



**Connected Coast Board**  
**Thursday 30 June 2022 at 1pm (zoom)**

**Agenda**

1. Welcome, introductions and apologies for absence
2. Declarations of interest
3. Minutes of the previous meeting held on 24th March 2022 (attached separately)
4. Matters arising
5. Risk registers and Update on projects
6. Communications (attached Communications Plan and verbal update)
7. Levelling Up
8. Shared Prosperity Fund
9. Cultural Development Fund
10. Any Other Business

## **5. Risk Register, Programme Update and Financial Report**

### **Introduction**

This report provides a progress update in relation to project delivery and finances. All FBCs apart from the Campus for Future Living and Mobi-Hub in Mablethorpe, which are subject to a Project Adjustment Form, have now been approved. This report should be read in conjunction with the spreadsheets which accompany it.

### **Skegness**

#### **Skegness Foreshore**

The Council expect to relaunch a commercial prospectus to advertise under-utilised lots on the Skegness Foreshore, including the sites earmarked for Towns Fund enabling investment around the former Southern Bowling Greens and Boating Lakes. The marketing process will run for a minimum of twelve weeks from August this year with shortlisted proposals confirmed by the end of the year.

A separate planning application has been validated to deliver an 80 bed Travelodge and drive thru Starbucks on adjacent Foreshore sites. Details available at:

[https://publicaccess.e-lindsey.gov.uk/online-applications/applicationDetails.do?keyVal= EASTL\\_DCAPR\\_136021&activeTab=summary](https://publicaccess.e-lindsey.gov.uk/online-applications/applicationDetails.do?keyVal= EASTL_DCAPR_136021&activeTab=summary)

#### **Skegness Interchange**

Preparations for delivery are progressing to schedule at this stage with EMR.

A meeting with Dave Skepper, Stagecoach, has also taken place on 12 May to provide an update.

#### **Cultural Skegness: Culture House**

The FBC for this project has been approved. We are currently looking at opportunities to identify other resources to enable the full vision for the Embassy to be realised. One option under active consideration is with Arts Council England, which is already focusing on the opportunities to invest in East Lindsey and particularly Skegness (see item 9).

#### **Town Centre Transformation**

A good pipeline of projects has been developed and the scheme for Tower Gardens is now close to implementation.

#### **Hardy's Multi-User Trail and Police Training Centre**

Contracts for draw down of the full funding associated with both these projects have now been issued.

#### **Learning Campus**

This project is making good progress. The showcasing of the development of the campus is now under active planning and may involve the use of a vacant retail unit in Skegness.

### **Mablethorpe**

#### **Sutton on Sea Colonnade**

The Section 30 Agreement remains to be signed between the Environment Agency and East Lindsey District Council. Final revised terms are being negotiated and contracted with the respective legal teams.

The amended Section 30 Agreement will result in some site layout changes which will require amended plans to be resubmitted as part of the deposited planning application, whilst still delivering all of the intended facilities and objectives of the original design.

The amended Section 30 Agreement and revised site layout are expected to result in a more efficient build programme and less steel works required. As such, the project remains on track for an Easter 2024 completion and handover as per the submitted (and approved) FBC. The pre-construction timeline is currently under review but the design team remain engaged and are continuing simultaneously alongside the Section 30 negotiations to confirm the final cost plan and procure/progress with the main contractor for the capital build. Amended plans will not be deposited with the local planning authority until the Section 30 Agreement is signed.

### **Leisure and Learning Hub**

The planning application is now validated and out to consultation. Planning Reference: N/110/00978/22

All plans can be viewed by the Council's planning portal at: <https://publicaccess.e-lindsey.gov.uk/online-applications/applicationDetails.do?keyVal= EASTL DCAPR 135940&activeTab=summary>

The Building Regulations application has also been submitted and registered and the design team are completing the RIBA Stage 4 works to confirm the cost plan and pre commencement works to progress the appointment of a main contractor.

The project remains on track to start in site this year and complete by Easter 2024 as per the approved Full Business Case.

### **Campus for Future Living**

Whilst we await the outcome of the project adjustment request for the campus from DLHUC preparations for implementation continue. The planning application is out to consultation. We have generated commitments from the Primary Care Network, District Council, and MTIF at Nottingham Trent University support the evolution of centre. An active process of engaging with third parties to soft market test the appetite for an operator once the Centre for Future Living has been built is currently underway with promising progress.

### **Mobi Hub**

Detailed designs and provisional costs have been established for this project. The outcome of the Project Adjustment Request to DLUHC is awaited. Until we hear back on progress in this regard we are limited in any short term progress we can make.

### **Town Centre Transformation**

Work is now underway to begin convening the accountability forum for this project. As a consequence of the interdependencies with the two projects (Campus for Future Living and Mobi Hub) which have made project adjustment requests there is a need to be cautious in terms of committing resources until the position in respect of these projects is known.

### **National Trust at Sandilands**

This project is making good progress. The planning application associated with the development has been submitted, the car park levelled and the asset transfer in relation to the toilets is in progress, on-site construction is due to start in 2023 with completion in 2024.

### **Finance**

The accompanying spreadsheet sets out the overall financial structure in relation to the current town fund position. This is part of a new reporting regime put in place by DLHUC which sets up a ranking and performance.

## Risk Register

In addition to the individual project risk registers which are attached to specific projects in the spreadsheet which accompanies this report a programme wide risk register for the delivery of the whole programme was identified as a desirable item and the detail of this is set out below as well as incorporated as a tab in spreadsheet:

Risk	Likelihood	Impact	Mitigating Actions/Actions Required
Achieving Target Spend	Medium	Medium	We have identified the relative risks on a project by project basis, individual mitigations measures at the level of specific projects are in place and further intelligence is collected on a real time basis through our engagement with each project as the TF secretariat. The projected underspends linked to projects post OBC completion have introduced a heightened level of risk for some projects into the equation.
Achieving Matched Funding Totals	Medium	High	It is likely that due to project design changes arising from the FBC development process that there may be some need to value engineer projects as a result of inflationary pressures. This may knock on in terms of matched funding contributions. We are alive to this issue and we have been involved in detailed project by project risk rating to understand and plan mitigations at the level of individual project development.
Programme Management Capacity	Low	Medium	The CCB team has a good level of dedicated staff with additional capacity in the host local authority and more widely in the Strategic alliance with partner relations in other authorities with an interest in the programme including the County Council and LEP. There is scope to seek support from these resources to mitigate unforeseen capacity challenges.
Achieving Overall Programme Outputs	Medium	High	The programme management role followed by the CCB and Connected Coast team provides good scope to identify early and then intervene to manage and mitigate risks as identified.
Meeting Evaluation Requirements	Low	Medium	There is a requirement to evaluate the impact of the programmes in each town, we are yet to put the arrangements in place to collect the evidence and programme the evaluation. We have significant experience of these actions in other settings and are beginning to make preparations for the meeting of this obligation once the current stage of the FBC process is completed.
Individual Project Failure	Medium	Medium	There will inevitably be some challenges which occur in terms of project delivery. Through the FBC process these have come to the fore and we are able to keep on top of them through the project implementation process currently being set up. Depending on the scale of the project and its relative importance to the programme (we have individual risk registers for each project) we will be able to put mitigations in place or escalate the solution to the issue to a discussion with

			DLUHC using as appropriate project variation forms rescheduling timescales and outputs.
Multiple Project Failure	Low	High	This is a relatively low risk because of the comprehensive and varied spread of projects across the programme both thematically and in terms of delivery organisations. Should it occur we will, through monitoring be able to plan amelioration as it gathers pace so that the implications are fully understood and reported before they reach an un-manageable stage.
Subsidy Control Challenges	Low	High	Relatively few of the projects have a subsidy control component. We are commissioning a desk review of the relative challenge associated with each project working with Freeths as professional advisers and will have mitigations pre-planned should any challenges arise. Our key focus is on Hardy's Multi-User Trail and the Mobi-Hub which have relatively significant levels of funding allocated to private sector organisations where the rationale is market failure.
Programme Level Inflation Cost Pressures	High	Medium	This is a material risk. We are already involved in value engineering discussion with projects on an individual basis as the FBCs progress to enable us to mitigate this in relation to individual projects.
Programme Governance Failures	Low	High	We have the operation of the Board and its assurance framework including the theme groups under constant review and have just completed a new Terms of Reference and a Skills Audit to enable to refresh the current governance arrangements and we plan to make this a regular and positive on-going process.

## **7. Levelling Up Applications**

### **Introduction**

The Levelling Up Round 2 competition began in April 2022. Applications have to be completed by 6 July. A packaged bid is being prepared for East Lindsey Market Towns focused on Cultural Investment and Town Centre Regeneration in the Lincolnshire Wolds. Bids are also being prepared for Boston based on Town Centre regeneration and in South Holland for a new sports, leisure and well-being facility linked to town centre improvements.

### **Lincolnshire Wolds**

The Lincolnshire Wolds proposal which covers the coastal hinterland has evolved from the previously unsuccessful round 1 bid. The feedback on the round one bid suggested that the cycling routes which were planned at the core of the proposal were the weakest aspect of the application. Taking account of this advice an application is currently in train which will focus on the package of regeneration activities in Spilsby and Alford.

In Spilsby the focus will be on the Sessions House where a visitor centre and theatre will be consolidated through investment in a Grade II listed building. A detailed scheme is already developed for this building and is capable of implementation in the timescales required for the bidding process with the prospect of some financial spend in the 2022/3 financial year.

In Alford there is a bi-lateral focus for the proposed activities. These will focus on the current low key but important visitor facility associated with the windmill including repurposing the visitor facilities and developing a mill-wright museum. The other area of focus is the Manor House. This will be enhanced in its operation through investment in development of an event space which will extend its current functionality and enhance its longer term sustainability.

### **Coastal Resonances**

Whilst the Levelling Up proposals do not involve a direct upgrading of the local infrastructure on the coast both the Wolds and Boston are important gateways to the coast. Boston is a major service centre and economic connector for the Lincolnshire coast and the Wolds market towns underpin elements of its residential desirability. If one or both of these bids is successful there will be the opportunity to explore the beneficial connections which a package of investment of this scale can bring to increasing the overall wider critical mass of the economic development of the Skegness and Mablethorpe Town Fund bids.

## **8. Shared Prosperity Fund**

### **Introduction**

The UK Shared Prosperity Fund (UKSPF) has now opened and it provides funding for economic development across the whole of the UK. The focus of the fund is in some senses the replacement for the old European Social Fund, with an emphasis on skills based training and development. The UKSPF however is wider and more flexible than its EU forerunners.

### **Strategy**

An Investment Plan (strategy document) is in development which will cover three themes, the detail of which is set out below.

Funding for the people and skills theme doesn't really start until next year. Money can be spent on activities or buildings and equipment. The type of activities under each theme which people might put forward include:

## **Community and Place:**

- Improvements to town centres and high streets including better accessibility
- Improvements to community and neighbourhood buildings and outdoor spaces
- Flood risk and coastal erosion investments
- Improvements to local greenspaces, community gardens and watercourses
- Support for cultural assets, such as the restoration of buildings or canals or outreach activities linked to them
- Improvements to the streetscape through activities, lighting or CCTV
- Support for local arts, culture and heritage: running programmes of events or physical developments such as maker spaces
- Creation and upgrading of footpaths
- Improvement of the visitor offer through campaigns to promote areas
- Volunteering support
- Funding for sports facilities
- Funding for community buildings
- Support for programmes to engage people in local decision making
- Activities to promote energy efficiency
- Investment in digital infrastructure

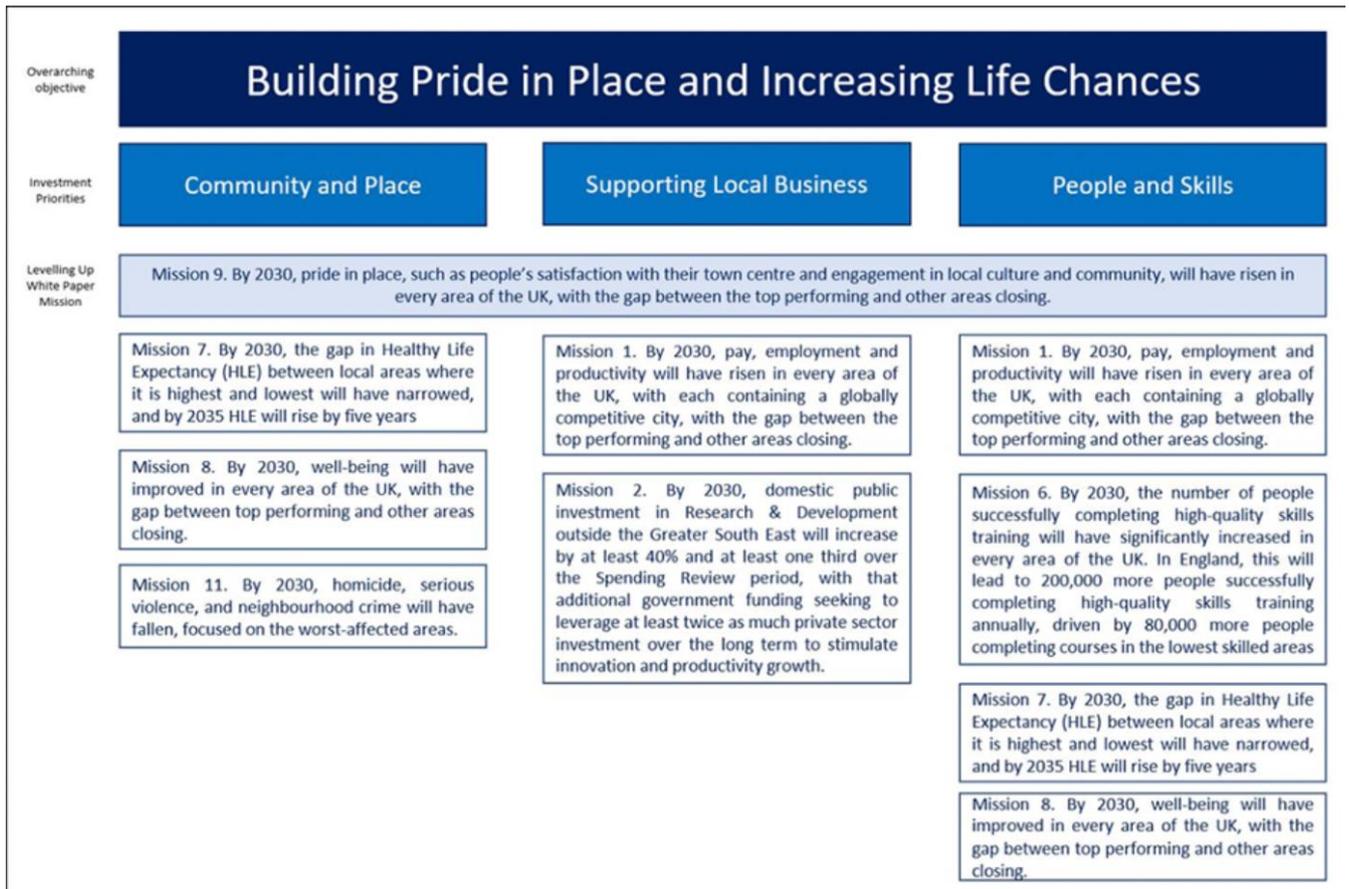
## **Supporting Local Business**

- Investment in open air markets
- Investment in the development of visitor tours, the upgrading of tourism attractions, development of visitor attractions
- Support for the development of digital technology solutions
- Research and development grants to support innovation and knowledge growth
- Business networking and growth
- New business sites and accelerator hubs
- Specialist advice for businesses
- Grants to hold events and conferences that support growth sectors
- Training for people to set up new cooperative businesses
- Funding to develop investor networks
- Export development funding
- Funding for net zero initiatives by businesses
- Business growth funding particularly in areas of high unemployment

## **People and Skills**

- Support to help people enter the workforce who traditionally find it hard to get work
- Support for the development of basic skills
- Volunteering to improve well-being
- Digital inclusion
- Support for training and personal development for those in work
- Support for local areas to fund their skills needs
- Development of green industry skills
- Retraining for those in high carbon sectors
- Funding to support digital skills

The diagram below which is taken from the strategy development guidance shows how the UKSPF process relates to the key themes within the Levelling Up agenda.



## Stakeholder Groups

The following stakeholder groups are being consulted directly – they are being encouraged to forward the consultation onto their peers.

Greater Lincolnshire LEP	Lincolnshire County Council	The 3 MPs Victoria Atkins, Matt Warman and John Hayes
Parish and Town Councils	The Coastal Business Improvement District (BID)	The Lincolnshire Chamber of Commerce
Boston and Mablethorpe BIG Local	Mablethorpe Coastal Community Team	CLA
NFU	Environment Agency	National Trust
Internal Drainage Boards	Institute of Directors	University of Lincoln
Boston College	TEC Partnership	Stamford and Grantham Colleges
Historic England	Heritage Lincolnshire	English Heritage
Destination Lincolnshire	Lincolnshire Voluntary Engagement Team	Lincolnshire Integrated Care Board (ICS)
First Coastal Primary Care Network	Healthwatch	Lincolnshire CVS
Age UK Lindsey	Active Lincolnshire	Lincolnshire YMCA
Children’s Links	Lincolnshire LIVES	Lincolnshire Police

## Lead Bodies

6-8 lead bodies will be identified. They will each be responsible for a theme within the delivery arrangements for the SPF. They will report to the local authority and the Boards identified below.

They will hold funds and work with individual local providers of services to deliver services to whom they will provide a proportion of the funds they hold. They will identify the local projects they will fund through a competitive process. These lead bodies in some cases will be individual organisations and in other cases they will be networks of organisations with one of their number taking on the role of managing the finance. The lead bodies will also be identified through a competitive process. The consultation will help validate the themes we ultimately choose and set the basis on which an invitation to lead themes will go out to stakeholders when we run the competition.

### **Projects and Money**

We would like to encourage people to share their ideas for projects around any of these areas. The best ideas will be developed and allocated funding from the following budget amounts in each of the three local authority areas over 3 years:

- Boston has £2.19 million
- East Lindsey has £4.44 million
- South Holland has £2.69 million

Whilst this money will be ring fenced for each geography we anticipate that it will be possible for good project ideas which cover more than one local council area to join funding up.

### **Key Themes for South and East Lincolnshire**

- In terms of economic themes we are particularly interested in business ideas linked to: health and well-being, food production, tourism, culture and the arts, transport, environmental businesses and the digital sector
- We are very interested in social enterprises, that is, businesses which have a social purpose but which are still focused on making a profit, but in a way that directly benefits society
- We want to identify projects on the Lincolnshire Coast which help more people between 16-64 to become economically active
- We are interested in projects which bring imaginative new activities and adapt buildings to breathe new life into town centres
- We are interested in smaller places in programmes which will improve and widen the use of community buildings including village halls
- We are interested in projects which increase the availability of decent broadband connectivity in rural places

### **Governance Arrangements**

Our strategy for managing the UKSPF is to link the approach across the three areas within the South East Lincolnshire Council Partnership. Each SPF area has to have a governance group. In East Lindsey, the Connected Coast Board (which already has a number of county wide organisations) could be extended to cover the inland areas. In Boston the Town Fund Board will be asked to fulfil this role. In South Holland bespoke arrangements will be put in place to create a board from established governance groups. The role of the governance group is to overview and advise on the evolution and subsequent implementation of the UKSPF strategy in its area.

### **Timescales**

The consultation which is the first aspect of our approach to UKSPF is planned for completion at the end of June. We hope to present the findings of that work to the Connected Coast Board for its consideration and endorsement as the proposed overview group for the UKSPF in East Lindsey.

## 9. Cultural Development Fund

The Cultural Development Fund Round 3 is a capital funding opportunity from Arts Council England. Bids of up to £5m are welcomed for capital investment in transformative place-based creative and cultural initiatives.

East Lindsey District Council supported a project for Round 2, which linked the Culture House in Skegness with the Barbican Centre in Lincoln, both Town Deal projects, and led by the University of Lincoln. The EOI was unsuccessful and limited feedback was received. Projects that were successful had a greater focus on heritage and were primarily in Arts Council England's Priority Places.

### Key dates

Expression of Interest form open:	6th June
Deadline for EOI:	29th July
Full online application open:	19th September
Deadline for full application:	18th November
Notification of award:	March 2023
Project commencement:	April 2023
Completion:	March 2026

### Eligibility

Local partnerships led by a local authority. Places that have a strategic vision for their development and can demonstrate both cultural maturity and commitment to culture-led growth but need investment in physical and/or digital infrastructure or other assets to accelerate and maximise their impact.

RIBA I required for EOI and 15% private match funding.

### Proposed Project

Cultural-led growth and regeneration of Skegness with an iconic and transformative project that combines the historical importance and development of the Pier with the reformation of the theatre.

The project will have two strong components – the Culture House (Phase II of the Towns Fund project to develop the Theatre) and the revival of the commercial gateway and public realm on the landward side of Pier (Phase I of the re-imagined Pier).

A small project team has met and discussed the concept of this approach with Arts Council England.

### Governance

We propose mirroring the Town Deal project governance arrangements with East Lindsey District Council being the accountable body and the Connected Coast Board providing oversight and connectivity. An early pre-formal indication from the Section 151 Officer on the feasibility of this approach has been sought.

### Culture House (Phase II)

Please note that Phase I is funded through the Town Deal for Skegness, which will see the Embassy Theatre move to a Scandinavian model of Culture House, which encourages public interaction and includes classroom space, links to schools/colleges, DWP, health/mental health, skills/training.

The Town Deal project has instigated new partnerships with local schools/colleges, regional organisations and a MOU with the Mighty Creatives (East Midlands Creative Development Agency for young people), which will see them co-locate at the Culture House.

Phase II will include the following:

- Fully refurbished auditorium bringing it up to the most modern standard
- Refurbished dressing rooms making the fully multi use and classroom interactive
- New workshops (providing creative industries space)

- VIP boxes (multi use space)
- Refurbished light box
- Redeveloped commercial spaces
- Carbon emission reduction work
- Changing place toilet and improved disability access

This transformative work will future proof the auditorium and enable the venue to host larger conferences (complementing Town Deal investment and new private sector investment, e.g. Travelodge and Gateway).

### **Skegness Pier**

This is an ambitious multi-million pound project led by the Mellor Group. There are three phases to the Pier's transformation:

1. revived commercial gateway and public realm on landward side of Pier;
2. 118m of existing Pier deck will be re-imagined through the creation of a new 580m promenade deck;
3. Previously at the head of the Pier was a 1200 seat theatre, a new focal point will be an 'Eden' like Dome.

Significant consultation and work has been done to develop the Pier plans, including heritage survey, vision documents, business case (Amion), discussion with Emilie Wales (Heritage Manager), Heritage and Visual Impact survey (incorporating Park/Garden) and discussions with ELDC re. Grass area/community space.

Phase I is proposed to be part funded by the Cultural Development Fund and support the revived commercial gateway and public realm on landward side of Pier; Façade of Pier and 'street appeal'; Tourist information and changing places potential space; Free outdoor space for 'training' and community groups to display their production/showcase talents; Public Art opportunities.

### **Linkages**

- A new Cultural Framework for Investment for Boston and East Lindsey, with priority actions for East Lindsey, will provide East Lindsey District Council with the cultural principles to support funding applications, increase engagement with art and culture and facilitate greater connectivity. This new Cultural Strategy is currently going through the formal adoption process for the Council, and it will provide a foundation for the Levelling Up proposals to benefit the town's regeneration, the creative industries and local communities.
- Levelling Up Round 2 Bid proposes to focus on Cultural Investment into the Market Towns of Spilsby and Alford.
- The Arts Council National Portfolio Organisation funding application was submitted on 18th May to support a programme of art and culture across the Partnership, as well as enabling an education, research and skills programme to be developed.
- Existing 'Cultural' and 'Visitor Economy' focused projects through the Town Deal in Skegness and Mablethorpe.

### **Recommendation**

The Connected Coast Board is requested to consider supporting this project's development and submission to Arts Council England.