

TOWNS FUND JOINT BOARD FOR MABLETHORPE & SKEGNESS

CONNECTED COAST: AGENDA

DATE: Monday 27th January 2020

Venue: Bacchus Hotel, Sutton on Sea

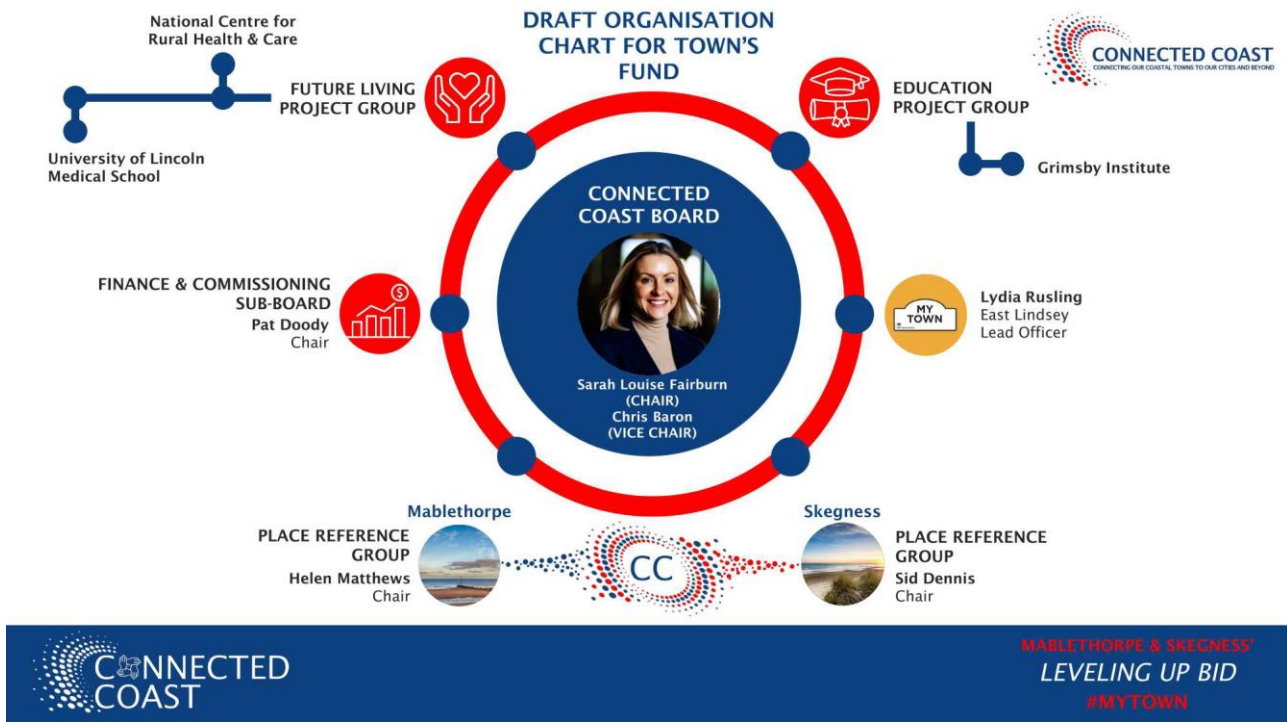
Time: 3.00pm to 5.30pm

Chair: Sarah Louise Fairburn

Minutes: Jo Paterson, East Lindsey District Council

AGENDA:

- 3:00pm Sarah Louise Fairburn: Welcome and introduction to the Towns Fund
- 3:20pm Cllr Craig Leyland: Board composition, roles/responsibilities and declarations of interest
(Paper 1 Declarations of Interest)
- 3:40pm Sarah Louise Fairburn: Connecting skills/expertise with activity/projects
(Paper 2 Draft Organisational Structure)
- 4:00pm Cllr Craig Leyland: Structure for Engagement, Consultation and Commissioning
(Paper 3 Terms of Reference for Place Reference Groups)
- 4:20pm Ivan Annibal/Lydia Rusling: Schedule of activity for Town Investment Plan and Evidence Base
(Paper 4 Programme Plan and Evidence Base)
- 4:40pm SLF: Investment Vehicle Proposition *(Paper 5)*
- 5:00pm Sarah Louise Fairburn: Brand Design *(Paper 6)*
- 5:10pm Lydia Rusling: Communications Brief *(Paper 7)*
- 5:20pm AOB and Future Board Dates (note request from MPs)
- 5:30pm Close



TOWNS FUND

[MABLETHORPE / SKEGNESS] PLACE REFERENCE GROUP TERMS OF REFERENCE

1 The purpose of the Place Reference Group (PRG)

The purpose of the Place Reference Group is to provide a *sounding board* for the Connected Coast Board¹. It will provide a forum for dialogue between the Connected Coast Board (CCB) and the local stakeholders of each town at key stages of the planning and implementation process of the Connected Coast Board Investment Plan².

2 Role of the PRG

To provide the CCB with a community based reference point in [name of town]

To help the CCB to achieve its goals by offering support and advice from a community perspective

To help enhance the knowledge of the CCB by sharing locally based intelligence, views and opinions

To provide an opportunity for early engagement and testing of the CCB's strategic direction and specific proposals at agreed key stages

To provide practical support and assistance for any planned community based consultation and communication to enable the CCB to benefit from local knowledge and experience

¹ Board name to be confirmed

² Investment Plan title to be confirmed

To support the CCB in gaining local ownership of the Investment Plan and any future activities that require community engagement

3 Membership

Chairs Cllr Helen Matthews (Mablethorpe)

Cllr Sid Dennis (Skegness)

V Chair Nominated from within the membership of the PRG by its members

Secretary Alison Penn, Strategic Director, ELDC (Mablethorpe)

Tim Leader, Strategic Director, ELDC (Skegness)

Members Membership is not prescriptive, but should be made up of no more than 12 representatives of local groups or organisations that are active at a community level in each town, and are able to positively contribute the work of the CCB. The Chair and Secretary to propose membership to the CCB Chair and Leader of ELDC annually.

4 Support to the PRG

The Secretary, on behalf of the Chair, ensure that the PRG is properly equipped to carry out its role by ensuring:

- the provision of advice on the scope and role of the Group
- that the Group receives the information it needs to provide informed feedback to the CCB
- facilitating effective feedback to the CCB
- to provide assurance to the CCB that the PRG is operating within the given framework

5 Duties of the PRG

Provide a forum to facilitate full engagement and activate debate amongst local stakeholders, with the aim of reaching, and presenting, wherever possible, a cohesive and balanced local stakeholder perspective back to the CCB.

The PRG will aim to represent local thought and opinion in order to support and enhance the work of the CCB

To respect confidentiality of information where circumstances require this

The PRG is not a decision making body

6 Authority

The PRG may offer feedback and advice to the CCB through the following mechanisms:

- At Board meetings through the Chairs participation in the CCB, either through membership or invite

- In writing
- In other forms specified by the CCB

7 Meetings

Quorum – at least 50% of members in attendance, and Chair or Vice Chair to be in attendance

Frequency of meeting – ³

8 Reporting and Assurance

The PRG Chair is responsible for the effective operation of the PRG by:

- Chair PRG meetings
- Ensure that all Group business is in accordance with the Terms of Reference
- Develop positive relationships amongst the Group members and between the Group and the CCB Chair
- Work in harmony with the Chair of the other PRG to ensure that areas of commonality are taken into consideration
- As Chair, they will be a member of the CCB or invited to attend the CCB as appropriate

Towns Fund Board Meeting

Potential Development of an Investment Vehicle

Introduction

The eligibility of Skegness and Mablethorpe for up to £25 million each from the Towns fund is a transformational opportunity. In addition to considering plans to spend the resources, the opportunity to create a long term and widely leveraged strategy connected with this funding should be considered.

Investment Vehicles

There is a long tradition of local authorities participating in public/private sector partnerships through third party vehicles in the context of economic development. This has increased significantly since 2008 and the introduction of reduced funding since the global recession. There are many models, often determined by the particular opportunities and investor interest in each given locality. There are however some generic features, which underpin investment regeneration vehicles these are:

- 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 structures 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.

³ To be agreed after the first meeting of the CCB

- 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.

The Potential Benefits of an Investment Vehicle as part of the Towns Fund Strategy

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.

A regeneration vehicle established on the basis of developing and owning assets also has the potential to generate assets and income, 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.

A Potential Model

The closest example of a successful investment company is Investors in Lincoln. This company 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.

Local Context

There is already some activity on the coast linked, for example to the evolution of Business Improvement District and the recent formation of an investment company by ELDC which are relevant in the context of the opportunities around public/private sector commercial models.

Next Steps

It is not proposed that a formal vehicle should be established at this stage. However once the particular mix of opportunities and projects begins to emerge more clearly (over the next 2-3 Board Meetings) it is important to consider whether the development of an investment vehicle could provide a structure to maximise the opportunities and impact of the Towns Fund resources in Skegness and Mablethorpe.

PAPER 6

CONNECTED COAST: Brand Design Brief

Context:

East Lindsey District Council has been invited to act as Lead Authority in the preparation of a Town Investment Plan for Skegness and Mablethorpe as the basis for entering into a Town Deal with Government. If the Plans are approved, each town will be awarded up to £25 million to invest in

regeneration, education, skills development, and digital connectivity and transport infrastructure to secure transformational levels of economic growth.

A fundamental prerequisite of a Town Deal is strong governance arrangements, which will be exercised through a Town Board. In light of that work, the Leader of the Council has concluded, with support from senior officers, it would be most effective to establish a Joint Town Deal Board and Town Investment Plan.

The two towns have a distinct and proud history and a unique sense of place. But there is clear synergy between them. Their proximity to each other is reflected by an overlapping social and economic geography. They face similar challenges, which demand a strategic, integrated and coordinated response. That will benefit from the increased scale occasioned by joint planning, which treats each town as part of a wider coastal system with links inland to the rest of the District and the wider Midlands Engine. A Joint Board will also promote high levels of engagement by strategic stakeholders, especially the private sector, and facilitate a more streamlined, efficient and economic use of resources.

The overall Town Funds project is for 101 locations and so there is the additional connection to this larger and significant UK initiative.

Our vision for the two towns is that they will make their distinctive contributions to a Connected Coast, renewed and refreshed as settlements through a programme which: diversifies their economies, builds their skills base and establishes them as national test beds for future living and natural resource management. They will become places where positive ageing, a cutting edge approach to tourism and innovation around energy and water management turn current weaknesses into nationally significant strengths.

What we want to achieve:

Alongside an ambitious plan for economic growth, we need to engage with the local communities of both towns and stand out to government as a place that will realise the full potential of the Towns Fund and secure transformational levels of economic growth.

The Town Investment Plan will:

- Boost each town's tourist economy.
- Increase confidence in each town as a place to invest.
- Strengthen and diversify the economic base of each town.
- Improve access to further and higher education and develop skills.
- Better connect the towns to their travel to work areas by public transport and by improved digital infrastructure.

Ultimately we need to be successful in achieving a Town Deal with Government for both Mablethorpe and Skegness. We understand the process will be competitive and we sit alongside 100 other towns across the UK. Full list available on the Towns Fund Prospectus (available here: <https://www.gov.uk/government/publications/towns-fund-prospectus>).

Why Connected Coast:

It is critical we achieve investment for both towns and therefore the Board is wholly committed to demonstrating a 'Connected Coast' to government. We believe the word 'Connected' establishes and embeds both strategic messages and objectives, including:

- Demonstrating a strong connection between the towns to attract investment, creating a stronger proposition to investors and developers.
- Government messages promote economic growth through connectivity, e.g. Midlands Engine/Northern Powerhouse through to cities and towns.
- Connecting the needs of the community – skills, health, employment – with facilitating businesses and organisations' confidence to invest in the place.

- A testbed for connecting different sectors - hospitality/tourism/health/care and linking to food/drink/agriculture.
- Better connect the towns to their travel to work areas by public transport and by improved digital infrastructure.
- The common issues that face each town requires a truly strategic approach to tackle issues such as the need to better connect the towns with the wider coastal zone extending north and south as well as deeper into the rest of the district and the wider Midlands Engine region.
- Connecting people by developing constructive delivery partners to achieve landmark projects (Campus for Future Living linked to the National Centre for Rural Health and Care and the new Medical School of Lincoln University, as well as Further Education provision with Grimsby Institute, employers and the University).
- Connectivity with the environment, mindful of both towns vulnerability to flood risk, yet drawing on international developments in the context of digital connectivity, the growth of technologies which provide scope for innovation around flood risk and new approaches to energy and natural resource management.
- Establishing a welcoming environment for both towns linking to accessibility requirements for development.
- Connectivity with other government deals, i.e. the Tourism Sector Deal and other local projects and ambitions like a Heritage Action Zone for Skegness and the new Cultural Strategy for East Lincolnshire.
- Focusing on a thriving and prosperous future for both towns, yet connecting the benefits of economic growth to demonstrable value to all residents.
- Connecting the different coastal zones – sea, beach, promenade, High Street, transport, town and wider area (nearby places like Sutton on Sea to the wider Lincolnshire Wolds and East Lindsey District).

Engagement:

It is essential we stimulate interest in the towns of Mablethorpe and Skegness as well as the Lincolnshire Coast, promoting opportunities for development and investment.

NB. East Lindsey District Council and the Connected Coast Board is considering the establishment of an investment vehicle to support and attract long-term investment into the Lincolnshire coastal towns of Mablethorpe and Skegness. Linkages with the ELDC new investment company and with the BID (Visit Lincolnshire Coast) as a vehicle.

Local, regional and national engagement is critical to the success of the Town Investment Plan, and the long-term impact of a Town Deal for Mablethorpe and Skegness.

We are committed to meaningful engagement with the following Stakeholders/Audience:

Primary Stakeholders:

- **Government:** Rt Hon Robert Jenrick MP, local MP's Matt Warman and Victoria Atkins, civil servants, MHCLG, BEIS and advisors (Helen Whately MP, Tourism Minister).
- **Town Board:** Established with representatives from the business sector, local government, charities and community organisations.
- **Place Reference Groups:** these are in progress of being established for Mablethorpe and Skegness with representatives from the business sector and community groups. We need these representatives to be given the right tools and information to be ambassadors for the Towns Fund and support the engagement with communities.
- **East Lindsey District Council:** In line with the Towns Fund Prospectus, the Council has convened the Town Deal Board and aligned it with governance standards and policies.

Additional groups and organisations:

- Visit Lincolnshire Coast BID
- Skegness and Mablethorpe Town and Parish Councils
- Coastal Communities Team
- Lincolnshire County Council
- Greater Lincolnshire Local Enterprise Partnership
- Coastal Developers Forum

Our audience is split into three – LOCAL: Communities are central to the plan for each town, but local incorporates businesses, organisations, and community and faith groups; GOVERNMENT: the process of acquiring a Town Deal is competitive. Recognition and confidence in our ability to deliver to Government objectives is imperative; STAKEHOLDERS (primarily members of the Board and the Place Reference Groups, but we are also compiling a stakeholder list of contacts to regularly and effectively communicate with to achieve their support and commitment).

Requirements:

A consistent approach to the look and feel of the Connected Coast communications through the development of a brand incorporating a motif/logo that that can be used across all our corporate communications, including:

- Website
- Social media
- Letter head and board papers
- Blog/comms (press releases and newsletters)

Brand guidelines, including colour palette and imagery brief.

Creative framework/toolkit for stakeholders and partners to utilise. The design needs to work alongside a multitude of partners and stakeholders own branding.

Word palette to utilise in delivery of our communications strategy and plan (mindful of future commission of comms/consultation support).

Tone/image we intend to portray is one of quality, ambition and transformational.

Considerate of ELDC brand (blue, yellow and green).

Provision of artwork files in formats that are accessible to all businesses.

Timescale:

Concepts and options to be presented to the first Connected Coast Board on 27th January 2020.

PAPER 7

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IMPORTANT NOTE ON LOCAL ENGAGEMENT:

Mablethorpe and Skegness each possess distinct and proud identities. There is a long standing and friendly rivalry between the towns, which reflects the fact each has a fantastic reputation as a leading coastal destination for hundreds of thousands of holiday makers every summer.

However, the towns share a range of constraints on economic growth and prosperity. Each has a narrow and highly seasonal economic base, which tends to perpetuate a low skill, low pay, part time economy. Low skills and educational achievement are coupled with under-investment in educational, skills and enterprise infrastructure. Each town suffers from poor connectivity with higher order centres within and beyond their common travel to work areas. That lack of connectivity is not overcome or offset by current levels of investment in digital and public transport infrastructure. The town centres of each town and their sea front attractions each require substantial investment in the public realm. Both towns possess a number of vacant and under-used sites in landmark or strategic locations that need to be tied into wider plans for the regeneration of each place. Both are marked by pockets of very severe multiple deprivation that ranks them amongst the most deprived areas in the UK. And each must respond to the challenge of climate change and the risk of coastal flooding. The two Towns Fund areas are quite literally next to each other. Their social and economic geography overlaps. The common issues that face each town requires a truly strategic approach to tackle issues such as the need to better connect the towns with the wider coastal zone extending north and south as well as deeper into the rest of the district and the wider Midlands Engine region.

Requirements:

A consistent approach to an intensive 6 month Connected Coast communications plan to engage with three primary audiences – LOCAL, GOVERNMENT AND STAKEHOLDERS.

It is imperative that we **differentiate between what's been done previously in both towns and reflect the ambition of the Connected Coast Board to be successful in attracting up to £50m through a Town Deal.**

A corporate communications plan will include:

- Website copy and blog posts
- An extensive and engaging multi-platform social media plan (utilising existing channels, board members and local stakeholders)
- Press releases and newsletters
- Support for consultation in both towns
- Coordination and support for the My Town campaign
- Multi-media approach to content and story compilation

The MyTown campaign gives people a say in how a new generation of Town Deals, each worth up to £25 million, should transform the place they call home: www.gov.uk/guidance/mytown-campaign

Results:

- Successful and engagement with local businesses and stakeholders
- Local community responding to My Town campaign - <https://mytown.communities.gov.uk/>
- Politicians/civil servants in London aware and engaged with the Connected Coast
- Comprehensive evidence portfolio of effective engagement with local communities

Guidance:

- The corporate communications plan will be steered by new Brand guidelines (separate brief/commission).
- Tone/image we intend to portray is one of quality, ambition and transformational.
- Approval process through ELDC communications officers.

Timescale:

Brief issued: Tuesday 28th January 2020
 Response to brief: Wednesday 5th February 2020
 Assessment of proposals: Thursday 6th February 2020
 Activity to commence: Week commencing 10th February
 Communications plan delivery: February to August 2020

Value:

TBC