

Outline Business Case – Boston, Mablethorpe and Skegness Towns Fund

Project Name	National Trust Sandilands Visitor Hub
Project Location	Sandilands (former golf club), Roman Bank, Sandilands, Mablethorpe, LN12 2RJ
Site ownership	National Trust
Planning Application Ref	Not yet submitted

Total Project Value (£)	£4,900,000	Town Funding Sought (£)	£2,000,000
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Lead Applicant	National Trust		
Organisation Type	Registered Charity		
Applicant Address	Heelis, Kemble Drive, Swindon, Wiltshire, SN2 2NA		
Main Contact Person	Joanne Gilkes		
Contact Email	joanne.gilkes@nationaltrust.org.uk	Telephone	07886 085665

<p>Project Summary (this will be used for publicity purposes and uploaded onto the GL LEP website)</p>	<p>National Trust purchased the former Sandilands clubhouse and golf course in March 2020, with a commitment to transform it into a nature reserve and visitor centre. The project envisages a new and, or renovated sustainable building, providing a visitor centre in Sandilands and will act as the Northern gateway to the Lincolnshire Coastal Country Park developed by Lincolnshire County Council with partners.</p> <p>The centre will be a fully accessible, eco-friendly and sustainable Visitor Hub to explore the Sandilands Nature Reserve and coast. It will provide a flexible space with a Food & Beverage offer and toilets including a full accessible Changing Place. This will enhance the townscape, which will become more attractive for residents and visitors.</p> <p>This project will open up opportunities for employment and volunteering with on-site Ranger and Property teams. This will increase the skills and knowledge of local residents with an interest in conservation, hospitality, land management and habitat creation.</p> <p>The vision for Sandilands is to utilise the former golf course, adjacent to the visitor centre, to create priority habitats (sand dunes, lowland wet grassland/coastal grazing marsh, reedbeds and associated habitats e.g. ponds, scrapes, ditches).</p> <p>This will provide habitats for a wide range of plants and animals, especially breeding, wintering and migrating birds. Critically, it will provide the final part of</p>
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	<p>the coastal network of habitats, linking natural nature reserves and sites of special scientific interest. It will provide an opportunity for all year-round nature based green and sustainable tourism.</p> <p>Sandilands is also ideally located to provide amenities to support the wellbeing of locals and visitors alike by bringing them closer to nature.</p>
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Project Start Date <i>date from which eligible expenditure will be incurred</i>	Financial Completion Date <i>date by which eligible costs will have been defrayed</i>	Practical Completion Date <i>date by which all Outputs/Results will be achieved</i>	Activity Completion Date <i>the date by which all the operation's activities described in the application will be completed</i>
March 2020	Sept 2023	July 2025	July 2023

Funding Summary					
	Town Fund Funding (a)	Public Match Funding (b) – please state	Private Match Funding (c) National Trust	Totals (d)	Contribution Rates (if applicable) (a)/(d) x 100
Capital	£2.0m		1.9	3.9	51
Revenue			1.0	1.0	
Totals				4.9	

Delivery Partners				
Will you work with other organisations to deliver this project?	YES	x	NO	
<p>If YES, please state which other lead partners will be involved in delivery.</p> <p>NT have been working in partnership with the Lincolnshire Coastal Country Park (LCCP) members for over 10years to shape and deliver the vision for the Coast. The Sandilands project forms part of the missing link of habitat to link into the wider international important habitats on the coast and offers a fantastic opportunity to immerse people in the wildlife that will come to the site.</p> <p>Although NT is responsible for delivering the project, LCCP members including LCC, ELDC, Environment Agency, IDB, NE and LWT will be asked to comment and support NT at key stages of the project.</p>				

1. Deliverability

1.1 What is the Project?

(Please summarise in 100 words or less. More specific details can be provided in other sections of the form)

The project will contribute to improving the visitor offer on the coast, by creating a flagship visitor hub, through an innovative and eco-sustainable design. It will facilitate a fully accessible and flexible indoor space, with a local food and beverage offer, car park, toilets, and a changing places facility. The 30-hectare former Sandilands golf course will be transformed by restoring sand dune and wetlands habitats into a wildlife haven and the hub will provide a gateway for visitors to explore and get closer to nature.

1.2 How will the project be delivered, to and by whom?

Briefly explain:

- The specific activities that will be undertaken as part of the project
- Who are the target beneficiaries?
- Where the project's activity will take place

The main activity will include:

- Build of a fully accessible, eco-friendly and sustainable visitor centre that complements its local surroundings. The visitor centre will provide a gateway for members, visitors and the local community to engage with nature and immerse themselves within the Sandilands Nature Reserve and wider Lincolnshire "Wild Coast".
- The former golf course will be developed into priority coastal habitat with a mosaic of sand dunes, reedbed, wet grassland, islands and pools with a network of paths, boardwalks and viewing structures providing visitors with an immersive wildlife experience all year round.
- It will offer an all year-round visitor experience, connecting visitors with wildlife, nature and the outdoors.
- Interpretation and programming will provide interest and learning, with a range of activities and events.

We are starting detailed audience and insight development. Groups that will have identified that we want to engage with further include:

- The local community
- Tourists
- NT members
- People living in deprivation. This group has the least engagement with green space and the therapeutic mental effects a connection to nature provides. Low socio-economic families are keen to have clear way finding and buggy-accessible routes.
- People living with a health need including mental health: The connection between nature engagement and positive mental health and physical wellbeing underpins much of the focus of engaging local communities with this project.
- BAME communities: Research shows that this community feels isolated and less likely to visit nature / coastal locations.
- People experiencing barriers to employment and education: The deprivation data shows a higher level of unemployment within the coastal urban communities. Participation and volunteering opportunities,

access to skill-based qualifications and alternative routes of learning will enable this group to gain more confidence and re-enter paid employment.

2. Project Need

2.1 Why is the project needed?

National Trust has been part of the Lincolnshire Coastal Country Park partnership for over ten years with a vision to provide a sustainable coastal environment providing high quality facilities for communities and visitors, improvements for wildlife and contributing to a healthy local economy.

A rare opportunity arose in March 2020 for NT to purchase the former Sandilands golf club house and golf course to realise this vision. The acquisition provided a key part of the missing link of the coastal conservation network and will form a northern gateway to the Lincolnshire Coastal Country Park and links Sandilands and Mablethorpe to the Coast and the National Coast Path between Mablethorpe and Skegness.

The site will enable the creation of a flagship visitor centre which will demonstrate best practice in design and sustainability and provide a wide-ranging visitor experience offer on the coast. This project will help to respond to the need to rebuild communities who have been significantly impacted by Covid -19. It will provide much needed economic opportunities post pandemic, through job creation and skills and training.

The proposed development, with the new visitor hub, car park and toilet facilities will strengthen the ability of the Town to attract year-round visitors, longer dwell times and higher spending visitor demographics attracted by the linked nature reserve and coastal environment. The project will also incorporate the first Changing Place in Mablethorpe, providing a fully accessible offer for all.

The emerging long-term impact of Covid also reinforces the importance of the Sandilands project in delivering significant benefits for Mablethorpe, addressing deprivation, encouraging well-being and community cohesion. This project provides the opportunity to deliver greater benefit for more people and enable communities to be healthier and stronger in mind and body. Promoting green and active recreation which engages with nature is a key component of this and the Sandilands project will see the transformation of the former golf course to restore sand dune and wetland to create a new priority habitat, (sand dunes, lowland wet grassland/coastal grazing marsh, reedbeds and associated habitats e.g. ponds, scrapes, ditches). This will provide habitat for a wide range of plants and animals, especially breeding, wintering and migrating birds. The new visitor hub will be the gateway to this new nature reserve and critically, it will provide the final part of the coastal network of habitats here, linking natural nature reserves and sites of special scientific interest.

As we emerge from the pandemic, spaces where people feel safe and welcome and that attend to their wellbeing and collective recovery will be vital. The Visitor Centre will also promote health and wellbeing, by providing opportunities for mental and physical health improvements through access to nature and active

recreational opportunities. The provision of volunteering and skills opportunities will also improve the wellbeing of local community members, addressing issues of low skills, low aspirations and need for engagement in Mablethorpe's community.

The Centre will act as a destination for cycling and walking on the Coast, linking to other hubs in Mablethorpe, e.g. at the Colonnades, and further south e.g. the North Sea Observatory. This will create opportunities for circular walks, enabled by the linked car park development at the Sandilands Visitor Centre. This will further enhance the options for active recreation to improve health outcomes, with the National Trust's plans for the Centre and adjacent reserve including ramps and boards walks to make the site accessible to those with limited mobility.

2.2 What research or evidence has been undertaken to demonstrate the need , demand or impact of this project? Please attach or provide links to completed studies and impact assessments where available.

This project is part of the wider GEAR Up (Green Environment and Active Recreation) programme which forms a key part of the longer-term plan for the Connected Coast. This envisages improving the environmental assets on the Coast and integrating these with long term flood resilience work. It will also link to agricultural policy reform and forthcoming Environmental Land Management Schemes. Our proposal to convert the adjacent former golf course to grazing marshes will improve the biodiversity, create space for water in the landscape to address climate change.

Whilst the Sandilands project is therefore a stand-alone site, its success is closely linked to the wider coastal strategy to promote active recreation and access to nature.

- Water and Flood Risk Management - building on the work the Environment Agency and Lincolnshire County Council are doing to develop a Coastal Framework¹ to:
 - Deliver a long-term flood risk management strategy² for the Coast.
 - Making space for water in the environment (behind sea defences) to manage fluvial flood risks and developing new water-based attractions e.g. nature watching.
- The Environmental Land Management Scheme (ELMs) programme to support sustainable landscape and environmental management.
- Local Nature Recovery Strategy (LNRS)³ - under the Environment Bill each area of the country will develop a LNRS to bring a broad range of groups together. The aim is to support the creation of over a million acres of habitats for wildlife.

The project will also link to the Lincolnshire Active Recreation Coast (Lincolnshire ARC) project being developed by the Magna Vitae Trust who manage leisure and recreational programmes across East Lindsey District for the

¹ A separate Coastal Framework is in development, led by the EA and County Council with the Connected Coast programme acting as key consultees to ensure the community and business voice informs the Framework

² HMG (2020), Flood and coastal erosion risk management Policy Statement

³ <https://deframedia.blog.gov.uk/2020/08/14/natural-englands-chair-and-ceo-launch-local-nature-recovery-strategy/>

Council. This will enable activities at the Sandilands Visitor Centre to be part of a wider coastal programme of events and activities, creating opportunities for cross-selling and increasing footfall to the Centre.

The Connected Coast includes provision for walking and cycling (*GEAR Up* programme), with direct links to the new National Coast Path which passes alongside the Sandilands Centre. The Sandilands Visitor Centre will act as a hub on this route, providing car parking, toilets, Changing Place and refreshments to support national programmes to encourage:

- Active Recreation to Deliver Mental and Physical Health - national research is showing the value of time spent in nature is of growing importance⁴, with:
 - Coasts delivering specific benefits - DEFRA (2019)⁵ and increased importance attached to addressing obesity⁶ and encouragement of walking and cycling⁷.

There is a post Covid desire to embrace healthy living and promote wellbeing through accessing nature, continuing a trend recognised before the pandemic (Natural England 2019).

2.3 Please explain how the project will deliver the strategic objectives of the Town Fund. How will the project support the key principles of sustainable development – including Equality and Diversity assessments.

Local transport	<i>New or upgraded cycle or walking paths</i> <i>Wider cycling infrastructure such as cycle parking</i>	The Centre will act as a hub for cycling and walking on the Coast, linking to other hubs in Mablethorpe, e.g. at the Colonnades, and further south e.g. the North Sea Observatory This will create opportunities for circular walks, enabled by the linked car park development at the Sandilands Visitor Centre. This will further enhance the options for active recreation to improve health outcomes, with the National Trust’s plans for the Centre and adjacent reserve including ramps and boards walks to make the site accessible to those with limited mobility.
Urban regeneration, planning and land use	<i>Remediation and/or development of previously abandoned or dilapidated sites</i>	The project will add to an enhanced townscape that is more attractive and more accessible to residents, businesses and visitors, through the creation of a flagship eco-design visitor building. The restored wetland areas will provide a priority

⁴ Natural England (2019), Monitor of Engagement with the Natural Environment: Adult Headline Report 2018/2019 supporting data, the British public value the outdoors as shown in Natural England’s monitoring of attitudes towards the environment. The report shows strong growth in the total number of visits to green and open space, with the total number rising from 2.9bn visits to 4.0bn visits per year in the five years to 2018/19, or plus 38%. 1.9bn or nearly half of the total visits were to the countryside or coast in 2018/19.

⁵ DEFRA (2019), Evidence Statement: the well-being and human health benefits of exposure to the marine and coastal environment

⁶ HMG (July 2020), Obesity Strategy - Empowering Adults and Children to Live Healthier Lives

⁷ HMG (July 2020), Gear Change - a Bold Vision for Cycling and Walking

		habitat for species and enable visitors to experience, enjoy and get closer to nature.
Arts, culture and heritage	<i>New or upgraded museums, theatres, community spaces, etc.</i>	Planned interpretation and programming within the visitor centre, will provide learning and interest for visitors in nature and the outdoors. It will provide signposting for what visitors can do and see on-site and along the coast. The centre will be a flexible space bringing additional benefit to the community for the provision of activities.
Skills infrastructure	<i>Increase in the capacity and accessibility to new or improved skills facilities</i>	The project will see job creation, with a new Ranger post and additional jobs in F&B and Visitor Welcome. There will also be a wide range of volunteering opportunities, providing training, skills development and increased confidence.

Environmental Considerations

We will aim to minimise the environmental impact of the visitor centre build and any future operations

- Deliver a net carbon zero project (Visitor welcome facilities and habitat project combined)
- Provide heat and power from renewable sources
- Provide a Waste management system
- To retain part or all of the existing golf club house to reduce the carbon footprint

Equality and Diversity

All principles from the National Trusts Everyone Welcome strategy will inform the project, this includes:

- Children and Young people policy
- Race and inclusion policy
- Disability and inclusion policy
- Access policy

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3. Project Timeline and Milestones
Please outline the key steps that have been, or will be, completed to ensure delivery of the project

Milestone	Forecast Date	Comments
Initial scheme design complete	June 2021	
Feasibility work completed	June 2021	Surveys / assessments completed
Planning pre application submitted	August 2021	
Detailed design completed	December 2021	
Full Planning Application submitted	December 2021	
Match funding secured	June 2022	
Procurement process issued	Apr 2022	
Procurement contracts Awarded	May 2022	
Start of construction	June 2022	
Completion of construction	June 2023	
Start of activity	July 2023	

Please provide details on any other key work or stages that need to be completed (by when) to ensure delivery

Milestone	Forecast Date	Comments

4. Options Analysis

4.1 Rationale for Town Fund funding?

The project aligns with the strategic objectives of the Town Fund and will enhance the townscape so that is more attractive and more accessible to residents, businesses and visitors, improve the cultural, conservation and heritage offer that is more visible and easier for residents/visitors to access and providing job and skills opportunities.

- Improving the visitor offer on the Coast through a new visitor hub, car park, Changing Place and toilet facilities, interpretation of the Coast and a food and drink offer. This will strengthen the ability of the Town to attract year-round visitors and higher spending visitor demographics attracted by the linked nature reserve and coastal environment. This will improve the economy and create new economic opportunities for the Town post Covid-19;
- Creating new job opportunities, including a ranger post and jobs to maintain the premises, provide food and drink services and run events. In addition, there will be wide ranging opportunities for volunteers to work alongside a national charity and receive training which improves their life and career opportunities.
- Creating opportunities for the local community to engage in active recreation in a natural setting on the Coast as part of the GEAR Up programme. This will address the need to improve health outcomes in Mablethorpe through creating opportunities for activities which lead to improved physical and mental health. This benefit will be open to all members of the community as the National Trust is committed to making the Visitor Centre and linked nature reserve accessible to all (car park surfaces, ramps to access to the visitor centre, Changing Place and boardwalks to access the nature reserve).

4.2 What other funding or delivery mechanisms were considered to deliver the proposed activity?

National Trust has committed internal funds towards the project covering the acquisition and associated costs. National Trust have underwritten any funding shortfall. However, additional funding opportunities are being sought, including the possibility of Levelling Up funding, in addition to exploring other channels including major donors and Charitable Trusts, which will look to relieve National Trust contribution.

4.3 Additionality: What will the project deliver above and beyond what would happen anyway?

National Trust Sandilands Visitor Centre creates additionality by:

- Net Carbon zero
- Creating a sustainable, flagship visitor centre in Mablethorpe which can demonstrate best practice in creating a sustainable visitor experience. This will be supported by the linked creation of new priority habitat (sand dunes, lowland wet grassland/coastal grazing marsh, reedbeds and associated habitats e.g., ponds, scrapes, ditches). This will provide habitat for a wide range of plants and animals, especially breeding, wintering and migrating birds. Critically, it will provide the final part of the coastal network of habitats here, linking natural nature reserves and sites of special scientific interest.
- The work on the landscape will consult The Lincolnshire Wildlife Trust, Environment Agency, the IDB, Lincolnshire County Council (Coastal Country Park), The Wildlife and Wetlands Trust and the RSPB, bringing additional national and county wide expertise and input to Mablethorpe.

- Providing a Centre in Mablethorpe which will be advertised to the National Trust's 5.6 million members across the UK and 28million visitors (2019), giving a national advertising platform to the sustainable and natural visitor offer in Mablethorpe.
- The area receives 17 million visits per year from a very diverse audience. It can be very busy in summer but is very quiet in winter. National Trust's work will support an existing ambition to diversify the area's visitor offer and support all-year-round visits.
- Creating a hub on the National Coast Path so that there are new options to access this path, for circular walks and access to the Coast.
- Creating a fully accessible offer that includes the first Changing Place in Mablethorpe.
- Creating new opportunities for skills development in Mablethorpe, by working alongside the Trust's on-site Ranger and Property teams.
- Creating a flexible space which can be used by the local community and visitors for a range of activities and events.

The National Trust Sandilands Visitor Centre creates opportunities for the Mablethorpe community by:

- Improving the visitor offer on the Coast through a new visitor hub, car park, Changing Place and toilet facilities, interpretation of the Coast and a food and drink offer. This will strengthen the ability of the Town to attract year round visitors and higher spending visitor demographics attracted by the linked nature reserve and coastal environment. This will improve the economy and create new economic opportunities for the Town post Covid-19;
- Creating opportunities for volunteers to work alongside a national charity and receive training which improves their life and career opportunities. The Centre will also create a ranger post and jobs to maintain the premises, provide food and drink services and host events;

Creating opportunities for the local community to engage in active recreation in a natural setting on the Coast as part of the GEAR Up programme. This will address the need to improve health outcomes in Mablethorpe through creating opportunities for activities which lead to improved physical and mental health. This benefit will be open to all members of the community as the National Trust is committed to making the Visitor Centre and linked nature reserve accessible to all (car park surfaces, ramps to access to the visitor centre, Changing Place and boardwalks to access the nature reserve).

4.4 Scalability: What would happen if reduced Towns Fund funding was available?

The project has already had a reduction of £0.5million from the original application which NT will underwrite if additional funding is not found.

- Reduced Town Fund funding would involve significantly curtailing the project, extending timeframes which in turn are likely to make the project more expensive to deliver e.g. due to inflation impacts, and ultimately reducing the opportunity to provide positive heritage and economic impacts.
- There will not be the resources to deliver critical work, conserve habitats and build a sustainable community of people to safeguard the landscape.

- Realising the benefits to the community would take longer. Our approach to grow opportunities for local people may not go ahead or delayed. Communities will not be empowered to feel a sense of ownership and engagement.
- The ambition of the project will not be achieved. The ability to deliver landscape – scale change would be lost along with a reduction of community and nature focused roles.

5. Proposed Costs

5.1 Funding Profile

	Previous years	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Future Years	Total
i) Capital						
Towns Fund				2,000,000		
Public						
Private		880,000		1,000,000		
Total Capital						3,880,000
ii) Revenue Costs		77,250	145,690	387,290	490,300	1,100,230
Total revenue						1,100,230
Total Project Costs						4,980,230
Total Towns Funding						2,000,000

5.2 Please provide more detail on what Towns Fund funding will be spent on

The Towns Fund funding will be spent on delivering the following:

Visitor infrastructure, including:

- A new eco-design sustainable building for 100k visitors with green technologies for heat and power, providing F&B and a flexible space for a wide range of uses.
- Upgrade of existing car park and additional parking
- Toilets (including a Changing Place)
- Fully accessible car park surfaces, ramps to access to the visitor centre, Changing Place and boardwalks to access the nature reserve.

5.3 Please detail the key assumptions used in the development of your budget and the research completed to prepare it, including how you ensure that the costs are commensurate with the required quality.

Information from the LCC's North Sea Observatory, Lincs Wildlife Trusts Gibraltar Point and RSPB's Frampton Marshes have been used as key comparables for the Outline Business Case financial data.

It is expected that visitor numbers to the Sandilands site will grow up to 100k visitors over a period of 5 years. There will be a scalable Food & Beverage offer at the site to cater for seasonal demand and provide a quality food offer for visitors. The site will be open access with a charge for Car Parking. These sources of income will ensure that there is a sustainable income which will fund the maintenance of the habitat and infrastructure for the future.

Build costs have been developed with a Quantity Surveyor with recent external comparable projects used as bench mark for industry standard costings. Floor space, car parking and toilet provision for the Visitor Facilities have been calculated using the National Trusts internal design tool which collates all regional comparable projects.

5.4 State the source(s) of your match funding, whether it is in place and if not, when is it likely to be confirmed?

National Trust – Secured

Note: as referred to above, we will seek to make applications to Levelling Up fund, as well as other channels including Major Donors and Charitable Trusts and Foundation, which may relieve the overall amount the NT contributes.

6. Forecast Outputs							
6.1 Output Profile							
	2018/19	2019/20	2020/21	2021/22	2022/23	Future Years	Total
i) Core Outputs (Strategic Economic Plan)							
Public Investment Leveraged (£)					2.0m		2.0m
Private Sector Investment Leveraged (£)					1.9m		1.9m
Number of new Jobs Created (gross)					7		7
Number of Jobs Safeguarded (gross)					0.75		0.75
Number of new housing units completed							
ii) Local Strategic Outputs							
Commercial floorspace refurbished/constructed and occupied (sqm)					280sqm		280sqm
Number of businesses assisted to improve performance							
Number of learners supported					60		60
Number of new businesses created							
GVA Uplift							
iii) Others (please list) *							

6.2 Please describe the rationale and assumptions you have made in establishing the outputs and results which will be achieved. This must link clearly to the project's activity and objectives. Please explain your method for calculating the target levels

Number of Jobs safeguarded or created: This represents the number of posts directly created by the project arising from providing 364 days opening of the visitor facilities. The posts will be a combination of new full-time posts, seasonal posts (both full-time and part-time) converted to permanent.

Public sector investment: The Towns Fund funding now requested represents the total public sector funding for the project. The output will be measured through the Trust's accounting system and through regular financial management reports generated throughout the project's delivery.

Private sector investment: This is the value of National Trust financial contributions to the project. It includes £0.91m contribution relating to the acquisition and associated costs attributable to the project. As a registered charity, the Trust's funding is classed as private sector.

New learners supported: A key advantage of the project is that it will enable the visitor infrastructure to open 364 days per year. In addition to enabling the creation of a wide range of volunteering roles, it will also enable volunteers to undertake training and skills development.

This training will increase confidence, productivity and employability whilst boosting levels of customer care and service.

6.3 Please outline how the project will gather and assess evidence of outputs.

Financial monitoring will be undertaken monthly through interrogating the Trust's financial management system which tracks all expenditure against budgets for the project. This will allow comparisons to be made between actual, forecast and budgeted expenditure at any one particular time.

Likewise, outcome and output monitoring data will be captured and reported regularly to the Project Management Team and will include:

Visitor numbers

Volunteers recruited and trained

Training

Staff recruited

Quality of attraction and visitor satisfaction

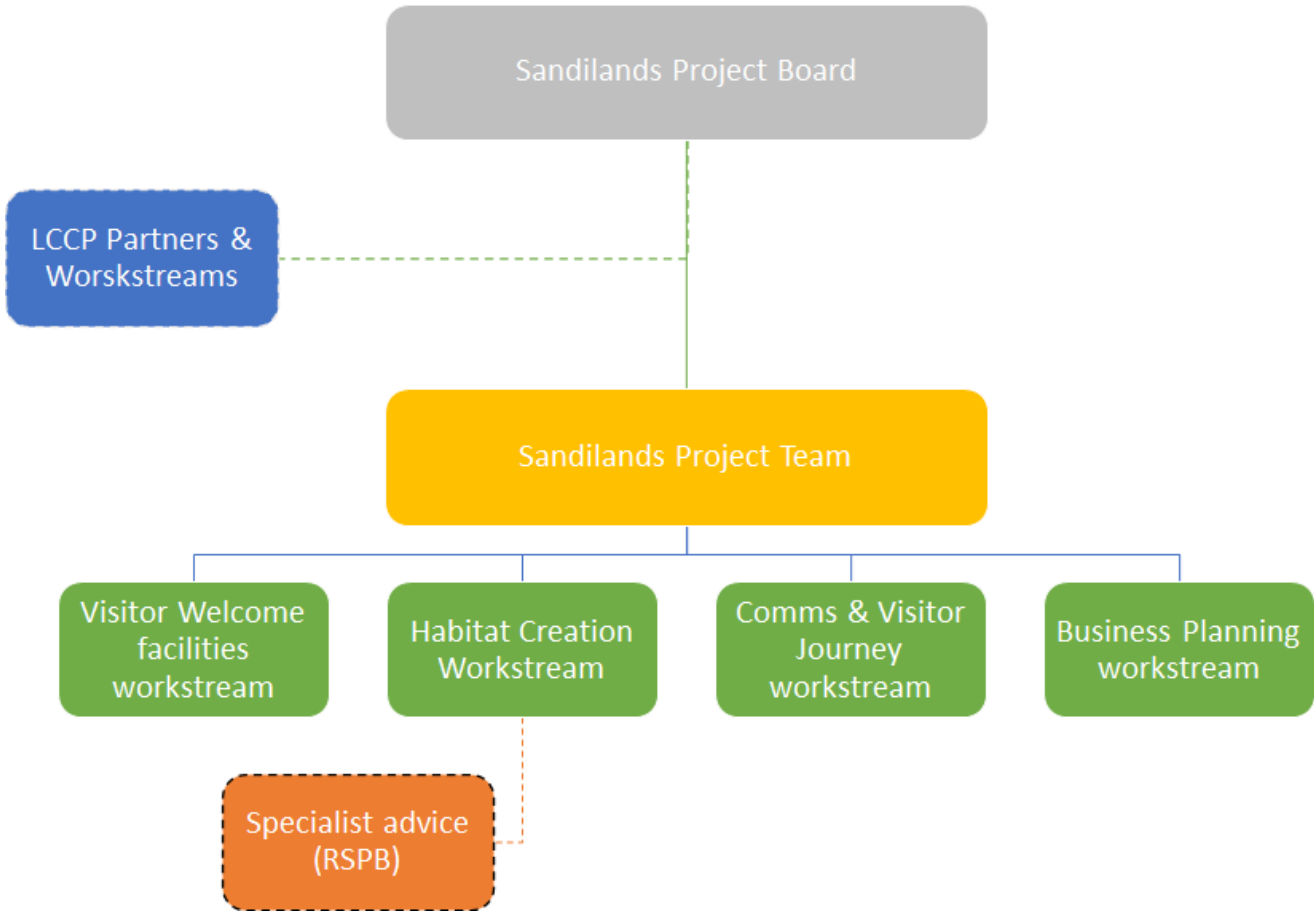
'Walking for Health' and other well-being activities to improve health.

Progress towards achieving the outputs and outcomes will be measured against the identified baseline date using established data capture methodologies. This quantitative evaluation will be supplemented through qualitative visitor survey and comment card replies.

7. Management & Control

7.1 Please describe whether or not the necessary team is in place to carry out the proposed activity and if not what the plans are to recruit the relevant expertise? Please insert structure chart, if available.

This project has been identified as a priority project for the Midlands and East of England region. The project governance has been set up as follows:



7.2 Please explain the key risks identified for the project and how these will be managed and mitigated throughout the project. Please attach separate risk register, if available.

Risk	Owner	Probability	Impact	Mitigation
Failure to gain funding	Project Sponsor	1	5	The project outputs would be revised if the Towns fund funding was not successful

Failure to mitigate flood risk	Project Manager	2	5	Early engagement with the EA. Designs to consider flooding impact to infrastructure
Failure to gain planning	Project Manager	3	5	Enter into a PPA with the local authority to ensure feedback is given promptly. Consult with statutory consultees at an early stage
Impact of Covid 19	Project Manager	4	5	Limitations on site visits. Risk of key team members having to self isolate.
Delays due to finding important Archaeological features or protected species	Project Manager	3	4	Surveys will be carried out in the near future to assess the risk
Visitors are not aware of the new site and so do not visit	Project Manager	1	4	Detailed communication plans to engage with differing audiences will be delivered
Failure to engage with partners results in partnership opportunities are missed	Project Manager	1	4	A stakeholder management plan will ensure that key links are identified and followed up

We are currently finalising our detailed Risk Register