

Mablethorpe, Trusthorpe & Sutton on Sea Coastal Community Team Economic Plan



Introduction

I am delighted to introduce this plan. It is the product of a wide ranging and inclusive partnership exercise. Approaching 100 business/commercial representatives have fed into the analysis and project plan, alongside a representative group of public and voluntary sector interests.

Our work with the community in developing this plan has underlined that Mablethorpe, Trusthorpe and Sutton on Sea remain both challenged by some issues and full of potential in terms of others.

The process of preparing this plan has confirmed much of what we already knew. We have thought hard about what needs to be done. It seems to us that the answer is that easy to use but difficult to achieve word “synergy”. We need to bring together the collective potential of the three local authorities in the area, the Local Enterprise Partnership, businesses and the voluntary and community sector to generate momentum.

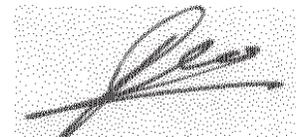
There are some exciting initiatives to tap into including: the proposed Business Improvement District for the East Lindsey coast, the Coastal Developer’s Forum, the next stage of Coastal Community Challenge Big Local and the roll out of the Coastal Action Zone LEADER programme.

There are also ongoing challenges to address, the impact of public sector austerity on key services, worsening levels of overall

deprivation (as witnessed in the 2015 English Indices of Deprivation data) and the ongoing threat of climate change and the way it blights the development potential of our area.

This is an optimistic document. Anyone involved in seeking to chart a positive way forward for this area needs to believe in the “art of the possible”. I know that there is much that can be done to realise the potential of the LN12 area. This can be achieved by building on the mutually reinforcing potential of Mablethorpe, Trusthorpe and Sutton on Sea and looking outwards to those communities both in Lincolnshire and more widely who have a key role in supporting our economy.

We have sought to capture the untapped dynamism of established projects/ideas along with some new proposals, bringing together a comprehensive overview of both what might be done and how it might be achieved in this plan.



John Clarke

Key Information

Single Point of Contact

Karen Froggatt - Operations Manager, Mablethorpe Area Partnership
CIC, C/O Community Access Point, Stanley Avenue, Mablethorpe,
Lincolnshire LN12 1DP

Phone: 01507 613280

Mob: 07917 628171

Email: karen.froggatt@e-lindsey.gov.uk

CCT Membership

- Mablethorpe CIC (MAP CIC)
- Mablethorpe Town Council
- East Lindsey District Council
- Lincolnshire County Council
- Coastal Community Challenge (Big Local)
- The Boatshed Charity
- Coastal Action Zone LEADER (LAG)

CCT Project Development Group

- John Handley MAP CIC
- Ian Noyes MAP CIC
- Graham Parkhurst MAP CIC
- Nicola Radford Lincolnshire LCC
- Cllr Anne Reynolds Lincolnshire LCC
- Alison Penn East Lindsey DC
- Cllr Steve Kirk East Lindsey DC
- Cllr Helen Matthews East Lindsey DC/Local Business
- Chris Baron (Bourne Leisure) – Butlin’s and G Lincs LEP
- Cllr Joyce Taylor Mablethorpe & Sutton Town Council
- Steve Fletcher (Town Clerk) Mablethorpe & Sutton Town Council
- The Revd. Adrian Benjamin (MA Oxon) - Prebendary Emeritus of St Paul’s Cathedral, Chair of Sutton-on-Sea Residents Association and Chair of the Management Committee of the Boatshed Charity
- Paddy Prince – Local Business Representative
- Graham Cullen – Local Business Representative
- Debbie Hulks – Coastal Community Challenge (Big Local)
- Val Cobbold – Coastal Community Challenge (Big Local)
- John Gregory – Coastal Community Challenge (Big Local)
- Judi Rastal – Coastal Events CIC

Accountable Body

East Lindsey District Council – Alison Penn, Director, Tedder Hall,
Manby Park, Louth, Lincolnshire, LN11 8UP

Telephone: 01507 613411, alison.penn@e-lindsey.gov.uk

Local Area

Mablethorpe, Trusthorpe and Sutton on Sea (the LN12 area of Lincolnshire) is an urban coastal strip with a population of 12000. It is essentially a late Victorian holiday resort creation with its earliest recognition being linked to Tennyson who wrote about his childhood memories of the settlement and DH Lawrence who used it as his inspiration for the holiday location in "Sons and Lovers." The area is also a base for visiting Claythorpe Mill, the Woodthorpe Aquatic Centre and the marshlands trail. Mablethorpe also has a Seal Sanctuary and the Acre Gap (the biggest breach in the sea defences along the East Coast in 1953 & now a Nature Reserve).

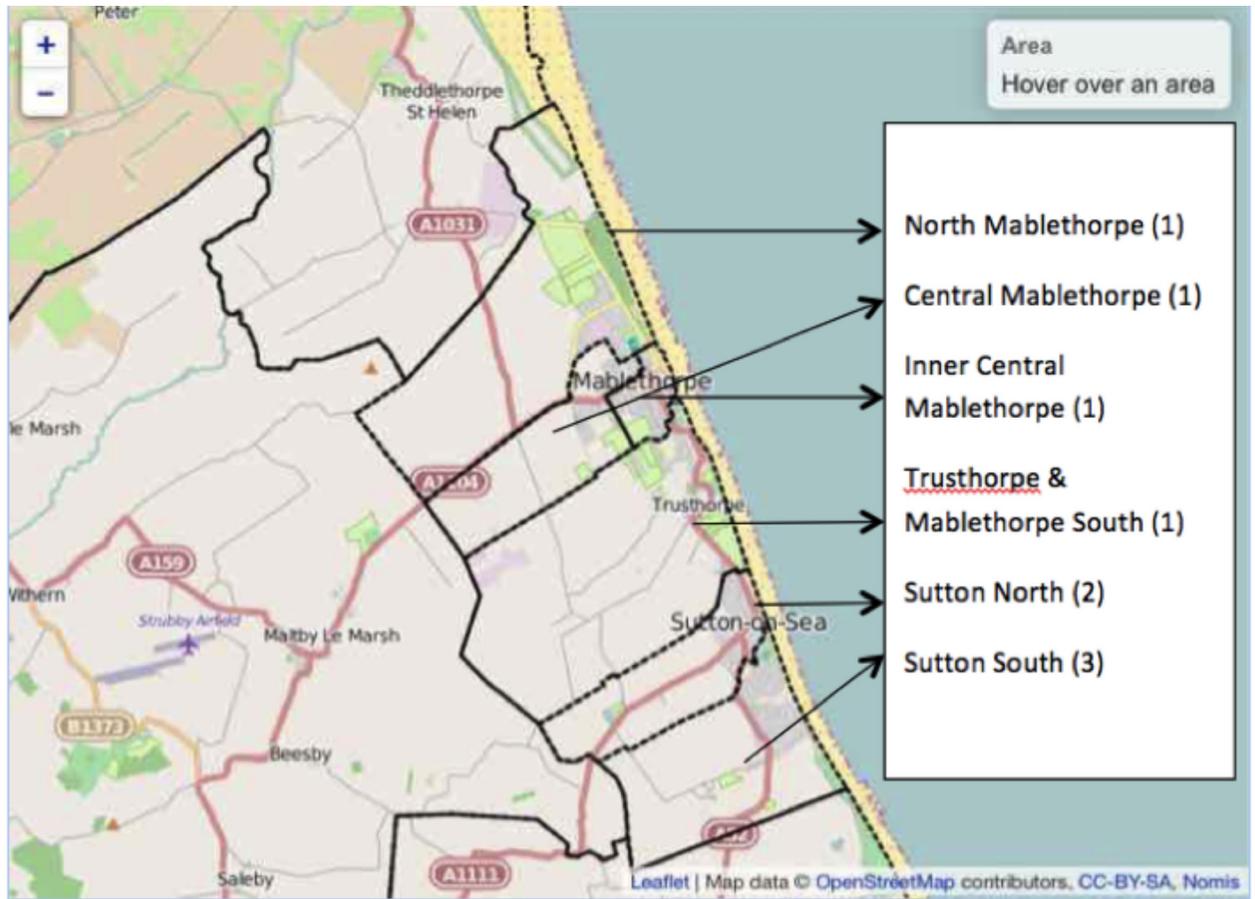
The area has a very seasonal economy characterised by static caravan accommodation. Most of the tourism offer is based around independently owned provision of leisure and retail. The wider environment is characterised by a good quality highly accessible beach offer and some excellent natural features including a major seal colony at Donna Nook. The area is however very challenged in terms of flood risk (at very high risk of rapid inundation) and this has had a knock on effect on the scale of housing development

and more generally on the value of the physical environment. The area is also very isolated and remote with the nearest major urban settlements (Lincoln and Grimsby) both being at least 30 miles distant. It has no rail transport and limited public transport options.

The area has a long term association with the major settlements in the East Midlands (Nottingham, Leicester and Derby) which are a source of many of its residents who choose to retire there. It also has a very seasonal economy based on a major influx from these areas in terms of holiday makers every year. The area sits within East Lindsey District, it has its own town council (for Mablethorpe), is covered by the Greater Lincolnshire Local Enterprise Partnership, is part of a LEADER area (Coastal Action Zone) and has a Big Lottery funded Big Local partnership (Coastal Community Challenge). Lincolnshire County Council has initiated a Coastal Developers Forum which takes in the area and there are currently plans in hand for a ballot on the development of a Business Improvement District for the Lincolnshire Coast which would include the area.

Context – Community

Data has been collected to support an evidence based approach to the development of the plan. A significant proportion of the data is reported at lower super output area level because this is the smallest geographical setting for information that enables to tightly match statistics to the area. The whole of England is split into neighbourhoods at this level (32,844 in all) and the area covered by



Map of Mablethorpe lower super output areas (NOMIS)

a significantly smaller working population 51% compared to 65%.

Mablethorpe also has a significantly higher proportion of benefit claimants covering all aspects of the population and all available benefits than the England average.

The table below show this in more detail:

Year	Mablethorpe	England
2010	16.9	14.5
2011	16.6	14
2012	16.2	14.4
2013	16.1	13.9
2014	15.5	12.9
2015	14.9	12.1

Steering Group members also identified from their own experience that the informal economy plays a significant role in the operation of the area although national statistics are not available to help substantiate this.

our plan best fits the map above of 6 Isoas. We have given each Isoa a geographical designation to help readers navigate around the data. All the evidence in this and the employment section can be found in more detail in the statistical digest which accompanies the plan.

Mablethorpe has a far higher proportion of elderly residents (over 65) than the England average: 37.3% compared to 16.3%. It also has

The area has almost no ethnic diversity 99% of the residents are White British. This compares to 97.5% for Lincolnshire and 85% for England. The tourists who feature as a large component within the LN12 are economy are more ethnically diverse although detailed data about their characteristics is not collected.

The Index of Multiple Deprivation, constructed and managed by the Department for Communities and Local Government is a very useful way of getting an overview of the context of neighbourhoods. It brings together 7 themes (called domains) to illustrate compared to every other neighbourhood in England (32,844) how deprived each neighbourhood is.

The seven domains of deprivation are as follows:

- **Income**
- **Employment**
- **Education, Skills and Training**
- **Health Deprivation and Disability.**
- **Crime**
- **Barriers to Housing and Services**
- **Living Environment**

The index also provides a composite score for each neighbourhood by combining the scores for each domain to indicate overall deprivation in each area. We have compared the IMD scores for each of the six neighbourhoods in Mablethorpe with their ranking in 2010 to give an overview of trends. The overall ranking of each of the six neighbourhoods is set out in the table opposite:

Neighbourhood/ Isa	Change in Ranking	2015 Ranking	2010 Ranking	2015 Decile: (1 is worst to is least worst)
005A Central Mablethorpe	-667	2,076	2,743	1
005B Inner Central Mablethorpe	-4,958	768	5,726	1
005C North Mablethorpe	-2,541	1,794	4,335	1
006A Sutton North	1,247	5,644	4,397	2
006B Sutton South	-2,343	7,173	9,516	3
006C Trusthorpe Mablethorpe South	-1,291	2,624	3,915	1
England Median	0	16422	16,422	5

The ranking of the neighbourhoods in our study shows an extremely high and largely worsening level of deprivation over the last five years. The area we have designated as Inner Central Mablethorpe has a very low ranking indeed being in the worst 3% of neighbourhoods in terms of deprivation in England.

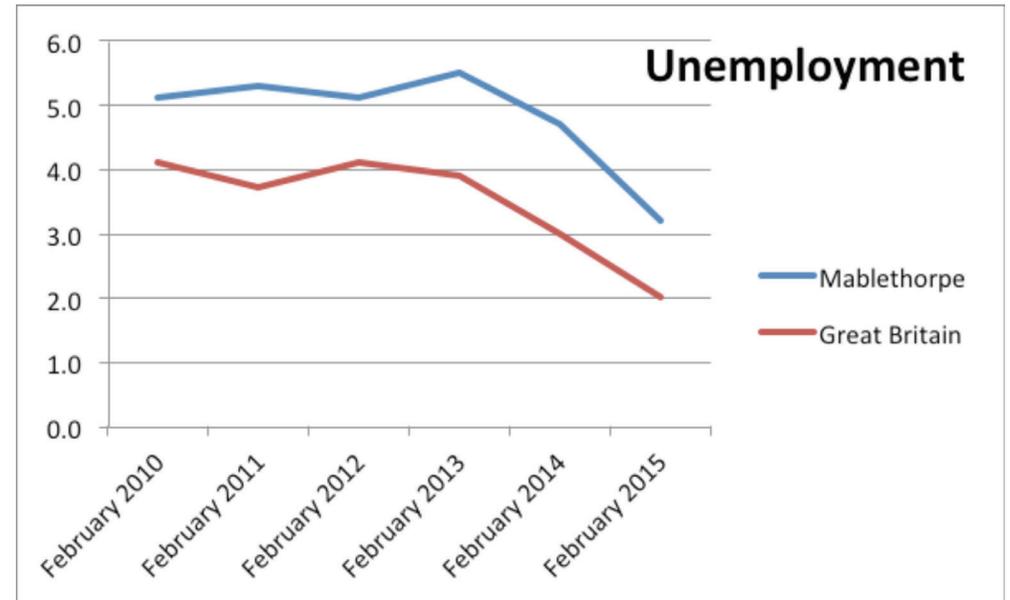
Notwithstanding this statistical assessment of the nature of the community the LN12 area does have a relatively dynamic voluntary and community sector and a number of annual landmark events including the Festival of Bathing Beauties and the Mablethorpe Marathon. The principal areas of deprivation concern health, income and employment and it is a relatively safe place to live. The availability of local services is an on-going challenge linked to its remoteness and relatively low critical mass as a dispersed service centre. The most recent and highly controversial likely loss of service provision concerns proposals to close the only secondary school in the area.

Context - Economy

JOBS – the area has an “a-typical” economy. arts, entertainment and recreation, health, real estate, accommodation and food and retail are all significantly more represented than the national average. Key knowledge based industries such as manufacturing, financial services and education are significantly less well represented than the national average. A number of studies have identified many of these jobs as seasonal.

UNEMPLOYMENT - Mablethorpe has significantly higher levels of job seeker allowance claimants than the national average.

JOB DENSITY - Job density is a measure of the relationship between the number of jobs in the area and the population aged 16-65. Where the ratio is 1, there is potentially 1 job for each member of the population in this age group. Where the figure is lower areas either have high unemployment or are net exporters of their workforce.

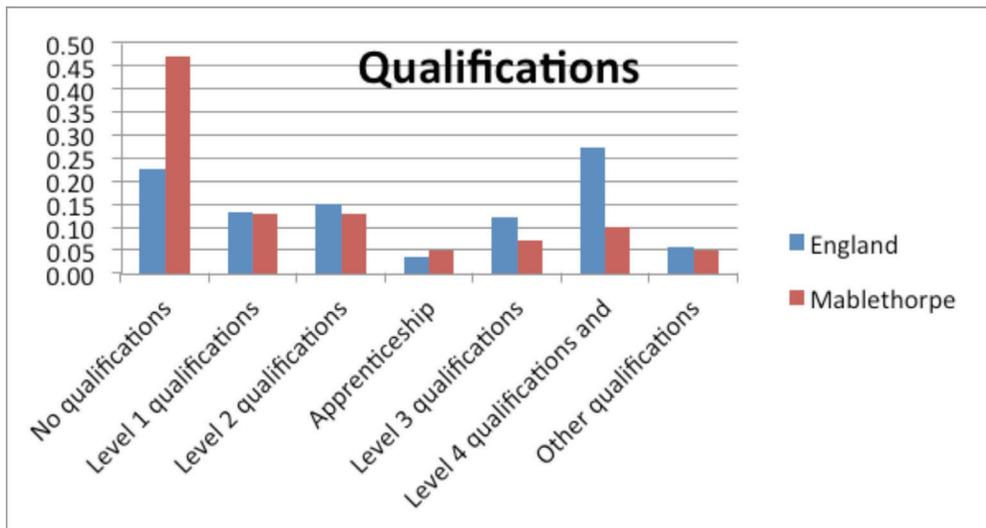


Overall a Job density of 0.38 for the area suggests that there are far too few jobs to sustain the workforce.

BUSINESSES - Mablethorpe has no very large businesses (over 250 employees). It has a moderately smaller stock of micro businesses (compared to England), a similar stock of small businesses and a moderately smaller stock of medium businesses. 87% of businesses are in the 0-9 employee category.

HOME WORKERS – The area has a high proportion of home workers (between 2 and 7% higher across 5 of the 6 Isoas in the area) in all than the England average (10%).

SKILLS - The level of skills in the area compared to England is low. The chart below shows a significantly higher proportion of individuals with no skills and a significantly lower proportion of people with Level 4 (degree standard) qualifications and above.



Contextual Measures

There are a number of issues which add further detail but which are only available at a District Council level.

WAGES - The table below shows how wages in East Lindsey are higher than the Lincolnshire average but lower than the national average and this clearly tracks through into the wage levels which underpin the high levels of income deprivation in Mablethorpe.

Area	Weekly Wages
East Lindsey	458.0
Lincolnshire	455.4
England	523.3

EMPLOYMENT STRUCTURE - East Lindsey has a higher proportion of low skilled and a lower proportion of high skilled jobs than the national and regional averages:

	East Lindsey	East Lindsey %	East Midlands %	Great Britain %
Soc 2010 Major Group 1-3	16,200	29.4	41.2	44.3
1. Managers, Directors and Senior Officials	7,900	14.2	10.2	10.3
2. Professional Occupations	6,000	10.9	18.1	19.7
3. Associate Professional and Technical	#	#	12.7	14
Soc 2010 Major Group 4-5	14,200	25.8	21.6	21.5
4. Administrative and Secretarial	5,800	10.5	10.8	10.6
5. Skilled Trades Occupations	8,400	15.1	10.7	10.7
Soc 2010 Major Group 6-7	8,600	15.7	16.8	17.1
6. Caring, Leisure and Other Service Occupations	5,700	10.4	9.3	9.2
7. Sales and Customer Service Occs	2,900	5.3	7.4	7.7
Soc 2010 Major Group 8-9	16,000	29.1	20.4	17.2
8. Process Plant and Machine Operatives	6,900	12.5	7.7	6.3
9. Elementary Occupations	9,100	16.4	12.6	10.8

Denotes sample size too small for a reliable estimate

ECONOMIC INACTIVITY - East Lindsey has a higher proportion of economically inactive people than the regional or national average and a higher proportion wanting a job than the regional and national average:

All People	East Lindsey	East Lindsey	East Midlands	Great Britain
Total	17,000	23.1	22.2	22.5
Student	#	#	25.5	26.2
Looking After Family/ Home	4,800	28	24.2	25.5
Temporary Sick	!	!	1.9	2.2
Long-Term Sick	5,000	29.4	22.3	21.7
Discouraged	!	!	#	0.5
Retired	3,900	23.2	16.6	14.1
Other	#	#	9.2	9.8
Wants A Job	4,200	24.6	23.3	24.2
Does Not Want A Job	12,800	75.4	76.7	75.8

Sample size too small for reliable estimate

! Estimate is not available since sample size is disclosive



Related Initiatives

LN12

Big Local

The area has a number of key initiatives, which this plan links into. The only specific LN12 activity is the Coastal Community Challenge (Big Local). This has a programme focused on the following themes and associated activities, A number of these areas of work are still under development and there are major unfolding plans for 2016/7 to establish a major community play facility in Mablethorpe.

Sport and Leisure

- Summer Festival
- Sport for people with disabilities
- Youth Radio
- Gyms and Fitness and Equipment

Arts and Heritage

- Drama Music and Theatre
- Local History Involvement

Health

- Food Bank

Environment

- Spring Clean Events

Children's/Youth Services/Education

- Pre-School Activities
- Skate/BMX Park

Crime

- Community Safety Information Hub
- Employment/Skills/Investment & Education

Social Enterprise

- Young Entrepreneur Awards
- Small Business Start Up Loans
- Business Start Up Workshops

Adult Services

- Development of Community Networks

Poverty

- Credit Union
- Money Management

The Lincolnshire Coast

There are three key initiatives in their infancy, which have significance for this plan.

Coastal Developers Forum

Initiated by Lincolnshire County Council this forum brings private sector developers to consider business development opportunities. At its inaugural meeting it identified the following issues:

- **ENVIRONMENT:** ways of extending the season, particularly tackling some of the risks associated with evacuation procedures during the winter months.
- **SKILLS:** the importance of skills, ranging from customer care skills, through to making sure that staff have the specific skills, that business processes require.
- **VAT AND TOURISM:** there was a debate with the three MPs over changes to VAT rates for tourism businesses.
- **RELATIONSHIP WITH THE RURAL HINTERLAND:** including the two perspectives of transport connections for staff, and strengthening the relationship between our market towns and the coast.

Coastal Business Improvement District

There are plans to establish a Coastal Business Improvement District (BID), which would involve a levy on local business rates to provide funding to improve the commercial and retail offer along the Lincolnshire Coast. The BID proposals are to be worked up over the next two years and at this stage have no detailed focus in terms of strategy. This initiative is a key area of development that the CCT plans to engage with.

LEADER

A new coastal LEADER programme has been established and will provide just over £2million of matched funding, principally for private sector capital projects, to deliver key outcomes around the following themes:

- Support for Micro and Small Businesses and Farm Diversification
- Support for Rural Tourism
- Increasing Farming Productivity
- Increasing Forestry Productivity
- Support for Natural and Cultural Heritage
- Provision of Rural Services

Projects must also contribute to one or more of the Coastal Action Zone local priorities:

Priority 1 - Broaden and strengthen the coastal economy

Using innovation, enterprise and entrepreneurship as drivers to maximise opportunities and new markets and increase and improve the number of sustainable micro and small businesses.

Priority 2 - Increase coastal connectivity

Developing sustainable green infrastructure and coastal access, that is joined up and connecting centres of population.

Priority 3 - Diversify and enhance the coastal area for all

Improving the range and quality of leisure and interest facilities and activities focused on cultural, natural and built heritage assets and provision of rural services, embracing the coastal hinterland, wild coast, culture and heritage.

Cross Cutting Priority: Sustainability including flood risk mitigation

ECONOMIC - Develop business growth in a way which uses resources efficiently and within limits

SOCIAL - Build sustainable communities with their resilience to collaborate and open to opportunity

ENVIRONMENTAL - To protect and sustain the ecosystems services we rely on.

Greater Lincolnshire LEP

The LEP has identified a number of key areas where Lincolnshire offers the greatest opportunities for economic growth. Themes most relevant to the coast are: agri-food, the visitor economy, and housing. The GLLEP has identified water management as a fundamental factor in addressing these sectors.

The LEP recognises that the interdependence between coastal and water management, agri-food, the visitor economy and sustainable housing growth is particularly marked in our area. Key LEP documents setting out aspirations, which the challenges and

opportunities facing LN12 can be related to are:

- GLLEP Growth Strategy 2015-2030
- Lincolnshire's RDPE Strategy
- GLLEP Water Management Plan 2016

Environment Agency Humber Shoreline Management Plan

The Flamborough Head to Gibraltar Point Shoreline Management Plan (2010) sets out a rationale for the continued protection of Mablethorpe and surrounding areas. It does suggest however that in the longer term this may not be possible. It also identifies that the beach in the settlement (its key tourism asset) may narrow over time. The key section from it is printed below:

The policy for Mablethorpe to the southern end of Skegness will ensure continued protection against coastal flooding and coastal erosion at the same standard as the present day. This policy will ensure all people and property, including the two principal towns of Mablethorpe and Skegness and their associated infrastructure and services, as well as historic environment assets and agricultural land at the rear of the towns continue to be protected from coastal erosion and flooding. The interruption of natural processes may result in narrowing of the beaches, which has the potential to adversely affect the landscape and tourism value of these coastal towns. Increasingly sizeable defences are likely to be required as they become more

exposed to wave attack (due to loss of beach as well as sea level rise). In the longer term (epoch 3), accelerating sea level rise could begin to cause problems for defence sustainability. Managed Realignment could be considered locally, in areas where appropriate, to ensure sustainable flood risk management for the future. The LN12 area has not benefitted from Coastal Communities Fund investment to date.

Ambition

In 2015 the County Council identified a vision for the Lincolnshire Coast. This is a good starting point for a consideration of the most appropriate way forward in terms of the LN12 area. It is as follows:

A Vision for Lincolnshire's Coast by 2030

- We will sustain and grow coastal businesses and the economy
- We will sustain and develop coastal prosperity through infrastructure
- We will protecting and sustain the coastal environment

Our vision builds on the key themes set out here. It is as follows:

We will work across the LN12 area to ensure Mablethorpe, Sutton on Sea and Trusthorpe has a better connected, growing economy, providing good quality jobs and wages to its residents on an all year round basis, with a robust business base, a skilled workforce and a positive long term future, whilst recognising the challenges of managing flood risk and climate change.

The key challenges we will address relate to:

- **INFRASTRUCTURE** - inc public realm – our plan is to generate investment in: 1) sustainable transport solutions which make the area more accessible and 2) a high quality public realm which makes the area an attractive as possible resort for residents and visitors alike to enjoy
- **SECTORS** – inc tourism and retail – our plan is to invest in activities which broaden the economic base of the area, increase the value of its economy and provide better employment opportunities for people
- **EMPLOYMENT** – our plan is to drive down levels of economic inactivity and increase the stock of employment opportunities in the area
- **SKILLS** – our plan is to increase the skills levels of residents to at least the national average in terms of NVQ3 and above qualifications
- **ENTERPRISE** – our plan is to tap into the entrepreneurial capacity of the area to generate more successful businesses which also broaden the business base of the area and create new employment opportunities
- **BUSINESS GROWTH** – established businesses – our plan is to generate additional investment for local businesses and provide opportunities for them to network and work together (through initiatives such as the coastal BID and the Coastal Developer Forum) to make them more successful and sustainable

- **COMMUNITY/SOCIAL ENTERPRISES** – there is considerable potential for investment in social enterprise in the LN12 area through very focused work in conjunction with the Coastal Community Challenge and more generally though linking into national opportunities such as Power to Change. We aim to engage with these as effectively as possible to provide the crucial bridge between the public and private sector which will underpin long term sustainable services, currently under threat as a consequence of economic challenges, particularly to the public sector.

Success will involve:

- **INFRASTRUCTURE** – a better connected LN12
- **SECTORS** – a more diverse business base, with businesses able to be more resilient and new businesses attracted into the area in view of its low cost base
- **EMPLOYMENT** – more local people in work in opportunities that match their aspirations
- **SKILLS** – a better qualified workforce with fewer people who have few or no skills
- **ENTERPRISE** – more people engaged in enterprise and more local businesses and jobs arising from their activities
- **BUSINESS GROWTH** – more sustainable local businesses, more business births and fewer business deaths
- **COMMUNITY/SOCIAL ENTERPRISES** – sound and cost effective provision of entrepreneurial services the social needs and development potential of local people

Needs of the Community

We have set out the needs of the community and the activities required to address them indicating the timescales involved in the grid below:

Theme	Current Position	Change Aspiration	Timescales
Infrastructure – a better connected LN12	Limited public transport options, a remote coastal economy	Improved public transport through the medium of public investment and social enterprise – more buses, community transport opportunities including car sharing and potentially in the longer term light rail	2-5 years – light rail up to 10 years
Sectors – a more diverse business base	A seasonal, tourism economy lacking significant investment	A leading tourism economy, sufficiently diversified to provide other credible employment opportunities – with growth in knowledge based industry sectors – particularly manufacturing, financial services and education	10 years – on an incremental basis
Employment – more local people in work in opportunities that match their aspirations	A workforce which is smaller than the national average and with higher rates of economic inactivity	Closing of the gap between LN12 and England percentages in terms of the size of the workforce and levels of economic inactivity	5 years on an incremental basis

Theme	Current Position	Change Aspiration	Timescales
Skills – a better qualified workforce with fewer people who have few or no skills – and a free school replacement for the currently to be closed Tennyson Secondary School	A low skilled workforce	Closing of the gap between LN12 and England percentages in terms of the levels of qualifications within the wokforce	10 years on an incremental basis
Enterprise – more people engaged in enterprise and more local businesses and jobs arising from their activities	A higher than national percentage of homeworkers and opportunities to encourage them to develop home bases businesses	Creation of more local businesses offering an enterprise solution to the challenge of high unemployment and high levels of economic activity	10 years on an incremental basis
Business growth – more sustainable local businesses, more business births and fewer business deaths	Very few large employers and a limited stock of local employment opportunities	More medium and large businesses providing secure employment opportunities for the area	5-10 years on an incremental basis
Community/Social Enterprises – sound and cost effective provision of entrepreneurial services the social needs and development potential of local people	Great potential through Big Local programme and Coastal Action Zone to support the development of more social enterprises – particularly to address a number of the lack of service options in the area	A thriving social enterprise sector, providing sustainable services and wider quality of life choices for local people, filling the gap currently opening up through public sector austerity	5 years (driven by the pressure to adjust quickly to public sector cuts)

Analysis

We have set out the current position of the LN12 area in terms of its development challenges and potential in the SWOT below:

Strengths

- 900 year-round jobs in Mablethorpe and 100 jobs in Sutton-on-Sea supported by seaside tourism 2010/12, 36% of Mablethorpe's and 10% of Sutton-on-Sea's employment directly supported by seaside tourism.
- Cultural festivals (e.g. Bathing Beauties Festival in Mablethorpe and Sutton-on-Sea – attracted 12,000 visitors in 2012) and heritage assets (e.g. Tennyson Cottage).
- Unique nature experiences (e.g. Mablethorpe Seal Sanctuary and Wildlife Centre).
- Sports and leisure activities (e.g. sand racing from October-March, Mablethorpe Marathon in October).
- Retail premises – the vacancy rate in Mablethorpe was less than 5% in March 2015, with high levels of demand for premises.
- A developing ground swell of enterprise activity and interest – with some private sector investment in the local area (e.g. The Mirage).
- Mablethorpe has grown to serve both a local rural hinterland and a vibrant tourism market.
- Nationally important industrial infrastructure

- The evolution of the Environment Agency's flagship 'Lincshore Scheme' which sees sand dredged from the sea bed and pumped onto the beach annually to protect Mablethorpe from coastal flooding – through the development of lagoons and fishtail groins. These will act as tourist attractions.
- Lincolnshire gliding club at Strubby Airfield

Weaknesses

- Most of Mablethorpe, Trusthorpe and Sutton on Sea are within the 10% most deprived communities in England with some areas amongst the 3% most deprived in England.
- Seasonal influx of visitors and ageing population putting a strain on local services. 37.3% of Mablethorpe's population is aged over 65 years compared to England (16.3%).
- A long term trend of above national average numbers of benefit claimants. 14.9% of Mablethorpe residents were claiming benefits in January 2015 (compared to national average of 12.1%). Higher levels of job seeker allowance claimants – 3.2% for Mablethorpe compared to national average of 2% in February 2015.
- Concentration of economic activity in low value / low skilled sectors. Arts/entertainment, real estate, accommodation/ food service and retail sectors prevalent in local economy with a lack of knowledge based industries (e.g. manufacturing, financial services). With many zero hours contracts.

- Level of worklessness in Mablethorpe is three times the national average.
- Low job density – with too few jobs to sustain the local workforce.
- The majority of businesses in Mablethorpe (87%) are micro with 0-9 employees. There are some small and medium sized businesses but no large businesses (over 250 employees). A high proportion of home workers.
- Recruitment and retention difficulties as well as workforce development challenges (e.g. customer service skills, lack of structured career routes and progression). Lack of motivated and reliable workers.
- Nationally exceptional challenges in its level of flood risk affecting the coastal strip.
- Limited planning application activity at Mablethorpe over the last ten years. Little developer interest, undeveloped capacity of serviced land and low land values.
- Rural isolation, limited public transport and the need to have a car to meet daily travel needs / high fuel costs.
- Life expectancy is 5.8 years lower for men and 4.5 years lower for women in the most deprived areas of East Lindsey. Obesity, alcohol related harm, hospital stays, smoking related deaths, and rate of people killed/seriously injured on the roads are all worse than average.

Opportunities

- A strategic approach to investment and regeneration, bringing together public, private, voluntary and community sectors.
- Tourism:
 - Renovate/enhance beach huts on Mablethorpe promenade.
 - Improve tourist infrastructure/expand the scope of holiday facilities and attractions. Improve the quality of the serviced accommodation sector (e.g. hotels, B&Bs) which is higher value-adding activity than non-serviced accommodation.
 - Extend the peak holiday season by offering reasons to visit outside the summer months and broaden the visitor demographic.
 - Improve the public realm.
- Investing in homeworkers, home based businesses and micro businesses to deliver growth.
- “Going big” – projects around Further Education provision and a light rail link to Skegness.
- Ageing population – extra care and health.
- Long-term investment in flood defences could unlock the potential for economic and housing growth.
- Regenerate the old lifeboat centre into a heritage site, employment base and small-scale performance venue.
- Beach huts under used as a facility and asset.

Delivering the Plan

Threats

- A reduction in local services and community facilities e.g. closure of Boatshed, Mablethorpe campus of Monks' Dyke Tennyson College Secondary school at risk of closure, continued reductions in public sector spending.
- Lack of interest from some business in regeneration opportunities and investment funds because of the paperwork/time taken to apply; stifling taking a joined up approach to regeneration.
- Difficulties finding match funding – especially for micro businesses.
- Growth and funding initiatives often focused on urban areas (Lincoln) rather than the coast.

Key Projects:

We have identified a suite of activities against which to realise our ambitions for the LN12 area. These involve specific projects and also key organisational activities to bring together and create synergy amongst the key agencies, voluntary organisations and businesses active in the area. We have set these out in the grid opposite by the above themes:

Theme	Projects	Delivery Partners	Timescales	Possible Funding
Infrastructure – a better connected LN12	1.Light Rail	1, 5 & 6 Private Sector, District Council, County Council, Town Council, LEP	10 years	LEP, Govt, Private Sector
	2.Public/Community Transport			
	3.Cycleways – including “camel train” concept	2,3,4 County Council, District Council, Voluntary and Community Sector, Town Council	5 years	LEP, local authorities, Private Sector, LEADER
	4.Public Realm Improvements			
	5.Innovative Approaches to Flood Proof Housing			
	6.Secondary and Further Education			
Sectors – a more diverse business base	1.Destination Research	1&2. Magna Vitae, Local Authorities, MAP CIC	6 months – all studies	LEP, Magna Vitae, Big Local
	2.Coastal Events Strategy			
	3.The Elderly as an Asset	3&4 LEP, MAP CIC, Local Authorities		
	4.Wild Coast Strategy			
Employment – more local people in work in opportunities that match their aspirations	1.Extending the season (caravan park project)	1. LEP, MAP CIC, Local Authorities	12 months study 3 years	LEP, Local Authorities Govt
	2.Coastal Enterprise Zones	2. MAP CIC, Local Authorities, Govt, other CCTs		
Skills – a better qualified workforce with fewer people who have few or no skills	Impact Volunteering	Big Local, LEP, Town Council, District Council	2 years	LEP, Big Local

Theme	Projects	Delivery Partners	Timescales	Possible Funding
Enterprise – more people engaged in enterprise and more local businesses and jobs arising from their activities	Enterprise Coaching	Big Local, LEP, MAP CIC	1 year	Big Local, LEP
Business growth – more sustainable local businesses, more business births and fewer business deaths	Business Improvement District Coastal Developers Forum	Private Sector, County Council, District Council, MAP CIC, LEADER	6 months	District Council, County Council, Private Sector, LEADER
Community/Social Enterprises – sound and cost effective provision of entrepreneurial services to meet the social needs and development potential of local people	1.Beach Hut rejuvenation 2.Boatshed refurbishment 3.George V Playing-field 4.Humber Radio Heritage Centre attraction 5.New Adventure Play Area 6.Skate Park 7.Sand Racing 8.Marathon	MAP CIC, Big Local, Voluntary and Community Sector (Boatshed, Big Local, Mablethorpe Marathon)	6 months – 3 years	LEADER, Big Local, Local Authorities, Private Sector
Cross Cutting	1.Network Mablethorpe LN12 2.Work with E Midlands Cities	LEP, MAP CIC, Local Authorities, Voluntary and Community Sector (including Coastal FM)	6 months – 3 years 2 years	LEP, Big Local, Private Sector

Short Term Goals/Actions

Organisational

Within the next 6 months

The team will draw together representatives from the key organisations set out in the grid above to work on an ongoing and cohesive basis under the brand “Network Mablethorpe LN12”. This will effectively be the forum, which oversees the ongoing implementation of the plan – creating synergies around:

- LEADER
- Big Local
- The Local Authorities
- Magna Vitae
- The LEP
- The Business Community
- Coastal Events CIC

The team will negotiate direct engagement with the Coastal Developer Forum and the emerging Business Improvement District to ensure, notwithstanding their district wide coastal focus their planning is integrated with the work of the team.

Projects

The following projects will begin in the next 6 months. They already have full design status and in a number of cases as indicated an identified budget:

1. DESTINATION RESEARCH – there is already a modest budget identified for this feasibility study within MAP CIC. It will examine the potential to position a brand for the LN12 resorts within the wider network of destination management activity across the area.

2. COASTAL EVENTS STRATEGY – there is no directly identified budget for this activity yet. The plan is, building on a number of key local activities including: the Festival of Bathing Beauties, the Mablethorpe Marathon and the sand racing activities in Mablethorpe to develop a specific strategy to maximise the leisure and economic benefits arising from these activities. This work would be led by MAP CIC working in partnership with a number of agencies including Magna Vitae (the outsourced leisure arm of East Lindsey DC) and the newly formed Coastal Events CIC.

3. THE ELDERLY AS AN ASSET – there is considerable potential to consider how best to maximise the employment and development activities arising from the significant number and on-going in-migration flows of the elderly to the Lincolnshire coast. This is a project that MAP CIC would like to develop with the Adult Social Care Directorate at Lincolnshire County Council. No budget or

direct contact has yet been made. The LEP also identifies work in this context as a strategic opportunity. Discussions will be held with Community Lincs who are leading a major lottery funded project (Talk, Eat and Drink) based in East Lindsey with a view to identifying synergies.

4. WILD COAST STRATEGY – there is scope to develop a Mablethorpe specific strategy to accentuate the opportunities around the coastal country park and the unique natural assets of the area, including the sensitive management and promotion of the seal colony at Donna Nook. No budget has yet been identified for this activity but MAP CIC proposes to open a dialogue with the Lincolnshire Wildlife Trust.

5. BEACH HUT REJUVENATION – a full project plan has been worked up for the development of a new organisation to potentially take on the beach huts in LN12 as part of a social enterprise approach to the redevelopment and enhancement of these facilities. Coastal Events CIC would be the lead agency to develop this project and identify a potential budget. LEADER and Big Local could both be sources of income for this initiative.

6. BOATSHED REFURBISHMENT – The Boatshed Charity in conjunction with East Lindsey District Council is working to identify the issues over asset transfer and the refurbishment for community use (linking into the almost adjacent Coastal Community Centre) of this facility. LEADER and Big Local could both be sources of income for this initiative. There are plans to make this an employment hub working with a range of different client groups including young people Not in Education, Employment or Training (NEETs).

7. GEORGE V PLAYING-FIELD (Sutton on Sea) – Opportunities for the refurbishment and enhancement of this facility have been identified. An outline plan for its development has been established. No budget has been identified but there are opportunities to open a dialogue with East Lindsey DC and Big Local in this context. Magna Vitae could also be a potential partner in this context.

8. HUMBER RADIO HERITAGE CENTRE ATTRACTION – The Coastal Events CIC have identified opportunities to procure and develop this facility as a community run visitor attraction. No budget has been identified for the development of the facility. Initial discussions with Big Local have not led to the identification of this project as a key initiative. There are opportunities to approach LEADER for funding if the project is assembled around a social enterprise model

9. NEW ADVENTURE PLAY AREA – Big Local have identified the development of a new play area on Stanley Avenue in Mablethorpe as their next key priority. This will be a major investment and the funding for the initiative has already been earmarked within their budget.

10. SKATE PARK – MAP CIC have identified the majority of the funding for this project and it is a highly achievable project within the next six months

11. SAND RACING AND WIDER BEACH ACTIVITIES – The beach in Mablethorpe is almost universally acknowledged as its most powerful tourism asset. There is a real opportunity to build on the informal but very effective sand racing activities, which operate as a winter activity in Mablethorpe. This would be a very useful means

of contributing to the extension of the season. MAP CIC propose to initiate discussions with the organisers of these events to look at the opportunities to take maximise their economic impact.

12. MARATHON – This is now a mature event, which relies at least in part on sponsorship. Discussions have already been held between Big Local and the Marathon committee about the potential to grow and strengthen the event and it is proposed they are widened as part of the evolution of the events and season lengthening activities in the area.

13. ENTERPRISE COACHING – Big Local are to let a contract to develop an enterprise service facilitating the establishment of new businesses in the LN12 area imminently.

14. EXTENDING THE SEASON – MAP CIC want to develop a working group amongst key caravan park owners in Mablethorpe to discuss how to most effectively extend the season.

A number of these projects could also be worked up as part of an individual or packaged proposal to the Coast Communities Fund when it reopens for bids. There may also be scope to support a number of the more retail and commercial activities set out in this plan overall using resources derived from the Coastal Bid process should it proceed successfully.



Performance Measures

The table below sets out the proposed performance measures for this suite of activities:

Activity	Deliverable	Lead Body
Network Mablethorpe LN12	Secretariat in place, membership agreed, meeting schedule established	MAP CIC
Coastal Developers Forum	Network Mablethorpe LN12 representative agreed	MAP CIC
Business Improvement District	Network Mablethorpe LN12 representative agreed	MAP CIC
Destination Research	Contractor appointed and study completed	MAP CIC/ELDC
Coastal Events Strategy	Study scoped out, partners agreed, budget identified	MAP CIC/Magna Vitae, Coastal Events CIC
The Elderly as an Asset	Study scoped out, partners agreed, budget identified	MAP CIC/LCC Adult Services
Wild Coast Strategy	Study scoped out, partners agreed, budget identified	MAP CIC/Lincs Wildlife Trust
Beach Hut Rejuvenation	Bid submitted to LEADER, discussions with Big Local	Coastal Events CIC
Boatshed Refurbishment	Bid Submitted to LEADER discussions with Big Local	Boatshed Charity
	Asset transfer agreement with Town Council/ELDC	
George V Playing Field	Detailed feasibility worked up and funding strategy in place	
St Peter's Radio Station	Detailed feasibility worked up and funding strategy in place	Boatshed Charity
New Adventure Play Area	Lease arrangement for the land agreed, project commissioned and potentially opened	Big Local/Town Council
Skate Park	Final funding agreed, skate park construction commissioned and potentially open	MAP CIC
Sand Racing	Negotiations opened with organisers – formal growth and development strategy in place	MAP CIC
Mablethorpe Marathon	Negotiations opened with organisers – formal growth and development strategy in place	MAP CIC/Big Local

Activity	Deliverable	Lead Body
Enterprise Coaching	Contract Let new enterprises and self employed individuals arising therefrom – discussions with the LEP about key lessons and opportunities for additional funding	Big Local/LEP
Extending the Season	Work with coastal developers forum to bring together Mablethorpe tourism players across LN12 to develop an extending the season plan – including looking at winter opening options	MAP CIC/LEP



Medium Term Goals/Actions

The following projects will begin in the next 6 months – 5 years.

1. PUBLIC/COMMUNITY TRANSPORT – this is an area of considerable challenge for Mablethorpe and its economic viability linked to its remoteness. Discussions will be initiated with the local accessibility team at Lincolnshire County Council with a view to working up projects to better connect the communities within LN12 and to look outwards more effectively towards other key service centres such as Louth and Skegness. This will aim to develop a similar package of transport enhancements to those established for the Lincoln City area under the Access Lincoln brand see (<http://www.lincolnshire.gov.uk/business/business-information/access-lincs-/>). There will be opportunities to access County Council. Lottery, Coastal Communities and potentially Big Local funding around certain aspects of this area.

2. CYCLEWAYS – the opportunity for the development of cycleways will be developed in conjunction with the public/community transport initiative set out above. This could involve the development of a “camel train” concept whereby luggage and accommodation is organised for cyclists leaving them free to concentrate on their cycling activities. The Coastal Events CIC has expressed an interest in developing this project.

3. PUBLIC REALM IMPROVEMENTS – there are a number of public realm improvements and project ideas in play in the LN12 area at the moment. Some short term impacts are possible through

initiatives such as the beach hut project. Longer term aspirations focus on a number of locations including the area between the Dunes entertainment complex and Seaview Car Park, involving a development concept for an outdoor gymnasium. More widely from an entertainment and venue perspective the creation of an admission charging facility on the beach could make a significant difference to the amount of activities run in the area. A longer term funding strategy and proposal is needed to provide a focused and integrated approach to public realm development.

4. COASTAL ENTERPRISE ZONES – there is a strong argument to suggest that the levels of intense deprivation affecting a number of coastal settlements justifies direct intervention from Government. We intend to explore how this might be developed in the context of business development strategies, working with similarly challenged areas including settlements such as; Withernsea, Margate and Clacton. It will be important to get the LEP and Local Authorities and potentially the Coastal Developers forum to back this concept.

5. IMPACT VOLUNTEERING – there is considerable potential both to improve the look of key settlements in LN12 and build the skills of local people, particularly those furthest from the labour market by developing volunteering schemes linked to environmental management and local growing. The Nesta Cities of Service initiative has some particularly impressive examples of achievements in this context (<http://www.nesta.org.uk/project/cities-service-uk>) and Talent Match (<https://www.biglotteryfund.org.uk/talentmatch>) run

by the Princes Trust in Lincolnshire has considerable resources it could contribute to this agenda. More widely there is scope for a discussion with Big Local, the LEP and local authorities about the development of this agenda.

6. WORK WITH OTHER EAST MIDLANDS CITIES – this is a potential project to engage directly with Nottingham, Leicester and Derby to look at joint working about driving up the quality of the visitor experience and potentially addressing other key themes of relevance to holiday makers around issues such as health and education. There is already a long term informal tradition around this in terms of the presence in Mablethorpe for example of Leicester Children’s Home and Hope House which provides holidays for families in need from Birmingham.



Performance Measures

Activity	Deliverable	Lead Body
Public/Community Transport & Cycleways	Access LN12 package including improvements to bus availability, development of cycles and cycleways and car sharing and walking strategies	MAP CIC/LCC Accessibility Team
Public Realm Improvements	Development of an integrated and funded plan to deliver changes and improvements to public realm across the LN12 area	MAP CIC/Local Authorities
Coastal Enterprise Zones	Development of a formal bidding proposal to CLG/Defra involving support from likeminded local organisations	MAP CIC/Local Authorities/LEP
Impact Volunteering	Development of local environmental tidiness and local growing initiatives, funded through a range of sources potentially including Big Local and local authorities/Talent Match/LEP	MAP CIC/Big Local/LEP
Work with Other E Midlands Cities	Development of a dialogue with the 3 E Midlands cities about providing support for their key priorities with their holiday makers – addressing health and learning outcomes	MAP CIC/Big Local/LEP/EM Cities

Long Term Goals/Actions

In the very long term significant change can be achieved in the context of the LN12 are by addressing the flood risk constraints to its growth and the economic downsides of its lack of accessibility and lack of indigenous learning facilities. Three key landmark projects have been identified which could address these challenges. They are:

1. FLOOD RESILIENCE – making Mablethorpe a national pilot for the development of new housing approaches which are resistant to the risk of rapid inundation flooding.

2. LIGHT RAIL – the development of light rail (as an alternative to national rail options – operating on the same commercial lines as a number of preserved railways) to link Mablethorpe and Grimsby/Cleethorpes would provide a major fillip to both communities and give a new series of options to Mablethorpe residents in terms of accessing jobs and services. It would better connect the 60,000 people living on the East Lindsey Coastal Strip. It would also create a major new tourism facility. There is also scope to consider linking such a facility into Humberside Airport.

3. PROVISION OF A DEDICATED FE FACILITY FOR THE COAST

– the lack of an indigenous FE facility, with the nearest learning opportunities in Grimsby, Lincoln or Boston, impacts on the vocational learning choices for people in both Mablethorpe and Skegness. It would involve a major and complex realignment of learning budgets to provide a coastal college and a study commissioned by East Lindsey DC within the last 5 years questioned the likely impact of such a development. There is considerable merit in revisiting this issue particularly in view of the ongoing and very severe economic challenges facing both Skegness and Mablethorpe in terms of their workforces and learning outcomes.

We propose to work with the Local Authorities and the LEP and possibly in the context of the dialogue emerging around our Coastal Enterprise concept to develop a more detailed understanding of the potential, costs and benefits around these issues.

Barriers and Contingencies

We have set out the barriers to success and our strategies for mitigating them in the table below:

Barrier	Mitigation
A lack of focus driven by too many groups with single issue agenda	Network Mablethorpe LN12 will develop a strategy to inclusively bring together all those with an interest in the area on a regular and structured basis through a focused strategy. It will also agree reciprocal representation on key groups it needs to influence such as the Coastal BID to ensure they are aware of its agenda on a real time basis.
A lack of coordinating capacity	This is a significant challenge. Changes to funding mean that MAP CIC will lose its full time worker. No other organisation has an individual dedicated to Mablethorpe and LN12 more widely. We intend to hold discussions with the local authorities and Big Local about how those organisations with staffing in the area can coordinate this resource to help deliver the plan.
A lack of project delivery capacity	Whilst there is no shortage of project development ideas in the LN12 area there are a limited number of individuals and organisations outside of the statutory sector with project delivery experience. We will identify the capacity required to implement each proposed project through the use of Prince 2 Programme planning techniques. Where gaps are identified we will work with the 3 local authorities active in the area to establish the most appropriate response to addressing the capacity issue.
A lack of budget or matched funding to implement short and particularly medium term projects	We have identified lead agencies and budget sources for most projects within this plan. We have also identified additional bidding opportunities more generally which are not directly related to projects at this stage such as the coastal communities fund. We also have scope to access expertise and potentially funding through the Lincolnshire Community Foundation, which in addition to holding and advising on raising funds is dedicated to Mablethorpe as the accountable body for Big Local

Resources and Costs

The table below sets out who and what will be required to deliver each element of the plan

Theme	Area and Action Required, High Level Costs, Funding Sources	Delivery Partners
Infrastructure – a better connected LN12	<p>1.Light Rail – project manager (MAP CIC?), feasibility funding – (initially £30K) – source LEP?</p> <p>2.Public/Community Transport – project manager (LCC?) – over 3-5 years target of £3 million investment – source LCC/Lottery/DfT</p> <p>3.Cycleways – subset of 2 above</p> <p>4.Public Realm Improvements – project manager (ELDC?) – over 3-5 years £1 million of investment – Coastal Communities Fund?</p> <p>5.Innovative Approaches to Flood Proof Housing – project manager (EA/LEP?) – feasibility funding (initially £100K) – source LEP, CLG/Defra</p> <p>6.Secondary and Further Education – project manager (LCC?)- revisit of previous ELDC research and consideration of the development issues linked to the proposed Coastal Free School in the area (initially £20K). This would tie into the national review of FE provision which is currently in train – source LEP? ELDC?</p>	<p>1, 5 & 6 Private Sector, District Council, County Council, Town Council, LEP</p> <p>2,3,4 County Council, District Council, Voluntary and Community Sector, Town Council</p>

Theme	Area and Action Required, High Level Costs, Funding Sources	Delivery Partners
Sectors – a more diverse business base	<p>1. Destination Research (emphasis on place and brand identity, identifying key area attributes, market sectors, media and advertising avenues. – will be led by MAP CIC – budget of £10K identified</p> <p>2. Coastal Events Strategy – project manager (Magna Vitae?) – budget required (£10K) – source Big Local? ELDC?</p> <p>3. The Elderly as an Asset – project manager (LCC?) – budget to be identified (£25K) source LCC?</p> <p>4. Wild Coast Strategy – project manager (Lincs Wildlife Trust?) – budget to be identified (£15K), source Big Local? ELDC? LCC?</p>	<p>1&2. Magna Vitae, Local Authorities, MAP CIC</p> <p>3&4 LEP, MAP CIC, Local Authorities</p>
Employment – more local people in work in opportunities that match their aspirations	<p>1. Extending the season (caravan park project) – MAP CIC lead - established as a reporting group to coastal developers forum – officer and business time is all that is required at this stage.</p> <p>2. Coastal Enterprise Zones – project manager (LCC?), budget (to be identified) support advocacy, data and report development (£30K) – source LCC? ELDC? Big Local?</p>	<p>1. LEP, MAP CIC, Local Authorities</p> <p>2. MAP CIC, Local Authorities, Govt, other CCTs</p>
Skills – a better qualified workforce with fewer people who have few or no skills	Impact Volunteering – project manager (VCS lead – Community Lincs?) - £30K pa budget to be identified – Talent Match? Lottery? Big Local?	Big Local, LEP, Town Council, District Council
Enterprise – more people engaged in enterprise and more local businesses and jobs arising from their activities	Enterprise Coaching – Big Local - £25K budget identified	Big Local, LEP, MAP CIC

Theme	Area and Action Required, High Level Costs, Funding Sources	Delivery Partners
Business growth – more sustainable local businesses, more business births and fewer business deaths	Business Improvement District – officer/representative time	
Coastal Developers Forum – officer/representative time	Private Sector, County Council, District Council, MAP CIC, LEADER	
Community/Social Enterprises – sound and cost effective provision of entrepreneurial services to meet the social needs and development potential of local people	<p>1.Beach Hut rejuvenation – project manager (MAP CIC) - £250K</p> <p>2.Boatshed refurbishment – project manager (Boatshed) - £150K</p> <p>3.George V Playing-field - £20K</p> <p>4.St Peter’s Radio Station attraction – project manager (Boatshed) - £100K</p> <p>5.New Adventure Play Area – project manager (Big Local) - £335K</p> <p>6.Skate Park – project manager (MAP CIC) - £60K</p> <p>7.Sand Racing and wider beach activities – to be further explored</p> <p>8.Marathon – to be further explored</p>	MAP CIC, Big Local, Voluntary and Community Sector (Boatshed, Big Local, Mablethorpe Marathon)
Cross Cutting	<p>1.Network Mablethorpe LN12 – officer and voluntary time only</p> <p>2.Work with E Midlands Cities – - project manager (LEP?) scoping work required before a final overall budget to be identified – working assumption £50K</p>	<p>LEP, MAP CIC, Local Authorities, Voluntary and Community Sector</p> <p>LEP, MAP CIC, Local Authorities</p>

Value

The total cost of the programme set out above excluding the implementation of the three long-term aspirational projects is £4,995,000. There are a number of ways of considering value in terms of the economy however.

STEAM data on the value of tourism to East Lindsey identified in 2010 a contribution of £500,000,000. If the investments in this plan increased that impact by 10% the value to the local economy would be £50 million per year.

Gross Value Added per head in Lincolnshire is around £16,000. If this plan led to an increase in employment through getting the level of economic activity in LN12 to the same level as England, the resulting increase of 60 people would contribute £960,000 per year to the economy.

Maximising Resources and Costs

Our extensive networking and consultation approach based on developing linkages and synergies between established teams and budget strands has been specifically developed to ensure we maximising the impact of resources and value for money. Network Mablethorpe LN12 will operate as a forum for reviewing and scoping out projects using a Prince 2 Programme Management approach. The dialogue amongst project managers at this group and the representation of this group on the Coastal Developers Forum and Coastal BID will provide mechanisms for ensuring effective joint working. Where there are gaps to capacity identified through the Prince 2 approach we will work particularly with the local authorities

in the partnership to identify strategies for addressing them.

Consultation

We undertook a dedicated consultation to focus the development of this plan. This involved an e-survey. We received 72 direct responses to this survey complemented by 11 direct interviews with businesses – this gives us a useful sample of the economic views of stakeholders. Asked to score the challenges facing the area out of 5, where 5 is the most acute the overall responses were as follows:

Unemployment	Poor Health	Low Incomes	Low Skills	Poor Transport	Flood Risk
4.01	4.15	4.05	3.92	3.93	3.87

These scores show a consistent across the board concern in relation to all the identified issues.

An analysis of open comment boxes revealed the following issues and opportunities as the key concerns/ambitions of respondents:

- **ASSETS:** Beach, Community Spirit, Shops/Public Realm, Weather/Climate
- **CHALLENGES:** Declining Public Services, A Poor Environment, Poor Transport Facilities, Anti-social Behaviour, Seasonal Economy, Crime, Health Care

On-going engagement with key partners will be through the medium of Network Mablethorpe LN12 via the connections and mechanisms

set out in the plan above. In terms of communication with CCA and CLG we will establish a protocol for briefing them on progress with the plan and seek formally to engage with them in terms of the development of the Coastal Enterprise Zone concept set out in this plan.

Communication with Community

We will develop a network marketing approach to this challenge. We will work with all the Network Mablethorpe LN12 partners to agree a series of messages and information release dates linked to both anticipated programme outcomes and their own publication and communication dates. We will systemise this in the form of a communications plan. In this context we will follow best practice in terms of the use of simple language compliance with RNIB guidance on accessibility of documents and the use of a range of media, based on electronic, film and printed media.

Management of the Team and Support Structure

Our approach is based on the creation of a virtual team brokered by MAP CIC. We have identified project management roles in respect of individual projects linked to: LCC, ELDC, LEP, Big Local, Magna Vitae, Boatshed and Community Lincs (as charities) and the Environment

Agency. These will be overseen by MAP CIC and coordinated through the regular meetings of Network Mablethorpe LN12. We will work closely with the three local authorities in the area to identify strategies for supporting the capacity of the team and we anticipate East Lindsey DC will continue to operate as the Accountable Body for the Pan.

Running Costs

The annual cost of running this programme is anticipated to comprise:

1. Senior Project Officer - c £30,000 p.a plus 1/3 on costs
2. Office and Support Budgets – c £10,000

The overall gross cost will therefore be in the region of £50,000 per year. Discussions are currently underway with the statutory partners involved with the team to identify resources which could support this plan a number of these such as office an equipment costs could be provided on an “in kind” basis.

Sustainability

The creation of Network Mablethorpe LN12 will provide a multi-agency forum, where at marginal cost, partners can work together, distributing tasks amongst their key staff, to deliver the plan on the basis of the accountabilities set out above. This will be convened

and brokered by MAP CIC. This approach will ensure an on-going commitment to the delivery of the plan, which is principally about coordination and synergy, bringing together the aspirations for this part of the coast, at no significant additional organisational cost. We believe therefore that it will be a highly sustainable approach. We hope to give this further momentum by consolidating a number of the “quick wins” in the Project Plan above – the destination research and the adventure play area are both funded activities with the capacity to begin imminently for example.

Areas of Specific Interest

We believe there is a case for the creation of a network of the most economically challenged coastal settlements, working under the designation of Coastal Enterprise Zones. The designation of these zones could provide a range of incentives and activities to stimulate appropriate level local enterprise, employment and skills outcomes. Each Enterprise Zone could be managed in conjunction with the local LEP and tied into the on-going work of its Coastal Community Team. We would like to explore this development concept further with CLG/BIS.



