



SUTTON ON SEA COLONNADE CONSULTATION REPORT

March 2020

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1. Background

After completing a condition inspection and analysing the intrusive and non-destructive concrete testing results in May 2018, AECOM concluded that the ageing historic concrete structure to the Colonnade Pleasure Gardens, at Sutton-on-Sea is exhibiting common defects for a reinforced concrete design constructed in the 1950s and 1960s and exposed to an aggressive marine environment. The defects have reached an advanced stage of deterioration so that local patch repairs are insufficient to safeguard all the structure for an extended life, and wholesale reconstruction of certain members



was considered necessary, alongside separating the structure from public access. The first floor of the structure is at the raised promenade level and previously supported 38 traditional timber-framed, beach huts accessed by two built in staircases. The west side of the structure faces the Pleasure Gardens and the bowling green at a lower ground level. The previous colonnade structure formed a covered area for residents and visitors to sit and enjoy the facilities.

In January and February 2019, Community Lincs and OpenPlan were commissioned by the District Council to:

- facilitate two workshops to understand the views of the community in regard to the redevelopment of Sutton on Sea Colonnade and Pleasure Garden area; and,
- provide a report back to the Council on the findings, in order to shape future proposals for the area, including prioritisation of ideas.

From these workshop sessions, there was almost universal support, at both the workshops, for seizing the opportunity to replace (rather than repair) the Colonnade with a new and improved structure, creating a two-storey building to achieve several objectives:

- Provide a “bridge” between the garden level and the promenade level, incorporating a lift as well as stairs, so that it will work for everyone;
- Create a “look-out” or “observatory” to take advantage of the sea view and easily accessed from the gardens – and vice-versa;
- Create an interesting and attractive new sea-facing venue (café, bar, restaurant).
- Gallery space for a constantly changing series of exhibitions; something to keep bringing people back to see what’s on this week.
- Introduce alternative uses for the bowling greens, with suggestions including a covered outdoor performance area;
- Install replacement beach huts to be built with versatility in mind – both in use and location/re-location out of season. Some could be dual purpose to allow them to be used as mini-shops for events (such as Christmas Market) and to have the type of power supply necessary to allow this type of use as well;
- Retention of the paddling pool.

A copy of the full workshop report prepared by Community Lincs, artist’s impressions provided by CPMG and additional information on the background of the project to date, are all available via the Council’s website at: <https://www.e-lindsey.gov.uk/article/9251/Colonnade-Sutton-on-Sea>

2. Consultation Summary

The initial designs provided by CPMG accommodate the key feedback identified from the initial consultations and introduce a range of additional uses and attractions along the Promenade and around the Pleasure Gardens area that are intended to increase interest and activity in this area for residents and visitors and subsequent footfall for local traders across the year. The initial scope of the commission with CPMG required them to focus on the rebuilt Colonnade and new pavilion/promenade structures only. This will subsequently be extended in future design discussions with the architects to consider the broader setting and enhancement of the Pleasure Gardens area, in line with the latest feedback gathered.



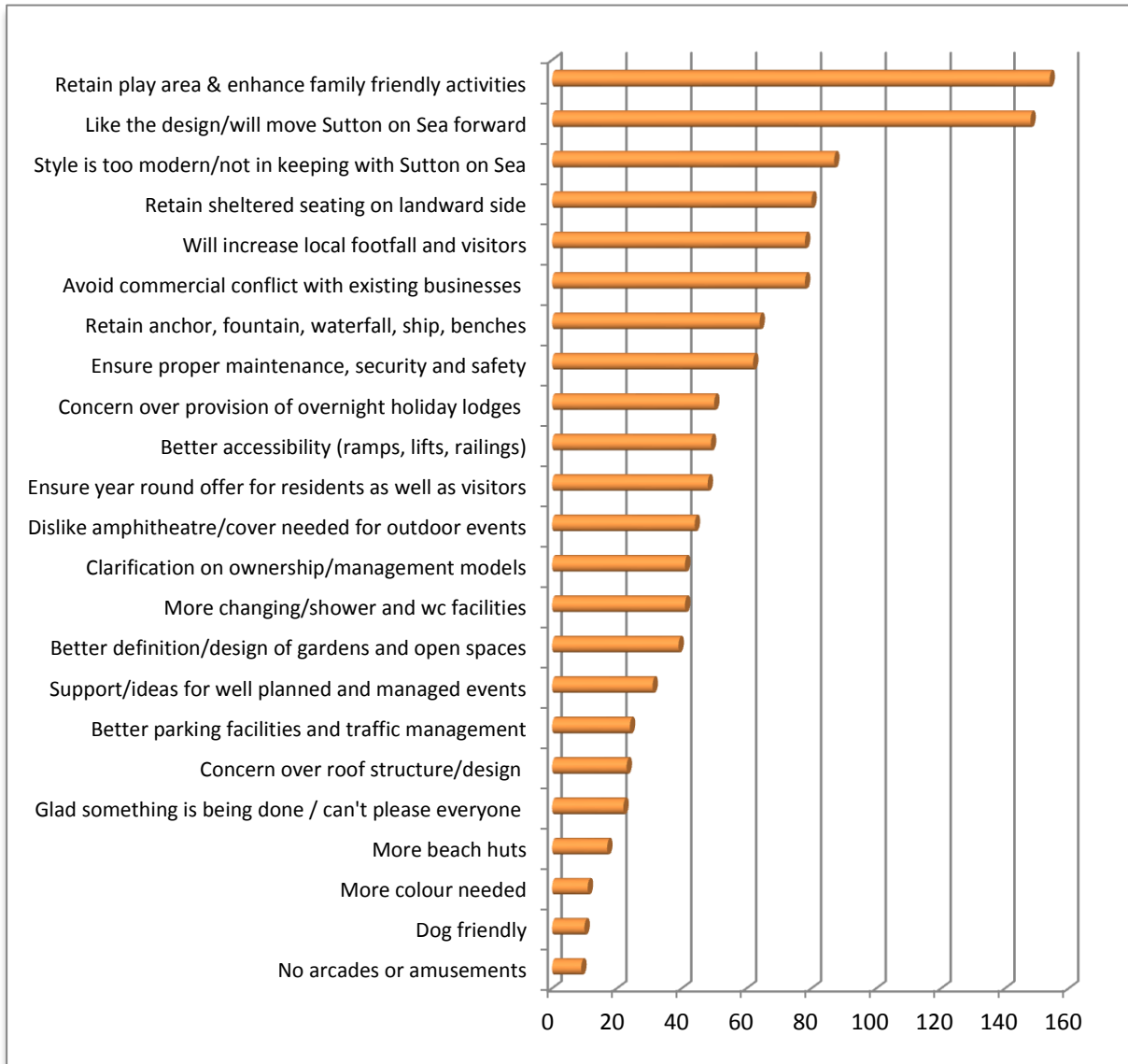
On the 12th February, the Council arranged a full day drop in session at the Bacchus Hotel in Sutton on Sea. This was intended for local businesses, residents and other interested organisations to view ten A1 visual image boards displaying aspects of the overall design. Six council officers, three Community Lincs colleagues and the lead project architect from CPMG were also in attendance throughout the day to capture and encourage feedback on the proposals and respond to any initial enquiries on the plans presented. A pdf of the project visuals was also uploaded onto the Council's

website. Feedback remained open via the Council's website and was supported by additional press releases, communication briefings and news articles in the local media generated on the day of the drop in session. In total, an estimated audience of over 700 people attended the drop in briefing sessions at the Bacchus Hotel. The Council's website page on the Colonnade also received 1,473 unique hits between 12th to 29th February. Over 450 feedback forms have subsequently been returned alongside 86 direct Emails, with over 1,200 qualitative comments captured for analysis. A review of 60 social media comments has also been included in the analysis, via the Council's Facebook and Twitter feeds.

A summary of the key feedback from all of the consultation responses is shown below:

How happy are you with.....	Average Score *
Day let beach huts	4.27
Cycle storage and hire	4.18
Viewing deck & events space	4.13
Café	4.11
Visitor centre	4.09
The proposals to rebuild the Colonnade	4.04
Landscaping & picnic areas	3.89
Gallery/Multi-Use Space	3.87
Overall design and layout	3.79
Tiered amphitheatre	3.38
Holiday lodges	3.22
How do you feel the local community will value & enjoy the rebuilt Colonnade?	3.91
How well do you feel the proposals will support and benefit Sutton on Sea?	3.82

(* out of 5, where 5 is very happy)



3. Key Findings and Recommendations

More detailed analysis of the comments received is provided in more detail below, under four key themes. No personal data was captured via the feedback forms, so there is no further sub-analysis of comments by age, gender or post code areas.

Theme 1: Key Design Considerations

The proposals developed by CPMG and released to the public reflect the previous consultation workshops facilitated by Community Lincs. They also reflect the identified community aspirations to rebuild rather than repair the Colonnade structure. The indicative site visuals - at this point - reflect a more modern form of architectural design. It is therefore intended to be different in terms of the scale, design and mix of materials and finishes to be incorporated into the updated design scheme. This has, unsurprisingly, drawn the greatest contrast in the nature of comments received.

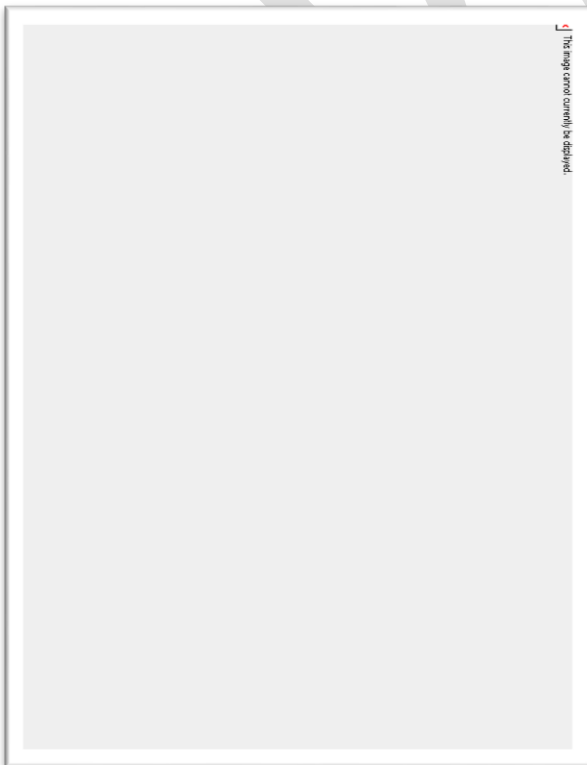
A number of consultee comments (87) have challenged the design as being too modern and/or elaborate for Sutton on Sea, in particular – and not in keeping with the traditional charm or appeal of the resort. A number of responses also felt the modern design and materials would soon appear dated, and that the materials displayed lacked sufficient colour and would also become subject to significant weathering. A small number of comments (23) have also focussed specifically on the roof design, with associated concerns about the structural integrity of the gull wing installation against

the seasonal impact of high winds on this part of the East Coast. Amongst these consultees there was a strong preference to reinstate the Colonnade structure as previously built in the 1950s, with open sheltered seating below and rows of colourful beach chalets on the top, supported by a small café and ice cream/refreshment kiosk adjacent to the retained paddling pool only.

However, a larger number of comments (148) have positively embraced and welcomed the proposed design and felt that the proposals would move Sutton on Sea forward. Here it is immediately apparent that further consultation on the overall design concepts will not achieve a consensus of support for a specific solution. Indeed, 22 additional comments specifically welcomed that something was being done in relation to the Colonnade and acknowledged that it would be impossible to please everyone.

In terms of specific design features, the most common request related to the continued provision of sheltered seating on the landward side of the Colonnade. It is acknowledged that the new design visuals show 15 no lower ground floor bays (@ 24sqm). Without any further level of detail on the potential uses for these bays, it has been commonly assumed that all of the spaces have been earmarked for commercial units/trading kiosks only – with associated concerns about the impact on the adjacent high street businesses or the perceived introduction of unwanted “seaside tat” or other attractions becoming available within the resort. In reality, these undercroft bays offer the potential to provide a number of flexible spaces, once the boarding is opened up and the areas provided are more accessible (with the boarding providing an additional level of security when the spaces not in use, e.g. overnight as opposed to close season). As such, some of these spaces could be better designed and displayed as offering a mix of uses.

Additional comments also focused on the need to retain other established features within the Pleasure Gardens area. This commonly included reference to the existing waterfall and associated features (fountains, ship, anchor) at the southern end of the gardens, on the site which is currently earmarked for the development of a new tiered amphitheatre and performance space.



Water Fountain & Anchor

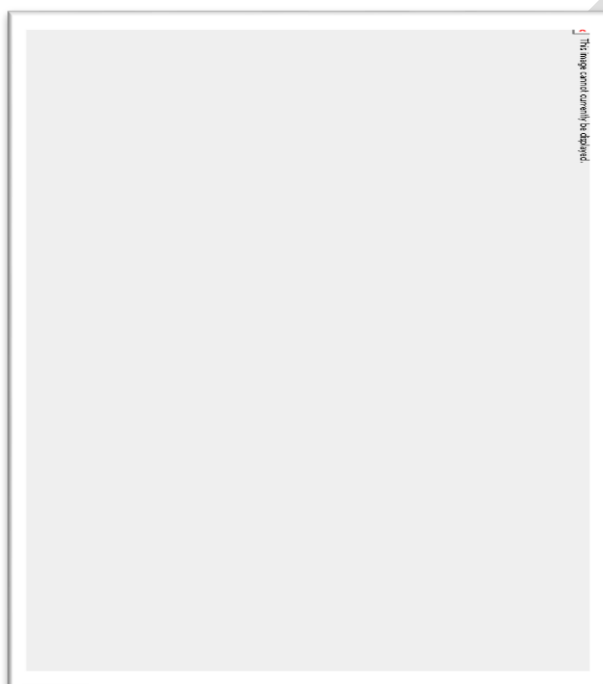


Ship

Recommendations:

- The current design should be retained as the basis for further local consultation, pre-application advice and the submission of a detailed design and planning application;
- Better definition is required of the open spaces within the Pleasure Gardens area to show how all of the existing features could be retained or enhanced within Sutton on Sea, as part of the proposed scheme;
- ELDC to commission further studies required to support a detailed planning application (e.g. Design and Access and Flood Risk Assessments) – to include appropriate engagement with lead authorities;
- Further design works, cost estimates and visuals to consider a mix of proposed uses for the undercroft areas, with appropriate service hatches etc. for kiosks on a number of potential trading spaces. A number of other bays to be shown with the boarding open to reinstate seating areas and pop up trading events/performance space;
- ELDC to model potential income scenarios for the 15no bays to test different rental levels based on a mix of commercial or occasional/meanwhile uses.

Theme 2: Enhance Family Friendly Activities and Facilities



Existing children's play area

The most popular feedback of all of all the comments received (154) have been in relation to the perceived loss of the children's play area. As the artists impressions displayed have focussed on the rebuilt Colonnade and associated structures, the definition of the lower Pleasure Gardens is less specific at this stage and does not fully capture the range of existing facilities or new opportunities available for this space. As such, there is a clear recommendation for future iterations of the design to provide greater clarity on the layout of the Pleasure Gardens and surrounding areas, in continued consultation with local groups. Some of the suggestions for additional uses within this area included the installation of crazy golf/putting green, botanical gardens and outdoor gym equipment to accommodate a range of interests and potential users.

In general, the opportunity to facilitate and introduce events appears to be welcome so long as there is a clearer plan in place to deliver a programme of well managed events throughout the year. A number of ideas for events have been identified throughout the consultation including craft fairs, live music, dance shows and fitness events. Without a clearer idea of the type and frequency of potential events, it was considered, by some, that the amphitheatre space may not be well used or sustainable in the longer term. Other specific comments also picked up on a considered need for any outdoor events space to offer some form of shade or shelter. The opportunity to link events and exhibitions with local schools was also welcomed by some to provide closer links between the new Colonnade offer and local children and families, alongside improved access and events on the beach from the Promenade.

Recommendations:

- Further iterations of the design to provide better definition of the open spaces and garden areas, and the inclusion of some form of sheltered element to the proposed performance space, if this is to be retained;
- The Council to undertake further consultation with local groups on the enhancement of family friendly facilities and future options to retain existing features as part of the overall redevelopment scheme;
- The Council to undertake further discussions with local groups and other lead partners (including Magna Vitae, Visit Lincs Coast BID, Arts England) to establish the viability of future events for Sutton on Sea – linked to the development of a new arts and cultural strategy for the Lincolnshire coast.

Theme 3: Avoiding commercial conflict with existing businesses

A number of consultees (78) expressed consistent concerns in relation to the impact of the overall scheme on existing traders within Sutton on Sea, linked to an overall decline in High Street footfall over recent years. The main area for perceived conflict was seen to be the direct competition with other cafés and restaurants on the High Street. Some of the feedback comments also extended to existing B&B/hotel operators (with regards to the overnight lodges) and – to a lesser identified extent – other community facilities for hire within the local catchment area. The predominant concern was that the new facilities within the main building, in particular, would become a destination in their own right and visitors to the town would not visit other High Street businesses as a result. This was extended via some other comments to concerns about the viability and sustainability of the proposed lodges on the Promenade, with a small number of comments also concerned about difficulties in managing future lettings and potentially attracting anti social behaviour within the accommodation.

On the flip side, the same number of comments (78) also welcomed the proposed investment and layout of the current plans, with respondents indicating they felt that it would help to increase opportunities for local businesses to benefit from new visitors and increased resident/visitor spend within the town and increase their own business investment in response to the new activities available. This indicates a need to continue to work with local businesses and partners to ensure that the local interest and offer provided through the Colonnade is one where some local traders are more confident of the opportunities to increase year round footfall and to help the Council achieve better connectivity between the beach, promenade and High Street areas. Within this context, some of the consultation comments (41) also requested additional clarification on the future management models and finances associated with the proposed build programme and the availability of funding to deliver all of elements identified. In particular, these consultation comments sought additional information on who would own and operate the beach huts/lodges and trading kiosks as part of any future management arrangements.

Recommendations:

- The Council to undertake an audit of current High Street businesses in Sutton on Sea to better understand the current offer within the town and identify where any gaps in current provision could be targeted for new leasehold opportunities – in consultation with local businesses;
- Work with lead partners (including Town Council, the BID and other local partners) to develop further marketing initiatives to promote local High Streets, linked to recommendations being developed elsewhere under the Town Deal, Vital and Viable programmes and Destination Strategy work.

Theme 4: Accessibility and Services

One of the main areas for further design consideration has been recognised as the need to consider further access improvements throughout all elements of the detailed design to follow. This includes the installation of additional ramps, railings and lifts to accommodate future users requiring wheel chair and push chair access, so that the facilities can be more easily accessible for all potential users. It also extends to the provision of additional services and facilities including the provision of additional more toilets, shower/changing facilities and additional lifts between the Pleasure Gardens and Promenade to increase local dwell time.

Ongoing maintenance, in particular, was also considered by many (62) to be fundamental to the success of the overall scheme to ensure that the appearance and security of the new built Colonnade is retained to a high standard and supported by sufficient resources for cleaning, lighting, cctv and ongoing repairs, post any upfront capital investment. Additional reference was also made in some of the feedback comments (24) to the need for increased parking provision and traffic management improvements within Sutton on Sea linked to the overall investment, in order to avoid congestion within the resort at peak visitor times and ensure appropriate access to all elements of the proposed scheme.

Recommendations:

- The Council to commission Traffic Impact Assessment to inform planning submission to consider the impact on the local Highways network and any on or offsite revisions needed to the updated design;
- The Council to work with local partners, linked to the Council's commitment to the ageing friendly community status;
- ELDC to model ongoing a detailed programme of revenue budgets for repairs and maintenance as part of all future funding requests and approval.

Next Steps

The aim is to secure planning consent by the end of the Summer 2020 and secure a match funding package by December 2020 so that construction works can then be procured for a start on site of construction works in February/March 2021. The estimated build programme is forecast to last 12 months, with new facilities then being fully operational in time for Easter 2022.

Early conversations have been held with a range of potential funders including the Arts Council, National Lottery, Sports England, British Cycling and Orsted Community Funds Grantscape. The project has also been included in the Council's readiness questionnaire as part of the emerging Towns Fund process (Appendix D).

Appendices

Attached are two more detailed responses received from the Town Council and Sutton on Sea Residents Association.

Appendix A: Mablethorpe and Sutton Town Council



MABLETHORPE & SUTTON TOWN COUNCIL

Report to: ELDC
Date: 19th February 2020
Prepared by: Sue Archibald – Deputy Clerk
Purpose: Sutton on Sea Colonnade – Design Consultation Feedback

1. BACKGROUND

Following a viewing of the Colonnade exhibition a meeting of the Sutton Colonnade Task and Finish Group of the Town Council was held on 13th February 2020; views were canvassed from Elected Members and representatives of the public and local groups. These views and comments were considered by the Town Council at its meeting held on 17th February 2020 and it was resolved that they be passed to ELDC in order to inform the discussion.

2. COMMENTS

The comments made fall into broad categories of Concerns – Wishes – Must Haves, and these are detailed below:

Concerns: -

- Can the structures withstand the gale force winds?
- Are glass panels the correct medium in respect of future maintenance and management?
- Will the development provide a 'year-round' offer?
- What form of policing (either officers or CCTV) will be undertaken?
- Are the developers aware of blown sand issues?
- Is the development proposed to be carbon neutral/environmentally friendly?
- Who will manage and operate the beach chalets – is there an opportunity for the Town Council to invest and operate?
- What can (or will be) done to support and minimise loss of trade within the High Street?
- Is there provision for public conveniences?

- With overnight lettings, what provision for general access (logistical) and parking will be provided (if any)?
- Is all funding in place or is ELDC a) looking for further funding; b) funding partners?
- Is the 'Around Britain' Pathway incorporated into the design?
- Who will operate the potential business franchise(s)
- Who will operate and manage the multi-use event space(s)?

Wishes:-

- Can a community and 'digital hub' with free Wi-Fi (including Tourist Information) be part of the development?
- Can additional cycle racks be considered and included?
- Can an external outdoor BBQ area be considered and included?
- Could the viewing area incorporate vegetation and/or a wet play area?
- Can the redevelopment be reviewed to include further beach chalet provision?
- Can external water taps / beach showers be considered and included?

Must Haves:-

- The redevelopment must conform with the traditional family focus in Sutton on Sea as a seaside resort
- More emphasis on disability access is necessary.
- The Pleasure Gardens, Anchor feature and **all** play areas (to encourage activity) must be retained and incorporated where possible.
- A covered seating area (colonnade) must be retained and incorporated.

3. **GOING FORWARD**

The Town Council is supportive of the Colonnade redevelopment scheme and, going forward, will be considering its own position with regard to potential proactive investment in the project. This will be presented for discussion at a future meeting of the Town Council.

4. **CONCLUSION**

Response on the comments contained herein would be welcomed; as would any thoughts of how the Town Council might take an active role in the project.

**Summary of Feedback from Member's meeting Wednesday 12 February 2020 on the Colonnade
Consultation presented at the Bacchus Hotel (Main points)** revised 26/2/20

ELDC were overwhelmed by the response – 600 plus people attended during the day.

Some confusion about the plans for developing the Pleasure Gardens – mixed messages given out by those in charge of the event – plans were not really about the gardens more about the building; Yes/No answers in respect of inclusion in plan.

This lack of detail concerned residents as to if facilities were going to be lost e.g. children's play area.

1. The Visitor Centre building – mixed feeling. Many happy with it although adjustments needed. Against - did not see the point of viewing area: what is there to see; already have Chapel Observatory etc.
2. Visitor centre - adjustments needed – access from the building to the promenade particularly disabled access. Is the toilet provision enough etc?
3. Children's play area – needed as part of gardens. Strong feeling to try and include children and youth in the design.
4. Anchor feature – strong feeling about retaining it somewhere in the Pleasure Gardens – as a water feature in some form not necessarily as it is now.
5. Overnight huts – concern about these – parking to access/parking overnight; do they fit in with Sutton; are they taking space that could be better used by having more beach huts for hire; impact on local B&B's etc.
6. Beach huts for hire – inadequate provision – numbers in new plan less than what were there. Numbers will not meet demand.
7. Shaded and sheltered seating area needed in Pleasure Gardens – this is what the colonnade used to provide
8. Parking provision needs improving – impact on local roads if more tourists attracted to the area
9. Funding – is it available so work can start?
10. Concern over the seated viewing overlooking the paddling pool – safeguarding of children concerns

The following are some comments made towards the Colonnade with reference to Arts and Culture

- The artist's beach huts sound fantastic.
- Creative space in Sutton should be a great new edition to the area.
- It's about time we invested in Culture with respect to new designs.
- Can we bring in artists shops into the Colonnade?
- It's brilliant, big and bold and makes a statement for arts and culture.
- Does this mean we will be having grand outside concerts?
- Lovely gallery space looking out to sea, encouraging local artists is good to see.
- Can we have an open air cinema?
- Its brilliant, spaces for artists, makers and deliverers – brilliant!
- Can schools be encouraged to make use of the open air spaces, it should be for all the community.
- Lots of thought have gone into the Culture aspect of the build, well done.
- Great open space.
- It certainly makes a statement for entertainers.
- Music and artists whilst sat in my favourite place, all good to me.
- We really like the designs, incorporates art as well as a great views to sea and the sky.
- Can't wait for concerts under the sky.
- The views to sea at night will be wonderful, if it's coupled with sympathetic lighting it will be great.
- Can we encourage the youths of the area to enjoy the Culture being presented?
- How do I engage to access an artist's beach hut? I think they are wonderful.
- Superb, the joining of leisure and culture is a great mix.
- Great gallery space and space for us artists to work, at last we are being taken seriously!
- I like the idea of an open entertaining space – outside concerts like party in the park.
- Let's hope we get some sunshine so we can enjoy the outside performance area.
- Where can I apply for some artist's space?
- Music and a nice high quality café, bliss.
- Can you also provide a light show to compliment the illuminations that appear to be distilling in quality?
- It really is a line in the sand for not just Sutton but also the East Coast, we must make the most of the outdoor performance area, gallery and provision for the artists.
- It's a cool offer for art and culture
- This really does compliment the Cultural Strategy that Martin been taking to us about this morning.
- Well done East Lindsey, a great offer coming for arts and culture. It's just what we need here In Sutton Sea.
- A culture offer together with all the traditional offering of Sutton should help us keep people here for longer during the off season. We need more of an offering all the year round.
- Are we looking to bring a surf shack in to make it an all-round cultural offer?
- What a great looking design, well done in ensuring that art is at the centre of the design.
- Superb, art and music at Sutton.
- What a great complimentary offer! Art and artists all in one place – well thought out concept.
- Party in the park, can't wait for it!
- I like the idea of a nice art gallery and nice coffee complimenting such a stunning view.

- Art and Culture – we want as much as possible in Sutton, our 1950's feel fits with it so well.
- I like the idea of music outside, other places do it, why can't we?
- What a great scheme, I really do like the idea of artists workshops included in the design, we really should help local artists were possible.
- We really like the idea at utilising the outside space for entertainment and music.
- Can we encourage all community groups to get involved in art and culture that is on offer?
- Artist's beach huts will compliment what happens in the town, the more the better for everyone.
- I love the idea of a nice art gallery in the town.
- Can we register for some artists space now?

DRAFT

Appendix D: Town Deal Project Proforma

Project Name	Sutton on Sea Colonnade	Project Ref:	(ELDC to complete)
Project Base	Sutton on Sea (LN12 1ET)		
Geographical area(s)	East Lindsey		

Lead Applicant	East Lindsey District Council	Organisation Type	Local Authority
Key Delivery Partners	Mablethorpe and Sutton Town Council; Sutton on Sea Residents association; Visit Lincs Coast (Business Improvement District); Magna Vitae		

Fit with Town Deal Priority Interventions (can be more than one)	
<input checked="" type="checkbox"/>	Urban Regeneration, Planning & land use
<input type="checkbox"/>	Skills and Enterprise infrastructure
<input checked="" type="checkbox"/>	Connectivity

Project Start Date	Financial Completion Date	Practical Completion Date	Activity Completion Date
<i>date from which eligible expenditure will be incurred</i>	<i>date by which eligible costs will have been defrayed</i>	<i>date by which all Outputs/Results will be achieved</i>	<i>the date by which all the operation's activities described in the application will be completed</i>
July 2020	December 2022	April 2022	April 2022

Funding Summary					
	Town Deal Funding (a)	Public Match Funding (b) (please state source)	Private Match Funding (c) (please state source)	Totals (d)	Contribution Rates (a)/(d) x 100
Capital	£1,250,000	£4,250,000		£5,500,000	22.7%
Revenue					
Totals	£1,250,000	£4,250,000		£5,500,000	22.7%

1. Project Scope	Score	Total
1.1 What additional services and/or facilities will be delivered by the project?		
The project will be delivered by demolishing the existing 1950's concrete Colonnade which is structurally unsound and rebuilding a new modern 2,250m ² development comprising of a new Colonnade, landmark multi- use building (café, gallery/exhibition space and viewing decks); sheltered undercroft trading, craft and performance spaces; 15 new modern beach huts and six luxury holiday lodges. Surrounding green and open space areas will be enhanced to provide a mix of outdoor leisure facilities and recreational activities to enhance community wellbeing and civic pride. The design proposals will seek to improve connectivity between the adjacent High Street, the promenade and coastal path and beach access to enable additional local events and activities to drive further footfall into the town throughout the year.		

1.2 Who are the target beneficiaries where is the recipient population(s) based?		
<p>The project will boost the local visitor economy by extending the season and diversifying the range and quality of the future offer. The intended beneficiaries are identified as:</p> <ul style="list-style-type: none"> • <i>Local businesses</i> – increasing resident and visitor footfall and expenditure within the local economy, throughout the year. Additional gallery, exhibition and pop up trading/events space will be created to support local artisan producers and artists. Increased investor confidence and associated development and investment by adjacent land and business owners; • <i>Local residents</i> – enhanced social, leisure, cultural and educational facilities within the local community. Increased civic pride and local property values through investment in modern, landmark architecture; • <i>Visitors</i> – additional facilities will be provided to encourage additional overnight stays and repeat visits and diversify/extend the main visitor season along the East Lindsey coast. 		
1.3 Where is the recipient population(s) based?		
<p>The resident and business population is primarily located within the immediate Sutton on Sea, Trusthorpe and Mablethorpe area. The day visitor market is expected to be located within a two hour drive catchment (estimate 4.7million resident population). The day visitor and overnight market will also target additional national and overseas visitors in line with the Council and other lead partner’s strategic objectives to broaden the existing tourism market, increase visitor spend and extend the visitor season.</p>		

2. Project Solution	Score	Total
2.1 How will the project outcomes be delivered (e.g. new or changed service provision, creation of new markets, grants and subsidies)?		
<p>The various elements of the build programme will respond to the strategic objectives to create new accessible visitor markets, extend the visitor season and increase local resident and visitor dwell time and expenditure in the resort. The increased footfall and value of visitor expenditure generate will create opportunities to sustain existing businesses in the town as well as enabling new business and employment opportunities - particularly in the local arts, leisure, creative and hospitality sectors.</p>		
2.3 How will the project ensure due regard to advancing equality of opportunity for persons with protected characteristics as defined by the Equalities Act 2010?		
<p>The final design works will be fully compliant with modern legislation to ensure accessibility and equality of opportunity. The consultation process has identified specific comments on access improvements for all users including elderly and impaired users and families with young children. East Lindsey will work with colleagues to maximise opportunities to benefit the health and wellbeing of all residents through the design and delivery of the new Colonnade – in both the outdoor and indoor spaces. East Lindsey District Council has also pledged its commitment to be the first District Council member of the UK Network of Age-friendly Communities; which joins the growing movement to make places more age-friendly. We will work with relevant partners, local residents community representatives through this and other programmes to integrate appropriate design solutions and technologies to enable all groups and ages to access the new facilities constructed and improve access to the beach alongside connectivity to the existing high street businesses.</p>		

3. Project Delivery	Score	Total
3.1 Which organisation(s) is/are best placed to deliver the project, and why?		
<p>East Lindsey District Council owns the freehold of the site and are responsible for the maintenance of the current Colonnade structure. The project and associated contracts will be procured and managed by the District Council who have an established and successful track record of delivering a range of technical and capital works and managing large, externally funded projects. Where appropriate and necessary external expertise will be procured by the Council through established procurement frameworks or competitive tender, to provide the additional support to deliver the agreed contracts. Where appropriate and available the Council will seek to engage local suppliers for the contract opportunities available through the build programme. Full details of the Council's constitution (including financial procedure regulations) governing how contracts will be awarded and managed is available at: https://www.e-lindsey.gov.uk/article/5673/Constitution-of-the-Council.</p>		
3.2 What other key partners are required to ensure success of the project and how will they be engaged during the project design, development and delivery?		
<p>The Council has already worked with Community Lincs to support local community consultation and engagement. An early design team (including architect and Quantity Surveyor support) has also been commissioned through the National Built Environment Consultancy Services (BECS) Framework to develop a design scheme in response to local community feedback. Key stakeholders will remain local residents and businesses and their representative bodies and organisations (town council, resident associations). The Council's project team will continue to engage and inform these groups and individuals through regular meetings, briefings and proactive local media channels. Other key partners will include the Environment Agency, Lincolnshire County Council (incl Highways). These partners will be statutory consultees as part of the planning process but will also be engaged in early and final design consultations prior to the submission of a final design. We will also work with other key partners such as the Visit Lincs Coast Business Improvement District and Magna Vitae to maximise the potential offer in terms of future events, leisure and cultural activity through the new build facilities.</p>		
3.3. What level of stakeholder engagement has been undertaken or is planned		
<p>There has been substantial public interest about the future of the Colonnade. A public meeting was arranged by Mablethorpe and Sutton on Sea Town Council to discuss the Colonnade, Beach Huts and Pleasure Gardens on 10th December 2018. In early 2019, Community Lincs and OpenPlan were commissioned to:</p> <ul style="list-style-type: none"> • facilitate two workshops to understand the views of the community in regard to the redevelopment of Sutton on Sea Colonnade and Pleasure Garden area; and, • provide a report back to the Council on the findings, in order to shape future proposals for the area, including prioritisation of ideas. <p>There was almost universal support, at both the workshops, for seizing the opportunity to replace (rather than repair) the Colonnade with a new and improved structure, creating a two-storey building to achieve several objectives:</p> <ul style="list-style-type: none"> • Provide a "bridge" between the garden level and the promenade level, incorporating a lift as well as stairs, so that it will work for everyone; • Create a "look-out" or "observatory" to take advantage of the sea view and easily accessed from the gardens – and vice-versa; • Create an interesting and attractive new sea-facing venue (café, bar, restaurant). 		

<ul style="list-style-type: none"> • Gallery space for a constantly changing series of exhibitions; something to keep bringing people back to see what's on this week. • Introduce alternative uses for the bowling greens, with suggestions including a covered outdoor performance area; • Install replacement beach huts to be built with versatility in mind – both in use and location/re-location out of season. Some could be dual purpose to allow them to be used as mini-shops for events (such as Christmas Market) and to have the type of power supply necessary to allow this type of use as well; • Retention of the paddling pool. <p>The design provided by CPMG accommodates the key feedback identified from the initial consultations and introduces a range of new uses and attractions to increase footfall for local traders across the year. Artist's impressions were released on the 12th February 2020, with a full day consultation for local businesses and residents. The plans have also been published online. Feedback will be used to finalise the project design, in tie for a planning consent by the end of the Summer 2020. In addition, the Council has commissioned a new Destination Strategy in consultation with local businesses to identify priorities for future product development and promotion of the visitor economy. This will be targeted on broadening the existing market to accommodate higher-value market segments of country-loving traditionalists and active families; increasing spend (per visitor and overall) and extending the season. This will be delivered through targeted marketing, investment in new experiences, facilities and public realm enhancements.</p>		
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4. Project Implementation	Score	Total
4.1 How will the project be delivered (e.g. will it be an initial pilot, phased implementation or 'big bang' approach)?		
<p>The project will be delivered through on-site capital works to demolish the existing, unsafe Colonnade structure and provide a range of new build facilities. Post completion there will be a mix of freehold and leasehold opportunities to operate the various commercial elements. The design scheme does offer the opportunity for a phased development/delivery of the associated commercial elements.</p>		
4.3 Is the roll out of the project reliant on other dependencies (e.g. land assembly, off site infrastructure, expiry of existing arrangements)		
<p>Project delivery is dependent on and appropriate and blended match funding package and planning consent for the intended uses being secured. Early conversations have been held with a range of potential funders including the Arts Council, National Lottery, Sports England, British Cycling and Orsted Community Funds Grantscape. The project has also been included in the Council's readiness questionnaire as part of the emerging Towns Fund process and investment plan preparations. The key milestones for delivery are currently estimated to be:</p> <ul style="list-style-type: none"> • Finalise detailed design and site surveys – July 2020 • Submit Planning application – August 2020 • Planning Consent – November 2020 • Match funding – December 2020 • Procure Construction Tender – February 2021 • Start on Site – March 2021 • Completion of build programme – April 2022 		

5. Critical Success Factors	Score	Total
<p>5.1 How will the project deliver additional social, economic and environmental value in the target areas?</p>		
<p>The visitor economy is important to East Lindsey. 9,000 jobs are supported by the 4.8 million visitors welcomed each year, spending around £700 million. East Lindsey does better in attracting longer stays than many regions of England, but the average spend is significantly less (only £45 per night here compared to £65 in England as a whole). To grow the value of the visitor economy to East Lindsey, the public and private sectors must work together, focusing resources more tightly and more effectively. The area needs to attract new markets that are prepared to spend more and visit at times other than the main summer season. And tourism needs to grow in ways that are sustainable and sympathetic to the place and the people who live here. Good places to visit are generally good places to live.</p> <p>The project will address these priorities by providing new facilities in response to local consultation to enhance the current range of leisure, recreational and cultural facilities for residents and visitors throughout the year. The project will generate renewed interest in the East Lindsey coast for residents and visitors, in line with other more recent developments at Gibraltar Point, Chapel Point Observatory and the Coastal Country Park. As a driver for increasing the value of visitor spend within the local economy the project will support existing local businesses and encourage new business opportunities to the area within a priority growth sector, as recognised by the Greater Lincolnshire Local Enterprise Partnership. It will also support users' health and wellbeing by providing new community meeting and leisure facilities – both indoors and outdoors. It will also provide better connectivity between the beach, promenade and high street areas in the town.</p> <p>The Council has recently purchased a licence for the Social Value Engine to accurately forecast and calculate the outcomes delivered by the project. The 'Social Value Engine' is one of the leading methods for calculating social value and wider project benefits and communicating tangible project value to society (which may not be recorded by other means). This engine identifies social value by setting out: (1) the monetary value of each outcome; and; (2) the contribution of the outcome to the sustainability of the community (the engine presents social value via the eight indicators of a sustainable community produced by the UK government in 2005 known as the Bristol Accord). Consequently, the methodology enables outcomes to be grouped in a manner that allows comparison on more than just monetary terms.</p>		
<p>5.2 How will the lead partners secure the necessary capability and skills to deliver the project?</p>		
<p>The project will be managed within the Council's Economic Growth Directorate with appropriate support from cross departmental colleagues and core partners (including PSPS and Magna Vitae). This provides a core set of skills in project management, monitoring and evaluation; external funding; planning policy and development control; marketing and promotion; events delivery; and financial planning and monitoring. Additional support will be procured, as required, on a specific and time limited basis to commission external expertise and resources in order to deliver the project on time and</p>		

within budget. Where appropriate services will be procured via existing frameworks (where these provide value for money) or via competitive tender. We will also look to maximise engagement with local suppliers in the external procurement processes.

5.3 What are the key constraints to delivering the project? What mitigation measures are in place to manage and reduce key risks?

As with every project, there are a series of risks that could potentially impact on the project’s successful delivery. A number of headline risks have been identified at this stage and are set out below, outlining the likelihood of each arising and the extent of impacts if they do. A series of mitigating actions have also been identified. These actions could be implemented to minimise the potential for risks to arise and the potential severity on impacts if they do.

Risk	Likelihood	Impact	Mitigating Actions/Actions Required
Cost estimates prove to be inaccurate	Medium	Very High	Professional cost consultants will be appointed to fully cost the project.. Costs will include a contingency and design reserve. Risks to cost increases will be included in main risk register and subject to risk management procedures. Further support may be available through the One Public Estate Programme for Greater Lincolnshire.
Project is not sufficiently developed to benefit from relevant funding opportunities	Moderate	High	Progress will need to be made to develop the project to a more advanced stage in order to be in a position to benefit from future funding opportunities. Early negotiations with potential funders is already underway to secure in principle support, subject to further detailed applications.
Insufficient funding is available	Moderate	High	Match funding will be required for most funding sources, therefore internal discussions will need to be held on the potential contribution that ELDC is able to make to the proposed scheme. More detailed reviews of funding to be undertaken as part of project development activity.
Delays to start on site	Moderate	High	Negotiations with any relevant landowners need to be progressed at pace. Early site surveys should be conducted and liaison with planning progressed to ensure support for the scheme. Where there are known transport capacity concerns,

			discussions should be progressed to resolve these. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme will be used to manage and monitor progress of pre-on site activities. Master programme should be updated to reflect any changes to dates.		
Construction period longer than anticipated	Moderate	High	Early site surveys should be conducted. Detailed master programme to be prepared setting out realistic and achievable timescales for the project. Master programme used to manage and monitor progress of construction activities. Master programme updated to reflect any changes to dates.		
<p>Appropriate arrangements will be implemented to ensure that risks are held by delivery bodies through clearly articulated risk transfer arrangements. In each instance, risks should be assigned to the organisation best able to manage them. Where works are procured through external bodies, both procurement documents and the final contract will clearly set out responsibilities for risk management and will transfer operational risks directly associated with delivery of those elements of the works package.</p> <p>Provision may be made to impose penalties in the event that works are not delivered on time or to required quality standards to minimise the risks resting with ELDC and ensure that other parties take true ownership of the risks assigned to them. As part of internal project management procedures, all risks will also be assigned an owner to ensure transparency in risk management responsibilities. Clear reporting routes will ensure the project leader is alerted to any changes in risk profile, for example if the likelihood of a risk arising is considered to have increased or wider implications of potential risks are identified. This approach will ensure the prompt escalation of risks and allow for necessary actions to be taken to ensure the project continues to be delivered on budget, to time and to high quality standards. Consideration of risks will also be a standing agenda item for project meetings. The overall project risk is considered to be moderate.</p>					
5.4 What other options have been considered?					
<p>i) Do nothing – the current structure is unsafe and boarded up. Beach hits on top of the Colonnade have been removed which has the short term impact of reducing footfall on the promenade. Doing nothing over the medium to long term will reinforce a sense of decline in the resort and fail to maximise the opportunities to support a key growth sector in line with increasing visitor numbers to East Lindsey (as evidenced by the annual STEAM reports);</p> <p>ii) Repair the Colonnade – the current 1950s Colonnade is unsound and the costs of repair are still significant to simply repair and reinstate the previous structure. In addition, the local community workshops have identified a preference to rebuild,</p>					

<p>rather than repair the Colonnade - which provides the opportunity to extend the build programme to deliver a new range of visitor attractions and community facilities to enhance leisure, recreation and community well being;</p> <p>iii) Deliver an alternative design mix – the current design solution responds to the key themes identified in the community workshops and feedback to date. It also provides a variety of new commercial elements that respond to the strategic imperative to diversify the current visitor offer and attract a higher value of visitor spend within the local economy throughout the year.</p>		
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