

Connected Coast Board Meeting

Mablethorpe & Sutton Town Council, Stanley Ave, Mablethorpe LN12 1DP

10am on Friday 10 December 2021

AGENDA

1. Welcome
2. Apologies
3. Declarations of Interest
4. Minutes of the Board Meeting held on 4 November 2021
5. Consideration of Healing the High Street Business Cases (Mablethorpe and Skegness)
6. Work Programme Update (including Overview Gantt and Risk Register)
7. Proposed Allocation of 5% Funding
8. Governance (Skills Audit, Terms of Reference, Audit Report)
9. Communications and Engagement Workshop
10. Presentation on Campus for Future Living
11. Any Other Business
12. Next Meeting

Work Programme Update

1. Introduction

This report updates the Board on progress with meeting the programme management requirements associated with the Towns Fund.

2. Programme Update Gantt

After liaison with the Chair and Vice Chair of the CCB and in the light of good practice published on the Towns Hub website, the programme update gantt has been developed to support the process of assisting members in the monitoring of the delivery of the Towns Fund as a programme. The programme gantt is attached as a separate spreadsheet with this report. A brief summary of the position in respect of each project is set out further on in this report at section 4.

3. Business Case Scheduling

Arising from this re-profiling exercise and in conjunction with the schedule for the submission of FBCs the following schedule of FBCs is proposed and has been confirmed with individual project proposers:

Mablethorpe

- Town Centre Transformation – January 2022
- National Trust at Sandilands – March 2022
- Colonnade at Sutton on Sea – March 2022
- Campus for Future Living – March 2022
- Mobi-Hub – March 2022
- Leisure and Learning Centre – March 2022

Skegness

- Town Centre Transformation (including Tower Gardens) – January 2022
- Cultural Skegness – March 2022
- Skegness Interchange (formerly railway station) – March 2022
- Skegness Foreshore – March 2022
- Learning Campus – March 2022
- Hardy's Multi-User Trail – FBC completed
- Police Training Centre – FBC completed

4. Project Progress Summary

Mablethorpe

Town Centre Transformation – FBC target January 2022. A draft FBC has been prepared for this scheme and a full team of staff to support the work is now in place. The next stage is for the FBC to be considered by the Enterprise and Regeneration Sub-Group with recommendations linked to approval issued to the Board in time for a January 2022 submission to the Department for Levelling Up, Housing and Communities.

National Trust at Sandilands – FBC target March 2022. This project has a full programme team associated with it. It is progressing effectively with good liaison with the Connected Coast team. At this stage on an exception reporting basis there is no cause for concern about progress.

Colonnade at Sutton on Sea – FBC target March 2022. This project is making good progress. The issues connected with planning are close to resolution with the Environment Agency. Once these have been resolved it is anticipated that a full planning application can be submitted before the end of 2021.

Campus for Future Living – FBC target March 2022. A project manager (employed by the University of Lincoln) has now been appointed and is beginning to pull the operational plan for the initiative together. A formal Steering Group for the initiative is currently in development. Lindum Construction has been contracted to take the design and development process through to RIBA stage 4/5. A presentation will be provided at the Board meeting updating members on detailed progress.

Mobi-Hub – FBC target March 2022. An in principal model, which involves the potential relocation of the site owner to the Golf Road industrial estate is in train. Detailed designs for the mobi-hub have now been completed and the costs and approach linked to the creation of the new facilities on Golf Road are currently in development.

Leisure and Learning Centre – FBC target March 2022. This project is still in the design phase. Detailed discussions are being led by East Lindsey District Council working with Alliance Leisure and Magna Vitae to bring the project to a mature level of certainty and enable the completion of the business case in the time available.

Skegness

Town Centre Transformation – FBC target January 2022. A draft FBC has been prepared for this scheme and a full team of staff to support the work is now in place. The next stage is for the FBC to be considered by the Enterprise and Regeneration Sub-Group with recommendations linked to approval issued to the Board in time for a January 2022 submission to the Department for Levelling Up, Housing and Communities.

Culture Hub – FBC target March 2022. Magna Vitae is making good progress in relation to this project. It is anticipated that it may be possible to produce the FBC for the initiative in advance of the March deadline and there is an outline chance that it might be ready for submission in January 2022.

Skegness Interchange (Skegness Railway Station) – FBC target March 2022. This initiative has been renamed to reflect the wider agenda it is now able to encompass by linking with the potential (outside of the Towns Fund envelope) bus station re-development. East Midlands Railway has a significant programme team leading the project and may be able to produce the FBC slightly more quickly than indicated but we have allocated March 2022 as the most likely date for the achievement of the FBC.

Skegness Foreshore – FBC target March 2022. An invitation for private sector partnership input to this project has been issued and generated a high level of initial interest. It is anticipated that subject to the attraction of a suitable partner through this process that the project will be in a good place to proceed to FBC completion in March 2022.

Learning Campus – FBC target March 2022. This is the flagship project for the Towns Fund in Skegness. Heads of Terms are currently in negotiation for an un-serviced site linked to the Skegness Gateway. We have agreed the principle of allocating £500,000 of the 5% advance for the Towns Fund in Skegness to cover a proportion of the technical costs associated with the timely completion of the technical requirements to bring the project to RIBA Stage 4/5. We have asked Adrian Clarke, the lead Director from TEC Group who are the sponsors of this project to provide an update at the Board Meeting itself updating members on progress in more detail.

Hardy’s Multi-User Trail and Police Training Centre – FBCs for these projects are now completed and the profiled funding for 2021/22 has been received by the accountable body.

The local authority is reviewing a funding agreement to enable transfer of funds to the projects, in line with its responsibilities as the accountable body.

5. Financial Overview

To enable members to keep up to speed with the overall structure of the fund in each settlement a financial overview, showing phasing is set out below:

Mablethorpe

| Project | RDEL/CDEL | 21/22 (£) | 22/23 (£) | 23/24 (£) | 24/25 (£) | 25/26 (£) | Total (£) | Match (£) |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Campus for Future Living | RDEL | 30,000 | 600,000 | | | | 630,000 | |
| | CDEL | | 5,000,000 | 488,500 | 118,500 | | 5,607,000 | |
| | Total | 30,000 | 5,600,000 | 488,500 | 118,500 | 0 | 6,237,000 | 1,200,000 |
| Leisure and Learning Centre | RDEL | | | | | | 0 | |
| | CDEL | | 4,425,000 | 3,000,000 | | | 7,425,000 | |
| | Total | 0 | 4,425,000 | 3,000,000 | 0 | 0 | 7,425,000 | 5,762,846 |
| Colonnade | RDEL | | | | | | 0 | |
| | CDEL | 360,000 | 3,800,000 | | | | 4,160,000 | |
| | Total | 360,000 | 3,800,000 | 0 | 0 | 0 | 4,160,000 | 2,655,118 |
| National Trust at Sandilands | RDEL | | | | | | 0 | |
| | CDEL | 0 | 1,980,000 | | | | 1,980,000 | |
| | Total | 0 | 1,980,000 | 0 | 0 | 0 | 1,980,000 | 2,900,000 |
| Mobi-hub | RDEL | | | | | | 0 | |
| | CDEL | | 1,410,000 | 1,164,000 | | | 2,574,000 | |
| | Total | 0 | 1,410,000 | 1,164,000 | 0 | 0 | 2,574,000 | 722,867 |
| Mablethorpe Town Centre Transformation | RDEL | 11,000 | 14,000 | 15,000 | 16,000 | 7,000 | 63,000 | |
| | CDEL | 36,000 | 244,000 | 446,000 | 447,000 | 51,000 | 1,224,000 | |
| | Total | 47,000 | 258,000 | 461,000 | 463,000 | 58,000 | 1,287,000 | 304,036 |

| Project | RDEL/CDEL | 21/22 (£) | 22/23 (£) | 23/24 (£) | 24/25 (£) | 25/26 (£) | Total (£) | Match (£) |
|----------------------------|-----------|-----------|------------|-----------|-----------|-----------|------------|------------|
| Foreshore | RDEL | | | | | | 0 | |
| | CDEL | | 500,000 | 1,500,000 | | | 2,000,000 | |
| | Total | 0 | 500,000 | 1,500,000 | 0 | 0 | 2,000,000 | 4,750,000 |
| Railway Station | RDEL | | | | | | 0 | |
| | CDEL | | 2,000,000 | 871,000 | | | 2,871,000 | |
| | Total | 0 | 2,000,000 | 871,000 | 0 | 0 | 2,871,000 | 108,000 |
| Town Centre Transformation | RDEL | 23,000 | 30,000 | 32,000 | 33,720 | 15,000 | 133,720 | |
| | CDEL | 50,000 | 515,000 | 1,050,000 | 812,000 | 122,000 | 2,549,000 | |
| | Total | 73,000 | 545,000 | 1,082,000 | 845,720 | 137,000 | 2,682,720 | 377,466 |
| Police Training Centre | RDEL | | | | | | 0 | |
| | CDEL | 990,000 | | | | | 990,000 | |
| | Total | 990,000 | 0 | 0 | 0 | 0 | 990,000 | 1,392,000 |
| Multi User Trail | RDEL | | | | | | 0 | |
| | CDEL | 514,800 | | | | | 514,800 | |
| | Total | 514,800 | 0 | 0 | 0 | 0 | 514,800 | 918,514 |
| Learning Campus | RDEL | | | | | | 0 | |
| | CDEL | 1,000,000 | 10,860,000 | 2,000,000 | | | 13,860,000 | |
| | Total | 1,000,000 | 10,860,000 | 2,000,000 | 0 | 0 | 13,860,000 | 12,000,000 |
| Cultural Skegness | RDEL | | | | | | 0 | |
| | CDEL | 336,500 | 1,000,000 | | | | 1,336,500 | |
| | Total | 336,500 | 1,000,000 | 0 | 0 | 0 | 1,336,500 | 75,000 |

6. Risk Register

Risk Registers for each project have been agreed with the project sponsors. They are attached in the form of a separate spreadsheet for consideration/noting by the Board. Along with the programme gantt, they will be updated on an exceptions basis as the Towns Fund progresses.

Agenda Item 7

Proposed Allocation of the 5% Towns Fund Advance

1. Introduction

The Towns Fund has been provided with an advance of 5% of the funding agreed in relation to both Skegness and Mablethorpe. This resource can be deployed strategically to enable preparation and early stage delivery of the key aspects of the projects within each bid. A detailed dialogue with each bid sponsor has enabled the Towns Fund secretariat to develop proposals for how each project should be supported in terms of the allocation of a proportion of these advance resources.

2. Proposed Allocation

| Mablethorpe | TF Grant £'000 | | Public Match Funding £'000 |
|--------------------------|-------------------|-------------------|-------------------------------|
| Campus for Future Living | 260 | To achieve RIBA 4 | - |
| Colonnade | 400 | To achieve RIBA 4 | 100 |
| Learning & Leisure | 460 | To achieve RIBA 4 | 100 |
| | ----- | | ----- |
| | 1,120 | | 200 |
| | ----- | | ----- |

| Skegness | TF Grant £'000 | | Public Match Funding £'000 |
|-------------------|-------------------|-------------------|-------------------------------|
| Learning Campus | 500 | To achieve RIBA 4 | - |
| Cultural Skegness | 100 | To achieve RIBA 4 | - |
| | ----- | | ----- |
| | 600 | | - |
| | ----- | | ----- |

In addition to the above allocation it is also proposed to make up to £70,000 available to meet the project management costs for the Campus for Future Living.

The allocation of these amounts would lead to the following position in terms of overall use of the 5%:

Mablethorpe: 5% of grant - £1,195,000 – balance £5,000

Skegness: 5% of grant - £1,225,000 – balance £625,000

Agenda Item 8

Governance (Skills Audit, Terms of Reference, Audit Report)

1. Introduction

This report sets out progress in relation to the three items above.

2. Skills Audit

Following agreement at the last meeting a skills audit has been circulated to the Board. Responses are coming in slowly and a reminder has been sent out. An update on progress will be reported at the Board meeting.

3. Terms of Reference

It was agreed at the Board meeting on 4 November that, in response to the Board workshop, held in October 2021, revised terms of reference would be prepared and shared with the Board. An update on progress will be reported at the Board meeting.

4. Audit Report

East Lindsey District Council has supported Assurance Lincolnshire with an audit of the Towns Fund for both Skegness and Mablethorpe. An update on progress will be reported at the Board meeting.

Agenda Item 9



Communications and Engagement Workshop

1. There was a communications and engagement workshop held with the Connected Coast Board and Project Leads on Thursday 25 November 2021. The notes from the meeting are included in this report.
2. The workshop was led by the vice chair of the Connected Coast Board, Claire Draper.
3. There was positive engagement and helpful feedback, which fits into four key areas to be actioned:
 - Brand/communication guidelines to be produced and readily available to project leads and Connected Coast Board members.
 - Best practice and sharing examples of communication and engagement across the projects.
 - Toolkit to enable consistency of key messages and support for projects – who should be referenced and where should be targeted.
 - Central point for communications – for example an online portal or forum for this information to be readily available.
4. Resonating throughout the discussion was a willingness to tell the ‘Connected Coast’ story through the projects, individuals, themed opportunities, interviews, meeting people. This personable approach needs to be reflected in the outputs.
5. Following the workshop, we have drafted a plan for these actions, responsibility and timeframe for discussion at the Board meeting:

| Action | Detail | Responsibility | Timeframe | Cost |
|--|---|--|--|------|
| 1. Brand/communication guidelines to be produced and readily available to project leads and Connected Coast Board members. | Brand guidelines required from the Department for Levelling Up as well as the Connected Coast. Include updated logos and criteria required from DLUHC. Guidelines need to include wording, tone, logos, hoarding branding, and media messages, including boilerplate. Communication appropriate to different audiences - using plain English and thinking ‘what does it mean’ for the people. List of who to reference, e.g. social media handles, list of partners, what branding to use and when. | Towns Fund Team (ELDC) to facilitate and monitor Share Guidelines from Government Project leads for adhering and sharing with the Towns Fund Team (ELDC) | CHECK WITH DLUHC One month - creation of Guidelines Monitoring to be integrated into funding agreement | |
| 2. Best practice and sharing examples of communication and engagement across the projects. | Help to understand the locality. Highlight links to other activity – projects sharing other projects progress – make it easy for project leads to be ambassadors of the Connected Coast and all projects. Multiple partners involved means multiple connections. Contractual performance indicators linked to community benefits. | Project Leads | | |
| 3. Toolkit to enable consistency of key messages and support | Share Connected Coast key messages – vision, funding and projects. | Towns Fund Team to create | One month – creation of toolkit | |

| | | | | |
|--|---|---|---|--|
| <p>for projects – who should be referenced and where should be targeted.</p> | <p>List of partners/funders to reference with links to social media/website information. Share information on places to promote/engage, from businesses and media outlets (newspapers, community boards, libraries) through to opportunities to meet, e.g. patient participation groups, Mablethorpe market, community contacts, and children’s centres.</p> | <p>Project leads and CCB members to contribute</p> | <p>Ongoing updates to be provided monthly</p> | |
| <p>4. Central point for communications – for example an online portal or forum for this information to be readily available.</p> | <p>Quality assurance and a central point for communications, particularly with multiple partners involved. Clarity regarding roles and responsibilities. Consistent project updates. Local suppliers/contacts and examples of best practice. A place for the guidelines and toolkit to be readily accessed. Highlight requests or opportunities, promote events, shared engagement.</p> | <p>Towns Fund Team to oversee and potentially commission externally</p> | <p>Brief for commission – one month</p> | |

Notes from the meeting held on Thursday 25 November:

Attendees:

1. Claire Draper, CCB Vice Chair
2. Cllr Steve Kirk, CCB member and East Lindsey District Council Councillor (Coastal Economy Portfolio Holder)
3. Adrian Clarke, TEC Partnership
4. Adrian Humphreys, Boston College
5. Alice Ullathorne, Heritage Lincolnshire
6. Jon Grubb, Media and Comms Advisor for PCC (Police Training Centre)
7. Jon Burgess, Towns Fund Team
8. Neil Cucksey, Towns Fund Team
9. Stephanie Dickens, Matt Warman MP office
10. Simon Hopkinson, Lincolnshire CCG Communications Lead
11. Kirsty James, National Trust (Sandilands project)
12. John Latham, University of Lincoln (Campus for Future Living)
13. Julie Corden, University of Lincoln (Campus for Future Living)
14. Kate Strawson, Shooting Star (PR for Greater Lincolnshire LEP)
15. Martin Kay, Towns Fund Team
16. Luke Owen, East Midlands Railway
17. Paula Finlayson, Sustainable Direction (John Henry, CCB member)
18. Robert Caudwell, CCB member (Chair of GLLEP Water Board)
19. Robert Parker, MD Micronclean
20. Saul, Heritage Lincolnshire
21. Steven Tune, National Trust
22. Surita Mengri, East Midlands Railway
23. Georgia Thompson, Environment Agency (Boston Barrier and Enhancing Lincolnshire Coast Strategy)
24. Roxanne Warwick, East Lindsey District Council, Strategic Lead for Communities
25. Lydia Rusling, Towns Fund Team

Apologies from Magna Vitae representative (Cultural Skegness) and Hardy’s (Multi-User Trail).

Claire introduced the Connected Coast Board and the town deals for both Mablethorpe and Skegness. Core value of the Connected Coast was to engage with the local community and ensure they had a say in the future of their towns.

Purpose was to discuss how we share what has been achieved, what stages the projects are at and how we can all become ambassadors of the Connected Coast and Town Deals.

Lydia shared activity to date, including:

- Establishment of Connected Coast Board and branding
- Engagement plan had to adapt due to Covid restrictions; online approach to communications
- Website – connectedcoast.co.uk and social media
- Videos, news articles and blogs
- Online themed events

Lydia shared the Engagement Plan submitted as an appendix to the Town Investment Plans. Engagement with Projects, Board, local communities and businesses, as well promotion of the town deals regionally and nationally. LR to circulate.

Discussion with Project Leads incorporated the following feedback:

- Importance of following the brand guidelines – both from the Department for Levelling Up and Connected Coast. Communications Guidelines to all project leads is essential, to include updated logos (from MHCLG to DLUHC) and specific criteria required for press releases.
- Consistency needed throughout the projects' communication and in line with Connected Coast brand.
- Quality assurance and a central point for communications, particularly with multiple partners involved. Clarity regarding roles and responsibilities.
- Heritage Lincolnshire supporting the promotion of 'heritage' in the towns by linking into complimentary projects, including the 'local list project'. Initiating Grants Panel to enable quick delivery of town centre regeneration and visual impact for the town. Link to key messages from the Connected Coast and share plan to enable coordination. Keen to leverage support across projects to engage with businesses, community groups and schools.
- Communications during business case development. Readiness for confirmation of funding, including flyers and letters to local 'neighbours' – businesses and community.
- Town Fund Team (Connected Coast and ELDC) keen to share progress and link through to project website and communications.
- Example of Colonnade, demolition promotion and Heras fencing story boards – artists impression of what's to come, story to date and links to other attractions in the area. Template can be shared. Local supplier.
- Local knowledge of community magazines, e.g. Trove. Help to understand the locality.
- Guidelines need to include wording, tone, logos, hoarding branding, and media messages.
- Multiple partners involved means multiple connections.
- Importance to capture communications and engagement of individual projects to report back to DLUHC.
- Photo opportunities for milestones and utilising local staff in the area.
- Highlight links to other activity – projects sharing other projects progress – make it easy for project leads to be ambassadors of the Connected Coast and all projects.
- Plan to include key messages and timing.
- List of places that projects need to be referencing/targeting – e.g. local media outlets, physical places for banners/boards, social media accounts.

- Challenge in corraling multiple partners and difficulty explaining certain projects (e.g. Campus for Future Living), to different audiences.
- Forum/portal where all information is kept, e.g. information from team meetings, hoardings, etc.
- Important how we tell the story that the projects are not disconnected capital projects, but there is a story. Real strength there is a clear golden thread, how projects link together and how they address the needs and challenges of the places. Connections between Skegness and Mablethorpe.
- Tell the stories of the place, interview people, need to be personable for community engagement.
- Use plain English, think ‘what does it mean’ for the people, value in **talking** to people. Use patient participation groups, Mablethorpe market, community contacts, and children’s centres. Re-connect to the people. Sharing messages on community boards and libraries.
- ‘Small, local and independent’ – heritage led regeneration; celebrate what’s great about the town and the individuals, connectivity to the past can create evocative messages.
- Board members as Connected Coast ambassadors. Better links to organisations represented on the Board, e.g. Greater Lincolnshire LEP. Information into newsletters, LinkedIn groups.
- Promotion of sustainability, example of Boston Barrier meeting United Nations sustainable development goals. Georgia (EA) happy to help share examples.
- Mindful of accessing different age groups Connected Coast is about the future of our communities – need to get younger generation excited about the projects.

Feedback following the meeting:

- Projects can exploit arrangements with their respective contractors for community engagement and added community benefits as performance outcomes from letting these contracts. This might include apprentice opportunities, work experience, engagement with schools to identify career pathways etc. Each project can determine what is most appropriate and build it into the contract. National size contractors have this as part of their PI's.