

Connected Coast Board
Wednesday 5th August

Board Pack:

- Investors model
- Lobbying Plan
- Programme Management
- Flagship Project Updates
- Towns Fund Projects
- Next Steps

Supplementary Papers/Updates:

- Accelerated Funding
- Reviewed Evidence Base
- Engagement and Communications Report

Agenda:

- Sarah Louise: Welcome and introductions
- Sarah Louise: Minutes of the last meeting and matters arising
- Lydia Rusling: Updated Towns Fund Guidance, Programme Management, Covid-19 Contingency/Arup support
- Flagship Project Updates:
 - Michelle Howard: Presentation on the Campus for Future Living in Mablethorpe*
 - Adrian/Ivan: Presentation on the Further Education Campus in Skegness*
- Cllr Steve Kirk: Accelerated Funding
- Distract/HETA: Engagement and Communications
- Martin Collison: Reviewing the Evidence Base and long-term Vision
- Ivan Annibal: Town Investment Plan structure
- Towns Fund Projects Discussion
- Sarah Louise: Investors Model and Lobbying Plan
- AOB

Investors' model updated report

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.

Lobbying Plan

Now that the final guidance has been issued for the Towns Fund and the process of negotiating, what is clearly a “deal” has been set out there is real merit in standing back to consider who and where to lobby individuals who have an influence over the process. It is also important to consider the key issues, which need to be advanced on behalf of the two settlements so that an appropriate campaign of engagement can be planned.

The briefing delivered by the CEO of NE Lincolnshire Council at the inception meeting for the Towns Fund in Spilsby 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.

Now is therefore the time to begin planning the lobbying approach, which might be taken to advance the case of the two towns. We already appreciate that a process of appropriate engagement with Defra and the Environment Agency is important and Martin Collison (a member of the team working on the Towns Fund) has begun considering how this might best be shaped.

In addition to this we have key themes emerging around education, tourism, connectivity, and urban regeneration, these issues and our emerging response to them are important in the context of the Towns Fund and we should consider how best to engage with the relevant Government Departments.

It is proposed that a focused campaign of engagement, to run in parallel with the preparation of the Town Investment Plan (ie between July and October 2020) should be initiated and worked up in conjunction with a sub-group of the main Board.

It is important that this influencing campaign should focus not just on specific projects or programmes of activity within the fund but on the broader (over a 25 year) time horizon. The key issue here is to develop a clear sense of the linkages between the projects emerging as part of the TIP and to engage Government on how it can help to facilitate the linkages between the projects and to support the removal of key barriers which stop them happening.

It is also important to manage these engagements in concert with other key players such as the two local authorities and the LEP.

Key areas of emphasis (other may emerge through the work of the group) could involve:

- Campus for Future Living – Department of Health and Social Care – exploring the potential to recognize this development as a long term significant national exemplar.
- FE Campus – Department for Education – in terms of supporting the case for the growth of F/HE on our coastal strip.
- Mobi Hub Development – Department for Transport (with scope for ancillary discussions around our emerging thoughts in terms of other transport options including the Eco-Tram and enhanced rail connections along the coastal strip).
- DCMS – in terms of our discovery that 5G is heavily challenged due to significant connectivity problems and wider recognition of the potential to support the evolution of the tourism and hospitality offer on our coast.
- Environment Agency – in terms of generating buy in for our development activities along the coast and in relation to a recognition of the Conoco site at Theddlethorpe and the longer term potential that development this would bring to our area.

Programme Management

A detailed chart setting out the proposed timescales and activities leading up to the submission of a Town Investment Plan on 31 October 2020 is attached at Appendix A. This will provide a clear structure for the delivery of the programme going forward. Where ?s are shown in relation to the programme this is to prompt discussion/agreeing of the scheduling of an extra meeting during the week concerned. Both PRGs have indicated that they would like to meet again in the mid-August period.

It will be important to have a notional “stop date” for the submission of projects. Other Towns Fund areas are already beginning to close the window for the submission of bids. We propose in this Gantt that unless something very exceptional and unforeseen crops up we will end consideration of new projects by w/c 14 September. This will enable an options appraisal setting out the relative merits of each project for final consideration by the Board on 30 September, leaving effectively a month for the consolidation and completion of the Town Investment Plan.

Action	Owner	06-Jul	13-Jul	20-Jul	27-Jul	03-Aug	10-Aug	17-Aug	24-Aug	31-Aug	07-Sep	14-Sep	21-Sep	28-Sep	05-Oct	12-Oct	19-Oct	26-Oct	02-Nov	
Governance	SLF/LR																			
Leadership Group	SLF/LR		15					?			9									
Skeg PRG	SLF/LR			22					?			16								
Mab PRG	SLF/LR				31					?			25							
Board	SLF/LR						14				?			30			?			
Reviewed Evidence Base	LR/MC/IA		15			5														
Investors Model	SLF/LR		15			5														
Shadow Investors Group	SLF/LR										9			30						
Lobbying Plan	MC/LR		15			5														
Lobbying Implementation inc EA	LR/SLF/MC										9			30						
Consultation Strategy	LR/Dis t/OP																			
Website	LR/Dis t		15			5														

Prospectus	LR/OP		15	22	31	5													
Town Story Books	LR/Heta/OP		15	22	31	5					9	16	25	30					
Options Appraisal and Draft Programme	LR/MC/IA																		
Soft shut off point for project ideas	LR/IA									9									
Formal options appraisal for Board	LR/MC/IA													30					
Flagship Projects	LR/SLF																		
<i>FE Campus</i>	LR/IA																		
MoU	IA		15	22	31														
Steering Group Meetings	IA			*					*			*							
RIBA Stage 2	IA													30					
Business Case	IA									9									
Engagement Process	LR			22								16							
<i>Campus for Future Living</i>	MH/IA																		
MoUs	MH		15			5													
Steering Group Meetings	MH	7							*			*							
RIBA Stage 2	IA/MH													30					
Business Case	IA/MH									9									
Engagement Process	MH			22									25						
Accelerated Project																			
Agree Project Skeg	LR		15	22		5													
Agree Project Mab	LR		15		31	5													
Development of Submission	LR																		

Project Plan	IA/LR									9									
Business Case	IA/LR											25	30						
RIBA Stage 2	IA/LR											25	30						
Court Buildings	IA/LR																		
Discussions with Stakeholders	IA/LR	8	15																
Local Consultation inc County	IA/LR			22		5													
Project Plan	IA/LR									9									
Business Case	IA/LR										16		30						
RIBA Stage 2	IA/LR										16		30						
Early Stage Projects	LR/MC /MK																		
Issuing of Proforma and Agreement Support Needs	LR/MC /MK					5				9									
Development of Projects to Soft Cut Off Date	MK (lead)					5				9									
Formation of Dev Team to Support Projects	MK lead																		
Dev Team Support for Projects										9	16	25	30						
TIP Preparation																			
Confirmation of vision	LR/IA/MC		15	22	31	5													
Mapping of strategies	LR/MC									9	16	25	30						
Private sector engagement	SLF/LR																	?	
High level plan of business case development	IA/LR/MC									9	16	25	30					?	
High level delivery plan	IA/LR									9	16	25	30					?	

For each final project - rationale and alignment	IA/LR											9	16	25	30				?		
Estimate of costs and BCR	IA/LR/MC											9	16	25	30				?		
Funding sources statement												9	16	25	30				?		
Liaison BEIS/MHCLG on direction of travel															30				?		
Design and Format for Submission												9			30						
Projects:																					
Redevelopment Beales Dept Store																					
Digital co-working hub																					
Multi-user path at Hardy's Farm																					
Holiday sites additional leisure/hospitality																					
Railway station improvements																					
New paddle boarding proposal Mab																					
Housing development																					
Business Park																					
YMCA																					
Associated Non Towns Deal Projects																					
Theddlethorpe																					
Coastal Tram																					
Environmental Framework																					

Flagship project Updates

There are two flagship projects at the heart of each proposal. For Mablethorpe the key project is the Campus for Future Living and for Skegness it is the development of a new F/HE facility. Progress updates in relation to each project are set out below:

The Campus for Future Living

Board members will recall this is a flagship project. It involves creating a business and innovation hub of national significance in Mablethorpe with the partnership engagement of a growing list of organisations including:

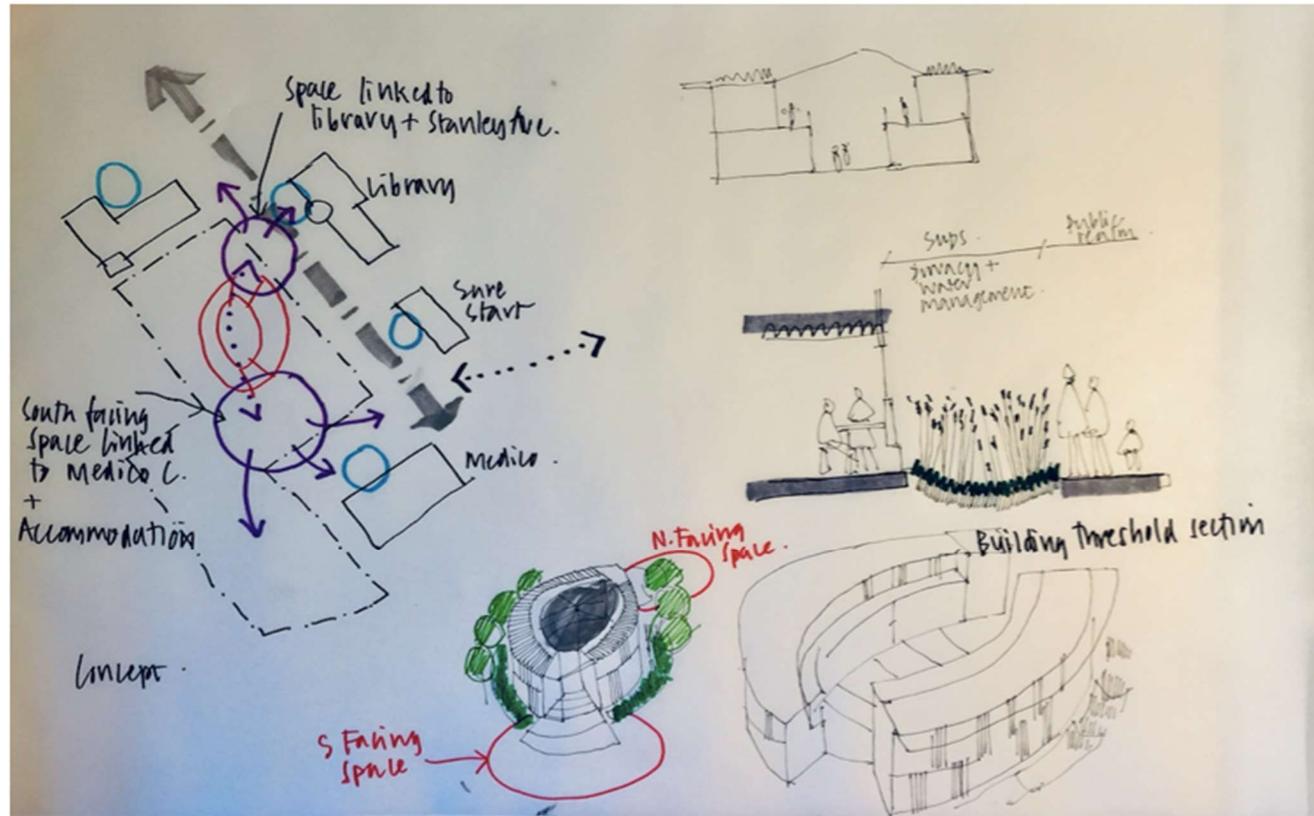
- University of Lincoln
- Medical Technology and Innovation Facility (NTU)
- Lincolnshire Workforce Action Board
- Lincolnshire Sustainability and Transformation Partnership
- National Centre for Ageing Better
- Marisco Medical Practice
- Grimsby College
- East Midlands Academic Health Science Network
- Health Education England

It will bring a range of activities together to create a combined service based on:

- Innovation space for businesses developing innovative applications to support people living independently
- A learning environment for people training in all aspects of adult social care
- Extension of the operational activities of those delivering health and care following international models
- Brokering cooperation amongst other service providers on Stanley Avenue (including Linkage Trust, Medical Practice, Sure Start, Library, Community Centre)
- Establish Lincolnshire coast as a national exemplar in the planning and delivery of adult social care
- Attracting high quality jobs and investment into Mablethorpe diversifying its employment structure

Outline costings for the project build have now been prepared by professional architects and have produced an indicative cost for the project build of just under £4 million.

Some high level visuals for the development and lay out of the facility, WHICH ARE PURELY INDICATIVE, are set out below:



The next stage for the development of this project involves developing a more detailed design and undertaking pre-application planning consultations with the Council. In parallel with this process Michelle Howard who is leading the development of this initiative is negotiating

individual Memoranda of Understanding with the partners cited above, these will be converted into a detailed strategic framework for the operation of the facility.

A video setting out the exciting approach to this development is accessible here:

<https://my.demio.com/recording/DCupXt52>

F/HE Campus Skegness

The development of a new FE campus on land off Wainfleet Road in Skegness is a very significant component of the Towns Fund. Details of the proposed scale and operation of the college were shared with members at the last Board Meeting, but for the purpose of reminding members they are sketched out again below:

The facility will build the wider economy of Skegness by giving it a full FE facility of size and scale with scope for HE. This will attract new high quality full time jobs to the town and generate a multiplier effect of around 2 additional jobs in the local economy for each job created.

This new landmark development will build a skilled workforce making a direct step change to enable employers to access higher level skills and local people to raise their ambitions and aspirations. It will help break the low skill/low wage equilibrium currently operating on the coast.

This initiative will provide the opportunity to raise the engagement and potential of all businesses, schools and learning organisations currently operating on the coast by creating a new opportunity for everyone to work together on an enhanced learning agenda.

The campus land is currently in the private ownership of the Sanderson Family, the proposal is for ELDC to acquire the land using Town Deal funding, to let a contract for the construction of the F/HE facility on the 5 ha site, which will then be leased to TEC Partnership, University Centre Grimsby (TEC).

TEC will operate the site as a campus offering a comprehensive range of FE and some HE training. The concept of Higher and Further Education to this level of sophistication in Skegness will be truly transformational. Curriculum areas will include:

- *Motor vehicle*
- *Caravan Trades/ Joinery*
- *Multi Skills*

- *Plumbing*
- *Electrical*
- *Fabrication and welding*
- *Hair and Beauty*
- *Hospitality*
- *Care*

Whilst this may at first reading appear to be a standard set of traditional disciplines it is important to emphasise that the whole curriculum at Grimsby College has been developed on the basis of Industrial Revolution 4.0. The development of a new landmark Lincolnshire Institute of Technology in which this campus can become a key node will further drive the contemporary nature and delivery of the learning offer. More exciting still local employers will have the opportunity to shape the development and delivery of the curriculum around their local industry needs.

The site will also be the host centre for a series of small enterprise units, operating as a business incubation hub for new and growing businesses, based on the e-factor model currently operated by TEC in Grimsby.

More detailed work is required to get to a full cost and design estimate (classed technical as RIBA Stage 2) but a very headline figure, which may change considerably, for the capital build is in the region of £10-£15 million.

The site will also provide a number of out of operational hours facilities in Skegness linked to car parking (potentially a Park and Ride facility) and potentially, subject to detailed operational negotiation, access to some of the student facilities on the site, such as its leisure facilities.

The initiative will also help facilitate the development of new infrastructure to open up access to housing and employment land adjoining the proposed site.

TEC will agree an operational lease for the site. The length of the lease is to be determined, but a reasonable expectation at this stage is that it will have a duration of at least 10 years. This will be agreed prior to construction commencing. All the revenue costs of the learning activities will be met by TEC.

Board members has raised the “traditional” nature of the curriculum during the discussion of the agenda. It has been confirmed:

1. There is evidence of significant demand for this range of courses
2. Much of the content whilst sounding traditional is e and digital configured in its characteristics

3. The is scope in the context of the roll out of initiatives such as the Lincolnshire Institute of Technology to ensure dynamic, digital and contemporary courses are offered at the campus.

A formal memorandum of understanding is now in place with Grimsby College over the progressing of the design and other relevant consents required to get the proposals to RIBA Stage 2 by the end of October 2020. In parallel with this work, which is being led by Grimsby College with ELDC acting as the client, a business case is being developed for the initiative. This will be HM Treasury Green Book compliant. A technical steering group for the project is planned and the Leadership Group is asked to consider how it would like to be directly involved in this aspect of the work.

A meeting to discuss the wider integration of the F/HE campus initiative with the full range of post 16 learning in Skegness was held on 23 July and was Co-Chaired by Gill Alton, Principal of the College and Chris Baron of the Towns Fund Board. It has led to significant enthusiasm amongst the learning community in Skegness. A follow up meeting is planned for September to maintain the dialogue about the development of the agenda.

Emerging Projects

A significant number of projects are now beginning to emerge for each settlement in Skegness these are:

YMCA

Following the outline development of a mixed use leisure/affordable housing project for Skegness by YMCA. Caroline Killeavey CEO of the YMCA has developed an outline concept to include:

A mix of supported and Town Centre move on accommodation for;

- Young people in need of support to live independently or whom have suffered homelessness
- Young people – first home (retaining young people in the Town)
- Young key workers (post Covid recovery)
- People on low wages or benefits under 35. (Additional Town Centre affordable housing)
- We could also support those who need a little care such as those with learning difficulties, young care leavers. (Inclusive)

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 Wi-Fi 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 socialise and mix.

The site is large enough to ensure all the units are specifically designed with each client base in mind, separate entrances etc. if required. YMCA staff would be on site 24 hours for those clients who need it, but also available for all tenant matters.

Income generating & general community spaces

- Retail unit – YMCA could take 2 units – traditional rummage shop for local people and holiday makers plus a bookshop/café?
- Upmarket Community Café with the young residents as volunteers – similar to the Betel café in Lincoln.
- Digital Training unit for intergenerational training/support
- Gym/Multifunctional fitness spaces for use for intergenerational wellbeing classes – this would be YMCA
- If space available a music or recording studio? Post Covid recovery arts?
- Job creation for young people/retraining and work placements for older generation

The general theme for the development would be funky, alive, modern space with a focus on LIVE, WORK, TRAIN – intergenerational but with a young energetic edge.

The site could be also be a legacy site for the Talk Eat and Drink project – who could have a small shopfront support centre and a town centre satellite site for the Centre for Ageing Better?

YMCA would develop the project as an investment in the Skegness Community of the Past, Present and Future. This would be about the people who live and work in Skegness – a showcase to the world that Skegness has a stable community and a future. This would add all year around activity and footfall, and be a clear sign to investors that Skegness is more than the summer tourism trade.

Skegness Court Buildings

The Police and Crime Commissioner Marc Jones has raised the possibility of including the development of the Skegness Court Building as a training and conference facility. Detailed discussions with Joanne Davies from the PCC Office have revealed that the project is to start imminently. We are currently exploring the potential to include it as a shovel-ready project for Skegness. More information will be provided at the Board meeting, following a scheduled meeting on 4th August 2020.

Other Projects in Skegness

Other projects at a very early stage of notification include:

- Foreshore development
- Re-development of Skegness Town Hall
- Improvements to Railway Station
- Digital co-working hub
- Business Park Development (LCC)
- Multi-user path at Hardy's Animal Farm
- Fantasy Island LDO
- Skegness Gateway (housing development)
- Skegness Transport Strategy (+ LCWIP)
- North Parade Development (Lincs Design Consultancy)
- MyTown suggestions (attached)
- Eco-tourism projects including Coastal Tram, Eco-lodges and community based projects

Other Mablethorpe Projects

A number of key projects are in scope at the moment in terms of Mablethorpe, not all will be directly Towns Fund supported but will be able to be programmed to show matched funding. These include:

- A new paddle-boarding leisure development
- A new integrated mobi-hub transport interchange
- A new driverless scooter and last mile autonomous vehicle project linked to the University of Lincoln
- Scope for the development of a new e-network enhancing local digital connectivity
- The Colonnades
- Leisure and Learning (Station Sports Redevelopment)
- Coastal transport and connectivity proposals (public transport and digital), coastal paths for walking/cycling, flood risk and environment

In addition to these projects the notes from a significant group orientation involving local community representatives, focusing in on a range of

different sites and activities was undertaken recently and the notes arising from that comprehensive tour and the projects associated with it are attached below:

Mablethorpe Towns Fund List of Locations and Actions – Arising from Community Led Team Tour 8 July 2020

*A157 roundabout with Golf Road – mini roundabout to improve access, better signage on entering the town.
Golf Road – re-surface.*

Junction Golf Road and Quebec Road – mini roundabout and new signage linked to the Lowen Cinema. Scope for the development of an overall signage strategy to upgrade the signs for the whole town in partnership with the private sector.

Improvements to the local cycling and walking infrastructure along Quebec Road up both ways south to High Street and a north along to the Seal Sanctuary.

Seal Sanctuary, north end of Quebec Road improvements to the car park and junction at entry. Discussions with the owners about scope to upgrade the attraction. Interpretation and better signage to the Time and Tide bell.

Discussion with the Ferryboat pub owners about upgrading as part of this car park refurbishment.

Review of ticketing and payment strategy on the site linking payment and the cost of accessing the seal sanctuary (which ought to be better promoted as a zoo).

Review the operation of the transport interchange at the north end car park.

*Returning south down Quebec Road – tidy up Seaview car park, engage with the Coastwatch Team and the holder of the lease on the accommodation. Consider the promotion of this area in terms of the development of a further income raising franchise. Promote the walking access from here to both north and south locations along the beach. This could involve some niche and craft based retail.
Consider scope to create the ability for the land-train to run along the side of the sea defences rather than on the current Quebec road main carriageway.*

Discuss the scope for further investment and amenity with the owner of the Beck – including better interpretation and use of the Beck watercourse.

Consider the options around the development of Spanish City as part of a major refurbishment strategy. This could be part of a public/private sector focus in terms of the development of the Investors in the Coast model.

Explore enhanced walking and cycling access to Queen Park along the side of Spanish City.

Discuss in detail with Grayscroft (revisit the issue) them relocating to the Golf Road industrial estate, freeing up this site for market use and creation of an access, which would also run through part of the current Mirage Amusement Arcade to create an alternative route to Quebec Road and Queens Park. This would also enable the top of the High Street between the pullover (access to the beach) and traffic lights to be pedestrianised and covered over to provide a bad weather shelter space in the town and create a feature enhancing the street scene.

Create a Carnaby Street feel to the area along Fitzwilliam Street where it links to the High Street (building on developments such as the current Blitz café.) Revisit the beer gardens in this part of the town, close and redevelop the indoor market adjacent to the “Book in Hand” on the High Street.

Moving further down the High Street develop a new transport interchange in the car park area between Seacroft Road and George St. Redevelop Stanley Avenue through the use of the vacant land at its southern end as the basis for the Centre for Future Living. Consider the development of a bijoux hotel adjacent to the current Station Sports complex on lower High Street.

On the A52 create a mini roundabout next to the Eagle Hotel to create a better access into Queens Park and better manage traffic near the corner where Victoria and Seaholme Roads meet.

Negotiate a possible access to open up scope for a small residential development at the rear of Stanley Avenue off Seaholme Road through J&M Caravan Park.

Next Steps

The key challenge now is to assemble these projects into one coherent Programme for Mablethorpe and one coherent Programme for Skegness, to undertake an initial assessment of their relative impact and then to present them through an options appraisal process to the Board at its next meeting in September.