



COASTAL COMMUNITY TEAMS

ECONOMIC PLAN

No.	Heading	Detail	Information
Key Information			
1	Name of CCT	N/A	Skegness
2	Single Point of Contact (SPOC)	Name Address Tel nos Email	Lisa Collins Skegness Town Hall, North Parade, Skegness, Lincs, PE25 1DA 01507 613112 Mobile: 07920 711312 Lisa.janecollins@e-lindsey.gov.uk
3 (a)	CCT Membership	Names and position, e.g. resident, Local Councillor	John Chappell – Chairman William Mitchell – Vice-chairman Judy Chapman- Secretary Paul McCooey – Treasurer Brenda Feuters – Voluntary & Community Sector Keith Hussey – Licence Vitulers Association Steve Andrews – Events & Marketing John Kirk – Retail Rosemary Sharpe – Faith group representative Sue Mellors – JCP Inspector Andy Morrice – Police Paul Marshall – Coastal Access for All Steve Larner – Skegness Town Council Andy Ratcliffe – Lincolnshire County Council representative Tony Tye- Skegness Chamber of Commerce James Makinson-Sanders – East Lindsey District Council representative

			Lisa Collins- Skegness Town Manager/BID Development Manager
3 (b)	CCT Membership	Other partners and/or stakeholders to be involved.	Education, Skills and Training Representative. Children's Centre Representative. Winthorpe Community Worker
4	Accountable Body	Local Authority Contact name & details	East Lindsey District Council. Alison Penn Alison.penn@e-lindsey.gov.uk Does the Accountable Body have a representative on the CCT membership? Yes
5	Local Area	Provide brief geographical description of the locality and a brief history if relevant.	Skegness is situated on the East Coast in one of Lincolnshire's most deprived areas, with tourism industries providing a significant proportion of the area's wealth creation. Skegness has been recognised as the most deprived seaside town in the UK, we understand and recognise the unique challenges of supporting our most vulnerable residents alongside supporting our business community to allow businesses to flourish, grow and succeed.
6	Context – community (suggested maximum 300 words)	Description of local community with demographics.	Skegness has a resident population of 24,876 (2011 Census) and is the principal tourist destination in East Lindsey. The population increases to in excess of a quarter of a million during the summer months. It has high levels of deprivation and was ranked in a study by the Office for National Statistics as the most deprived seaside town in England, with deprivation levels recorded at two and a half times the national average. Skegness relies heavily on the local tourism industry. 32.6% of its population have no formal qualifications. It also has high levels of obesity in both adults and children. It is a very popular holiday and visitor destination attracting mainly visitors from the East Midlands and Yorkshire and Humberside areas of the UK. 47% of the people who visited in 2013-14 were

		<p>families.</p> <p>Skegness benefits from a railway station but even so has generally poor public transport links with a very poor road infrastructure.</p> <p>It suffers the traditional problems of a coastal resort with a 180 degree hinterland; limited access to markets, few professional jobs, low quality urban environment and lifestyle. The retail centre trades successfully with a limited offer limited to low income groups.</p> <p>The Social Structure grades for the population of Skegness are: AB 6.4%, C1 22.3%, C2 20.3% and DE 51.1%.</p> <p>According to the 2011 census the ethnicity is mainly white English at 90.7%, white Irish 0.2%, white gypsy/romany 0.1%, white/other 7.2%, mixed white/caribbean 0.5%, mixed white/black African 0.1%, Chinese 0.4%, mixed other 0.3%.</p> <p>The Coastal Communities Team will pull together a number of currently disparate elements. The Partnership has developed its own strategy from a largely business perspective. The Local Authority are developing an economic strategy 2015-2018, the DMO has a marketing plan, the Skegness Town Council have their specialist knowledge and democratic mandate and the Chamber of Commerce has a business energy which is largely untapped. This plan draws together these strands which have in common that they are all enthusiastic and positive about Skegness to create more impact and synergy.</p> <p>We believe that in 6 months we can blend these strategic components into a strong and deliverable plan of action which will identify the key output: a plan which will identify a small number of</p>
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			<p>transformational demand driven projects into a project pipeline.</p> <p>In addition we will use some funding to test proof of concept around the Extending the Season strategic theme. This has now become a key strand of work and has the backing and support of the local MP.</p>
7	Context – economy (suggested maximum 400 words)	Local economy, e.g. business, tourism, manufacture, etc, 'Starting point'	<p>Skegness is among the weakest group of local economies within the English Seaside benchmark towns. Tourism has shown strong employment growth over recent years and is worth more than £400million to the local economy. Skegness employment comprises 42% Distribution Hotels and restaurants; 24% Public Administration; the largest other sector is 11% 'other services'. Annual earnings are £2,500 below the regional (East Midlands) annual average wage.</p> <p>The Warwick Institute for Employment Research reported in relation to the East Lindsey Coast that larger employers in the hospitality sector, such as holiday parks found that they had benefitted considerably from the recession.</p> <p>East Lindsey's Economic Development Strategy identifies that there is a clear link between competitiveness and business growth. The strategy states; the vision for East Lindsey is to develop an enterprise culture, removing barriers to business growth and success. The strategy also stresses that opportunities exist to develop visitor products to cater for year-round tourism. The Council states that it will work with the industry to develop and support increased quality in the tourism sector and recognises that changes and trends in leisure breaks will require changes to the product on offer, both of new offers and refining that which exists.(ELDC Economic Development Strategy 2006-20).</p> <p>Skegness has a strong traditional seaside budget-conscious family offer;</p>

		<p>strongly dependant on return business and family sentimental attachment. The vulnerability of this position in the 21 century is not underestimated. At the same, time the potential to diversify the offer to attract a wider range of visitors for a wider range of attractions is ripe for investment. The Wild Coast from Donna Nook to Gibraltar Point with seal colonies and other birds and mammals can provide year round, get away from it all experiences; Green holidays, rural heritage and aviation can be included in the mix. Equally mobile cultural events such as the SO Festival and extreme sports opportunities. (Coastal Regeneration in English Resorts 2010 Walton & Brown).</p> <p>So for the future, the Coastal Action Zone is actively promoting the encouragement of tourism activities with the emphasis on diversification and quality enhancement. Important to success is the need to secure the buildings which embody the seaside heritage, such as the Tower Pavilion and Skegness Pier, but also including traditions such as the Boating Lake and Waterway. A crumbling estate will undermine all efforts to diversify the offer and these buildings /attractions must not be neglected in the pursuit for new markets, rather they are underpin it.</p> <p>It's the aim of the CCT to focus on the above to ensure a consistent approach to achieving the success outlined in all previous plans, through the enhanced partnerships and working relationships we feel confident to take the lead on this.</p>	
8	Related initiatives	What else is going on in the community of economic importance, e.g. BID, LEP, CIC, CCF, CRF	Currently Destination BID development work is being undertaken with a view to a BID ballot early 2017. A feasibility study has been conducted by Mosaic Partnership, working with Visit East Lincolnshire Destination Management organisation to define the potential BID area, this has been defined as the CAZ (Coastal Action Zone) area. Work is now

		<p>underway to explore funding to run a BID campaign and how this would be run, managed and delivered if successful.</p> <p>The LEP is driving forward the growth strategy and in particular in securing funding for infrastructure of the roads, which are a considerable barrier to growth in the area. They are also supporting the development and investment in the visitor economy, recognising that this is the areas biggest employer and as such needs investment to deliver growth potential.</p> <p>The Skegness Partnership CIC has firmly established itself within the business and wider community of Skegness, their business plan and strategy document has also been adopted by the Skegness Town Council and East Lindsey District Council. Working relationships have developed well with the Chamber of Commerce, Local authority officers and councillors alongside public and voluntary sector groups.</p> <p>The Skegness Partnership have submitted a successful CRF application for the Tower Gardens Pavilion, one of the few remaining historical buildings in the town. This funding will enable further detailed studies to be carried out, the project would then apply for further funding to develop a heritage/visitor centre, combining exhibition space and tea-rooms as well as a base for the Skegness Town Council and Skegness Partnership. A local group of volunteers formed a 'Save the Pavilion' group and the town manager is working with this group.</p>
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CCT Plan

9	Ambition	A positive statement of the aims and objectives of the plan and a description of	Our plan combines elements of good practice through a range of enhanced working relationships and genuine partnerships to set achievable and realistic aims and aspirations for the town of Skegness. We recognise the
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		<p>what it will achieve.</p> <p>Description of 'what success will look like'.</p>	<p>necessity to bring business, community, voluntary and public sectors together to work towards common goals and aims.</p> <p>Through the recent work of the community led plan survey we have been able to identify issues affecting those living in the town. Skegness has two principal markets: its resident catchment - those that live in the town and the wide area around it and look to Skegness for jobs, housing and services like health, education, shopping, leisure and recreation; and its visitors. We set out to achieve success equally for both.</p> <p>We envisage success in the initial 6 months to continue to work on the above, which will be the catalyst for transformational change in terms of economic growth; by extending the season, more jobs will be created, providing more stability and confidence to residents. The Pavilion project is seen to be a major investment project for the town, not only to offer benefits to residents and those working in Skegness but also the visitors to the town, who will gain a greater understanding of the history of the resort.</p> <p>Destination BID development work is a major factor in the first 6 months of the plan. The decision by the local authority to assimilate the town manager post into leading this piece of work shows their commitment to a Destination BID and its value to the local economy and future ways of working. Finally, events of all types provide a focus for change and are the final key component of the plan. The benefits of these will be evident to the local community and visitors, this strand of work sits alongside the extending the season work and as such complements one another to achieve growth and success, new events, such as the proposed Fish & Chip festival will attract new visitors to the town and encourage local groups to get involved and offer</p>
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			<p>support, in doing so this raises aspirations particularly with young residents and inspires confidence and ambition.</p>
10	Needs of the community and intentions of the team to meet them.	<p>Identify the socio-economic needs of the community and the opportunities to meet them. Each element should be Specific, Measureable, Achievable, Realistic and Timed.</p>	<p>As previously outlined, Skegness is made up predominantly of residents in socio economic category D&E.</p> <p>There are a high number of retired residents, many with ill health, limited transport and far flung family. A new lottery funded project called TED (Talk, Eat, Drink) has been set up to support the over 50s to alleviate loneliness and isolation. A co-ordinator with responsibility for Skegness has been recruited and has had discussions with the town manager how best to integrate this new project, which is funded for 6 years so has some permanence and ability to shape and influence service provision. They are also working on an Age Friendly business award to offer further support to the older population of the community and those visiting Skegness. This project will also work with the other support groups/agencies for the older population and ensure residents needs are met and avoid duplication of services. Work begins in January 2016 on the Age Friendly Business Award scheme.</p> <p>Skegness has a high number of families with young children and teenage parents. The Town Manager is Chair of the local children's centre advisory board and is able to help shape and influence priorities and strategy to support those who are the youngest and most vulnerable in the community and those caring for them. Through attending networks and meetings with partner agencies, including statutory and voluntary we can identify need and put together a strategy to increase joint working to offer support to increase parents aspirations for their children, these traditionally have always been low</p>

		<p>in Skegness. Meetings take place bi-monthly and the work priorities will come from the centres SEF (Self evaluation).</p> <p>We have also recognised that poverty in young families is a barrier to accessing local events, therefore we have been able to put on free events and have consulted with residents to see what they would like to see in 2016. We propose to highlight FREE Skegness including the beach and encourage people to access the Free offer and get out and about. Funding has been sourced via Anglian Water for a sand-sculpting weekend workshop and competition and more events are planned in partnership with other groups, businesses and organisations for greater community engagement and involvement. Our intention is to inspire and encourage families to access free outdoor space and create learning opportunities through the outdoor environment, work has begun to pull strands of this work together and a local eco-centre has been awarded substantial funding to create family learning programmes, to be delivered in an inspiring, unique outdoor environment.</p> <p>It is our intention to continue to work with training and education providers to break down barriers to accessing training and work with businesses to recognise and value their staff at all levels. Celebrating training success and actively promoting this to inspire others. Skegness is heavily reliant on those working in the tourism industry and therefore we place great emphasis on supporting businesses to engage with local issues and encourage staff to access training. We will continue to work with the local GLLEP and training organisations to seek funding to build on the work already started in offering free World Host customer service training. Thorough working together and supporting this initiative, Skegness is one of only 2 seaside resorts to have</p>
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			<p>achieved World Host Destination status.</p> <p>In summary, our priority groups as outlined above will strongly influence the direction of our plan and its first 6 months, focussing on increased opportunities for local residents, to attend free events and activities, continue to support the TED project and development of the Age friendly business award and to work with the GLLEP, DMO and training providers to create an increase in training and skills opportunities, encouraging the aspirations of children and young people to be increased; challenging those who set and accept low aspirations and celebrating achievement, whether individual or business to celebrate all that is good about living, learning and /or working in Skegness.</p>
11	Analysis	<p>Describe the strengths, opportunities, weaknesses and threats in meeting the needs at 10 (a).</p>	<p>Strengths</p> <ul style="list-style-type: none"> - established effective working relationships - strong communication links - shared sense of purpose and vision across LAs, voluntary and private sectors - Skegness Partnership/CCT now has a proven track record of delivery - a range of outdoor spaces for delivery of events, including a world standard beach. <p>Opportunities</p> <ul style="list-style-type: none"> - ready partners with ideas for joint delivery of new and improved events - ability to work towards priority areas, be pro-active rather than re-active as previously has been the case - to be the driving force to influence, challenge and seek out the very best for those who are the most vulnerable in our community - To be the group that pulls groups/organisations together to work towards a common aim in promoting the value of education and training to benefit

			<p>the local economy</p> <p>Weaknesses</p> <ul style="list-style-type: none"> - Lack of major investors for new attractions/businesses - Reliance on individuals who are already busy, need to ensure those involved feel valued and motivated - Lack of clarity about the future for CCTs and government support for the coast <p>Threats</p> <ul style="list-style-type: none"> - lack of funding for training - re-focus of priorities due to cuts in LA budgets, both at District & County levels
12	Data – <i>while an essential element of the plan, it could be included in a ‘daughter’ document.</i>	Provide evidence to support the intentions of the plan. This will include statistical data but broader data should also be included. Data used should be specific, relevant and transparent. It is sufficient to reference evidence held elsewhere.	<p>Skegness Partnership/CCT Strategy Document 2015</p> <p>East Lindsey Economic Baseline 2010</p> <p>The Warwick Institute for Employment Research- East Lindsey Coastal Zone Skills Audit 2010</p> <p>ELDC Economy and Tourism: Strategic Statement 2013-17</p> <p>ELDC Fabulous Foreshore Report 2010</p> <p>ELDC Economic Development Strategy 2006-2020</p> <p>A Vision for Skegness Document</p> <p>Summary of the Skegness Community Led Plan Survey Results (October 2015)</p> <p>The Seaside Tourist Industry in England & Wales</p> <p>Employment, Economic Output, Location and Trends. (Centre for Regional Economic and Social Research, 2010)</p>
Delivering the Plan			
13	Key projects	High level	The Coastal Communities Team will pull

	and/or bodies of work.	<p>description of discrete pieces of work showing CCT role, indicative partners and timescales.</p>	<p>together a number of currently disparate elements. The Partnership has developed its own strategy from a largely business perspective. The Local Authority are developing an economic strategy 2015-2018, the DMO has a marketing plan, the Skegness Town Council have their specialist knowledge and democratic mandate and the Chamber of Commerce has a business energy which is largely untapped. The CCT plan draws together these strands which have in common that they are all enthusiastic and positive about Skegness to create more impact and synergy.</p> <p>We believe that in 6 months we can blend these strategic components into a strong and deliverable plan of action which will identify the key output: a plan which will identify a small number of transformational demand driven projects into a project pipeline.</p> <p>The primary piece of work will be working with the town council on the Pavilion project as outlined. This will also involve the Save the Pavilion group. Work will commence January 2016.</p> <p>Destination BID development work, is the second piece of work, this will be working with East Lindsey District Council and the Visit East Lincolnshire Destination Management Organisation from January 2016 over a period of 12-18 months to complete the BID process.</p> <p>The third piece of work is around developing a programme of events for 12 months of the year. These will be accessible to residents and local groups and bodies will be encouraged to take part in them to raise aspirations and confidence in children and young people. In doing so the strand of work to extend the season becomes tangible.</p>
14	Short term goals/actions	What will the team achieve in	Priorities for 2016 are: Fish & Chip Festival, Business Awards, Sand

		the next 6 months? Should demonstrate 'quick wins'.	Sculpting Event
15	Performance measures	For first 6 months – to be SMART	
16	Medium term goals/actions	For 6mths to 5 years	
17	Performance measures	For 6mths to 5 years – to be SMART	
18	Long term goals and actions Optional	Strategic plans beyond 5 years – include performance measures where appropriate.	
19	Barriers	Identify any barriers to delivering the plan and if you have contingencies to manage them.	
20	Resources	Who and what will be required to deliver each element of the plan. Include 'in kind' services, volunteers, etc. demonstrate how local expertise will be utilise and/or grown.	The whole of the Skegness Partnership contributes in kind and financially to activities on an as needed basis. The LA has funded the Town Manager post (ending Mar 2016). 12 Volunteer Ambassadors freely give their time. The LA have given no funding for activities but are investing in a BID ballot to take place in 2017. Thereafter the BID will finance the projects in this plan.
21	Costs	Detail of costs of each element of plan.	
22	Value	What is the value of the plan to the local economy?	
23	Funding	Identification of funding streams and how costs of	

		project(s) will or could be met.	
24	Maximising resources and costs	Describe how this will be minimised, e.g. shared services, use of technology, avoidance of bureaucracy, etc.	
Communications			
25	Consultation	Describe existing results of consultations and planned consultation exercises.	<p>The Skegness Partnership has worked extensively with the local business community, through various groups and forums, including the Chamber of Commerce, DMO and through the working groups of the Partnership, this has ensured a wide section of the community has engaged with setting the strategy and vision.</p> <p>The Town manager has also met individually with groups, organisations and individuals to consult and up-date on progress, this work has been on-going for over 18 months, and results are now apparent, there is improved communication in the town and a priority area of work has been identified, to extend the season. The local MP is also supportive of this and has spoken at numerous events and on regional television to highlight this.</p> <p>the community led plan group in December 2015 received the survey results back from residents, again this has proved useful as a further means of consulting the resident population of Skegness. Issues identified and highlighted in the survey results will shape and form the plan.</p> <p>The CCT will continue to meet and consult and intend to hold quarterly wider up-date meetings, we recognise the plan is a living and working document and needs to be kept updated and amended accordingly to progress to date. We recognise that realistic and achievable measures outlined in the plan will ensure partners and the community understand the work undertaken by the CCT and we</p>

			<p>endeavour to ensure the plan remains measurable and realistic rather than aspirational.</p> <p>It is also the CCTs aim to ensure the youth of the towns views are continued to be gathered following on from the CLP youth survey, we recognise the significant barriers to education, training and employment and through our plan we intend to get further involved in this area of work.</p>
26		<p>Describe plans to involve and inform partners and other bodies, including accountable body, CCA and DCLG.</p>	<p>As we update the plan, this will be communicated to all partners quarterly. We will actively seek out feedback, ideas and suggestions.</p> <p>We will also produce an electronic newsletter quarterly and promote this through our social media networks and local press and radio.</p> <p>We will update our website accordingly and organise pop-up information stands at the local shopping centre and community venues.</p>
27	Communication with community	<p>How will the community and stakeholders be involved and informed of progress and outcomes</p>	<p>We will provide quarterly newsletters and updates and share these through our social media networks via the Town Manager. We will also send press releases to local press and radio stations and update our website with relevant information.</p> <p>The town manager through her networks will also feedback to the community groups and forums that she attends.</p> <p>Feedback on progress to date will be sought out and evidence from this measured and gathered and recorded.</p>
CCT Logistics			
28	Management of team	<p>How the team will operate, frequency of meetings, centrality of team to projects, etc.</p> <p>How the team is</p>	<p>The team meets bi-monthly and has a structured agenda that is circulated with any papers one week prior to the meeting.</p> <p>The team as outlined above is representative of the local community.</p>

		representative of the community.	<p>The structure was established to have the Chair of each of the working groups to have a seat on the team to feed-in and report back on the views of the wider group. This was felt to be the most effective way to ensure the meetings can be focussed and purposeful.</p> <p>The town manager also makes herself available to meet with any other groups/bodies or organisations in addition to this, particularly the community groups representing those from families with young children to the older generations. in doing this she can actively promote the work of the CCT whilst seeking ideas, suggestions and feedback.</p>
29	Support structure	Network of support built to enable CCT to deliver the economic plan	<p>Through the networks and partnerships formed already there is support from within these to deliver the economic plan. The plan is also realisitc and acheiveable, rather than aspirational ensuring their is a belief and postive can do attitude to acheiving the objectives as outlined in the plan.</p> <p>It is also important to recognise the tremendous contribution of everyones time in attending meetings and supporting the team to help drive the plan forward. The internal network of support through the town mnager and officers of the team is crucial to keep morale high and inspire from within.</p>
30	Costs	Running costs of CCT itself	<p>Currently the CCT meetings are held in a venue at no charge.</p> <p>Meeting agendas and minutes are circulated electronically so there are no printing costs.</p> <p>Those attending offer their time at no charge and the CCT is able to source donations and or sponsorship should we put on any events etc. and has a small budget for this if needed.</p>
31	Sustainability	Long term plan for team and how this will be managed.	We envisage the team will continue to operate beyond the lifesapn of the original plan. It is our intention to ensure the team is the key driver in Skegness for change and development, in doing so it

			<p>will be a team that people want to be a part of and support.</p> <p>in ensuring effective working relationships with the Chamber of Commerce, DMO and local authorities we are confident that this can be achieved and sustained.</p> <p>The CCT has come at a good time for Skegness, it's enabled us to build on the work of the town manager and Skegness partnership and raise the profile of our agenda through a body set up and supported nationally to recognise the plight of those on the coast, but also the potential if managed and supported properly.</p>
32	Areas of Specific Interest	Provide areas of interest on which you would wish to join a working group or network (virtual or otherwise), e.g. arts, tourism, housing, piers, sport, transport, heritage, marketing, etc.	<p>Areas of interest and pertinent to Skegness are:</p> <ul style="list-style-type: none"> - tourism - extending the season - events - education, skills & training - heritage - piers - marketing