, this will become a source of rental income for the Council which it currently doesn't receive as the huts are not in use.

This is a really exciting opportunity to offer something different in Skegness and spread the message the Skegness is changing. In time, the diversified food offer should help to attract new traders to the resort to further enhance the offer which will be important to attracting different groups of visitors.

Budget Estimate:

Construction: £416,200
 Preliminaries @ 15% £62,432
 OHP @ 5% £20,811
 Professional Fees @ 15% £74,918
 Contingency @ 15% £86,155
 Inflation @ 15% £99,079
Total: £759,604

A more detailed breakdown is shown at the end of Priority 2

The budget excludes the fit out of the huts as it is assumed businesses will bring their own facilities.

Funding Strategy: A review of funding opportunities that may be available for implementing parts of the Masterplan is included at Appendix 3.

Whilst a strategic approach is proposed to securing funding towards the Masterplan, this could be a project the Council considers fast tracking, if funds could be found internally to enable the works to be aligned with the building of the Premier Inn and KFC and to ensure it is open for the 2019 season.

2.1.3 Budget Cost Estimate - Southern Boating Lake Event Arena / Outdoor Cinema

Cost Centre	Element of Work	Qty	Unit	Rate	Total (£)	Notes
1	Screen Island & Lake					
1.1	New LED permanent screen	1	item	100000	100,000	Budget cost received from LED Synergy - 50m2 screen with allowance of £2,000/m2
1.2	Staging / security for screen	1	item	50000	50,000	Proposed allowance from LED Synergy
1.3	New power supply	1	item	20000	20,000	Allowance (to island and to water features in lake)
1.4	Landscaping / maintenance to island	780	m2	50	39,000	Allowance
1.5	Lighting to island	1	Item	30000	30,000	Allowance; incl feature lighting
1.6	Water fountains / features within lake; including uplighting	1	Item	75000	75,000	Allowance; to include 5nr water features with uplighters at £15k each
Sub Total					£314,000	
2	Seating Area					
2.1	New timber slat / bench seat to existing profile of concrete terrace	1000	m2	50	50,000	Inc cleaning of existing concrete. Assumed no re-profiling of existing terrace.
2.2	Landscaping / maintenance to seating area	1000	m2	0	-	Excluded. No allowance for landscaping, upgrading / cleaning paths, works to retaining walls
2.3	Fencing	1	Item	0	-	Excluded.
2.4	New litter bins & recycling bins	6	nr	3500	21,000	Allowance for 6nr. Costs based on 'BigBelly Solar powered bins'
2.5	New power supply / wiring for lighting & speakers	1	Item	15000	15,000	Allowance
2.6	Lighting to seating area	1	Item	25000	25,000	Allowance
2.7	Speakers to seating area	1	Item	30000	30,000	Allowance for 15nr speakers x £2,000 each
Sub Total					£141,000	
SUB TOTAL CONSTRUCTION WORKS					£455,000	
3	Preliminaries					
3.1	General allowance	10%			£45,500	
Sub Total Prelims					£45,500	
4	Main Contractors Overheads and Profit					
4.1	General allowance	5%			£22,750	
Sub Total Main Contractors OH&P					£22,750	
5	Other Development/Project Costs					
5.1	Professional fees / development costs	15%			78,488	
Sub Total Development/Project Fees					£78,488	
6	Contingency Allowance					
6.1	General Allowance	15%			£90,261	
Sub Total Contingency					£90,261	
TOTAL AT CURRENT PRICES					£691,998	
7	Inflation					
7.1	Allowance	15%			£103,800	Assumed mid-point of construction as 4th Quarter 2021. Inflation based on forecasts in BCIS Quarterly Review of Building Prices (Issue 49)
Sub Total Inflation					£103,800	
TOTAL FORECAST COSTS					£795,798	

2.1.4 Budget Cost Estimate - Pop up Restaurants / Bars

Cost Centre	Element of Work	Qty	Unit	Rate	Total (£)	Notes
1	Beach Huts					
1.1	Roofing					
1.1.1	Strip existing roof structure & coverings	205	m2	30	6,150	Measured on plan
1.1.2	New pitched roofs with Marley Eternit covering	205	m2	150	30,750	Inc timber structure and rainwater goods; measured on plan
1.2	External Walls					
1.2.1	New timber frame structure to gables	48	nr	250	12,000	
1.2.2	Re-clad existing external walls / new gable walls; Marley Cedral cladding	145	m2	80	11,600	Area includes deductions for doors
1.3	External Doors					
1.3.1	Overhaul / refurbish existing double doors	48	nr	500	24,000	
1.4	Internal Walls					
1.4.1	Allowance for making good	24	nr	50	1,200	Allowance; no access to inside of units to assess
1.5	Wall Finishes					
1.5.1	Decoration and making good	24	nr	400	9,600	
1.6	Floor Finishes					
1.6.1	Paint existing floor and making good	205	m2	20	4,100	
1.7	Ceiling Finishes					
1.7.1	New ceilings	205	m2	30	6,150	
1.8	Fittings / Furnishings / Equipment					
1.8.1	Fittings	24	nr	0	-	Excluded
1.9	Mechanical Installations					
1.9.1	Mechanical Installations	24	nr	0	-	Excluded - assumed no mechanical works required. Assumed adequate water supply
1.10	Electrical Installations					
1.10.1	Upgrade lighting / electrics	24	nr	250	6,000	Assume existing power supply to each unit. Allowance for minor lighting / electrical works
1.11	Alteration Works					
1.11.1	Clean-out / further repair works	24	nr	100	2,400	
	Sub Total				£113,950	
2	Toilet Block					
2.1	Full refurbishment of existing toilet block	45	m2	1600	72,000	BCIS Median for toilet rehabilitation = £1838/m2 (incl prelims) - June 2018
	Sub Total				£72,000	
3	Landscaping					
3.1	New decking; applied directly to existing concrete	724	m2	90	65,160	Costs assume Dura Deck boarding
3.2	Remove existing key clamp balustrade	176	m	25	4,400	
3.3	New timber balustrade	176	m	750	132,000	Including intergrated seating
3.4	Naturalistic planting	560	m2	20	11,200	Allowance
3.5	Picnic benches	10	nr	500	5,000	
3.6	Face-up existing retaining walls and steps	1	item	7500	7,500	Allowance
3.7	Restoration of existing landscape	1	item	5000	5,000	Allowance
	Sub Total				£230,260	
	SUB TOTAL CONSTRUCTION WORKS				£416,210	
4	Preliminaries					
4.1	General allowance	15%			£62,432	
	Sub Total Prelims				£62,432	
5	Main Contractors Overheads and Profit					
5.1	General allowance	5%			£20,811	
	Sub Total Main Contractors OH&P				£20,811	
6	Other Development/Project Costs					
6.1	Professional fees / development costs	15%			74,918	
	Sub Total Development/Project Fees				£74,918	
7	Contingency Allowance					
7.1	General Allowance	15%			£86,155	
	Sub Total Contingency				£86,155	
	TOTAL AT CURRENT PRICES				£660,525	
8	Inflation					
8.1	Allowance	15%			£99,079	Assumed mid-point of construction as 4th Quarter 2021. Inflation based on forecasts in BCIS Quarterly Review of Building Prices (Issue 49)
	Sub Total Inflation				£99,079	
	TOTAL FORECAST COSTS				£759,604	

Priority 3 - Private sector investment

Whilst East Lindsey District Council is the major landowner, improving the Foreshore will also rely on the private sector investing. It is recommended that the Council looks at ways to encourage businesses to offer sea and beach-based activities as recommended by the research to diversify the offer at Skegness. It is also recommended this investment is encouraged at the northern end of the Foreshore, to complement the current skatepark offer and proposed BMX park behind this.

Importantly, to diversify the offer and attract a wider range of people and extend the season, it is recommended that mobile investments are encouraged such as farmers markets, pop up events, ice rink, ice bar, roller skating, dinner in the sky crane and others. To facilitate this, it is suggested the vacant area incorporating the bowling greens on South Parade is converted into a flexible space for mobile investment with services and a suitable, hardwearing surface. The Council should consider offering competitive rates to encourage businesses to take on the risk and test the market in Skegness for different investments. This would allow a range of different events / experiences to be on offer at different times of the year. This approach would need to be supported with an appropriate marketing budget to reach the different potential visitor markets.

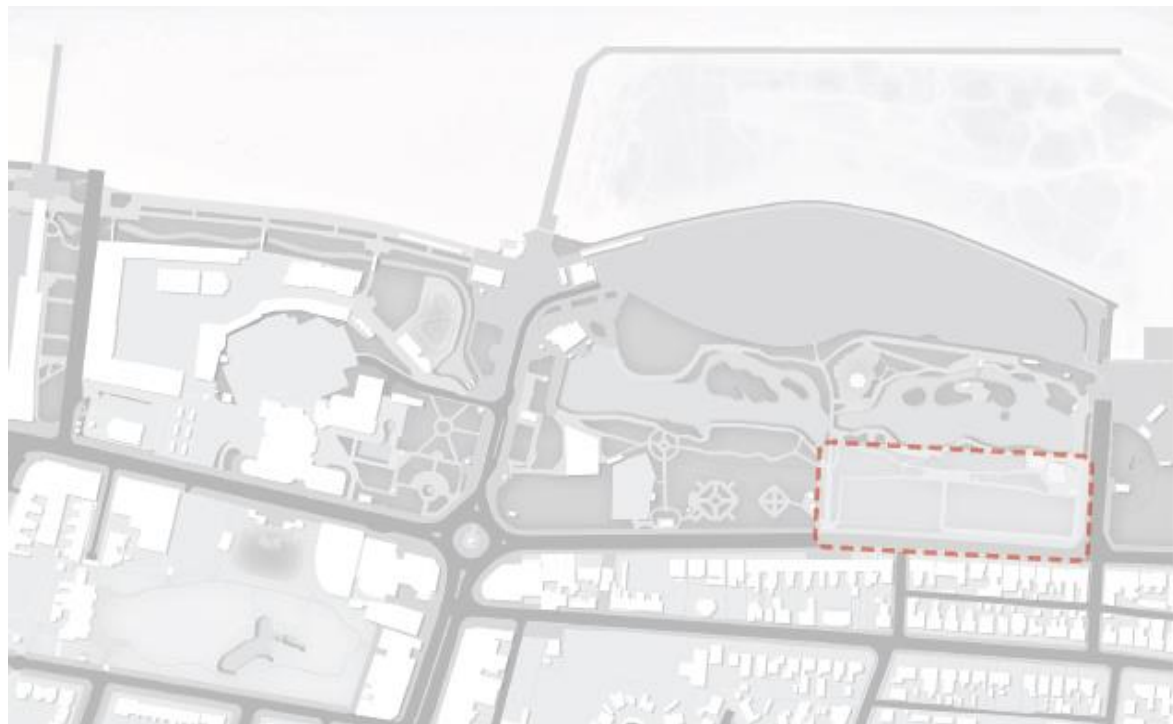


Jazz Performances



Outdoor Christmas Ice Rink

Project 5: Flexible Events Space



Rationale: In order to diversify the Foreshore offer and attract a wider range of people and extend the season, it is recommended that mobile investments are encouraged such as farmers markets, pop up events, ice rink, ice bar, roller skating, dinner in the sky crane for example. To facilitate this, it is proposed that the vacant area incorporating the former bowling greens on South Parade is converted into a flexible space for mobile investment with services provided.

Project 5: Flexible Events Space

This would allow a range of different events / experiences to be on offer at different times of the year – attracting different kinds of visitors and helping to extend the season by having different offers at different times of the year as well as providing activities that will encourage local people to use the Foreshore. Alongside other initiatives proposed, this would help encourage people into an underused area of the Foreshore and to move around different areas of the Foreshore. The improved infrastructure could also be utilised when there are events held at the Southern Boating Lake, for example for catering, selling merchandise etc.

By encouraging mobile investment, it allows the offer to be diverse as well as being able to respond to different trends and opportunities as they arise, frequently giving people a different reason to visit Skegness. This helps generate a sense that Skegness is changing and doing something different – something highlighted as important in the consultation.

From a heritage perspective, it provides an area from which to deliver or base nostalgia and heritage events such as those proposed by the Lincolnshire Coastal Destination BID.

From a business case perspective, this will provide rental income for the Council for an area which is currently unused by making it flexible and generally brighter and more inviting. The approach however, allows the Council to be flexible in its approach to respond to the market and attract different kinds of mobile investments and activities.

Budget Estimate:

Construction: £393,000

Preliminaries @ 15% £58,950

OHP @ 5% £19,650

Professional Fees @ 15% £70,740

Contingency @ 15% £81,351

Inflation @ 15% £93,554

Total: £717,245

A more detailed breakdown is shown at the end of Priority 3

The budget assumes that temporary decking and canopies are not included but will be brought in by the individual companies operating at the site

Funding Strategy: A review of funding opportunities that may be available for implementing parts of the Masterplan is included at Appendix 3.

This is likely to be challenging to secure funding for, as a stand-alone project but is an important part of a package of interventions on the Foreshore. It is recommended that the Council undertakes some soft market testing with providers of mobile investments such as high wire course, ice rinks, roller skating etc to demonstrate demand to support an application for funding.

Project 5: Flexible Events Space

This project could be brought together with the public realm works as a comprehensive package of interventions as part of a Growth Deal and Coastal Communities Fund approach, if further rounds of these become available. It is likely that further Growth Deal funds will become available and therefore significant development work is required to get the project in a strong position to bid for these funds in the future.

2.1.5 Budget Cost Estimate - Bowling Green Flexible Events Space

Cost Centre	Element of Work	Qty	Unit	Rate	Total (£)	Notes
1	Bowling Green					
1.1	Temporary deck for events	1	item	0	-	Excluded. Existing grass surface retained.
1.2	Canopy for events	1	item	0	-	Excluded
1.2.1	Extra Over; fixing points for installation of canopy	1	item	0	-	Excluded.
1.3	Works to existing pathways	1	item	25000	25,000	Allowance for making good & resurfacing existing pathways. Allowance of 500m2 x £50/m2 assuming resin bound gravel applied to existing surface
1.4	Works to existing retaining walls	1	item	0	-	Excluded.
1.5	Landscaping	1	item	2000	2,000	Minor allowance for tidying. No new planting allowance.
1.6	Upgrade to vehicular access to bowling green	1	item	5000	5,000	Allowance
1.7	New power supply & water supply to bowling green for events	1	item	25000	25,000	Allowance. Assumed supplies taken from road.
	Sub Total				£57,000	
2	Toilet Block					
2.1	Full refurbishment of existing toilet block	96	m2	1750	168,000	BCIS Median for toilet rehabilitation = £1838/m2 (incl prelims) - June 2018
	Sub Total				£168,000	
3	Pavillion					
3.1	Repairs and refurbishment works	112	m2	1500	168,000	BCIS Median for Sports Pavilions and Club Houses rehabilitation = £1695/m2 (incl prelims) - June 2018
	Sub Total				£168,000	
	SUB TOTAL CONSTRUCTION WORKS				£393,000	
4	Preliminaries					
4.1	General allowance	15%			£58,950	
	Sub Total Prelims				£58,950	
5	Main Contractors Overheads and Profit					
5.1	General allowance	5%			£19,650	
	Sub Total Main Contractors OH&P				£19,650	
6	Other Development/Project Costs					
6.1	Professional fees / development costs	15%			70,740	
	Sub Total Development/Project Fees				£70,740	
7	Contingency Allowance					
7.1	General Allowance	15%			£81,351	
	Sub Total Contingency				£81,351	
	TOTAL AT CURRENT PRICES				£623,691	
8	Inflation					
8.1	Allowance	15%			£93,554	Assumed mid-point of construction as 4th Quarter 2021. Inflation based on forecasts in BCIS Quarterly Review of Building Prices (Issue 49)
	Sub Total Inflation				£93,554	
	TOTAL FORECAST COSTS				£717,245	

Priority 4 - Visitor welcome and experience

Generally, it is considered the initial visitor experience and welcome to Skegness is in need of improvement. Upon exiting the train station, it is not clear where visitors should go, and the consultation fed back that signage to car parking is also poor. The lack of a view of the sea also reinforces this lack of welcome / visitor experience. Something needs to draw people down to the Foreshore, provide a focus for visitors to the town and give them the information they need to fully experience what Skegness and the surrounding area has to offer - promoting the different areas of the Foreshore and drawing people up and down these. Part of this will also be addressed under Priority 1 which will give a better sense of identity to the Foreshore through improved signage and orientation.

Under this priority, it is proposed that Skegness needs an iconic structure which not only draws people to the Foreshore and acts as a Visitor Hub but is also an attraction in its own right. A tall, iconic structure is proposed for the site of the former Festival Pavilion to provide high level views across Skegness, with commercial spaces offering a higher quality food and drink offer than is currently available. This could also host innovative and exciting activities such as a zip wire from the top of the tower over the boating lake, abseiling off the tower, dinner at the top, and a slide which circles the tower. It is recommended that each activity is available for a limited time – say up to 2 years to make it something that people feel they must do before the opportunity is lost.

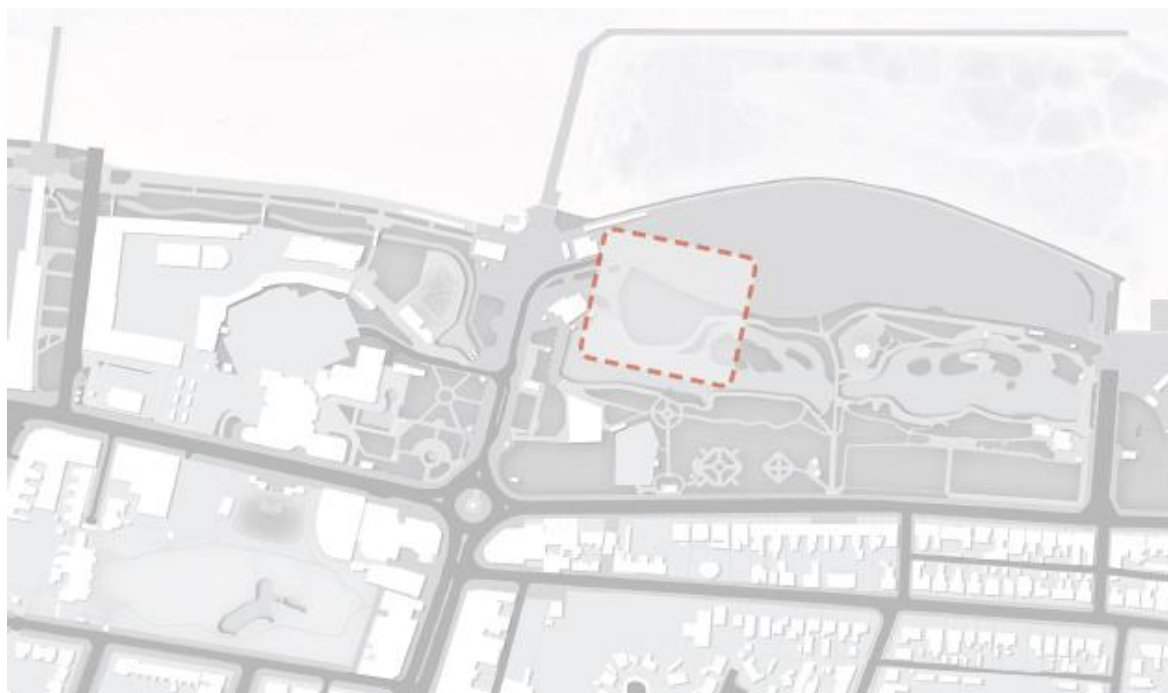


Zip Wire



Emirates Spinnaker Tower

Project 6: Landmark Development and Visitor Hub



Project 6: Landmark Development and Visitor Hub

Rationale: This proposal is for some form of commercial, landmark development which not only draws people to the Foreshore and acts as a visitor hub but is also an attraction in its own right. The former Festival Pavilion is identified as a prime site in which to deliver such a development – potentially offering high level views across Skegness, with commercial spaces offering high quality, sea view food and drink. This could also host innovative and exciting activities which could be offered on a time limited basis to encourage people to visit the resort. Examples might include zipwires like those available at Bournemouth Pier or the ArcelorMittal Orbit Slide at Queen Elizabeth Olympic Park. This would really give Skegness something to shout about, would draw people down to the sea and provide a much more welcoming approach to the Foreshore.

A similar approach has been tested during the 2018 season with a big wheel being located at the former Festival Pavilion site.

The key driver here is economic as it will enhance the visitor experience in Skegness, encouraging people to return as well as attracting new visitors. It also provides an opportunity for innovative activities which cannot be accommodated in Skegness currently. As is demonstrated by the case studies in this report, innovative attractions of this nature are important for attracting new and different kinds of visitors as well as raising the profile of Skegness. For example, in 2014, it was reported that Blackpool Tower attracts 650,000 visitors a year after £20m investment in 2011. Pricing structures could be developed that encourage people to visit out of the current core season. It will also help local businesses to grow and attract new businesses as a result of the new and increased number of visitors in Skegness.

However, the principal of an overall enhanced visitor welcome and experience also offers up opportunities for local people. It is clear there is a strong sense of pride in the town amongst local people and people are interested in initiatives which enhance this pride.

Considering the business case, it is recommended that there are some commercial spaces created as part of the project to provide rental income. As described above, a volunteer model could be developed to support the operation of the Centre with a small staff team. The tower has the potential to provide a wide range of income generation opportunities from retail, catering, observation tower, 4D experiences, children's play etc as well as the 'experiences' discussed above such as zip wire, slides, baselining etc. It is recommended that the Council considers tendering the operation of the activities to a third party or even the operation of the whole site like Blackpool Tower is operated by the Merlin Group.

Budget Estimate: A specific type of structure is not defined at this point, but as an estimate, a high quality building on the former festival pavilion site, with commercial spaces and some form of observation facility of a height of say 30 metres could be expected to costs around £10m-£15m.

Funding Strategy: A review of funding opportunities that may be available for implementing parts of the Masterplan and a proposed funding approach is included at Appendix 3.

Project 6: Landmark Development and Visitor Hub

This project is likely to be key to the strategic funding approach as this will be a flagship project for the Foreshore. There may also be the possibility of securing sponsorship like the Emirates Spinnaker Tower in Portsmouth and British Airways i360 tower in Brighton. However, there is likely to be a lack of confidence in the private sector to invest in Skegness as it has done in these towns, particularly before any further investment in the Foreshore. It is recommended that some market testing is undertaken to see if there would be any interest from the private sector in sponsoring the Tower but it is likely that public sector investment will still be required.

Priority 5 - Seaside Nostalgia

The nostalgic appeal of Skegness is an important opportunity which can underpin much of the work in the other priorities above. Providing visitors with opportunities to reminisce about childhood holidays, family trips and related memories is a strong market currently, although it is important to remember that the heritage embodied in Skegness is different for different people and will naturally change over time. Therefore, investment in this area should be flexible and able to be refreshed.

Before investing in this area, there could be a programme of heritage engagement starting with determining how people feel about the place and their memories of Skegness. Then investments could include a heritage trail with interpretation as part of the connectivity improvements under Priority 1, possibly including an interactive element using mobile phone apps. A standalone museum is unlikely to be sustainable, and securing funding would be challenging, but an exhibition in the proposed Visitor Hub would be popular and a base to develop other heritage activities. This could also be an important income source as the Hub could have a retail offer with a strong focus on seaside nostalgia. Heritage based events and festivals will also be an important element of this Priority, already being investigated and developed by the Lincolnshire Coastal Destination BID. The BID has submitted a Coastal Communities Fund application for a winter festival of light, incorporating illuminations and a light festival, it also includes interpretation boards to make reference to the significance that illuminations have played in the heritage of the Skegness Foreshore.

The BID is also organising a Vintage Seaside Festival in Skegness in September 2018. This has gained a lot of interest and the BID is anticipating it will become an annual event, building on the traditional seaside holiday offer and nostalgia.



Vintage by the Sea Festival 2018, Morecombe, Lancashire



PART THREE:

NEXT STEPS

PART THREE – NEXT STEPS

The Masterplan includes a mixture of relatively minimal interventions combined with some more aspirational proposals. In terms of the smaller interventions, there are opportunities to progress with these in the short term with a commitment from East Lindsey District Council along with some sources of external funding as identified in Part 2. Other potential sources of funding have been identified but are not currently open for applications such as Growth Deal and Coastal Communities Fund. However, this allows a period of project development to take place to ensure proposals to these funds are well developed and in a strong position when funding opportunities open.

Whilst there is a need to wait for some funding to become available, the case studies in Appendix 3, such as the CoastNEL project in Cleethorpes, demonstrate the potential for a comprehensive package of interventions around the Foreshore. It is considered a strategic, packaged approach to some of the initiatives is likely to have the biggest impact even if it takes some time for these funding opportunities to become available. It is likely that further Growth Deal funds and Coastal Communities Funds will become available and therefore significant development work is required to get the project in a strong position to bid for these funds in the future.

The following work is recommended as the next steps:

- Consultation - A weakness identified through the consultation is that Skegness has not been able to put forward a coherent message or in the past to secure funding and there is a lack of a shared vision. It is recommended that a period of consultation / communication takes place to engage the wide community and business community to help develop a cohesive vision of the Foreshore
- Market testing - at the same time as consultation is taking place, there should be some soft market testing with businesses in relation to the pop-up restaurants and bars, mobile investment operators for the former bowling green site and potential sponsors for the observation tower.
- Design Work to RIBA Stage 2 and cost plan - having this level of detail will provide a level of confidence to potential funders around the costs of the project as well as providing images to support applications and further engage local people and businesses. A copy of the RIBA Stages is included at Appendix 4
- Project Execution Plan including proposals for phase, programme, procurement strategy, risk registers and delivery structures.
- Funding bids.

The cost of undertaking this work is estimated at around 40% of the total professional fee budget and therefore can be broken down by project as follows:

- Seafront Public Realm Enhancements - £85,000
- Tower Esplanade Pedestrianisation - £70,000
- Southern Boating Lake Event Arena / Outdoor Cinema - £32,000
- Pop up Restaurants / Bars - £30,000
- Flexible Events Space - £30,000.

In other areas, Local Enterprise Partnerships have provided development / feasibility funding of this nature to allow projects or even areas to further develop regeneration proposals in advance of an application for capital funding. For example, the Leicester and Leicestershire LEP provided development funding to Leicester Arts Group towards the Phoenix 2020 project to extend the Phoenix Arts Centre in Leicester. Whilst the Greater Lincolnshire LEP is not currently advertising any open calls for feasibility funding, it is recommended that discussions take place with the LEP to enable an application to be made when funding becomes available.

In terms of undertaking this work, a multidisciplinary team will be required and this could most efficiently be procured through a framework such as the ESPO 664-17 Framework.

ESPO's Consultancy Services framework is designed to create a simple and efficient solution for those looking to procure trustworthy advice from pre-approved service providers. The scope of the framework covers Leisure, Culture and Tourism as well as Asset Management and Delivery and therefore provides the services needed to take forward the next steps and ultimately implementation of the Masterplan.

Appendix 1

Innovative Seaside Visitor Attractions

Innovative Seaside Visitor Attractions

A review of innovative seaside visitor attractions was undertaken to identify new ideas for potential income generation. The case studies below detail some ways in which British seaside destinations have diversified from their traditional offer, to mitigate problems of seasonality and capture a year-round audience.

Pasaje del Terror, Blackpool

In the Casino Building at Pleasure Beach, Pasaje del Terror is an interactive horror experience using famous characters from the genre, in a theatrical setting arranged into 20 seats with around 18 actors and multiple special effects. Winding passageways, sound tracks and live actors are used for groups of 10-12 at any one time to create a personal 'horror movie', combining theatre and cinema. Rooms spin, passageways tighten, wooden bridges shake over an undergrowth and doors lock of their own accord.



The attraction, requiring children under 10 to be accompanied by an adult, is charged at £8.50 per person, although discounts are available for pre-order tickets online, where single tickets are £7 and group ticket prices for 11 or more are dropped to £5 each. Pasaje del Terror is open between 11:30am and 5 / 6:00pm on weekends, and between 2:00pm and 5:00pm during weekdays. There are extended weekday opening hours during school holidays. There are over 1,000 car parking spaces on site.

The attraction began in Bilbao in 1988 before spreading to Spanish theme parks, to Orlando, Cancun, London and Blackpool in 1998 after being brought by the then-owner of Pleasure Beach, Geoffrey Thompson. As part of the 20th anniversary at Blackpool a brand-new room was created paying homage to all horror movies throughout the years.

Blackpool Pleasure Beach (Holdings) Limited operates an amusement park, amusement devices, a hotel and a mutual insurance company based in Blackpool, with the holding company complemented by a series of trading subsidiaries. Pasaje del Terror is operated by one of these subsidiaries, Blackpool Pleasure Beach Ltd. In 2017 the company saw a 4.3% increase in revenue against the previous year, primarily due to a change in pricing structure and an increase in attendances of 1%.

Dinosaur Isle, Isle of Wight

Dinosaur Isle is a purpose-built dinosaur museum in Sandown on the Isle of Wight. The museum was designed by architects in the shape of a giant pterosaur and claims to be the first custom-built dinosaur museum in Europe. The £2.7m cost of the museum was provided 50:50 by Isle of Wight Council and the National Lottery Millennium Commission, with the site opening in 2001.

The museum features over 1,000 replica fossils and life-sized models of Iguanodon, Polacanthus, Eotyrannus and Neovenator, the last of which is animatronic, and was discovered and named by the museum's creator, Steve Hutt. An introductory exhibition gallery covers the geology and fossils of the Island, detailing from the Cretaceous period to the Ice Age. A large dinosaur gallery features skeletal re-constructions, fleshed re-constructions and two animatronic dinosaurs. Collections were originally kept at the Museum of Isle of Wight Geology before moving in 2001. The objects are held in trust by the local authority, or on loan in temporary displays.



Guests are also given the opportunity to speak to experts and watch them at an active laboratory, and via a room set aside for learning sessions. Visitors are invited to follow guided public fossil walks during half-term school holidays.

The museum is open seven days a week from 10am. Opening times vary throughout the year but are frequently set at 10am to 5pm. Admission is charged at £5 for adults, £4 for children, and £4 for concessions. Annual passes are available from £10-15, while public fossil walks command a £4-5 fee. Groups of 10 or more are discounted between 20 and 25%. The facility includes a large shop and a café as well as 300 car parking spaces.



The Museum's Community Learning service welcomes 250 school and other groups annually and provides a programme of field trips to local beaches to look for fossils. Staff provide occasional off-site lectures and presentations. The Curatorial staff provide an identification service for Isle of Wight fossils. The Education Room can be hired for between £60 to £90 for a half / full day.

The museum received 85,709 visitors in its first full year of opening (2002), before averaging 70,100 annually, and totalling 62,617 in 2012. The most popular months to visit the museum are between April and October, particularly in August, in which an average of 19,133 people have visited since 2002.

The museum is a key link in the redevelopment and regeneration of Sandown as a tourist destination. The building has a regular bus and a local seasonal road-train service. The interest in dinosaurs ensures that many local businesses benefit from the increased number of tourists that choose to holiday and take part in a visit to the museum or attend one of the popular fossil walks.

Rhyl Aquatic Centre, Wales



A new £15m water park in Rhyl is set to open in 2019 as part of an effort to rejuvenate the seaside town. The all-year round attraction will include indoor and outdoor flume rides, children's water play frame, 1,200sqm of water space, slides, splash pads, beach-style cabanas, bar, terrace and lounge areas. Dubbed 'Rhyl Aquatic Centre', it will also feature 'dry facilities' including a double height children's play activity zone, climbing facilities, party rooms, reception, sales areas, and café terraces.

The development, which comes after the demolition of Rhyl Sun Centre, has been earmarked for the existing Drift park and skate park sites near the Sky Tower. The town is undergoing a wider multi-million pound regeneration including improvements to the 240ft Sky Tower, Rhyl's landmark structure, which will be redecorated and a feature lighting scheme installed. Rides to the top of the Tower gondola were priced at £2 before its closure in 2011, and the visit consists of a taped message giving information on the views of the bay, wind farms and Snowdonia.

Developments around the Pavilion Theatre, including external refurbishment, are underway as part of a new family entertainment zone. Work includes a new façade, repainting and re-cladding of the main theatre building and a new entrance foyer. There will also be a new 73-bedroomed Travelodge, Marstons family pub / restaurant and an additional commercial unit. The Children's Village car park will also be renovated. The development is expected to attract an extra 350,000 people to the town each year. The council suggest that the water park will create 65 jobs.



Brighton Sewer Tours, Brighton



Here award winning tours run from May until September on which tour guides take visitors through 366m of the 48 km of sewers, starting at the Brighton Pier and emerging through a manhole in the middle of Old Steine Gardens. Up to 25 people may book for each tour, which are scheduled at 9:30am, 11:00am and 6:30pm on Wednesdays and Saturdays during the opening period.

Tours are operated by Southern Water and have been running since the 1960s, using Southern Water engineers as guides. Responsibility for the operation and maintenance of the sewers passed from Brighton and Hove Intercepting and Outfall Sewers Board to the Southern Water Authority following the water act of 1973, then to Southern Water as part of the privatisation of the water industry.

The sewers are disguised as an ornate Victorian station, which is actually a pumping station which transfers sewage and storm water from Brighton to treatment works in Peacehaven. The meeting point is underneath the Palace Pier. Visitors discover clean spring water bubbling beneath their feet from a freshwater river that still runs beneath the city, and view barnacles on the walls. Guides discuss Brighton's history during a short introductory film and talk, reciting facts about landmarks above the ground, and show guests interesting items found in the sewers and discuss the consequences of disposing of the wrong materials. The tour follows the route of the day's waste and stormwater.

The sewers are hosed down before every tour to ensure they are as clean as possible. There are no public conveniences or refreshment facilities.

The attraction is charged at a non-profit-making £12 per adult and £6 for 11 to 16-year-olds. Tours last approximately 1 hour. The elderly or infirm are not recommended to join the tour because the sewers have a number of steps and ladders to climb and are poorly lit. Walking through them and climbing a 15ft vertical exit ladder both require reasonable agility. Visitors are also provided a hard hat and head torch.

The tours attract around 1,600 people annually.

British i360, Brighton

The 162m observation tower on Brighton's seafront is situated at the landward end of the former West Pier, and opened on 4th August 2016. From the fully-enclosed viewing pod, visitors experience 360° views across Brighton, the South Downs, the English Channel, and on the clearest days it is possible to see Beachy Head, 17 miles to the east, and the Isle of Wight, 49 miles to the west. The structure has an ascending and descending circular viewing platform with capacity for 200 people. The viewing platform can reach 138m. The viewing pod also contains a bar, and a restaurant in the base.



The attraction is open from 9:30am to 7:00pm and pod flights depart every 30 minutes with rides lasting approximately 20-25 minutes. Tickets for adults aged 16 to 59 are from £14.40, for children from £7.20, and seniors from £12.15. Residents living in BN1, BN2, BN3 and BN41 postcodes can apply for resident membership and get up to half price tickets apart from the July-August peak season. Special events and attractions include the iDrop Abseil challenge priced at £120, and a three-course dining experience at £85 per adult.

British Airways i360 was designed, engineered, manufactured and promoted by Marks Barfield the team responsible for the London Eye. The building was conceived as a 'vertical pier'. The design recreated the original Italianate ticket booths of the West Pier, placed on either side of the entrance, serving as ticket office and tea room. The design also features a beachfront building that allows access to the tower and houses a brasserie, café and gift shop.

It is estimated by developers that the i360 will generate more than 440 permanent jobs - 160 posts at the attraction, and additional jobs from the spin-off benefits to other businesses in the city. The attraction cost £46 million, with £36 million being funded by a Public Works Loan Board (PWLB) loan through Brighton and Hove City Council, £6 million being funded by architects Marks Barfield. The deal includes Marks Barfield paying £1 million annual profit to the council. The Coast to Capital LEP loan stood at £4 million.

The project attracted 500,000 visitors in its first year of operation, contributing to a wider increase in visitor numbers to Brighton's attractions in 2017. The owner of the site, West Pier Trust, hoped the attraction would provide funding for the rebuilding of the historic West Pier. In July 2017, the council announced it had earmarked £1.1m of income from the i360 to help fund the regeneration of Madeira Terraces to the east of Brighton Palace Pier.

The development includes meeting rooms that can accommodate between 10 and 200 people, located in a separate suite away from the main public building. The pod, Sky Bar and accompanying buildings are all available for private hire for parties, events and weddings.

Appendix 2

Bournemouth Beach Barbeque Guidelines

BARBECUE GUIDELINES

Please note that anyone holding a BBQ on Bournemouth Beach must comply with the following terms and conditions:

- **BARBECUES CANNOT START BEFORE 6:00PM AND MUST END BY 11:00PM**
- Maximum attendance at a BBQ is 100 people
- Barbecues must be located within fifty metres of the provided cinder bins and all hot coals are to be safely disposed of in the bins provided
- Only charcoal or gas barbecues may be used – there can be no open fires.
- The site must be left clean and free of litter, please take litter with you or use nearby waste bins. **DO NOT BURY RUBBISH IN THE SAND.**
- No loud or amplified music is permitted – please keep all noise to a minimum.
- No flashing lights are permitted on site – you are on the shoreline and the use of flashing or laser lights can be hazardous
- The erection of tents or other structures is not permitted
- BBQ's cannot be held for monetary gain therefore we do not allow any financial transactions to take place e.g. payment for food or drinks to the general public.
- Please note that the promenade cannot be used for unloading or for parking. Standard car parking charges will apply if using a Council car park.
- Bournemouth Borough Council Byelaws must be observed

Disposal

- Please do not place hot coals in any of the bins or bury them under the sand.
- For large BBQ's please make arrangements to remove the ashes from site and dispose of away from the seafront.
- For smaller disposable BBQ's please leave them on the edge of the promenade and the beach cleansing team will remove once they have cooled down.

Please note that we cannot guarantee you exclusive use of the BBQ sites.

Groups of 30 or below

All members of your party need to be made aware of and comply with the above terms and conditions.

Groups of 30 + (maximum numbers are 100)

You will need to complete and return the enclosed application form and return along with a comprehensive risk assessment and a copy of your £5 million Public Liability Insurance.

If you do not have Public Liability Insurance then please contact us directly to discuss the possibility of applying for our third party hirers insurance.

Do not commit yourself to anything until we have confirmed your event can take place.

If your event is given permission we will send you through two copies of a letter of agreement. You need to sign and return one copy and keep the other for your records. Read this document carefully.

Please ensure that you have a copy of your letter of agreement on your persons for the duration of your event as you may be asked to produce confirmation of your event.

BBQ COSTS

BBQ's (Over 30 people): £1 per head + VAT

CANCELLATION

If you cancel your BBQ we need written confirmation of this within two working days. Your organisation will be liable for a cancellation cost of £20 + VAT to cover administration fees.

CONTACT DETAILS:

Post: Events Admin Assistant, Events Department, Town Hall Annexe 1st Floor, St Stephen's Road, Bournemouth, BH2 6EA.

Phone Number: 01202 451718 **Fax Number:** 01202 451743

E-mail: events@bournemouth.gov.uk

EVENT CHECKLIST

APPLICATION FORM

RISK ASSESSMENT

COPY OF £5 MILLION PUBLIC LIABILITY INSURANCE

Appendix 3
Funding Review

Funding

This section looks at the potential funding sources that could be available for implementing parts of the for the Skegness Foreshore Masterplan. At present there are limited funding opportunities available although the funding environment changes frequently and it will be important to have projects developed and be ready to respond when funding opportunities arise.

Arts Council England – Project Grants

Overview

In March 2018, the Grants for the Arts fund became Arts Council National Lottery Project Grants. The new programme will be more open to supporting those working in creative and digital media than the existing Grants for the Arts.

Projects Grants is the open-access programme for arts, museums and libraries projects. The programme aims to achieve ‘Great art and culture for everyone’, allowing ACE to support a broad range of not-for-profit projects that create and sustain quality work and help people across England to engage with arts and culture. The programme supports development by allowing artists, cultural practitioners and organisation to work in new ways and to get their work out to new audiences.

Applications must meet the programme’s four criteria: Quality, Public engagement, Finance and Management. The programmes support projects focused on the following artforms and disciplines: music, theatre, dance, visual arts, literature, combined arts, museum practice, libraries (arts-focused projects only).

Projects may work within these artforms in other contexts. Examples might include:

- Creative media and the wider creative industries (e.g. film or audio, design, gaming)
- Technology, including digital technology (e.g. virtual reality or live-streaming)
- Other non-arts organisations or settings (e.g. residential care providers, or a science organisation)
- Other non-arts cultural forms or sectors (e.g. health and wellbeing, social inclusion, heritage or sport).

National activities can also be funded at might include national touring projects and activities that are of ‘national significance’ which meet at least one of the following requirements:

- The activity must show that it significantly develops an artform, a part of the arts and cultural sector, or a place
- The activity that is engaging and influencing significant numbers of people in England beyond the applicant’s own geographic area.

Project Grants can be used for nationally significant projects that are the creation of new work; sector and/or place development activity (e.g. an activity that will have significant impact on the cultural life and infrastructure of places in England which result in a higher national profile for those places with strengthened and more sustainable contribution made by arts and culture); or innovation projects (e.g. developing exceptional projects in non-traditional spaces and venues).

Permission is required in advance to apply for £100,000 or more for a non-National Activity.

Application Process

Potential applicants must register an applicant profile with Grantium which may take up to 10 days to be approved. Applicants are then invited to take an eligibility quiz on the Arts Council England website, before determining whether they are applying for either £15,000 or under or for over £15,000.

Grant Amount

The Project Grants budget is £97.3 million, available each year. Grants can be made between £1,000 and £100,000. Applicants must include at least 10% partnership funding from sources other than the Arts Council. National activities can seek £100,001, but only on receiving permission in advance to apply.

Deadlines and Timescales

The Project Grants programme is always open and has a quick turnaround. Applications for £15,000 or under are reviewed within six weeks, applications for £15,000 are decided upon within 12 weeks.

National Activities making an Expression of Interest add an additional twelve weeks to the decision-making process. The permission to apply process can take up to 6 weeks, prior to the decision-making period.

Arts Council England – Capital (Buildings): Small Grants

Overview

The Strategic Capital Programme (2012-2018) is the third iteration of the Arts Council's lottery funded capital programme. In June 2017, 28 successful applicants received awards totalling over £9 million.

Capital investment through Project Grants supports building development work and large asset purchases. ACE prioritise the consolidation and improvement of existing arts buildings and equipment rather than investing in significant expansion or new infrastructure. In particular, capital investment is an important way of helping to deliver resilience (Goal 3) for the National Portfolio, prioritising improvements to existing arts and cultural facilities.

The outcomes expected from ACE investments are:

- ACE's mission of Great arts and culture for everyone, particularly Goal 3, is achieved
- The conditions are created for great art and culture to be made, experienced and appreciated by everyone
- Organisations are resilient, more sustainable and innovative businesses having improved their existing buildings and equipment
- The capacity of the arts and cultural sector to engage with digital audiences is increased.

- Environmental performance of buildings and equipment is increased, supporting a reduction in carbon emissions in the arts and cultural sector
- Greater impact from ACE's investment in arts and culture is ensured by securing funding from other partners and/or other sources
- Arts and cultural facilities are sustainable without the need for unplanned revenue funding from ACE.

Small Capital Grants are available for National Portfolio Organisations, museums in the National Portfolio, or local authorities applying where the works are for existing arts and cultural facilities leased by them to a National Portfolio Organisation.

Application Process

Prior to application, organisations are expected to have undertaken research to demonstrate a need for the project.

Potential applicants must register an applicant profile with Grantium which may take up to 10 days to be approved. Applicants are then invited to take an eligibility quiz on the Arts Council England website before submitting an Expression of Interest form detailing the anticipated overall project cost and amount of funding sought.

Grant Amount

The total fund available is £11.3 million. Typical grants are made between £100,000 and £500,000.

Deadlines and Timescales:

The last deadline for Expressions of Interest was 4th May 2018. There will be further rounds of Small Capital Grants in 2019/20, 2020/21 and 2021/22.

Heritage Lottery Fund – Heritage Grants

Overview

The Heritage Grants open programme is for any type of project related to the national, regional or local heritage in the UK. Under this programme applications are invited from NFP organisations and partnerships. HLF invest in projects that make a lasting difference for heritage, people and communities in the UK; examples of things funded in the past are:

- cultural traditions such as stories, festivals, music and dance;
- historic buildings;
- histories of people and communities;
- histories of places and events;
- natural and designed landscapes and gardens;
- places and objects linked to the UK's industrial, maritime and transport history;
- and natural heritage including habitats, species and geology.

In early 2019 the HLF will begin a new five-year Strategic Funding Framework that sets out how they distribute National Lottery good causes money. As the HLF plan for a reduction in National Lottery income, the Board considers 2018/19 a transitional year in which c.£190 million will be distributed. Applications under the new Framework will be open from January 2019.

Application Process

In the first instance, applicants are encouraged to submit a project enquiry form which will initiate a meeting with the HLF to discuss the project. There is then a two-stage application process:

- Stage one: in the first stage, a proposal should be completed outlining the project – its activities, any capital work involved, expected outcomes etc – so that applicants can get an idea of whether they have a good chance of getting a grant
- Stage two: if invited to stage two, projects must submit a second application showing plans at a detailed stage of design and development to secure the full grant for the project.

Applications will be assessed within 8 weeks.

Grant Amount

There are three levels of grant: grant requests of over £100,000 and under £2m; grant requests of over £2m and under £5m; grant requests of £5m or more.

Grants under £2m are considered by the Committees in England and will compete against other applications from the local area. Applications with a combined development and delivery request of £2m or more are considered by the HLF's Board of Trustees.

Deadlines and Timescales

The final deadline for Heritage Grants up to £5 million and Heritage Enterprise was 16th August 2018. The Resilient Heritage programme (£3,000-£10,000 and £100,000-£250,000) and Our Heritage is open until 18th January 2019. Further details on future bidding deadlines is expected in the Autumn.

Coastal Communities Fund

Overview

The Ministry of Housing, Communities and Local Government acknowledge that the UK coastline plays a vital role in the economy, history and culture of the country. The Coastal Communities Fund is intended to help coastal communities flourish and strengthen their appeal as places to live, work and visit. The CCF aims to support the economic development of coastal communities by promoting sustainable economic growth and jobs, so that people are better able to respond to the changing economic needs and opportunities of their area. All projects are expected to deliver the following outcome:

- Coastal communities will experience regeneration and economic growth through projects that directly or indirectly create sustainable jobs and safeguard existing jobs.

Funding is designated to projects over £50,000 that will ultimately lead to regeneration and economic growth whilst directly or indirectly safeguarding and creating sustainable jobs. Applicants must demonstrate that their proposal fits with the broad economic priorities of the local area, linking to a wider economic vision, with a strong link to local strategies and plans. The fund prioritises projects that:

- Deliver economic diversification and innovation that will create employment opportunities in knowledge economy and higher value sectors
- Support improvements in productivity in the coastal economy through projects promoting investment in innovation, infrastructure or skills provision that will improve the outputs and performance of coastal businesses
- Provide support for small and medium sized enterprises through business development support, improvements to infrastructure and targeted incubation support where there is strong evidence of demand and where these do not duplicate provision funded elsewhere
- Address seasonality by creating new patterns of demand for tourism, establishing unique selling points and distinctive market niches in the visitor economy across a greater proportion of the year
- Deliver improvements to public places that will increase the number of visitors, generate direct and indirect employment opportunities, and make coastal communities more attractive places to live and work
- Support the delivery of jobs and economic growth through integrated regeneration initiatives addressing: flooding and coastal erosion.

Since 2012, the Coastal Communities Fund has invested £174 million into 295 projects UK-wide. The Big Lottery Fund delivered rounds 1 to 4 on behalf of the government.

Application Process

Applications can be made from Local Authorities, LEPs, private sector companies, Coastal Community Teams and other public sector or voluntary bodies. The fund also accepts composite portfolio applications where several smaller projects with similar aims and objectives come together. Projects need to demonstrate their ability to fully spend CCS funds by 31 March 2021. There is a two stage application process:

- Stage one: an expression of interest, following which projects will be identified that strongly fit the programme aim, outcome and priorities.
- Stage two: by invitation only, entailing a full application form with supporting information. For capital projects involving land and buildings, significant additional information is required.

Grant Amount

The Coastal Communities Fund Round 5 has £40 million available for spend from April 2019 to the end of March 2021. It is currently closed for new applications.

There is no upper limit, but bids for a large proportion of the funding available are unlikely to succeed. CCF can be the sole funder of the project but encouraged funding from other sources.

Up to two years' funding is available. Projects must be able to start within six months of a funding award. Funding is available for both capital and revenue costs in the main funding round.

Deadlines and Timescales

The main round stage 1 expression of interest application closed on 30th April 2018 with a notification of success expected by late June/early July. Projects invited to submit a stage 2 application had to do so by 15th October 2018, before the winners are announced 2-3 months later in December 2018/January 2019. This is the fifth round of funding. It is not yet known whether the fund will be extended.

Funding Themes

In 2016, the thematic funding highlights featured: marine tourism, coastal and cycle paths, the natural environment, and business infrastructure and diversification.

Funding Case Studies

This section considers cases in which seaside destinations have successfully secured funding for projects or masterplan activities as a means of establishing examples of best practice. An analysis of previously funded projects enables an acute awareness of the scope of what can be funded, and the range of projects and investments available.

North East Lincolnshire Council

Grant - Coastal Communities Fund - £3,795,539

CoastNEL seeks to enhance Cleethorpes' role as a quality place to work, stay and play on the East Coast with a portfolio of projects to deliver new facilities, upgrade and enhance public space, offer events and activities in five key locations within Cleethorpes to extend the traditional seaside season and diversify its appeal to a wider audience. The CoastNEL team is a partnership of local business people, arts, heritage and tourism groups and the local authority. The programme will run from 2017 to 2019. Key elements of the project are:

- £3.3 million is earmarked to be spent improving the public realm and introducing public art at key arrival sites, the promenades and in the historic town centre streets. This work will build on the £2.77 million Townscape Heritage programme due to start in late 2017/early 2018.
- £322,000 will be put towards marketing and events to bring new visitors to the area and help to extend the traditional tourist season.
- Plans to transform a beach-front kiosk into an eye-catching entertainment venue.
- A visitor economy specialist will deliver business support in the form of coaching, mentoring and advice to businesses on customer service, technology, business planning, diversification and marketing.

East Riding of Yorkshire Council

Grant - Coastal Communities Fund - £3,773,485



East Riding of Yorkshire Council (ERYC) will reanimate the sea front in Hornsea by delivering a portfolio of projects along the South Promenade including a series of public realm improvements, the expansion of the leisure boat compound, and the establishment of a year-round café, retail space and visitor hub. This is intended to create a sense

of destination for visitors to the South Promenade and helping to improve connections between the seafront and the town centre.

The council secured funding through the Hornsea Area Renaissance Partnership and its Coastal Town Team. The plans were developed alongside the existing users of the site including the commercial fishermen, Hornsea Inshore Rescue and the Hornsea Sea Angling Club. The proposals include:

- Improvement of facilities available for leisure by providing additional berths for leisure craft, a safer environment for users and visitors, a café, a small retail space and an education room
- The project includes expanding the compounds, improving security and boat servicing and wash down facilities
- The wider Hornsea development includes an innovative public art project bringing Hornsea Pottery designs to life in the public realm.

St Ives Coastal Community Team

Grant - Coastal Communities Fund - £3,250,000

The project will acquire an unused building on the bay with easy transport connections, and transform it into an enterprise hub, offering commercial workspace, training, activities, facility hire, and partnership initiatives. The project supports the development of small, local businesses through the opportunity to take part in tailored business support programmes tackling the distinct economic issues that have arisen locally.

The scheme will see the space underneath the town's bus station transformed into a distinctive 'fish-eye' hub, creating a Workstation for the digital sector. The Workstation will encourage sustainable business growth. Fully accessible on three levels, the practice's design includes:

- Seminar and event space
- Two public cafes plus professional catering facilities for pop-up events
- Rentable office space
- Informal hot-desking facilities
- Meeting rooms.

The bid also includes the Portfolio Project identified as a priority in the St Ives Neighbourhood Plan which will enable the creation of new posts to support sustainable projects. When complete, the main facility will operate as a Community Interest Company (CIC).

Blackpool Winter Gardens Pavilion Theatre

Grant – Coastal Revival Fund - £50,000

Brighton, a recipient of funding from the Coastal Communities Fund, have published a Seafront Masterplan and sought phased funding for individual elements of the wider project. The CRF funding is set to be used for restoring the walls of the Pavilion Theatre within the Grade II* Winter Gardens building. The Masterplan sets out plans, funded by the CCF, for a new conference and exhibitions space.

The CRF project will provide match funding towards a £230,000 scheme to carry out emergency stabilisation and repair works to the walls of the Pavilion Theatre.

Regeneration for Recreation, Sussex

Grant – Coastal Revival Fund - £47,800

The project – Reimagining Redoubt Public Spaces, Eastbourne – will regenerate the areas around the Redoubt fortress including remedial works, moat wall repairs, gun carriage and creation of a maze. It will encourage footfall further east along the coast and become a welcoming, accessible space for visitors and residents to reflect on their heritage.

Cleethorpes Cycle Hub

Grant – Coastal Revival Fund - £50,000

The project will transform a vacant Listed building, located within the Cleethorpes Central Seafront Conservation Area and once used as the Railway Ticket Office into a Cycle Hub. The project will improve access to cycling in the resort and creates the opportunity to enjoy the 4-mile coastline on two wheels.

Atlantic 75 Seaside Education and Archive Centre

Grant - HLF Heritage Grants - £1,183,700

The Mo Sheringham Museum on Lifeboat Plain was awarded c.£1.2m for its three-year Atlantic 75 Seaside Education and Archive Centre project. Operated by the Sheringham Museum Norfolk Trust, the project involved an HLF-funded roof extension on the museum to create a permanent home for the Atlantic 75 lifeboat which served the town from 1994 to 2007. The vessel was the first Atlantic 75 in operation for the RNLI across the country.

The year-round visitor attraction also benefitted from a new education room within the extension with space for more than 100 people as well as exhibits, an archive and research room to display treasured museum items and enable visitors to use a balcony facing the North Sea.

The HLF money also funded three year-long placements for University of East Anglia cultural, heritage and museum studies students, as well as an apprenticeship at the museum for a 16-25-year-old from Great Yarmouth College.

Canoe 2

Grant – RDPE LEADER - £105,000



The LEADER programme covering The Chilterns, Clay Vales, North and West Northants funded over £100,000 for Canoe 2, a canoe hire business, to survive its forced closure during the wettest spring on record and expand its offer helping to bring thousands of visitors into the local area. Canoe 2, a two-year old operation offering

canoes for hire on the River Nene in Northamptonshire was threatened with closure due to unusually high water levels of strong flows which forced the closure of the river for 50 days.

LEADER funding enabled the attraction to expand year-on-year since 2012, developing a dynamic tourism business which now offers not only canoe hire, but short break trips of up to five days or more that include overnight accommodation in tipi, yurts and bell tents, and utilising local Bed & Breakfast providers and hotels along the River Nene, boosting the local economy.

Canoe 2 have teamed up with the Wildlife Trust to offer guided paddle cruises, and work with The Churches Conservation Trust to offer 'Champing' (Church Camping) in one of their unused churches close to the river. Alongside Rushden Lakes, Canoe 2 will now operate an environmentally-friendly boathouse, making facilities available to local groups (Sea Cadets and Scouts) and providing (along with third parties) additional activities on the water.

Scarborough Theatre

Grant – Arts Council England Small Capital Grants - £419,122

Scarborough Theatre Development Trust (Stephen Joseph Theatre) will carry out critical structural work to the building and will replace the theatre lighting with a low energy alternative. This will contribute to the theatre's financial resilience and environmental sustainability. Its foyer area will also be remodelled to create a more welcoming environment.

Appendix 4
RIBA Stages



RIBA Plan of Work 2013



The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. The content of stages may vary or overlap to suit specific project requirements. The RIBA Plan of Work 2013 should be used solely as guidance for the preparation of detailed professional services contracts and building contracts.

www.ribaplanofwork.com

Tasks	0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use
Core Objectives	Identify client's Business Case and Strategic Brief and other core project requirements.	Develop Project Objectives, including Quality Objectives and Project Outcomes, Sustainability Aspirations, Project Budget, other parameters or constraints and develop Initial Project Brief. Undertake Feasibility Studies and review of Site Information.	Prepare Concept Design, including outline proposals for structural design, building services systems, outline specifications and preliminary Cost Information along with relevant Project Strategies in accordance with Design Programme. Agree alterations to brief and Issue Final Project Brief.	Prepare Developed Design, including coordinated and updated proposals for structural design, building services systems, outline specifications, Cost Information and Project Strategies in accordance with Design Programme.	Prepare Technical Design in accordance with Design Responsibility Matrix and Project Strategies to include all architectural, structural and building services information, specialist subcontractor design and specifications, in accordance with Design Programme.	Offsite manufacturing and onsite Construction in accordance with Construction Programme and resolution of Design Queries from site as they arise.	Handover of building and conclusion of Building Contract.	Undertake In Use services in accordance with Schedule of Services.
Procurement <i>*Variable task bar</i>	Initial considerations for assembling the project team.	Prepare Project Roles Table and Contractual Tree and continue assembling the project team.	The procurement strategy does not fundamentally alter the progression of the design or the level of detail prepared at a given stage. However, Information Exchanges will vary depending on the selected procurement route and Building Contract. A bespoke RIBA Plan of Work 2013 will set out the specific tendering and procurement activities that will occur at each stage in relation to the chosen procurement route.			Administration of Building Contract, including regular site inspections and review of progress.	Conclude administration of Building Contract.	
Programme <i>*Variable task bar</i>	Establish Project Programme.	Review Project Programme.	Review Project Programme.	The procurement route may dictate the Project Programme and may result in certain stages overlapping or being undertaken concurrently. A bespoke RIBA Plan of Work 2013 will clarify the stage overlaps. The Project Programme will set out the specific stage dates and detailed programme durations.				
(Town) Planning <i>*Variable task bar</i>	Pre-application discussions.	Pre-application discussions.	Planning applications are typically made using the Stage 3 output. A bespoke RIBA Plan of Work 2013 will identify when the planning application is to be made.					
Suggested Key Support Tasks	Review Feedback from previous projects.	Prepare Handover Strategy and Risk Assessments. Agree Schedule of Services, Design Responsibility Matrix and Information Exchanges and prepare Project Execution Plan including Technology and Communication Strategies and consideration of Common Standards to be used.	Prepare Sustainability Strategy, Maintenance and Operational Strategy and review Handover Strategy and Risk Assessments. Undertake third party consultations as required and any Research and Development aspects. Review and update Project Execution Plan. Consider Construction Strategy, including offsite fabrication, and develop Health and Safety Strategy.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Undertake third party consultations as required and conclude Research and Development aspects. Review and update Project Execution Plan, including Change Control Procedures. Review and update Construction and Health and Safety Strategies.	Review and update Sustainability, Maintenance and Operational and Handover Strategies and Risk Assessments. Prepare and submit Building Regulations submission and any other third party submissions requiring consent. Review and update Project Execution Plan. Review Construction Strategy, including sequencing, and update Health and Safety Strategy.	Review and update Sustainability Strategy and Implement Handover Strategy, including agreement of information required for commissioning, training, handover, asset management, future monitoring and maintenance and ongoing completion of 'As-constructed' information. Update Construction and Health and Safety Strategies.	Carry out activities listed in Handover Strategy including Feedback for use during the future life of the building or on future projects. Updating of Project Information as required.	Conclude activities listed in Handover Strategy including Post-occupancy Evaluation, review of Project Performance, Project Outcomes and Research and Development aspects. Updating of Project Information, as required, in response to ongoing client Feedback until the end of the building's life.
Sustainability Checkpoints	Sustainability Checkpoint – 0	Sustainability Checkpoint – 1	Sustainability Checkpoint – 2	Sustainability Checkpoint – 3	Sustainability Checkpoint – 4	Sustainability Checkpoint – 5	Sustainability Checkpoint – 6	Sustainability Checkpoint – 7
Information Exchanges <i>(at stage completion)</i>	Strategic Brief.	Initial Project Brief.	Concept Design including outline structural and building services design, associated Project Strategies, preliminary Cost Information and Final Project Brief.	Developed Design, including the coordinated architectural, structural and building services design and updated Cost Information.	Completed Technical Design of the project.	'As-constructed' information.	Updated 'As-constructed' information.	'As-constructed' information updated in response to ongoing client Feedback and maintenance or operational developments.
UK Government Information Exchanges	Not required.	Required.	Required.	Required.	Not required.	Not required.	Required.	As required.

*Variable task bar – in creating a bespoke project or practice specific RIBA Plan of Work 2013 via www.ribaplanofwork.com a specific bar is selected from a number of options.