



Connected Coast Board Meeting
Friday 16 October 2020
1pm to 3pm

AGENDA

1. Welcome and Introductions
2. Minutes of the Meeting on 30 October 2020
3. Matters Arising
4. Mablethorpe and Skegness Town Investment Plans (including format and visuals presentation from Yvonne Pinniger of HETA)
5. Tourism Sector Initiative
6. Skegness Learning Group
7. Board Development Next Stages
8. Any Other Business

Mablethorpe and Skegness Town Investment Plans

Introduction

The Town Investment Plans for Mablethorpe and Skegness are due to be submitted on 30 October 2020. This is the culmination of approaching 12 months of work by the Towns Fund Board and the local communities.

Content and Format

Each plan is presented today in word form but will be converted into a presentational style, which will be previewed at the meeting by Yvonne Pinniger of HETA. The required content of each Plan is set out in the Supplementary Towns Fund Guidance. This is detailed below:

TIP Section 1

Context analysis

- Map of agreed town boundary and other relevant context
- The main challenges facing the town
- Evidence of need, relevant to proposed projects
- The town's assets and strengths

Key opportunities for the town Strategy

- Town vision, and headline outcomes and/or targets for 2030 or beyond
- Strategy, outlining strategic planning, objectives and targets, spatial strategy, underlying evidence, analysis and rationale, and a description of priority areas for the short, medium and long term.
- Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy, and how they will be aligned

Engagement and delivery

- Clear evidence of buy-in from local businesses and communities, description of how they have been engaged throughout the development of this plan, and how this engagement will continue
- Demonstration of commitments from private sector players, and ambitions for private-sector investment going forwards
- High-level plan of business case development and appraisal for each project including the identification of the Accountable Body
- High-level delivery plan with justification of deliverability

TIP Section 2

Prioritised list of projects

- Including the following for each project:
- Project description, rationale and alignment with intervention framework Theory of Change, projected outputs and outcomes
- Estimates of project costs, timescales, spend profile, and estimated BCR

- Funding secured from other sources, community and private sector involvement and major interdependencies

A comprehensive progress of engagement and project development has underpinned the development of each TIP.

Town Investment Plan Refinement

Each TIP was thoroughly reviewed at a Check and Challenge session organised by Arup (capacity support contractors appointed by Ministry of Housing, Communities and Local Government on 28 September). The key refinements that would benefit each TIP at that stage are set out below:

- More powerfully substantiate the long-term **vision** for each town showing how the Towns Fund has been a catalyst for partnership working and investment opportunities.
- Further emphasise the sense of **place** and local flavour for each Town Investment Plan. We have a lot of the components, but we need to alter the structure so the story shows logically our approach to and elaboration of: information gathering, strategic objective development, vision and prioritization of projects.
- Develop the **spatial** story of each town further showing how it manifests itself in each town.
- Cover Covid and Clean Growth as per the current drafts but ensure the longer term impacts aimed for also emerge fully from the narrative.
- Reference the **accelerated** funding, how we are addressing the challenges of **flood defence** and any delivery/resource gaps for developing business cases and implementation.
- **The golden thread**, which connects the projects needs further explanation. The rationale for the project funding allocation needs to **demonstrate market testing and demand and where possible show an outline Benefit Cost Ratio (BCR)**.
- We need to consider State Aid at a high level and how it will impact each project and the Plan overall.
- Each TIP needs an Engagement Plan setting out how it will work in partnership to ensure full engagement with the public during its delivery.

Town Investment Plan Completion

We have subsequently worked extensively to refine each TIP and the revised versions of the TIPs are attached. Each TIP can only be 10,000 words not including tables, diagrams and appendices

A number of final tasks are in train leading to TIP completion:

- The Engagement Plan for each TIP which needs to show, going forward: how we will involve people, gather evidence, design engagement, protocols for working together, share information, work with others, build the capacity of local participants in delivery, generate feedback and evaluate results is in development.

- We need to set out our approach to business case development and prepare an outline BCR for each project.
- We need to further set out our description of demand, footfall and market failure for each town
- We need an overall summary table for each TIP of costs, match/co-funding and outputs – including all the revenue contributions associated with the projects
- The prioritisation report section for each TIP needs to be revisited and tidied up with the latest figures

In terms of Appendices we will include:

- Strategy Review as Appendix 1
- East Lindsey Report of the Coronavirus impact as Appendix 2
- A narrative about the approach to prioritising the projects as Appendix 3
- A combined spreadsheet containing the project proforma for each project – this is being collated as Appendix 4
- A more detailed summary of the evidence base at Appendix 5
- A detailed summary of engagement activities and the refinements arising from them as Appendix 6

Next Steps

All the material issues, which need a final determination are set out in the TIPs in their current stage namely:

- The TIP vision and strategy
- The justification and rationale for the development of projects
- The projects to be delivered including their prioritisation
- The resources to be allocated to the projects
- The longer term targets and outcomes arising from the projects

Recommendation

The Towns Fund Board are asked to review the TIPs and approve their final submission with the outstanding refinements to be delegated to the Chair and Vice Chair of the Connected Coast Board for agreement.

Tourism Sector Initiative

Introduction

Looking to the future this paper seeks the agreement of the Board to further support the development of a Tourism Zone linked to the partnership working opportunities arising across the four Towns Fund programmes in Lincolnshire. It has been developed by tourism consulting an organisation with extensive experience across the country. They've led on major tourism funding programmes including the Discover England Funding and Marketing the North of England as well as previously working with Boston Borough Council and Lincolnshire County Council and Greater Lincolnshire LEP.

The Opportunity

The Towns Fund represents a catalyst for rapid, sustainable development and prosperity.

The fund will focus on high street regeneration, digital infrastructure and capital projects in four towns (Lincoln, Boston, Skegness, Mablethorpe) that are traditionally popular with visitors. The Towns Fund is, therefore, an opportunity not just for broad economic regeneration but for wider collaboration across the county to drive growth in the visitor economy. Initial discussions about the concept have been favourably received in Boston and Lincoln.

Working together an offer can be curated and promoted in a way that makes sense to a consumer (who does not see district council borders and whose experience in Lincolnshire is wider than just a town) so that the full potential of the four TIPs is realised.

In isolation the four town plans will have positive outcomes, but with a focused, collaborative approach the potential outcome is significantly more substantial.

Next Steps

Our proposal is to develop an action plan that maximises TIP investment to address the challenges that Lincolnshire as a destination faces. The focus will be skills, seasonality, business development and place marketing with the following proposed objectives.

- Skills - Maximising the new education and training provision to fill skills gaps, retain knowledge and talent within the visitor economy and peripheral sectors.
- Seasonality - Supporting the private sector to develop their product to attract consumers in the shoulder seasons.
- Business Development - Developing the digital capacity of businesses in the visitor economy to enhance their marketing capabilities and allow them to maximise the opportunities for digital distribution channels and intermediaries, such as VisitEngland or private sector travel trade, that can create real growth opportunities for the smallest of operators.
- Place Marketing - Utilising existing knowledge and skills to promote the area and specific towns to priority audiences including investors, re-locators, residents and students and visitors.

Proposed Approach

The approach being proposed is built on the experience and track record of Visit Lincoln, which already works collaboratively across Greater Lincolnshire.

Established by businesses in the city to help realise its potential, the organisation has been pivotal in many of the developments and success the city has seen. In this success it has had experience in working beyond its boundaries with local partners (public and private), regional and national organisations such as DCMS and VisitEngland. These partners are not exclusively visitor economy with recent collaborations delivered for the NHS and local educational institutes.

Visit Lincoln's knowledge of the sector and understanding of wider place making agenda will provide the skills, guidance, and capacity to help realise our proposed collaborative approach. Looking to the future, our proposal will lay the groundwork for wider aspirations at county level to take a joined-up approach to the visitor economy and place making.

The emerging Tourism Action Zones (TAZ) for England share many of Lincolnshire's priorities including skills, digital and partnership working. By demonstrating how this can work across four towns and building partnership and capacity in Lincolnshire's two main visitor areas, we can also help produce a strong business case for Greater Lincolnshire to become a TAZ and create confidence among future funders that investment in Lincolnshire's visitor economy has real potential to deliver.

Recommendation

The Connected Coast Board is invited to consider and support the further development of this proposal.

Skegness Learning Group

Introduction

The proposals for the development of a new learning campus in Skegness as a flagship project within the Towns Fund have led to a series of pro-active discussions with established private and public sector providers of training in the town and its hinterland. It is clear from the 3 meetings held to date, which have been co-facilitated with the Greater Lincolnshire LEP that there is scope to develop a positive, longer term dialogue about the evolution of the learning offer for all ages in Skegness. To enable this process to be further developed a facilitation commission has been agreed with Roy Harper a local consultant with considerable experience of working with learning providers on the Lincolnshire coast. Details of the commission are set out below:

The Approach

Context:

The Connected Coast Towns Fund proposals provide a unique opportunity to invest in a brand new FE campus facility in Skegness as part of a wider new regeneration initiative. Local Towns Fund stakeholders recognise and value the diversity of post-16 learning opportunities available through local schools, FE Colleges and independent providers. In a spirit of openness and transparency, this project seeks to articulate the existing Lincolnshire Coast 'learning offer' and to identify, through consultation with existing providers, current learning gaps, opportunities for greater collaboration and any concerns about the proposals.

Title:

Connected Coast Learning Provider Consultation and Collaboration

Aim:

To ensure that local learning providers have the opportunity to share any ideas, hopes and fears for the 'Connected Coast Towns Fund' proposals for a new Skegness TEC campus that will support the raising of local aspirations, achievement and provide additional education and skills route-ways for the local resident and business community. Additionally to ensure that proposals take full account of the existing asset base of learning opportunities already available through a range of providers to local residents - both young people and adults

Objectives:

- To undertake a desk-based 'learning opportunity audit' of provision currently available to the East Lindsey coastal strip, including larger scale provision available in neighbouring local authority areas such as Boston Borough and North East Lincolnshire
- To engage with each learning provider to verify the Learning Opportunity Audit initial findings and also to undertake a structured discussion to articulate any perceived opportunities (or threats) from the proposed Skegness TEC developments and other Connected Coast development proposals
- To document accordingly the provider viewpoint and the opportunities and threats articulated on a named (or unnamed if preferred) basis

- To identify and report any opportunities for the 'Connected Coast' to tackle local education and skills deficits through collaboration - including where new Towns Fund revenue investment may be available

Method:

- 1 To formalise a project brief and develop a format for the Learning Opportunities Audit and for the Learning Provider/ Stakeholder consultation interviews
- 2 To undertake a desk audit of Learning opportunities - utilising existing sources
- 3 To engage with and interview leadership representatives from agreed Learning Providers and other relevant stakeholders
- 4 Preparation of a draft report summarising provider and stakeholder viewpoints and identifying opportunities for development, collaboration and also concerns about new initiatives

Recommended Learning Providers:

- Skegness TEC (to also include discussions about GIFHE - based opportunities in Grimsby, although to be identified separately)
- Skegness Academy
- Skegness Grammar School
- Skegness College of Vocational Training
- First College
- CLIP, Mablethorpe
- Boston College
- Franklin Sixth Form College, Grimsby
- Potentially: John Spendluffe Technology College and Queen Elizabeth Grammar School, Alford

Stakeholder Consultation:

- Greater Lincolnshire LEP
- Lincolnshire County Council
- LincHigher - located at BGU, but with a role to promote aspiration and routeways into HE and Higher vocational learning such as Apprenticeships
- Industry representatives

Recommendation

Connected Coast Board members are invited to note this proposal and suggest any refinements to the commission.

Board Development Next Stages

Introduction

This paper sets out the emerging agenda for the Connected Coast Board going forward.

The Connected Coast Board was formed ostensibly to support the submission of the Town Investment Plan for Skegness and Mablethorpe. With the submission of those plans a key landmark will have been achieved. This report sets out some of the ongoing opportunities for the work of the Board.

Looking to the Future

Feedback Period - It is likely that the response to the Town Investment Plans for Skegness and Mablethorpe will take around three months. During this consideration period there may be a need for the Board to support decisions arising from the consideration of the Plans by Government. If things run to schedule this is likely to take place in early 2021.

Negotiation Period - Subject to approval, Heads of Terms, will be issued by Government in early 2021 and there may be a need to support the agreement of the Heads of Terms and make preparations for the implementation of the Town Investment Plan. This process is likely to run until late spring 2021.

Development Period - The development period for the implementation of the plans will run for 12 months once the Heads of Terms is agreed and there may be a need for support of the implementation process during this period.

Delivery Period - Post the final sign off of the Town Investment Plan the implementation period will run for up to 5 years. This could begin currently with the development period in respect of the more "shovel ready" projects within the Town Investment Plan. The Board may be interested in supporting some aspects of this delivery work.

Investors in the Coast - In parallel with the consolidation of the Town Investment Plan it has been agreed that it is desirable to establish an investment vehicle, based on the Investors in Lincoln model, which can support the development of future development opportunities on the coast. Consideration of the establishment and operation of this initiative in parallel with the development of the future of the Connected Coast Board is a further area for discussion.

Recommendation

The Board is asked to consider how it would like to evolve taking account of the pattern of potential Towns Fund development set out above.