

Skegness Town Deal

Stage 2: Detailed Business Case

All projects selected to be taken forward as part of the Skegness Town Deal needs to complete a project business case. Your business case should capture the rationale for investing in the project, how it fits into the overall strategic context of Skegness's development, as well as the benefits it will deliver. Your business case should also explain how the project will be financed, procured and managed.

Some of the information requested in this form has already been provided in your Expression of Interest Form, included as part of the Town Investment Plan (Section 2). This detailed business case requires you to expand on this information, to address any specific conditions pertinent to your project and included within the Heads of Terms agreement and to ensure that all 5 cases identified within the Green Book are addressed to a satisfactory standard to give confidence to the Accountable Body, Town Deal Board and MHCLG that the scheme is deliverable.

This business case template is based around the Green Book five case model. The five cases in the Green Book are:

strategic case – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention, this should include clear objectives with a robust logic of change from inputs to outcomes.

economic case – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. "Do nothing" should always be an option. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for money is ideally demonstrated in a credible Benefit-Cost Ratio

commercial case – demonstrate commercial viability or contractual structure for the project, including procurement where applicable.

financial case – standard appraisal of financial implications of the project, where applicable this should include budgets, cash flow, and contingencies.

management case – of how the project is going to be delivered

Proportionality needs to be considered and the level of detail required in each of these cases needs to be proportionate to the scale of funding required for the proposal. Key questions that need to be considered in determining the level of detail required include:

- Size of project
- Whether the project is of regional or national significance,
- Whether the project is particularly complex or innovative
- Whether your organisation has experience of delivering similar projects

Please seek guidance from your Accountable Body contact on the level of detail expected in your business case.

Part 1 – Introduction

Project Name	Town Centre Transformations; Skegness		
Project Location	(please include site plan as appendix)		
Site ownership	3rd Party Private Ownership and highway authority		
Planning Application Ref			
Total Project Value (£)	3,167,654	Town Funding Sought (£)	2,682,720

Lead Applicant	Heritage Lincolnshire
Applicant Address	The Old School, Cameron Street, Heckington, Lincolnshire NG34 9RW
Main Contact Person	Greg Pickup
Contact Email	Greg.pickup@heritagelincolnshire.org

Executive Summary
Please provide an introduction to your project, its contribution to the Skegness Investment Plan and a summary of the Business Case
<p><i>i) Economic Impact</i></p> <p>This project will deliver economic value to Skegness through the perception of place as a ‘town transformed’. This project will ensure that Skegness Town Centre is seen as an asset not a liability; attracting visitors and locals, new and existing businesses, and engendering pride in our town’s past and future.</p> <p>The grant scheme will support building owners/occupiers in the High Street and Lumley Road to carry out improvements to the façades of up to 60 buildings, replacing signage, introducing high quality shopfronts, repairs and works to bring vacant upper floors into use. Buildings have been prioritised based on the potential impact of the proposed development on the street scene, see Appendix 1. A draft scheme of works for each property has been costed which has been used to estimate overall project spend, see Appendix 2.</p> <p>Public realm enhancements include improved planting and seating along with the introduction of a gateway feature to signal arrival in the resort. A proportion of the fund has been set aside to fund improvements to Tower Gardens and the entranceway from Lumley Road. Investment in public spaces encourages individuals to come together as a community and experience a place, it increases safety and wellbeing and being more attractive to visitors and locals alike stimulating economic and social development.</p> <p>Now, more than ever (post-Covid) we need to support our high streets. To remove barriers to accessing the grant present in traditional delivery models, it is proposed that design, tendering and cash flow is managed centrally taking the burden off applicants who will only be required to invest a small amount to secure a grant. Town Deal funding presents a once-in-a-generation opportunity for Skegness town centre, which has suffered from years of underinvestment. Grant funding will provide an incentive for owners to invest, set the standard for future development and bring Skegness’ historic town centre back to its former glory.</p>

ii) Delivery of Towns Fund Priorities

The project will deliver environmental value through the reuse of at least 10 vacant/part occupied buildings, not only ground floor shopfronts but the grant will also encourage the reuse of upper floors as well. Upper floor investment will provide access to and shell fit out to allow for affordable residential or office accommodation.

The town centre is a sustainable location, with positive environmental impact by promoting use of public transport, increased town centre footfall and encourages them to stay and shop local. Post-Covid, shopping locally is vitally important to the local economy and encouraging people to do so within their local areas. An increase in visitors to a more attractive High Street and local town centre area will enable the recovery of the High Street & Lumley Road to continue.

The materials used during the repair and reinstatement of these historic buildings will primarily use sustainable materials such as timber, clay bricks and lime mortar. Because the project is managed centrally, there will be more control over suppliers. Materials will, where possible be sourced locally to reduce transportation, we will seek to employ companies who have environmental policies in place.

Uncertainty about the future of the project with the current pandemic, may cause owners to be unwilling or unable to invest in the project due to other financial obligations/restrictions. We will mitigate this by keeping the grant rate under review making it an attractive offer dependent on how the economy shifts. This project is determined to assist in the recovery of the High Street following the pandemic and encourage people returning to purchase from their local shops and encourage visitors to these areas.

The improved public realm works will encourage community engagement and connectivity within their local areas. Seeing the areas looking clean and attractive. It has been proven that people respond positively to their environment, pride in place should help to ensure it is better maintained in the future.

Improvements to connectivity and pedestrian routes within the town centre, will also assist with reducing car usage, vehicle pollution, and improve the safety of people around the area, making it a year round destination that has a better perception from both residents and visitors.

Similar schemes have been very successful across the UK in recent years and Heritage Lincolnshire have worked in Boston Lincolnshire transforming shop fronts within the Town Centre. Other comparable schemes include Cleethorpes Lottery funded Townscape Heritage (TH) and Derby and Nottingham Historic England funded Partnership Scheme in Conservation Areas (PSiCA) which have all proved highly successful.

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>
01/04/2021	31/03/2026	31/03/2026	31/03/2026

Funding Summary				
	Town Funding (a)	Public Match Funding (b) – please state	Private Match Funding (c) Please state	Totals (d)
Capital	£2,549,000	0	£484,934	£3,033,934
Revenue	£133,720			£133,720
Totals	2,682,720		£484,934	£3,167,654

Rounded to the nearest £1, so variance of +/-£1 may occur across this business case

Part 2 – The Strategic Case

2.1 The Case for Change
<p>Please explain:</p> <p>Why is the project needed in Skegness? What is the current context / challenges / opportunities? What research or evidence has been undertaken to demonstrate the need, demand or impact of this project? How does covid influence this evidence of need?</p>
<p>Skegness is a vibrant seaside town that whilst having a popular tourism offer is suffering from the same high street issues as the rest of the country. A lack of investment, or poorly considered investment, property vacancy, particular on upper floors, and cluttered and run-down appearance are all contributing top a negative perception of the high street and its offer.</p> <p>This project is needed so that investment can be seen within the Town Centre to encourage residents and visitors to appreciate and engage with the area, whether that be for day-to-day activities such as shopping, or utilising the wider offer. The Town Deal investment will ensure that people can really see the transformations and visibly see investment is taking place within their town centre to encourage the revival of the High Street shopping. Seeing something visibly happen can make a huge difference to morale and perception of place. If these buildings and spaces look more attractive to people, it will encourage businesses to invest and will ultimately provide a knock-on effect where people will see the shop empty units filling up and want to visit.</p> <p>This also enables us to look at the use of these buildings and not just being shops. Transforming the upper floors of the buildings into rentable apartments for holiday lets, or permanent residency, increases the bed-stock within the town centre, and commit to longer stays. This ultimately allows people to use their cars less to move around, and so decreases town centre congestion and pollution.</p> <p>From a public realm perspective, there is currently a lack of consistency and overabundance of street furniture and signage. Public realm works include the local park area regeneration; the work to Tower Gardens will ensure that funding will be spent creating interest to improve links from the town centre to this area, thereby increasing the impact of the investment. Improvements to Tower Gardens itself will focus on making it more accessible for all.</p> <p>Lincolnshire County Council have also invested in a local highway model, that helps to map existing junctions and traffic flow to inform the design of future improvements in this area. De-cluttering of the paved area at the top of Lumley Road has already taken place, leaving more budget for physical improvements in this area.</p>

Historic England noted that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

At Town Deal Prospectus stage we engaged with local business and property owners to identify priority buildings and gather interest. In Skegness 7 property owners registered an interest (most of these owners of multiple or larger properties). From these 7 we will now begin to engage with them again to see which are able to come forward for round one grant funding, hopefully to be designed, costed and permissions put in place for an early 2022 delivery.

Now, more than ever (post-Covid) we need to support our high streets. To remove barriers to accessing the grant present in traditional delivery models, it is proposed that design, tendering and cash flow is completed centrally and applicants will only be required to invest a small amount to secure a grant. Town Deal funding presents a once-in-a-generation opportunity for Skegness town centre, which has suffered from years of underinvestment. Grant funding will provide an incentive for owners to invest, set the standard for future development and bring Skegness's historic town centre back to its former glory.

2.2 Partners and Stakeholders

Please provide a list of delivery partners and their role in delivery

Please provide a list of stakeholders and their role / interest in the project

How have stakeholder views influenced the project?

Skegness Town Council: Skegness Town Council are currently working on a Neighbourhood plan, which supports all the outcomes of this scheme. They are also responsible for Tower Gardens, and will design and manage the improvements to it, including applying for any additional funding needed to deliver it.

East Lindsey District Council (ELDC): Given the project focus' on shop front and façade improvements these will all require planning permission. As the Local Planning Authority ELDC will be responsible for ensuring all proposals are dealt with consistently and in a timely manner. As well as Planning, ELDC will also involve local building control and planning enforcement to help manage the project outcomes and make sure these are maintained throughout the scheme and beyond.

Lincolnshire County Council (LCC): The project also includes works to the highway and promenade. These are managed by LCC. In anticipation of the Town Deal projects LCC have produced a local highway model which will help to determine the highway solution for the top of High Street. They will also be responsible for design and tendering of this aspect of the programme.

Building owners: Are already engaged through the scheme, several of which are lined up to prepare plans on how to proceed. Case studies have already been created using local properties that can showcase what can be achieved and how the funding will be used, and initial stages of engagement will seek to identify a pilot project to deliver in the early stages to act as a catalyst.

Local stakeholders: We aim to hold a Skegness Transformation Grants Panel, which includes updates about the project as well as sharing ideas it. Local stakeholders will be invited to engage in shaping our vision for Skegness character through the project.

We are also open to the idea of creating a smaller steering group where we can discuss and approve individual funding requests with input from local stakeholders as part of a Grants Panel.

2.3 Policy Alignment

Please explain how the project will deliver the strategic objectives of the Town Deal Programme and the Skegness Investment Plan and will demonstrate alignment with other local growth priorities.

The overarching aim of the project is to drive the sustainable economic regeneration of the town to deliver long term economic and productivity growth including Covid-19 recovery. By offering direct grant funding to carry out necessary improvements to building and public spaces, and highways to encourage more people back to our High Street. This capital investment will support a number of design and construction jobs during the project delivery, but the finished product will also create a better atmosphere for new businesses to develop and thrive. Thus, delivering on all 3 Town Deal pillars. All properties in the area will be eligible for this grant funding, and all given the opportunity to be involved in any Grant Panel and Steering groups established to manage it.

The project delivers against the key aims of the Town Investment Plan as well as a raft of other local growth priorities:

- Skills and education – the project will provide opportunities to upskill the local workforce in more highly skills and paid traditional construction techniques that are appropriate for historic properties. The scheme will include opportunities to share these skills through training events. A wider programme of activities will share the history of the town centre with locals and visitors and encourage learning about the area’s rich heritage.
- Regeneration – schemes of this nature are tried and tested in terms of the regeneration outcomes they can deliver (see for example <https://historicengland.org.uk/content/docs/local/derby-psica-legacy-report-pdf/>). The scheme will prompt investment in quality high street frontages and properties, securing increased footfall, visitation and dwell time. Improvements to vacant upper floors will bring under-performing properties in terms of yield back into use to benefit the local economy. The project will prompt significant private sector and match-funding investment; grants are offered only on match-funded basis, with dozens of owners investing in the town as a result of the scheme. Increasing the attractiveness of core town centre and high-street properties is an established way of encouraging visitation; for our coastal towns in particular this will encourage out-of-season visitation by improving the offer within the town for visitors year-round.
- Clean growth and connectivity – town-centre regeneration is at the heart of a clean-growth strategy to encourage walking in favour of driving, based on the idea of walkable-communities with attractive centres that people want to visit. The approach is inherently sustainable, focussing on repair of existing properties (with their embedded carbon, vs the environmentally costly new build). Flood defence will be considered

during frontage improvements, and material sourcing guidelines issued to encourage sustainable construction.

Partners

All partners involved in the Project and other associated projects including national, local stakeholders, suppliers, local authority and funding bodies adhere to the same ethos of Heritage Lincolnshire and will ensure that they abide by the policies outlined within Heritage Lincolnshire's policies.

2.4 Vision and Objectives

Please provide the overall vision for the project

Please set out the SMART Objectives for the project (specific, measurable, achievable, realistic and time-bound)

Our vision for the project is to return the town centre to its former glory; securing investment in the core town-centre, making a more attractive space for locals and visitors and supporting our traditional high street businesses and business owners. The project aims to restore pride in the town centre, increase the attractiveness of the centre, improve perceptions of the area by visitors and locals, ultimately securing increased year-round footfall, visitation and spend. We have set a number of clear and measurable objectives

- £3.2m Public Investment
- £275k Private Investment
- C. 82 jobs created or secured
- 60+ businesses supported through heritage grants
- 60+ Buildings in better condition and of greater quality
- 280 people have learnt new skills
- Perception of place improved as evidenced by surveys
- Business owners report increased trading as a result of works carried out.

2.5 The Proposed Investment

Please provide a description of the project – the specific activities that will be undertaken

Where will the project take place?

What are the expected outputs and outcomes?

Who are the beneficiaries of the project?

What are the expected impacts of the project for the different beneficiaries?

This funding will enable us to invest into Skegness Town Centre that has received very little investment in the past years.

This project will deliver environmental value by the reuse of vacant/part occupied buildings, not only ground floor shopfronts but to provide living accommodation on the upper floors of buildings. This is to be a shell fit out point to allow for affordable accommodation for tenants. Being within the town centre the tenants will use cars less which adds to a positive environmental impact and encourages them to stay local to shop. Post-Covid, shopping locally is vitally important to the local economy and encouraging people to do so within their local areas. This will increase footfall as well as visitors to a more attractive town centre area enabling the recovery of the High Streets to continue.

Similar schemes have been very successful across the UK in recent years and Heritage Lincolnshire have worked on Boston's current Townscape Heritage Project in particular transforming shop fronts within the Town Centre. Other schemes include the Kasbah PSiCA scheme in Grimsby and Derby (whose impacts have been evaluated here <https://historicengland.org.uk/content/docs/local/derby-psica-legacy-report-pdf/>), and Cleethorpes TH, which have all proved highly successful.

Specifically,

- The project will take place on the historic high street at the centre of Skegness as seen on the attached location map -
- The expected outputs and outcomes are:
 - The Economy of Skegness grows through heritage-led regeneration supporting local independent small and medium-sized businesses to grow
 - A revitalized High Street created by the reinstatement of historic details and repair of 60+ buildings
 - A vibrant town centre at all times of the day and through the year by encouraging more residential use of upper floors for a variety of offer
 - People feel proud to live in Skegness because of the revitalized high street and new activities that happen in the town
 - People have learnt heritage skills because opportunities for the local community to learn heritage skills and how to care for historic buildings are provided through the scheme
 - Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
- The project benefits all different parts of the community of Skegness.
- The expected impacts of the project for the different beneficiaries are:
 - Through grants businesses are supported to grow,
 - those who visit the town benefit from an enhanced environment and
 - local people have opportunities to learn new skills and can feel proud of their town.

2.6 Risks, Constraints and Dependencies

Please set out the key risks, constraints and dependencies of the project, the probability, impact and mitigation approach to each

Risk, Constraint or Dependency?	Description	Owner	Probability (High, Medium or Low)	Impact (High, Medium or Low)	Mitigation
Risk	Covid-19 impact on the current/future UK Economy	All partners	Med	High	Uncertainty about the future trading conditions may causing owners to not be able to invest in the project due to other financial obligations. We will mitigate this by keeping the grant rate under review making it an attractive offer dependent on how the economy shifts.
Risk	Ensuring that enough building owners and occupiers to sign up to the scheme	All partners	Medium	High	The mitigation of current / past works to engage them in the project.
Risk	Delivering all requirements of the project within the time frame	Heritage Lincolnshire	Medium	Medium	We have already engaged with interested parties that are willing to take part in the scheme this will create momentum in gaining interest from other building

					owners. If we receive the funding as part of this application, we will have the means to obtain extra capacity from Heritage Lincolnshire ensuring the successful delivery of the project.
Risk	Professional support throughout the process	Heritage Lincolnshire	Medium	Low	The scheme will require additional skills to see that the project is completed such as architects, quantity surveyors and other services.

Part 3 – The Economic Case

3.1 Why should the project receive Town Funding? Please explain and provide evidence of why a privately provided solution would fall short of what is optimal (market failure).

This funding will enable us to invest into Skegness Town Centre that has received very little investment in the past years.

This project will deliver environmental value by the reuse of vacant/part occupied buildings, not only ground floor shopfronts but to provide living accommodation on the upper floors of buildings. This is to be a shell fit out point to allow for affordable accommodation for tenants. Being within the town centre the tenants will use cars less which adds to a positive environmental impact and encourages them to stay local to shop. Post-Covid, shopping locally is vitally important to the local economy and encouraging people to do so within their local areas. This will increase footfall as well as visitors to a more attractive town centre area enabling the recovery of the High Streets to continue.

Without Town Deal funding this project would not take place. Market Failure and the conservation deficit to bring back quality to the High Street and bring properties back into good condition preclude solutions from the private sector. To achieve the transformational change that this opportunity brings has to be incentivised to achieve the scale of change needed.

The Skegness Town Centre Transformation Project aims to revitalise and regenerate up to 60 historic buildings within Skegness' High Street through the reinstatement, repair of historic shopfronts and reuse of vacant buildings; making Skegness a more attractive place to live, work, visit and invest in. It will also enhance and complement with works in Tower Gardens and other public realm areas within the town centre.

The benefits of this urban regeneration scheme include many aspects that will help to assist in the British High Street and Post-Covid recovery.

The sense of place will be transformed as currently Skegness's town centre has a low public perception and to transform the local area will mean attracting more visitors and locals to use the area, create new and bolster existing businesses, and stimulate pride in our town's past and future.

Similar schemes have been very successful across the UK in recent years and Heritage Lincolnshire have worked on Boston's current Townscape Heritage Project in particular transforming shop fronts within the Town Centre. Other schemes include the Kasbah PSiCA scheme in Grimsby and Derby (whose impacts have been evaluated here <https://historicengland.org.uk/content/docs/local/derby-psica-legacy-report-pdf/>), and Cleethorpes TH, which have all proved highly successful.

3.2 Options Assessment

Please outline all options that have been considered, the option assessment process, and specify the rationale for discounting alternatives

The options analysis must include a 'do nothing' / 'do minimum' option

Why was the preferred option chosen?

The options considered for Skegness Town Centre were:

1. Do Nothing – this was discounted because the decline seen in the town would continue. The lack of strategic public regeneration in the Town over a significant period has fostered the conditions of decline in the town.
2. Leave change to the Private Sector – slow improvement of design quality and the repair of individual buildings can happen through the private sector and positive planning policies. However, this is incremental and unstrategic and therefore the option has been discounted
3. Town Deal - Strategic publicly funded Heritage-led Regeneration. This once in a lifetime opportunity to regenerate the centre of Skegness using heritage will raise design quality throughout the time; improve townscape quality and repair and renovate historic buildings. Heritage-led regeneration has been demonstrated in different economic contexts to promote growth, restore pride and an enhanced townscape.

3.3 Preferred Option

Please describe the Preferred Option and identify how this aligns with the objectives set out in the Strategic Case.

The preferred option is to secure public funding to be able to strategically invest in Skegness, taking a once in a lifetime opportunity to transform Skegness Town Centre. The project has been scoped at the level of intervention included within this business case to balance value for money and the level of impact necessary to sustainably tip the balance to continue to grow the town and enhance the townscape for those who live and work in the town and those who visit the resort. This level of intervention is achievable within the funding package to create a transformational change with Skegness.

The target area selected within this business case has been chosen because it is the heart of the historic town, and it is also one of the areas of highest vacancy within the Skegness enabling the greatest possible impact. The town is not designated as a conservation area, which means that it is not eligible for funding from Historic England or the National Lottery Heritage Fund. Therefore, the opportunity provided by the Town Deal is a once in a lifetime opportunity to secure funding in Skegness for a heritage-led regeneration.

We are committed to the completion of this project and are proactively seeking funding to extend and complement it. This includes uplift in funds towards public realm improvements from the highway authority, 3rd party grant recipient funds and other cultural and heritage focused funds such as the national lottery.

With Town Deal funds, we are not dependant on other external funders but securing addition funds will allow us to extend the scheme. Improvements to accessibility in the grade II listed Tower Gardens and better interpretation is a project that is likely to be eligible for additional funding, when applying for this Town Deal will be used as match.

If the level of overall funding was to decrease, we will not be able to target as many buildings as originally proposed. This will cause a decline in the economic targets and benefits that were originally proposed as part of the scheme. Which include new business, mixed use and the tourist economy, potentially causing a further decline in use of buildings, the death of the high street and low tourism and visitor economy.

3.4 Assessing the Options

Please provide a summary of the overall Value for Money of each of the options considered including the 'do nothing' option. This should include reporting of Benefit Cost Ratios and a consideration of:

Additionality – what the project will deliver above and beyond what would happen anyway

Displacement – whether the proposed intervention led to a reduction in economic activity elsewhere

Leakage – whether any of the expected benefits will be felt outside of the City

Assessing the options:

1. Do Nothing – the cost and impact of this option are nothing; however, this option would lead to the further decline of the city leading to poor economic, environmental and health and well-being outcomes
2. Leave change to the Private Sector – relatively low cost but also very low impact and any change would be unplanned. It is likely that if this option is chosen there would be further decline.
3. Town Deal - £3m of investment within Skegness will transform the town with a multiplier value of approximately 160%. This would change perceptions of the town within and without; stimulate growth and improve health and well-being outcomes. The rise in the quality of the townscape will encourage others who do not want to participate in the scheme to make their own change. This is often seen in large national high street brands who wish to define their own timelines and designs. These large multiples often take the cue from heritage-led regeneration schemes once they have completed. The schemes are designed to support small scale local independent businesses raising design quality causing the leakage of different benefits to neighbouring areas. The scheme is bespoke to Skegness building on its character and helping support the growth of existing businesses.

Without Town Deal funding this project would not take place.

The Skegness Town Centre Transformation Project aims to revitalise and regenerate up to 60 historic buildings within Skegness' High Street through the reinstatement, repair of historic shopfronts and reuse of vacant buildings; making Skegness a more attractive place to live, work, visit and invest in. It will also enhance and complement with works in Tower Gardens and other public realm areas within the town centre.

The benefits of this urban regeneration scheme include many aspects that will help to assist in the British High Street and Post-Covid recovery.

The sense of place will be transformed as currently Skegness's town centre has a low public perception and to transform the local area will mean attracting more visitors and locals to use the area, create new and bolster existing businesses, and stimulate pride in our town's past and future.

Up to 60 businesses will be supported to improve their buildings and businesses and the economic impact through historic building frontages repaired and transforming the look of historic Skegness' open spaces which will mean that it will become more appealing to visitors, aesthetics, and improve the brand of the town.

An uplift in business rates from vacant floorspace will be brought back into use and at least 10 empty properties brought back into active use. This will support the local council and encourages other businesses to set up shops within the local town area as they join a vibrant community of shop owners who feel supported and proud of their local area. This will then increase visitor and tourist footfall due to this increase in business activity and value.

With the recovery of the British High Street and post Covid, this will encourage and support 'above shop living', maximising on floor space within these buildings and increase much needed bed stock to the area. A bigger local economy with people living and working in the town to spend and put back into the local economy. It will also benefit the environment, local economy and create a more vibrant town centre for people. More mixed-use spaces within the scheme area will also create more job opportunities and flexibility and resilience for businesses enabling the development of small businesses within the town that may not otherwise feel able to make this transition within their business.

Supporting skills and enterprise infrastructure which will drive private sector investment and ensuring Skegness have the space to support skills and small business development as well as supporting the local employment through procurement of local building contractors, craftspeople and encourage the development of heritage skills. This will also create new jobs locally through the new businesses as the activity and requirement of them increases with the project.

SCALEABILITY - Due to the current pandemic (Covid-19) it is unlikely any similar project would take place in the near future. As stated earlier, Skegness is not a Conservation Area and the high street area contains no listed buildings, thus it is unlikely that the area would be eligible for other large scale 'shop front grant schemes. If Town Deal funding was reduced, then this would mean that less properties would be able to benefit from the scheme and as this is such a large area within the town centre, smaller investment would not achieve the visual impact needed for people to see the results or act as a catalyst.

The size of the scheme is based upon detailed estimates and will be scale-able to the level of take up from business and building owners. Assuming 70% of the high priority shop fronts (51 highlighted and costed) proceed with funding, 36 shop fronts will be regenerated. For medium priority shop fronts (51 shop fronts highlighted and costed) and 50% of owners take up the funding a further 25 properties will be regenerated.

For Upper Floor Works, it has been estimated that 50% of highlighted properties receive Upper Floor Works funding, will equate to 10 properties being able to regenerate this area of the building.

Within these estimates and costings, we have presumed that not everyone eligible for the grant will take up the opportunity.

3.5 Assessment Methodology

Please describe the approach used to assess the impacts of the scheme, describing both the quantitative and qualitative methods used

A framework for monitoring the scheme has been developed and the indicators recorded are attached. These will look at a variety of quantitative metrics such as new jobs, investment, the increase in footfall, uplift in rental and sales values, the amount of additional floorspace brought into use and the numbers of new dwellings created. They will also record qualitative metrics to show the changing perceptions of the town including perceptions of crime.

Internally indicators for applicants will be captured by a new internal CRM system enabling the most effective use of resources.

At the inception of the project a baseline will be recorded to compare the final impacts of the scheme. Finally, the impact of the scheme will be independently evaluated at the conclusion of the scheme.

3.6 Inclusive Growth: What difference/ impacts (positive or negative) will your project have in terms of promoting equality, diversity, inclusion and human rights?

The Skegness Towns Fund Programme needs to follow the Public Sector Equality Duty. In this respect, please explain how your project will eliminate discrimination, advance quality of opportunity, and foster good relations between different people. Further guidance can be found here: <https://townsfund.org.uk/resources-collection/meeting-the-public-sector-equality-duty?rq=equalities>

Please also complete the Equality Impact Assessment at Appendix B

All of the impacts with the Town Deal will be subject to the Public Sector Equality Duty and the Equality Impact Assessment in appendix B. The application process for a heritage grant will be open, transparent and fair with clear published criteria and scoring by the Independent Grants Panel (Project Board). The grant scheme will be open and promoted to all communities to give equality of opportunity to apply for public funding.

Heritage Lincolnshire is committed to advancing equality and diversity as a key feature within all its activities. We have a commitment to maintaining a culture of respect and dignity in the workplace. We will work within all current and relevant anti-discrimination laws, revising our policies, procedures and practices as appropriate. All staff, trustees and volunteers have a responsibility to be proactive in their approach to equality and diversity, and in tackling unlawful discrimination using the principles of the Equality Duty.

Heritage Lincolnshire's Policy Statement

Equality and Diversity is about respecting people's differences and different views and creating an environment that people can thrive in. Equality is about protecting people who have a 'protected characteristic' of age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, marriage and civil partnership, pregnancy and maternity. This also includes political or trade union activity or unrelated criminal convictions. Diversity goes beyond equality and the groups covered by anti-discrimination legislation. It is about recognising and valuing the differences and individual contribution that people make, whether at work or in the community. It is about being valued and treated with respect and ensuring that all people maximise their potential and contribution.

The aims of the Policy Statement and underpinning principles

- The Trust recognises and accepts its legal obligations under the Equality Act 2010. Under this Act, age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation are protected characteristics. Employees, applicants for employment, volunteers, learners and prospective learners who have one or more of these characteristics are protected from all forms of unlawful discrimination, including direct and indirect

discrimination; discrimination by association; discrimination by perception; discrimination arising from disability; harassment; and victimisation.

- The Trust will use its best endeavours to provide an environment free from unlawful discrimination because of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- This policy and principle of non-discrimination applies equally to the treatment of our volunteers, partner organisations, clients, visitors, customers, suppliers by our staff and the provision of goods and services.
- The Trust will monitor and review the operation of this policy and will implement any changes required by law or to improve its effectiveness.

3.7 Explain how the bid aligns to and supports the UK Government policy objectives, legal and statutory commitments in relation to delivering Net Zero carbon emissions and improving air quality.

You may find it useful to refer to the Skegness Sustainable Toolkit which can found at: <https://spark.adobe.com/page/Ap3p9fYrHWHFf/>

Heritage can help address the UK Government’s objectives and commitments to delivering Net Zero. The most sustainable buildings are those already standing as the amount of embodied energy contained in a building that has stood for a hundred years is great. This has been detailed by Historic in Heritage Counts [Carbon in the Built Historic Environment | Historic England](#) , which brings together their research over a number of years to evidence how heritage can help us to achieve Net Zero commitments.

Within the grant scheme long-term mitigation for the impacts of coastal flooding will be incorporated into designs for new shopfronts. This approach was very successfully developed in Cockermouth following the 2009 floods. The Cockermouth Shopfront Heritage Grants ensured there was future resilience for businesses from the impact of flooding. Guidance on flooding and historic buildings from Historic England is available here [Flooding and Historic Buildings \(historicengland.org.uk\)](#) .

3.8 For capital projects, please explain how environmental legislation is being considered and adhered to as part of your projects.

How is Environmental Impact Assessment (EIA) and Habitats Regulations Assessment (HRA) has or is being addressed through your project. Please see more guidance here: <https://townsfund.org.uk/resources-collection/addressing-your-planning-eia-and-hra-needs-in-your-business-case>

The projects will all be below the threshold for requiring an Environmental Impact Assessment. All projects will comply to national regulations and legislation, such as the Habitats Regulations Assessment process.

3.9 Wider Impacts

Please describe what other non-monetised impacts the project will have, and provide a summary of how these have been assessed.

The wider benefits of this project include:

Community Impact;

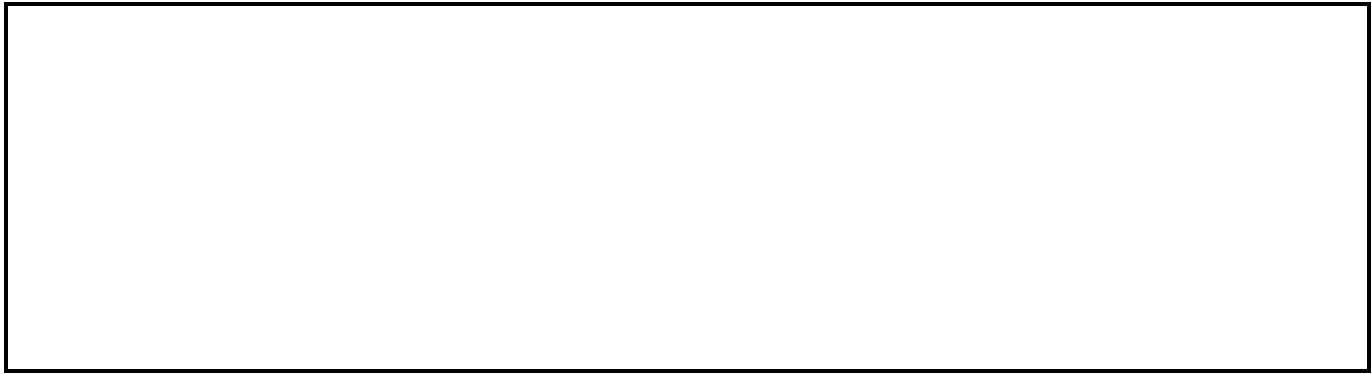
- The Covid-19 pandemic has shown a need for local facilities, as many people have spent a lot more of their time at home. The local economy is stronger as people are now more likely to stay within their town to enjoy events/places that are within their local area. They spend money with local businesses and not have to travel further for their day out shopping as they have everything on their doorstep. This ultimately helps carbon footprint by travelling less and sustains local businesses and the area.
- The planned activities within the Town Deal project will help to change local people's perceptions of Skegness fostering a pride in Skegness
- The Heritage-led regeneration scheme will harbour a sense of place in Skegness
- Finally, the scheme will address skills shortages in the town by providing heritage skills training through the project and planned activities

Visitors/tourists:

- Visitors from within the county and across the UK
- Tourists from abroad
- The High Street of the town has many vacant buildings within the Town and the closure of key retailers has significantly impacted regular shoppers and visitors and the decline of the high-street has created a gap that needs to be filled.

Historic England notes that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

Retaining and creating a wider tourism offer within the town encouraging longer stays which will boost the local economy.



Part 4 – The Financial Case

4.1 Project Budget						
Please provide a breakdown of the project costs by year.						
	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Total
i) Capital						
Capital Grant	25,000	375,000	515,000	485,000	100,000	1,500,000
Owner match	5,100	96,934	205,615	156,885	20,400	484,934
Public Realm				150,000		150,000
Parks and Gardens grant		50,000	400,000	50,000		500,000
Professional fees	25,000	44,540	44,079	36,079	22,000	171,698
Inflation and Contingency		45,460	90,921	90,921		227,302
Total Capital	55,100	611,934	1,255,615	968,885	142,400	3,033,934
ii) Revenue Costs						
	23,000	30,000	32,000	33,720	15,000	133,720
Total revenue	23,000	30,000	32,000	33,720	15,000	133,720
Total Project Costs	78,100	641,934	1,287,615	1,002,605	157,400	3,167,654

*Figures have been rounded to the nearest £1, so there may be +/-£1 variance.

4.2 Please provide more detail on what Town funding will be spent on including a detailed breakdown of the financial position of the project, incorporating all values and costs directly associated with delivery of the scheme.

Please explain how risk has been factored into the costs

The grant scheme will support building owners/occupiers in the High Street & Lumley Road to carry out improvements to the façades of up to 60 buildings, replacing signage, introducing high quality shopfronts, repairs and works to bring vacant upper floors into use. Buildings have been prioritised based on the potential impact of the proposed development on the street scene. A draft scheme of works for each property has been costed which has been used to estimate overall project spend.

The average grant spend on projects will be £25k; however, there will be different levels of interventions through the scheme from simple decluttering, stripping back and repainting to major repair and reinstatement of historic details. This will enable transformational change which will encourage others to take low-cost measures even if they do not want to take a grant. Through heritage-led grant schemes the uplift in the quality of the townscape is sustained by future owners wanting to replicate the quality of the grant scheme to gain similar benefits.

Public realm enhancements include improved planting and seating along with the introduction of a gateway feature to signal arrival in the resort. Funding will also be spent creating interest at Tower Gardens. Investment in public spaces encourages individuals to come together as a community and experience a place, it increases safety and wellbeing and being more attractive to visitors and locals alike creates economic and social development.

As part of the funding, we will also work within the community to engagement local people in the project.

4.3 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.

A high-level budget has been set aside for public realm improvements. This has come about from conversations with the local highway authority. In Round 1 of the delivery, a scheme will be developed which meets this budget alongside any additional match needed from the highway's authority maintenance budget.

Buildings have been prioritised based on the potential impact of the proposed development on the street scene. A draft scheme of works for each property has been costed which has been used to estimate overall project spend. During the first round, grant properties will be fully designed and costed.

The size of the scheme is based upon detailed estimates and will be scale-able to the level of take up from business and building owners. Within these estimates and costings, we have presumed that not everyone eligible for the grant will take up the opportunity.

4.4 Funding
 Please provide a breakdown of the sources of funding for the project. Annual totals must match those set out at 4.1

	Year 1 21/22	Year 2 22/23	Year 3 23/24	Year 4 24/25	Year 5 25/26	Total
i) Capital						
Town Deal	50,000	515,000	1,050,000	812,000	122,000	2,549,000
Please specify match						
Owner match	5,100	96,934	205,615	156,885	20,400	484,934
Total Capital	55,100	611,934	1,255,615	968,885	142,400	3,033,934
ii) Revenue Costs	23,000	30,000	32,000	33,720	15,000	133,720
Town Deal	23,000	30,000	32,000	33,720	15,000	133,720
Please specify match						
Total revenue	23,000	30,000	32,000	33,720	15,000	133,720
Total Town Deal Funding	73,000	545,000	1,082,000	845,720	137,000	2,682,720
Total Match Funding	5,100	96,934	205,615	156,885	20,400	484,934

4.5 Affordability

Please set out the current position with regards the funding available to the project
Is all match funding confirmed, to you have a full funding package in place?
Are you able to proceed with the project once this Business Case is approved?

Match funding will be funded by the property owners as they will need to invest into their own buildings with at least 10% of the costs involved. This will be secured in advance of works starting on site.

The model of third-party grant schemes is tried and tested regionally and nationally. Within the development of schemes, the ability of owners to pay their contributions are tested before contracts are entered and all grant payments are paid in arrears following the payment of contractors after different project milestones or practical completion are met.

Part 5 – The Commercial Case

5.1 Demand

What evidence do you have of demand for the project? Have you undertaken any consultation or market analysis / testing to provide evidence of market demand?

Historic England noted that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

At Town Deal Prospectus stage we engaged with local business and property owners to identify priority buildings and gather interest. In Skegness 7 property owners registered an interest (most of these owners of multiple or larger properties). From these 7 we will now begin to engage with them again to see which are able to come

forward for round one grant funding, hopefully to be designed, costed and permissions put in place for an early 2022 delivery.

We recently scheduled an online interest event for business owners; we recorded a series of presentations which will be sent out to these contacts soon to provide additional information. Following the event there was a further 4 expressions of interest in the scheme. All of this interest in the scheme has been achieved without any formal publicity for the scheme which obviously cannot currently be released. We also have full support of Nicola McGarry who is the Lincolnshire Coastal BID Manager and have had productive conversations with businesses and Councillors.

Now, more than ever (post-Covid) we need to support our high streets. To remove barriers to accessing the grant present in traditional delivery models, it is proposed that design, tendering and cash flow is completed centrally, and applicants will only be required to invest a small amount to secure a grant. Town Deal funding presents a once-in-a-generation opportunity for Skegness town centre, which has suffered from years of underinvestment. Grant funding will provide an incentive for owners to invest, set the standard for future development and bring Skegness's historic town centre back to its former glory.

LCC have also invested in a local highway model, which helps to map existing junctions and traffic flow to inform the design of future improvements in this area. De-cluttering of the paved area at the top of Lumley Road has already taken place, leaving more budget for physical improvements in this area.

5.2 Viability / Sustainability

Outline how the scheme will be commercially viable/financially sustainable beyond the initial funding period. Please append further documentation as outlined in Part 8 to support the case as required.

Historic England noted that investing in historic places generates economic returns for the area with on average £1 of public sector expenditure on heritage-led regeneration generating £1.60 in additional economic activity over a ten-year period. One in five visitors spend more in an area after investment in historic buildings and the UK was ranked 5th out of 50 nations in terms of being rich in historic buildings and monuments. Heritage tourism has been growing and is forecast to grow further in the future. It benefits the local economy too, as for every £1 spent as part of a heritage visit, 32p is spent on site and the remaining 68p in local restaurants, cafes, hotels and shops.

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The direct legacy of the grant-funded projects will be managed by East Lindsey Borough Council through the planning system. There will be grant conditions to avoid removal of the shopfronts in the short-term through the clawback of grant aid. Heritage-led regeneration schemes also have a legacy in the uplift of quality of works and the durability of the reinstated details. This often leads to people caring more for their shopfront and those who have not taken part in the scheme attempting to replicate the same quality to compete with grant-aided businesses. The value of these projects as a catalyst for changes has sustained in the examples in Grimsby, Derby, Nottingham and Boston.

5.3 Procurement

Please set out your procurement approach for the project.

Why has this approach been selected?

How does it provide best value for money?

Does social value form part of the procurement strategy?

Heritage Lincolnshire already deliver a number of publicly funded multi-million-pound heritage-regeneration schemes on behalf of local and national funders and are therefore required to follow public-procurement guidance. A procurement strategy for each project sets out how this applies to the unique circumstances of individual projects and ensures compliance.

Heritage Lincolnshire have already delivered heritage-led regeneration schemes locally at Boston as well as a string of Heritage at Risk projects, such as the recently opened Old King's Head at Kirton. For each project a bespoke procurement strategy is developed to be compliant funders and local authority procurement rules and requirements. This approach has previously been selected to ensure compliance with funders and approving bodies.

The bespoke procurement strategy for the Skegness Town Deal will be written before the commencement of the project and will be approved by the Skegness Town Deal Board. Best Value will be achieved by competitive tenders for each element of the scheme over a low threshold. Social value implications will be part of standard tendering documents.

Grant application processes will be open, fair and transparent with regular funding rounds established, clear thresholds and guidance. Decision making on grants will be through formal decision panels with established mechanisms for good governance; clear terms of reference, funding criteria and forms, minuted meetings and suitably qualified and independent membership.

5.4 What evidence can you provide that processes meet, or will meet, the public procurement requirements, including:

- Advertising contract opportunities to the market; and
- Evaluating bids in an open transparent and non-discriminatory manner.

A procurement framework was recently developed with partners for the Greyfriars Project in Lincoln. This will be shared to give an example of the type of framework we use. We will have a very similar document which will detail the open and transparent tendering processes that are required with clear criteria and an open scoring. Within that there is a policy regarding declarations of interest.

5.5 Subsidy Control

The accountable body is required to ensure that funding complies with the rules on subsidy control or state aid. State aid is any advantage granted by public authorities through state resources on a selective basis to any organisations that could potentially distort competition and trade. If your project proposal constitutes state aid, we will be unable to fund it unless you can demonstrate that it is outside the scope of or exempt from subsidy control or state aid rules. Please explain how the project will be delivered in line with Subsidy Control as per UK Government Guidance

<https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities>

Our programme will take independent recorded advice prior to award of first grants and produce a subsidy-control-compliance document on the scheme, however we are confident in our ability to comply with subsidy controls guidance. In particular, we expect grants to individual owners/properties be largely under the £350,000 updated “de minimis” guidance and for funding to meet the updated BEIS subsidy control objectives; namely:

- subsidies should pursue a public policy objective
- subsidies should be proportionate in terms of what is necessary to achieve the objective
- subsidies are necessary to bring about a change in behaviour
- the beneficiary would not have funded the project otherwise
- the objective could not have been achieved through other means
- the positives of the subsidy outweigh the negative

The above priorities will all be assessed through the grant application process and documented through decision-making panels and minutes. In line with guidance, award of grants will be documented to ensure thorough recording of compliance. For business owners offered grant funding there will be a specific subsidy control section in each grant contract which will detail the implications of grant funding for individual beneficiaries. This will be undertaken in concert with the subsidy control approach taken for the wider Town Deal programme.

Part 6 – The Management Case

6.1 Project Management and Governance

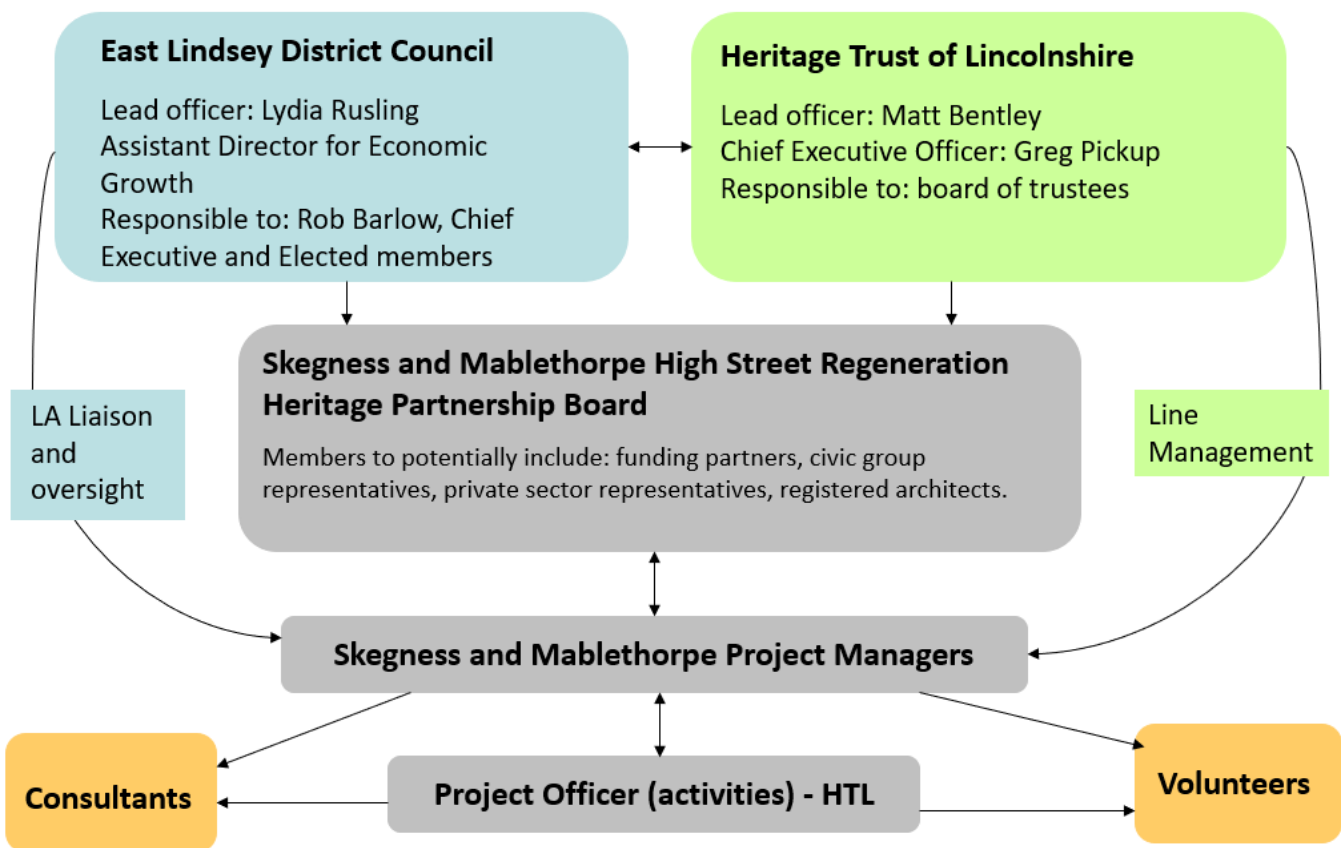
Please set out how the project will be managed

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.

The project will be delivered by a dedicated team of Capital Project Managers, alongside project designers who will be tendered for each round of grant delivery using a pre-agreed framework. Capital Project managers will be working over 3 schemes (Boston, Skegness and Mablethorpe) to enable a greater skill base and flexibility within the delivery of the scheme.

Schemes will be taken by the Project Managers to the Grants Panel for approval. The Grants Panel will be the project board and include local authority representation. Updates will be provided regularly to the Town Deal Board, Heritage Lincolnshire’s Board of Trustees and its Buildings Advisory Committee and the Local Authority.

Skegness and Mablethorpe High Street Regeneration: Project Management Structure



This project will deliver additional services and facilities including:

- Carrying out repair and shopfront reinstatements with up to 60 buildings transformed, creating a more vibrant town centre which will make it more attractive to existing business owners/new businesses to

move into Skegness's town centre. The project will invest money into the repair and conservation of historic buildings within the scheme area which will allow businesses to invest smaller amounts of money into their building whilst benefitting economically from more shoppers and visitors.

- Sympathetically adapt and change the buildings to improve accessibility for those with disabilities.
- Provide above shop living facilities, creating separate entry ways safeguarding the residential space whilst ensuring clear differentiation between the two different spaces. This will increase the bed stock for the town which means it can support local economy by keeping the local spending pound within the town. This will ultimately encourage longer stays from visitors which will also generate economic growth and increase tourism in the town.

Uplift in business rates from vacant floorspace brought back into use; at least 5 empty properties will be brought back into active use. Taking into account the demand for retail, residential and commercial units within the town.

Heritage Trust of Lincolnshire is a local charity committed to conserving the rich history of the county for the benefit of people who live and work in the area. We work to advance our understanding and appreciation of archaeology, historic buildings, traditions and culture, whilst working with a wide range of partners.

As an active Buildings Preservation Trust we have experience in securing funding for the conservation of historic buildings at risk. Over the past 29 years the Trust have successfully saved 8 buildings from dereliction, preserving them to be enjoyed by future. We also offer a diverse range of opportunities for education, volunteering, and leisure activities, all of which encourage people to explore the heritage of the area and to become actively involved in its conservation.

Design will be tendered.

6.2 Approvals and escalation procedures

Specify the reporting and approval process for the project for example, how will key decisions be agreed / signed off?



ELDC Third Party
Grants Process.docx

The Grants Panel for the Town Centre Transformation of Skegness is the primary decision-maker determining whether projects are grant-aided and acting as the Programme Board. There will be regular meetings as required to enable the efficient delivery of the grant scheme. The approval process is shown with the flow chart above.

In addition, quarterly reporting of the scheme will be distributed to the Town Board, Heritage Lincolnshire's Board of Trustees, East Lindsey District Council, MHCLG and the Conservation Advisory Group.

Heritage Lincolnshire will have accountability for the scheme and therefore it will be overseen by its Board of Trustees.

6.3. Project Timeline and Milestones

Please outline the key steps that have been, or will be, completed to ensure delivery of the project. Please note key milestones will be incorporated into the funding agreement and form the basis for formal monitoring of the project.

Milestone	Forecast Commencement /Submission Date	Forecast Completion/ Award Date	Comments
Initial scheme design complete (Round 1)		30/09/2021	Engagement with those who previously completed EO1 to identify properties for Round 1 grant delivery. This
Feasibility work completed (Round 1)		30/09/2021	Draft Legal Agreements, Design Guidance and Governance put in place.
Acquisition of statutory powers (Round 1)	N/A		Planning permission will be sought after detailed design. Highway design to be shared/consultation.
Detailed design completed (Round 1)	30/11/2021		Round 1 grant properties designed to RIBA 4/5 and costed. Highways improvements fully designed and programmed for delivery.
Planning Permission submitted (Round 1)	01/12/2021		Round 1 grant properties planning applications and building regulations plans submitted. Due for decisions early February.
Match funding secured (Round 1)	01/10/2021	31/03/2022	Ongoing engagement with grant recipients to secure grant match in advance of project delivery to avoid unnecessary delays later on.
Procurement process issued (Round 1)	01/02/2022		Following planning/building regulations approval begin tendering.
Procurement contracts Awarded		01/04/2022	Grouping projects together may offer cost benefits (dependant on applicants that come forward).
Start of Construction (round 1)	25/04/2022		After Easter Holidays to avoid unnecessary disruption to existing businesses heavily dependent on summer season.
Completion of construction (Round 1)		31/07/2022	To support local tourism so that works are complete prior to Summer Holidays.
Start of Activity (Round 1)	Unknown		Highway and public realm improvements will be scheduled by LCC after detailed design and tendering. Currently estimated year 2, 2023/24.

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

Milestone	Forecast Date	Comments
(Round 2/Round 3/ Round 4) Initial Scheme design and feasibility	30/09/2022 30/09/2023 30/09/2024	Re-engage with property owners to establish further rounds of potential grant applicants. Repeat this annually for life of the project. Use previously delivered grants as an example of what can be achieved.
(Round 2/Round 3/ Round 4) Detailed design complete	30/11/2022 30/11/2023	Grant properties designed to RIBA 4/5 and costed. This includes engagement with property owners and Grants Panel.

(Round 2/Round 3/ Round 4) Planning Permission and other consents secured	01/02/2023 01/02/2024 01/02/2025	Round 1 grant properties planning applications and building regulations plans submitted as soon after details design is complete for decisions due by February.
(Round 2/Round 3/ Round 4) Match Funding Secured	01/01/2023 01/01/2024 01/01/2025	Ongoing engagement with grant recipients to secure grant match in advance of project delivery to avoid unnecessary delays later on.
(Round 2/Round 3/ Round 4) Procurement Contracts awarded	01/04/2023 01/04/2024 01/04/2025	Following planning/building regulations approval begin tendering. Grouping projects together may offer cost benefits (dependant on applicants that come forward).
(Round 2/Round 3/ Round 4) Start of construction works	Mid-April 2023/24/25	After Easter Holidays to avoid unnecessary disruption to existing businesses heavily dependent on summer season.
(Round 2/Round 3/ Round 4 / Round 5) Completion of Construction works	Late July 2023/24/25	To support local tourism so that works are complete prior to Summer Holidays.
Project Evaluation Completed	September 2025	

6.4 Risk management strategy

Please describe the risk management strategy for the project

A risk management log and strategy will be developed before the commencement of the scheme. The full project Risk Register assesses risk on a prioritisation matrix determining the severity and impact of risks and developing mitigation strategies to reduce the risk to an acceptable level or close them off. The Project Risk Register will be a standing item on the Grants Panel's agenda so risk will be constantly monitored and addressed.

6.5 Please outline the financial management and control systems that would be used for the project, including the process for compiling and authorising claims for payment?

Heritage Lincolnshire already have control systems through their financial procedures. Heritage Lincolnshire have been set up to deal with multi-million-pound capital projects. For each project there are clear procedures authorisation and delegation limits based on the requirements of the funder but enabling control of transactions and the efficient while safe delivery of the scheme. As a charity Heritage Lincolnshire annually publish full management accounts.

Financial controls relating to the grant scheme ensure due diligence processes make sure the schemes are delivered. Due Diligence including credit checks, verifying bank details and VAT status are made for applicants before contracts are entered into to ensure that they have the necessary funds to deliver the project. Grantees are paid in arrears when evidence of the payment of contractors is provided. This secures the scheme and makes sure project milestones are met before payments are made. To reduce the risk of schemes being jeopardised by contractors going bust, Heritage Lincolnshire will conduct credit checks on architects and contractors before their use is approved.

Finally, Heritage Lincolnshire have an Anti-Fraud policy and are developing an Anti-Money Laundering policy. All staff will receive Anti-Money Laundering training

6.6 Only eligible and defrayed expenditure can be included in a claim for Town Funding. Please explain how the project will manage its cash flow throughout the project's lifetime

A full cash-flow spreadsheet is attached. The assumptions underlying the cash-flow are that Heritage Lincolnshire will be able to drawdown in advance of payment and that a capital commitment is sufficient to drawdown funds. All payments of grants are made in arrears.

6.7 Publicity: Please explain what media and communication arrangements you will use to raise awareness of the project and use of Town funding?

Please refer to the Towns Fund Communications and Branding Guidance <https://townsfund.org.uk/resources-collection/communications-and-branding-guidance>

Communications and Press will be used throughout the scheme to highlight positive change and acknowledge the positive impact the investment from HM Government has had on Skegness. There is a budget for promotional material including banners and signage. We will also use activities such as the murals created in the activity plan to be able to make a lasting acknowledgement of our funders.

Traditional and Social Media will be used to let the local community know about the great transformation that is happening. All Communications and Branding will follow the Towns Fund guidance. In house branding using the guidance will be produced by Heritage Lincolnshire's in house graphic designer.

6.8 Outputs: Please set out in the embedded spreadsheet, the projected outputs of the project and when you expect these to be achieved? Some outputs are mandatory, please complete these plus details of other outputs your project deliver, referencing Appendix A.

6.1 Output Profile							
	2021/22	2022/23	2023/24	2024/25	2025/26	Future Years	Total
i) Core Outputs (Strategic Economic Plan)							
Public Investment Leveraged (£)	73,000	545,000	1,082,000	845,720	137,000		2,682,720
Private Sector Investment Leveraged (£)	5,100	96,934	205,615	156,885	20,400		484,934
Number of new Jobs Created (gross)		8	12	12	10		42
Number of Jobs Safeguarded (gross)		8	10	12	10		40
Number of new housing units completed							
ii) Local Strategic Outputs							
Commercial floorspace refurbished/constructed and occupied (sqm)		0					
Number of businesses assisted to improve performance		0	12	15	18	15	60
Number of learners supported		0	40	80	80	80	280
Number of new businesses created		0	5	8	8	6	27

GVA Uplift							
iii) Others (please list) *							

6.9 Please describe the rationale and assumptions you have made in establishing the outputs above. This must link clearly to the project’s activity and objectives. Please explain your method for calculating the target levels

Heritage Lincolnshire have previous and current experience of delivering the Partnership Scheme in Conservation area (Historic England) and current Townscape Heritage (National Lottery Heritage Fund) Project in Boston and this has put us in good stead to be able to offer the scheme to more business owners in Skegness. The results have already been extremely positive for those businesses and the new funding in this area of East Lindsey will provide a positive impact to the area for residents and visitors.

Vacancy levels of properties within the Town Centre are increasing due to Covid with some key High Street retailers no longer trading in Skegness. Typically, the vacancy rates have been low for the region. The seasonality of the town is of great impact to the economy and to encourage visitors to attend all year round to the seaside resort would improve and create a more sustainable economy post Covid. This is demonstrated in the Steam Final Trend Report for 2015-2017 conducted on behalf of East Lindsey District Council by Global Tourism Solutions (UK) Ltd.

That said any recently vacated properties will be targeted ahead of each round of funding to encourage participation in the scheme. Given the majority of those properties vacated recently have been larger national chains which are much more difficult to find new tenants due to their size the grant offers an opportunity to split these back into single more rentable units.

6.10 Please set out the outcomes you expect the project to deliver – referencing Appendix A

- The Project outcomes are:
- The Economy of Skegness grows through heritage-led regeneration supporting local independent small and medium-sized businesses to grow
 - A revitalized High Street created by the reinstatement of historic details and repair of 60+ buildings
 - A vibrant town centre at all times of the day and through the year by encouraging more residential use of upper floors for a variety of offer
 - People feel proud to live in Skegness because of the revitalized high street and new activities that happen in the town
 - People have learnt heritage skills
 - Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors

There are several ways in which we will assess evidence of outcomes, results and social value delivered.

We are already responsible for the Boston TH Project and as part of that project we have in place regular meetings with the current public funders; The National Lottery Heritage Fund and Boston Borough Council. These meetings allow us to monitor the project and ensure they are happy with the decisions being made. We currently hold a Boston Townscape Heritage Grants Panel, which includes updates about the project as well as sharing ideas it is attended by local stakeholders committed to Boston's Heritage such as the Boston Preservation Trust, Boston Big Local and Boston Borough Council. This has worked well over the project so far and will be mirrored as part of the Skegness Project to ensure it is as successful as Boston's.

Ongoing documentation within Heritage Lincolnshire will ensure that we are on target with the number of businesses that the scheme will support. We will log data on the key measurables as we progress and will measure ourselves against these targets, taking corrective action where necessary

The Skegness BID will be able to give footfall metrics.

6.4 Monitoring and Evaluation

Please outline how the project will gather and assess evidence of outputs and outcomes. Please set out your evaluation plan and timescales and how this feed this into the overall evaluation of the Skegness Town Deal.

There are several ways in which we will assess evidence of outcomes, results and social value delivered.

We are already responsible for the Boston TH Project and as part of that project we have in place regular meetings with the current public funders; The National Lottery Heritage Fund and Boston Borough Council. These meetings allow us to monitor the project and ensure they are happy with the decisions being made. We currently hold a Boston Townscape Heritage Grants Panel, which includes updates about the project as well as sharing ideas it is attended by local stakeholders committed to Boston's Heritage such as the Boston Preservation Trust, Boston Big Local and Boston Borough Council. This has worked well over the project so far and will be mirrored as part of the Skegness Project to ensure it is as successful as Boston's.

Ongoing documentation within Heritage Lincolnshire will ensure that we are on target with the number of businesses that the scheme will support. We will log data on the key measurables as we progress and will measure ourselves against these targets, taking corrective action where necessary. The indicators in the attached spreadsheet will be used to monitor the impact of the scheme.

Part 7- Project Summary Document

Summary Document table	
7.1 Project name:	
7.2 Heads of Terms project conditions	
<ul style="list-style-type: none">- Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable.- Where the condition was to provide a delivery plan please input in the section below and/or attach to this document.	
7.3 Business case appraisal	
Provide details of how the business case has been appraised including: <ul style="list-style-type: none">- business case type- any internal or external assurances	
7.4 MHCLG capital (CDEL) 5% payment	
Main activities, if applicable: <ul style="list-style-type: none">•••••	
7.5 Quantified benefit-cost ratio/value for money (e.g., Benefit Cost Ratio or Net Present Social Value)	
A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.	

7.8 Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

7.9 Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

Part 8 – Supporting Information

7. Supporting documents checklist		
Where applicable, please submit the following documents with your Business Case		
Document	Supporting Notes	Applicant's comments
Project Site Plan and copy of relevant planning permissions	Showing clear boundaries of all areas to be included in project	YES
Red Book valuations to support site acquisition/ assembly cost and completed scheme value. Valuation reports produced should be no more than six months old.	Required where funding is being sort to acquire sites/properties, and/or for completed scheme value, against which any clawback liability will be assessed.	
Detailed cashflow and breakdown of budget	To demonstrate a) cost items are in line with the TIP submission b) the forecast cost c) how the costs will be profiled across the project lifetime.	YES
Scheme plans, Cost Plan/Bill of Quantities. Development appraisal to be provided. If this information is not available a breakdown of all scheme costs, supported with data/assumptions to be provided. Costs should be no more than six months old	The due diligence assessment requires analysis by independent cost consultants to ensure costs are relevant, realistic, market facing, evidence based and thus reliable before a funding agreement can be put in place	INDICATIVE COSTS IN CASHFLOW
Explanation of match funding arrangements and estimated timescale for approval	We will need to understand where match funding will be sourced from in order to demonstrate deliverability of the overall scheme	EXPLAINED IN TEXT
If applicable, proof of irrecoverable VAT on eligible costs	Please supply proof of irrecoverable VAT on eligible costs	SOUGHT FRFOM APPLICANTS
Applicant organisation's relevant policies, including Equality & Diversity Policy, Sustainability Policy	You are responsible for ensuring any Delivery Partners hold a policy	ATTACHED
Gantt Chart	To reflect the key milestones during project set-up, implementation and closure.	MB
Organogram	An up-to-date organisation chart and / or project delivery structure Also, for delivery partners, if applicable.	ATTACHED AND MB
Subsidy Control	Evidence of independent legal advice that the payment of the Towns Fund Grant shall not result in a breach of Subsidy Control rules.	TO COME

7. Supporting documents checklist		
Applicant's procurement policy if available	Note that public procurement rules supersede organisation's procurement policy	BESPOKE PROCUREMENT POLICY FOR A SCHEME IN DEVELOPMENT
Other	Any other key, relevant, documents you consider should be submitted including project feasibility studies and impact assessments.	IMAGES OF HERITAGE-LED REGEN SCHEMES

Appendix A

The table below outlines the interventions in scope for the Towns Fund. For proposed interventions, towns will need to align with:

- **Outputs:** This sets out the kinds of intervention outputs that will be considered acceptable.
- **Alignment:** We would expect interventions to align with each of the policies and programmes listed, where these apply to your town.
- **Outcomes:** This lists the acceptable outcomes that we would expect to flow from your chosen interventions. Towns will be required to clearly demonstrate, through a Theory of Change (with supporting evidence and assumptions clearly set out), how your proposed projects will deliver one or more of the outcomes in the table below.
- **Outcome indicators:** These are the indicators that will be used to set targets and measure progress and determine whether the outcomes have been delivered.

	Outputs	Alignment	Outcomes	Outcome indicators
Local transport	<ul style="list-style-type: none"> • New, revived, or upgraded train and tram lines and stations • New or upgraded road infrastructure • More frequent bus services or infrastructure upgrades e.g. digital bus shelters 	<ul style="list-style-type: none"> • Beeching reversals and fund for rail improvements • Local Transport Plans • Transforming Cities Fund projects • Policies on low carbon and air quality • Local Industrial Strategy 	<ul style="list-style-type: none"> • Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work • Improved affordability, convenience, reliability, and sustainability of travel options to and 	<ul style="list-style-type: none"> • Average time taken to travel to work by usual method of travel • Commuter flows • Number of trips by purpose and main mode • Vehicle flow

	Outputs	Alignment	Outcomes	Outcome indicators
	<p>with Real Time information.</p> <ul style="list-style-type: none"> • New or upgraded cycle or walking paths. • Wider cycling infrastructure such as cycle parking. 	<ul style="list-style-type: none"> • Transforming Cities Fund projects • National transport plans and associated strategies e.g. HS2 growth plans • £250 million emergency active travel fund • Local Growth Fund 	<p>from places of interest (especially shops and amenities)</p> <ul style="list-style-type: none"> • Reduced congestion within the town • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians 	
Digital connectivity	<ul style="list-style-type: none"> • Provision of specialist digital technologies to meet the needs of specific sectors • Infrastructure to support 5G or full fibre connectivity, where this is appropriate for the LA role, and with a clear outline of how proposals do not duplicate other national programmes and initiatives 	<ul style="list-style-type: none"> • 5G testbeds and trials • Local Full Fibre Networks Programme • Industrial Strategy Challenge Fund 	<ul style="list-style-type: none"> • Increased utilisation of digital channels, by businesses, to access and/or supply goods and services • Increased ability for individuals to work remotely/flexibly 	<ul style="list-style-type: none"> • Internet access and usage by businesses • Perceptions of the place by businesses • 5G coverage • Number of people who work remotely at least some of the time • Broadband speeds

	Outputs	Alignment	Outcomes	Outcome indicators
Urban regeneration, planning and land use	<ul style="list-style-type: none"> Remediation and/or development of abandoned or dilapidated sites Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites) Delivery of new public spaces 	<ul style="list-style-type: none"> Future High Streets Fund projects or other relevant government regeneration schemes Local Industrial Strategy High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund Youth Investment Fund Local Growth Fund 	Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors	<ul style="list-style-type: none"> Perceptions of the place by residents/businesses/visitors Land values
Arts, culture and heritage	<ul style="list-style-type: none"> New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth 	<ul style="list-style-type: none"> Discover England Fund High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund Cultural Development Fund Arts Council National Lottery Project Grants Arts Council Creative People and Places Local Growth Fund Coastal Community Fund Coastal Revival Fund 	<ul style="list-style-type: none"> Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access 	<ul style="list-style-type: none"> Number of visitors to arts, cultural and heritage events and venues Perceptions of the place by residents/visitors

	Outputs	Alignment	Outcomes	Outcome indicators
Skills infrastructure	<ul style="list-style-type: none"> • Increase in capacity and accessibility to new or improved skills facilities • Availability of new specialist equipment • Increased and closer collaboration with employers • Increase in the breadth of the local skills offer that responds to local skills needs • Increased benefit for the public education over the long term 	<ul style="list-style-type: none"> • Local skills plans. • Skills Advisory Panels • Further Education Capital fund (<i>details to be confirmed</i>) • T Level Capital Fund • Local Growth Fund • The Adult Education Budget (devolved to MCAs/delegated to GLAs) • National Careers Service • Where appropriate, Opportunity Areas and Opportunity North East • Local Digital Skills Partnerships • JCP Network (including the flexible support fund) • ESF investment • Youth Investment Fund • Cultural Development Fund • Civic University Agreements • National DfE policies including T-levels, apprenticeships, and Institutes of Technology 	<ul style="list-style-type: none"> • Increased share of young people and adults who have relevant skills for employment and entrepreneurship 	<ul style="list-style-type: none"> • Number of new learners assisted • % of learners gaining relevant experience/being 'job ready' (as assessed by employers) • % of working-age population with qualifications

	Outputs	Alignment	Outcomes	Outcome indicators
Enterprise infrastructure	<ul style="list-style-type: none"> • Increase in the amount (and diversity) of high-quality, affordable commercial floor space • Increase in the amount of shared workspace or innovation facilities • Other schemes to support enterprise and business productivity and growth • Programmes of grants to local SMEs or employers in key sectors 	<ul style="list-style-type: none"> • Local Industrial Strategy • DIT international trade advisors and associated activity • DIT Capital Investment work • DIT Export Strategy • DIT Foreign Direct Investment support • Enterprise zones, business improvement districts etc. 	<ul style="list-style-type: none"> • Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces 	<ul style="list-style-type: none"> • Business counts • Number of enterprises utilising high quality, affordable and sustainable commercial spaces • Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces • Business births, deaths and survival rates

Appendix B Equality Impact Assessment

Name of project:	Town Centre Transformations; Skegness
Project objectives: (describe the project's aim as it relates to protected characteristics)	[Note: N/A if no protected characteristics are directly targeted.]

Consideration	Protected Characteristics (Part 1)				
	Age	Disability	Gender reassignment	Marriage and civil partnerships	Pregnancy and maternity
Baseline situation <i>(describe only where different to the national average, or where otherwise relevant)</i>					
Assessment text <i>(summary of how the proposed project affects the protected characteristic)</i>	People of all ages will have equal opportunity to access the skills training and capital grants	The capital grants give the opportunity to create level access into buildings from the public realm	Trans people will have equal opportunity to access the skills training and capital grants	There will be equal opportunity to access the skills training and capital grants regardless of marital status or whether the people are in a civil partnership	Pregnant people and new parents will have equal opportunity to access the skills training and capital grants
Is the effect positive/negative/mixed? <i>(add an explanation)</i>	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – opportunity to improve access to shops	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment
If the effect is negative or mixed:					
Is the effect significant? <i>(add an explanation)</i>	Y / N	Y / N	Y / N	Y / N	Y / N
What embedded mitigation does the project contain?					
What residual significant effects remain?					
Is there an in-combination effect across multiple protected characteristics (across both Part 1 and Part 2 of the assessment table)? <i>(e.g. the proposed project has minor effects across several protected characteristics which, when considered together, have a more significant impact)</i>	Demographic information for all activities will be monitored to evaluate if any people from different protected groups are not choosing to participate. If groups are identified they will be engaged through local networks and non-traditional media.				
What action is required? Who will be accountable for it? <i>(this could include further mitigation measures or re-prioritisation of projects)</i>					

Consideration	Protected Characteristics (Part 2)				
	Race	Religion or belief	Sex	Sexual orientation	'Family Test' (if used)
Baseline situation <i>(describe only where different to the national average, or where otherwise relevant)</i>					
Assessment text <i>(summary of how the proposed project affects the protected characteristic)</i>	People from all races and communities will have equal opportunity to access the skills training and capital grants	People of faith or none will have equal opportunity to access the skills training and capital grants	Male and Female people will have equal opportunity to access the skills training and capital grants	Lesbian, Gay and Bi people will have equal opportunity to access the skills training and capital grants	
Is the effect positive/negative/mixed? <i>(add an explanation)</i>	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE +VE – there will be opportunities to gain new skills and have investment in businesses and the environment	+VE / M / -VE
If the effect is negative or mixed:					
Is the effect significant? <i>(add an explanation)</i>	Y / N	Y / N	Y / N	Y / N	Y / N
What embedded mitigation does the project contain?					
What residual significant effects remain?					
Is there an in-combination effect across multiple protected characteristics (across both Part 1 and Part 2 of the assessment table)? <i>(e.g. the proposed project has minor effects across several protected characteristics which, when considered together, have a more significant impact)</i>	Demographic information for all activities will be monitored to evaluate if any people from different protected groups are not choosing to participate. If groups are identified they will be engaged through local networks and non-traditional media.				
What action is required? Who will be accountable for it? <i>(this could include further mitigation measures or re-prioritisation of projects)</i>					