

**Connected Coast Board Meeting  
Wednesday 30 September 2020  
Virtual Meeting  
2pm – 4pm**

## **AGENDA**

- 1. Welcome and Introductions**
- 2. Minutes of Board Meeting of 14 August 2020**
- 3. Programme and Bidding Timescales Review**
- 4. Draft Town Investment Plans and Feedback from Check and Challenge Process**
- 5. Mablethorpe and Skegness Projects Update**
- 6. Lobbying Plan**
- 7. Investors in the Coast**
- 8. Any Other Business**

### Programme Bidding and Timescales Review

A breakdown of the gantt chart with information about progress in relation to the key stages building up to the submission of the Towns Fund bid is set out below:

Action	Owner	28-Sep	05-Oct	12-Oct	19-Oct	26-Oct	02-Nov
<b>Governance</b>	SLF/LR						
Leadership Group	SLF/LR						
Skeg PRG	SLF/LR						
Mab PRG	SLF/LR						
Board	SLF/LR	30		16			
<b>Reviewed Evidence Base</b>	LR/MC/IA						
<b>Investors Model</b>	SLF/LR						
<b>Shadow Investors Group</b>	SLF/LR	30					
<b>Lobbying Plan</b>	MC/LR						
<b>Lobbying Implementation</b>	LR/SLF/MC	30					
<b>Consultation Strategy</b>	LR/Dist/OP						
Website	LR/Dist						
Prospectus	LR/OP						
Town Story Books	LR/Heta	30					
<b>Options Appraisal and Draft Programme</b>	LR/MC/IA						
Formal options appraisal for Board	LR/MC/IA	30					
<b>Flagship Projects</b>	LR/SLF						
<i>FE Campus</i>	LR/IA						
Steering Group Meetings	IA						
RIBA Stage 2	IA	30					
Engagement Process	LR						
<i>Campus for Future Living</i>	MH/IA						

MoUs	MH						
Steering Group Meetings	MH						
RIBA Stage 2	IA/MH	30					
Engagement Process	MH						
<b>TIP Preparation</b>							
Check and Challenge	LR/IA/MC	28					
Mapping of strategies	LR/MC	30					
Private sector engagement	SLF/LR				?		
High level plan of business case development	IA/LR/MC	30			?		
High level delivery plan	IA/LR	30			?		
For each final project - rationale and alignment	IA/LR	30			?		
Estimate of costs and BCR	IA/LR/MC	30			?		
Funding sources statement		30			?		
Liaison BEIS/MHCLG on direction of travel		30			?		
Design and Format for Submission		30					

### **Draft Town Investment Plans and Feedback from Check and Challenge Process**

The Cities and Local Growth Unit provided the opportunity to have the emerging Town Investment Plans being developed for each settlement checked as part of a challenge process. This has provided an invaluable opportunity to engage in a dialogue which will sharpen the content and shape of each plan to a strong competitive level a month in advance of the formal submission date.

The process has involved significant work and has usefully enabled us to accelerate the drafting of the Strategic (Part 1) element of the TIPs and to assemble the key components (even though they are still being completed) of each of the constituent projects in development.

Copies of each *draft* TIP in this check and challenge format are attached as separate documents with these papers.

Feedback from the check and challenge process which is to be held on 28 September will be shared at the Board meeting.

It is proposed that the key priorities for confirming the strategic elements of each TIP along with a discussion on the final mix of each TIP (based on the project updates for each town below) should be considered and agreed at this Board meeting.

## Mablethorpe and Skegness Projects Update

This reports sets out the current position in terms of projects within the TIP. There is currently an overbid in each Town and a number of options are open to the Coastal Communities Board to enable it to agree the final content of each TIP. Members are invited to consider the information below and the Towns Fund secretariat will be on hand to provide more detailed information about each project to help members finalise their bidding strategy.

### Mablethorpe Projects Update

The table below sets out a high level overview of where we are with each well-developed project in terms of its development alongside a description of the initiative

Mablethorpe	Towns Fund Bid £M	Notes
Campus for Future Living	8	A multi-agency hub bringing together local and national bodies to realise the economic potential of the health challenges in Mablethorpe as a national exemplar. Involving the construction, fit out and operation of a new 800 msq building on Stanley Avenue in Mablethorpe. Key partners: Health Education England, National Centre for Rural Health and Care, Centre for Ageing Better, University of Lincoln, Nottingham Trent University, Lincolnshire STP. Progressing to RIBA Stage 2 Planning Pre App and Costings for building in place. Memoranda of Understanding with individual partners in negotiation.
Colonnades	4.2	To include wider scheme refinements in terms of landscaping and associated facilities in addition to the physical build, project is at a mature level with accelerated funding also allocated.
Leisure and Learning Centre	7.5	Project is fully designed and developed and ready for inclusion as a full bid.
Coastfields	2.25	Development of a green corridor, public use pool and spa facilities. Project is fully designed and ready to be implemented. It will provide a complementary offer to Station Sports (Leisure and Learning facility) and significantly enhance the quality of the attractions available in Mablethorpe.
Mobi-Hub/Public Realm/High Street Transformation	5	To include key public realm changes and possibly a community transport component, a number of individual site developments are proposed as a High Street regeneration package from local sources (facilitated by Cllr Adrian Benjamin, Carl Richardson and Janet Stubbs) which could also include a strategic site acquisition process, support for a hotel development and work to provide relocation opportunities to Mablethorpe. The Seal Sanctuary and South View Car Park schemes referenced below also link to this package of ideas.
Cycling and Walking	0.75	Part of a coast wide approach more detail esp around hubs which will be stopping/spend points to follow.
Arts and Culture Offer	2.4	Developed in conjunction with Magna Vitae incorporating: <ul style="list-style-type: none"> <li>a. Beach sports centre adjacent to the Colonnades £2m;</li> <li>b. Mablethorpe dark skies illuminations £400k.</li> </ul>
National Trust Sandilands	2.4	The former Golf Club building will act as a visitor centre in Sutton-on-Sea (and Mablethorpe) and act as the Northern gateway to the Lincolnshire Coastal Country Park developed by Lincolnshire County Council with partners. It will be the sister building to the North Sea Observatory at Chapel Point which forms the Southern gateway to the Park. The centre will be an accessible, eco-friendly and sustainable Visitor Hub to explore

		the Sandilands Nature Reserve and coast. It will provide a flexible space with a local Food & Beverage offer, toilet and changing facilities, along with a visitor reception. This will enhance the townscape, which will become more attractive for residents and visitors.
Seal Sanctuary and Sea View Car Parks	1	A package of investments to repurpose these car parks as key centres within the cycling project and as communication, enterprise and beach access hubs.
Control Total	33.5	

This is a comprehensive listing of the ideas currently in play. Clearly at this stage it amounts to approaching a third more than is currently available. This is a nice challenge to have as all the projects are at a strong stage of development although more work over the next month is required to bring them to a full stage of fruition.

As part of the development of the draft TIP for the Check and Challenge process we were able to utilise a spreadsheet supplied by the Towns Fund to allocate (at this stage highly provisional) rankings to each project. The outcomes of that exercise are shown below and Board members will have the opportunity to review this emerging aspect of the TIP development at the Board meeting:

PROJECTS	DESCRIPTION	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	Total cost
Colonnades at Sutton on Sea	The new build scheme will construct a landmark building that will introduce new café, restaurant, gallery and exhibition spaces - with viewing decks overlooking the adjacent beach, paddling pool and Pleasure Gardens. A row of 15 new day-let beach huts and six overnight holiday lodges will also be built and along the Promenade. The construction works will provide a further row of 21 new sheltered spaces on the landward side. These will provide new heated seating, storage and pop-up spaces for commercial, heritage interpretation, arts, crafts and events.	96%	96%	96%	£ 4,200,000
Campus for Future Living (Stanley Avenue, Mablethorpe)	New 800msq multi-agency hub bringing together local and national bodies to realise the economic potential of the health challenges in Mablethorpe as a national exemplar.	92%	100%	84%	£ 8,000,000
National Trust at Sandilands	Former 30 hectare Sandilands golf course will be transformed by restoring sand dune and wetland habitats into a haven for a variety of wildlife. Conversion of Golf Club into new visitor centre.	84%	92%	76%	£ 2,400,000
Station Leisure & Learning Hub, Mablethorpe	Modern leisure facility to help increase participation in exercise and create access to more lifelong learning opportunities.	84%	96%	72%	£ 7,500,000

Mobi Hub/Town Centre Regeneration	IN progress with Heritage Lincolnshire (incorporating proposals from Cllr Adrian Benjamin and local business owner Carl Richardson).	<b>82%</b>	84%	80%	£ 5,000,000
Coastfields	Development of a green corridor, public use pool and spa facilities. Project is fully designed and ready to be implemented. It will provide a complementary offer to Station Sports (Leisure and Learning facility) and significantly enhance the quality of the attractions available in Mablethorpe.	<b>82%</b>	80%	88%	£2,250,000
GEAR UP - developing the cycling offer on the Lincolnshire Coast	Coast wide approach to developing the infrastructure for cycling, with hubs and digitally linking routes with themes and businesses.	<b>80%</b>	80%	80%	£ 750,000
Arts and Culture Programme	Developed in conjunction with Magna Vitae incorporating: a. Beach sports centre adjacent to the Colonnades £2m; b. Mablethorpe dark skies illuminations £400k.	<b>80%</b>	76%	84%	£ 2,400,000
Sea View Car Park and development at Seal Sanctuary	A package of investments to repurpose these car parks as key centres within the cycling project and as communication, enterprise and beach access hubs.	<b>68%</b>	68%	68%	£ 1,000,000

### Shovel Ready Projects

We are optimistic of an imminent agreement to take forward the first stage of the Colonnade development following submission to Government Office in August 2020.

## Skegness Projects - Update

The table below sets out a high level overview of where we are with each project in terms of its development alongside a description of the initiative

Skegness	Towns Fund Bid £M	Notes
FE Campus	14	Establishment of a new FE facility in Skegness, providing new and digitally delivered training opportunities for the coast which complement current provision in the locality. Offering potential for a park and ride facility, opening up new land for housing and commercial development and providing additional local sports facilities. Increasing the participation and learning rates in the area and bringing HE provision into Skegness as well as providing a portal for access to the Lincolnshire Institute of Technology. Heads of terms signed for land acquisition, contract let to bring the whole development to RIBA Stage 2 by 31 October. Skegness learning group initiated in partnership with the LEP to discuss issues around learner participation. Agreement in principal for a minimum 10 year lease with TEC Group who will also access revenue funding to meet the operational costs of the facility. Provision for grow on managed workspace for small spin out businesses is also included in the development
Skegness Foreshore	3	Significant plans for the development of the Southern Boating Lake Area and completion of the public realm on the foreshore. Progressing to RIBA Stage 2 by 31 October 2020, accelerated funding has been allocated to phase 1 for pedestrianisation of Tower Esplanade
Police Training Centre	1	Project is fully designed and ready for implementation. It will form a key plank in the recruitment and continuing professional development of the Police Force particularly in East Lincolnshire, through the redevelopment of the former Skegness Court Building
Station Upgrade	2.2	Well developed proposals to upgrade the fabric and arterial connections to the Railway Station as a key gateway to Skegness developed and ready for implementation by East Midlands Railway
Hardy's Attraction	0.5	Part of a much larger scheme which will bring significant private sector investment into the redevelopment of Hardy's Animal Farm attraction
YMCA	4.5	<p>Outline development of a mixed use leisure/affordable housing project for Skegness by YMCA to include a mix of supported and Town Centre move on accommodation for:</p> <ul style="list-style-type: none"> <li>• Young people in need of support to live independently or whom have suffered homelessness</li> <li>• Young people – first home, (retaining young people in the Town)</li> <li>• Young key workers (post Covid recovery)</li> <li>• People on low wages or benefits under 35.</li> <li>• Support for those who need a little care such as those with learning difficulties, young care leavers. (Inclusive)</li> </ul> <p>The initiative would have high quality digital support throughout with built in innovation to address digital exclusion amongst this group from a residential perspective – high quality wifi as standard, shared computer/printer stations for access, with funding we could provide smart TV's, digital systems for energy efficiency of the building (lights off etc). Communal spaces to provide indoor areas for young people to</p>



		socialise and mix. YMCA staff would be on site 24 hours for those clients who need it, but also available for all tenant matters.
Community Led Local Development Programme (CLLD)	2	Based on CLLD model in other settings – providing a small scale grants scheme to support local commercial developments during the 5 years of the implementation of the Towns Fund.
Cycling and Walking	0.75	Part of a coast wide approach more detail esp around hubs which will be stopping/spend points to follow.
Town Centre Transformation	3.3	A package of shop front and High Street developments linked into building the viability of High Street businesses in Skegness
Arts and Culture Programme	1.35	a. Embassy Theatre and Cultural Lab to support cultural and arts education £750k; b. Skegness building illuminations £600k.
Skegness Gateway	6	Key infrastructure works to open up the site for major residential and commercial development
<b>Total</b>	<b>£38.6</b>	

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As part of the development of the draft TIP for the Check and Challenge process we were able to utilise a spreadsheet supplied by the Towns Fund to allocate (at this stage highly provisional) rankings to each project. The outcomes of that exercise are shown below and Board members will have the opportunity to review this emerging aspect of the TIP development at the Board meeting:

PROJECTS	DESCRIPTION	OVERALL ASSESSMENT SCORE	TOWNS SPECIFIC CRITERIA	HMT GREEN BOOK APPRAISAL CRITERIA	Total cost
Foreshore	Investment in S Boating Lakes and Bowling Green	70%	44%	96%	£ 3,000,000
Town Centre Transformation	Physical investment to upgrade the built environment on the High Street	69%	45%	92%	£ 3,377,466
Community Led Local Development (CLLD)	Programme small grants for business development and community groups	68%	44%	92%	£ 2,000,000
Muti-User Trail	Investment proposals linked to Hardy's Animal Farm	66%	40%	92%	£ 520,000
FE Campus	Learning Campus in Skegness	66%	44%	88%	£ 14,000,000
Magna Vitae	a. Embassy Theatre and Cultural Lab to support cultural and arts education £750k; b. Skegness building illuminations £600k.	64%	44%	84%	£ 1,350,000
YMCA	Integrated programme delivering accommodation, learning, employment childcare and leisure	63%	42%	84%	£ 4,500,000
Police Training Centre	Centre for Training Police and provision of wider training capacity, conference and office accommodation	62%	36%	88%	£ 2,174,981.00
Skegness Gateway	Infrastructure to open up employment and housing land	57%	38%	76%	£ 6,000,000

The Board are invited to consider the list of projects for each town and to make final recommendations for the strategy to either:

- Submit a bid at a higher value than the £25 million threshold,
- reduce the number of projects included
- or revise the amount of funding to be offered to each project.

## Lobbying Plan

### Rationale

The final guidance for the Towns Fund and the process of negotiating a Heads of Terms followed by individual projects which it sets out, make it clear is that the Towns Fund is a negotiated “deal”. The Connected Coast Board have also agreed that the Towns Fund should be seen only as stage one of a much longer term commitment to invest in the Coast.

It is important, therefore, to set out a plan to lobby government, other organisations and individuals who can have an influence over the Towns Fund decisions and, equally importantly, to target those who can support the longer term ambitions for the Connected Coast.

The challenges of the Lincolnshire Coast are deep seated and long term and, whilst the Towns Fund will start the process of regeneration, considerably more investment will be needed, over an extended period of time, to address decades of under-investment in the Coast.

The briefing delivered by the CEO of NE Lincolnshire Council at the inception meeting for the Connected Coast Towns Fund in November 2019 indicated that the Grimsby Town Deal had benefitted significantly from pre-bid engagement with key individuals in Government Departments and with Government Ministers<sup>1</sup>.

### Focus

The focus to be adopted on lobbying will be to make the case to:

- **Align mainstream public funding** (e.g. health, education, transport, digital, economic development support) with the specific needs of the Coast;
- **Support bids to public and charitable bidding opportunities** to deliver projects which help achieve the ambitions for the Coast (in the Towns Fund and via other funding routes);
- **Commercial investors** and those who support them to invest in the Coastal economy (e.g. through working with inward investment teams at County, regional and national levels);
- **Policy alignment** so that the needs of the Coastal community are reflected in policy decisions and strategies developed by bodies at county, regional and national levels to facilitate future investment and participation by the Coast in mainstream programmes;
- **Address barriers to delivery** by working with the public sector and regulators to address barriers to delivery of the change needed on the Connected Coast;
- **Secure long term commitment** to working with the Connected Coast team to deliver proactive, meaningful change in the medium to long term.

### Timescale

There is an immediate need to lobby for the Coast during the remainder of 2020 as the Towns Investment Plans are completed, submitted and negotiated with government. However, there needs to be a much longer term plan, with a clear partnership and mechanisms underpinning it, to maintain the momentum

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<sup>1</sup> It is however, important to note that the pressures on civil servants and Ministers are much higher in 2020, both because of Covid and the fact that 100 towns are currently bidding for Towns Fund support. The ability to access them in a small window in autumn 2020 is therefore likely to be constrained

from the Towns Fund process to make the long term case for the Coast. This wider lobbying is essential to secure the policy changes, funding and investment commitments needed to support Coastal development.

To deliver the lobbying plan it is proposed to:

Action	2020					2021	2022	2023	2024	2025 onwards
	Aug	Sep	Oct	Nov	Dec					
Establish lobbying group and agree lobbying plan										
Lobby for TIPs for Skegness & Mablethorpe										
Lobby for investment from mainstream public funds										
Long term Connected Coast structure & lobbying agreed										
Investors in Coast launched & supporting lobbying										
Align lobbying, engagement, PR & Comms										

### Loobbying Principles

The proposed principles to underpin lobbying are:

- **Positive and Proactive** - be positive and whilst explaining the clear need on the Coast avoid whingeing. The focus will be on clearly setting out the potential and how investment, policy changes or support can lead to positive benefits for the Coastal community and UK PLC;
- **Alignment with Policies, Strategies and Targets** - explain how coastal investment can help government (and their agencies), third sector and businesses achieve their aims and objectives;
- **Work with Others** - where there are common challenges in other communities and, when it is appropriate, work with them to make the case for investment or policy change;
- **Utilise 'Friends and Partners'** - unite the Coast's lobbying efforts with existing campaigns run by local representatives (e.g. MPs and Councillors), local public sector bodies (e.g. County Council, LEP), regional (e.g. Midlands Engine) and national partners (e.g. National Trust) to make the case for investments or policies which would benefit the Coast.

Lobbying also needs to be seen as a two way engagement process, which adopts the principle, as the old adage goes, that you have only one mouth but two ears. It is important to use the lobbying process to gather as much intelligence as possible from others about their priorities and how the ambitions of the Coast can be aligned with the aims and objectives of other organisations and government.

A 'soft' form of lobbying is thus proposed which focuses on dialogue and partnership building with those who can help to deliver the Coast's ambitions. This will enable the Coast's plans and, critically, the presentation of its plans to be refined, so that they are aligned with the policies and funding programmes the Coast wishes to access.

### **Structures**

Lobbying will need to be sustained for the long term and it is therefore important to consider how it will be integrated with other existing and planned community and business structures on the Coast.

The coast has developed a Connected Coast Board and Place Reference Groups (PRGs) for both Mablethorpe and Skegness. It has also been proposed to create a public/private sector development partnership, Investors in the Coast, modelled on successful public private development corporation models (e.g. Investors in Lincoln), to facilitate public and private sector partnership investment.

Investors in the Coast will bring together a long term partnership of public and private sector investors to spearhead regeneration in Mablethorpe, Skegness and the Connected Coast. It will proactively deliver private sector investment and secure co-investment in public/private sector projects. It will work with the public sector, through 'One Public Estate', to ensure that the use of public sector buildings and land assets is co-ordinated and, where buildings are released, they are used for new community or commercial purposes.

During autumn 2020 it is important to agree:

- How the Connected Coast Board, PRGs and Investors in the Coast will operate from January 2021 to help deliver the TIPs and long term Vision for the Coast;
- How these coastal structures will work with existing administrative bodies, notably East Lindsey and Boston Council, Lincolnshire County Council and Greater Lincolnshire LEP;
- The role that these structures will play in lobbying for investment in the Coast.

### **Lobbying Targets**

The table below sets out the targets for lobbying to promote:

- The Generic Coastal Ambition and Vision;
- Towns Fund projects;
- Cross cutting themes which need mainstream government funding and support;

In each case it sets out: the objectives; who to target with lobbying; which partners to work with; when this should happen.

## Investors in the Coast

The following report was agreed at the last Board Meeting dates for a briefing by David Rossington are currently being sought.

At the first towns fund board meeting the potential creation of an investment vehicle to support the longer term strategic development of the Lincolnshire Coast, leveraging the full investment potential of the Towns Fund for the longer term and bringing the public and private sector together was discussed. The Investors in Lincoln model was identified as being worthy of further investigation.

The desirable features of the “investors” model, which could be translated into a coastal investment company involve:

A company structure with the opportunity for each partner to make investments and receive income based on the purchase, development and in appropriate circumstances the sale or leasing of assets.

A rationale within the Mem and Arts of such a structure linked to addressing market failure or very challenging investment circumstances, which require a long term and bespoke approach to deploying resources and receiving returns.

A rationale within the Mem and Arts based on the concept of sharing risks and pooling mutual interests through a legal structure which enables joint action.

A clear approach to understanding and managing the transactions of the company in the context of competition legislation, particularly state aid.

An understanding that commercial operations on this basis, bring accountabilities in the context of liabilities such as corporation tax.

It is clear that there are a number of regeneration sites in both towns where a sharing of risk between the public and private sector would be beneficial in building the confidence to invest. Where such sites could be moved forward through the introduction of towns fund resources to reduce market failure such a structure could become a vehicle for growing and pooling resources over and above the resources identified through the towns fund. Once up and running the structure would be able to operate more widely than just the Towns Fund.

A regeneration vehicle established on the basis of developing and owning assets also has the potential to generate assets and stimulate capital growth, which can be used to fund regeneration for the longer term on a sustainable basis. Such a vehicle could acquire sites, develop them and sell them on to generate resources to invest in other challenges in the locality. It could acquire an investment asset as part of a regeneration strategy through the Towns Fund to begin this process.

Investors in Lincoln has approaching 20 members including both local authorities (County and City), University and Cathedral and a number of private sector partners. It has established an income stream through a number of managed risk based activities. These have included the development of the first managed workspace in Lincoln before a clear market was established for such facilities and the regeneration of the Lawns complex in Lincoln. Investors has also helped assemble funding to support key parts of the tourism infrastructure in Lincoln supporting the case for the major lottery investments in the

Castle and Cathedral. Previously Government Office has participated in the work on Investors with observer status.

Initial discussions with a number of individuals involved in Investors in Lincoln including: David Rossington (Company Secretary), Keith Darwin (Chairman) and Councillor Colin Davie (LCC representative on Investors in Lincoln) have suggested that the replication of this structure as part of the wider strategy for moving forward with the Towns Fund is an attractive prospect.

Investors in Lincoln have very kindly shared their shareholder agreement and mem and arts with the Towns Fund team.

It is proposed that a sub-group of the Board complemented by a number of potential private sector members of such an investment vehicle be assembled to work through the concept further. David Rossington has kindly agreed to support the facilitation of this process through a briefing.

In parallel with this development idea there is also merit in consider a separate community led investment vehicle to engage local people at the micro level in a social enterprise approach to delivering regeneration outcomes. There could be scope to initiate this vehicle in conjunction with the development of the Towns Fund portfolio of work, but its agenda has the potential to be more wide ranging.