CONNECTED COAST ANNUAL REPORT FOR MABLETHORPE

November 2023















CONTENTS

Welcome	3
The opportunity for Mablethorpe	4-5
A Connected Coast	6-7
The investment	8
Progress to date	9-10
Moving forward	11-26
Levelling Up	27-28
UK Shared Prosperity Fund	29-30
The Board	31-33
Partnership Approach	34
Keep connected	35

WELCOME

The last year has seen key milestones achieved for a number of our projects, and it has been exciting to see development getting underway on the ground.

Not least for our flagship project the Campus for Future Living, the construction of which is moving forward at pace. The impressive building is matched by the scope of the potential it offers for the area – once complete, the Campus will be an exemplar for meditech innovation. The impact it will have in our local economy will be significant.

It has also been great to see the progress at the Station Leisure and Learning Centre with the long-awaited pool almost complete. The centre will be a catalyst for health and wellbeing in the area.

The Colonnade has also begun development, and it is fantastic to see the works getting started; I appreciate how important this project is for local people.

Meanwhile, the development of the new visitor hub at Sandilands is a step closer with the appointment of architects and the planning application submitted; it is good to see people enjoying the temporary café which has been set up there. There also continues to be interest in our Town Centre Transformation project which will enhance the heritage of the town centre.

There was further positive news for the area this year with the announcement that East Lindsey will benefit from £8M in Levelling Up funding to support cultural and tourism projects, that together with the Town Deal projects, will strengthen and enhance the area's offer for local people and visitors alike.

I would like to thank everyone who has played a part in what has been achieved so far for Mablethorpe, and I look forward to what is still to come.



Chris Baron, Chair, Connected Coast Town Deal Board

THE OPPORTUNITY FOR MABLETHORPE

The Towns Fund investment of £23.9M represents a significant opportunity to bring transformational improvements to Mablethorpe.

Through this investment and match funding, and together with our partners, we are delivering projects that will benefit the town, now and in the years to come. These projects will maximise Mablethorpe's potential, and will deliver our ambition for the town which is based around five key themes:

- A healthy community
- An enterprising community
- A resilient community
- A balanced community
- A connected community

Now, as the projects move forward, our ambition for Mablethorpe is starting to be realised.

THE OPPORTUNITY FOR MABLETHORPE

"It has been incredibly exciting to see these important community projects, including the Leisure and Learning Hub and Campus for Future Living, coming together. I'd like to send my thanks to everyone who has been involved in making these projects possible. Once completed, these will bring huge benefit to the local community in Mablethorpe and Sutton on Sea."

Victoria Atkins, MP for Louth and Horncastle





"Mablethorpe has seen fantastic progress and investment in the last year as the flagship Campus for Future Living and Station Leisure and Learning Centre take shape. Both projects started on site early in the year and are on schedule for completion next year.

"Residents can see for themselves the investment the Town Deal is bringing in terms of new opportunities, services and leisure facilities. Since work started in Mablethorpe there is a real buzz in the town and excitement for Mablethorpe finally getting a public swimming pool, something that many people have wanted for the town for years. It is great to think that next year, this facility will be there for all to enjoy. It is also fantastic to see the progress in transforming the High Street for residents and visitors alike.

"Collectively, what is being achieved in Mablethorpe would not be possible without the Town Deal, Connected Coast and all our partners so thank you to all and I look forward to seeing what the next year will bring."

Cllr Craig Leyland, Leader of East Lindsey District Council

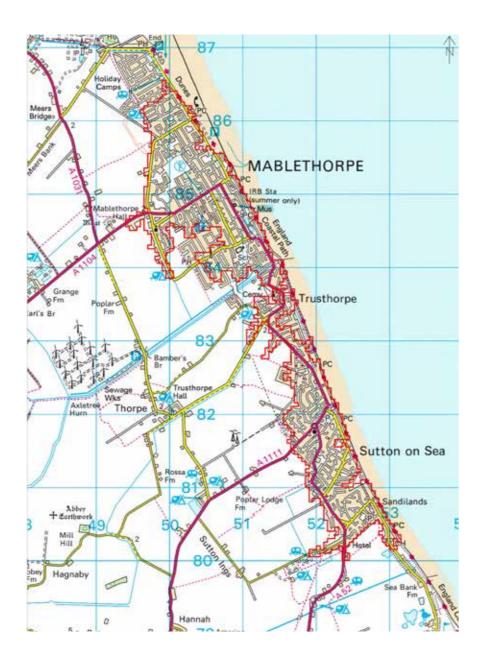
A CONNECTED COAST

Like Mablethorpe, Skegness is also benefitting from Towns Fund investment with £24.5M awarded to the town in 2021.

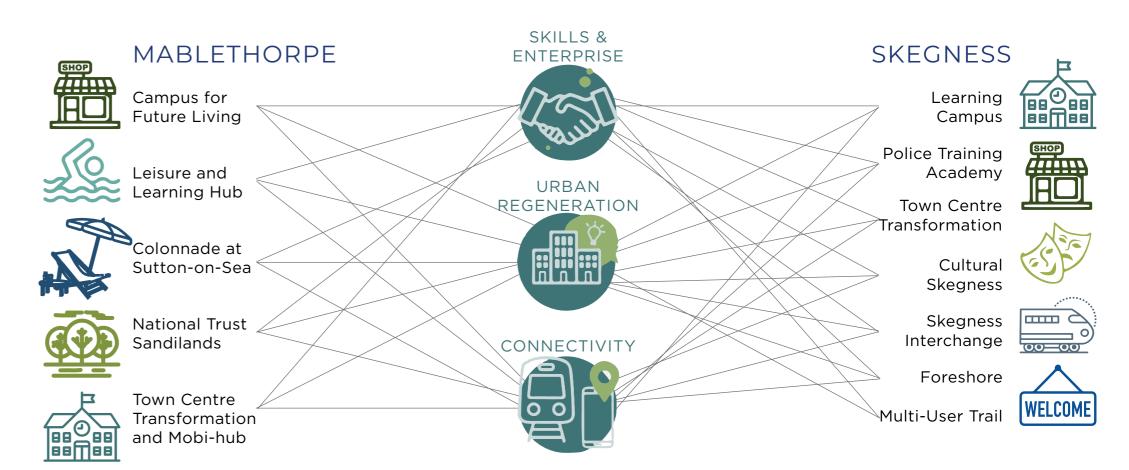
Although both Mablethorpe and Skegness are delivering different projects that meet the needs of each community, there is an alignment between the investment and projects in both towns.

Which is why the Connected Coast board has taken a joinedup approach to the Town Deals for Mablethorpe and Skegness. This means that the board works together to develop, deliver, and oversee the projects in both towns, making sure that they complement and connect with each other.

By working in this way, we can identify any shared opportunities for the towns that will help Mablethorpe and Skegness to thrive as part of a connected coast.



A CONNECTED COAST



6 MABLETHORPE ANNUAL REPORT 7 MABLETHORPE ANNUAL REPORT

THE INVESTMENT

Annual Report - November 2023	Profiled 9	Profiled Spend				
Towns Fund Awarded - Profile of Planned Expenditure	Actual 21/22	Actual 22/23	Forecast 23/24	Forecast 24/25	Forecast 25/26	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Campus for Future Living	157	37	5,556	2,600	270	8,620
Leisure & Learning Hub	308	741	3,968	2,483	0	7,500
Colonnade	183	347	1,615	2,055	0	4,200
Sandilands	0	0	800	1,200	0	2,000
Mobi-Hub	0	16	163	101	0	280
High Street	0	44	526	569	161	1,300
	648	1,185	12,628	9,008	431	23,900
2023: Total match funding for the projects equates to an additional £17.7m giving a £41.6m investment total in the projects.						

PROGRESS TO DATE

December 2022

East Lindsey District Council signs the contract with Lindum Group for the construction of the Campus for Future Living



January 2023 work begins on construction of

the Campus for Future Living

January 2023

East Lindsey District Council awarded £8m in Levelling Up funding



February 2023 start on site at the Station Leisure and Learning Centre



MABLETHORPE ANNUAL REPORT MABLETHORPE ANNUAL REPORT

June 2023

National Trust submit the planning application for new visitor hub at Sandilands



September 2023 work begins at the Colonnade



March 2023

event to mark the granting of detailed planning consent for the new Colonnade and Pleasure Gardens development



July 2023

East Lindsey District
Council approves the
first phase of work at
the Colonnade and
Pleasure Gardens



MOVING FORWARD

Campus for Future Living

The Campus for Future Living, the flagship Town Deal project for Mablethorpe, is rapidly taking shape after work began on the building in January 2023

The campus is set to put Mablethorpe firmly at the forefront of medi-tech and care, offering laboratory and research facilities, learning and teaching space, informal space for discussions around the health agenda, and an accommodation area on site.

Alongside the development on the ground, the project is also bringing added value to the area with contractors Lindum Group engaging with local young people to encourage careers in construction.

With the main structure of the campus now in place and construction progressing well, the project is moving towards the formal handover of the building to East Lindsey District Council, which is expected for February 2024

Once complete, the campus will be an exemplar in the field of medical technology, bringing jobs and attracting businesses to Mablethorpe.



MABLETHORPE ANNUAL REPORT 11 MABLETHORPE ANNUAL REPORT



AT A GLANCE

£8.6M – Towns Fund investment in the project

£1.2M – match funding in the new campus

1,100sqm - high quality, affordable commercial floorspace

February 2024 - when the campus is expected to be handed over to East Lindsey District Council.

MOVING FORWARD

Case study: Adding Value in Mablethorpe

"Alongside the construction, an important part of the Campus for Future Living project is the added value – the social value – that it brings to the local area. This is about creating a legacy in the community and having an economic impact in the area.

The social value work is being led by our construction partners Lindum Group and includes employing local labour and services wherever possible. In this way, the project is making a direct financial contribution to the area.

It is also about engagement with local people, such as by involving schools and young people, helping to create awareness of the campus and also encourage careers in construction.

One of the highlights for me has been hosting visits on site including, more recently, by adults who attend Linkage Choices or live at Linkage houses in Mablethorpe. Being able to show people around the site really allows us to bring the project and its potential for the local community to life."

Councillor William Gray, Portfolio Holder for Housing, Communities and Better Ageing.

Adults who attend Linkage Choices or live at Linkage houses in Mablethorpe recently toured the Campus for Future Living.



Get involved

Find out the latest updates on the project by following the East Lindsey District Council social media channels.

Partner engagement

The Campus for Future Living is not just a new building. It is bringing together national and local partners to work together to improve the health and wellbeing of the people in Mablethorpe through research, learning and offering practical local solutions.

- The Centre for Research Equity has confirmed support to the principles of the Campus for Future Living and intend to acknowledge the centre as a 'hub' to their research activities. Based at the University of Oxford, the Centre for Research Equity through Pharmacy, Communities and Healthcare is an independent, non-profit coalition of community advocates, pharmacy teams, researchers, and industry academics.
- Through Professor Mark Gussy's leadership and expertise of rural and coastal health, the University of Lincoln remain a key partner in the development of the principles of the Campus. Professor Gussy leads the Campus for Future Living Steering Group which is identifying new opportunities that directly explore the broader social and structural determinants of health.
- The Medical Technologies Innovation Facility (MTIF) will support in linking the research with commercial industry, to enable the acceleration of innovative Medical Technologies.
- NHS England (through its previous Health Education England arm), has selected the Campus for Future Living as a key enabler for a programme of 'Embedding a culture of learning in coastal towns' through community health literacy funding in partnership with the University of Lincoln and Marisco Medical Centre (part of the First Coastal Primary Care Network).
- Additional funding secured for a new Community Catalysts project with the National Centre for Rural Health and Care to support self-employed carers in the community, using the campus as a base for training, advice, and support.





MOVING FORWARD

Station Leisure and Learning Centre

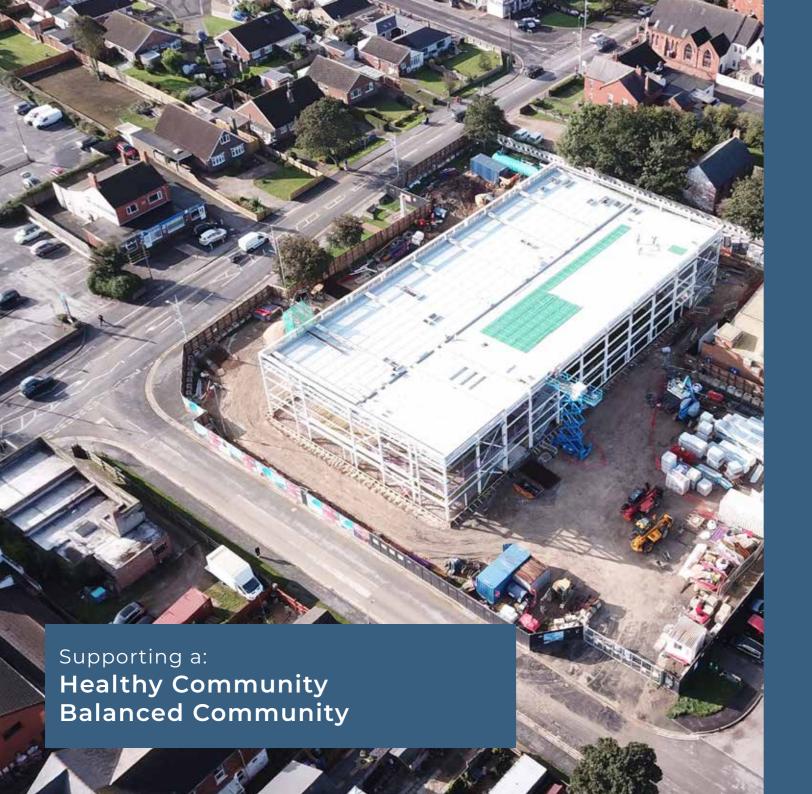
The new swimming pool at Station Leisure and Learning Centre has had its test fill as the construction of the new facility progresses well.

The new 3,000sqm centre is set to play a crucial role in supporting local people's physical and mental wellbeing, bringing improved and new opportunities for leisure and learning to Mablethorpe.

Work began on site in February 2023 and sees the redevelopment of the existing Station Sports Centre to provide a swimming pool, gym, fitness centre together with space for digital and face to face learning that will allow residents of all ages to access distance-learning courses.

Work is running to schedule with the facility due to be completed in 2024.





AT A GLANCE

£7.5M- – Towns Fund investment in the project

£7.7M – match funding in the project

2,744m² - upgraded community space

240,000 - participation numbers in health, sports and leisure expected each year

Summer 2024 - handover of the building expected to take place

MOVING FORWARD

Case study: Engaging Young People

"The new Station Leisure and Learning Centre will offer facilities for everyone to enjoy, including a long-awaited swimming pool.

As we move forward with the building work, we've been really keen to engage young people in the project. We want them to know about the new centre and recognise that this is a space for them.

Our construction partner on the project, ISG, hosted a a construction enrichment day with students from John Spendluffe Technology College. The day promoted the many skills and career opportunities available in construction as well as team working, mock interview experience, and a presentation on the new facility.

As well as ISG, our council colleagues and Magna Vitae also helped with the mock interviews and to let the young people know more about career opportunities in each sector. Pupils were also hands on with their own construction challenge. It was a great opportunity to introduce the new centre to young people."

Councillor Richard Fry is the political lead for the Station Leisure and Learning Centre



The new Station Leisure and Learning Centre will be based on the site of the existing Station Sports Centre, on the High Street in Mablethorpe.

The Colonnade and Pleasure Gardens

Work is now underway on the new Sutton on Sea Colonnade development with some enabling works activity on site, including the installation of fencing and cabins to prepare for the construction. The beginning of the work comes after East Lindsey District Council's Executive Board approved the first phase of work to take place in the summer.

The redevelopment of the Colonnade and Pleasure Gardens offers a unique opportunity to bring new facilities and opportunities to Sutton on Sea. The first phase of work will provide residents and visitors with a state-of-the-art pavilion, including a café and restaurant, a Changing Places toilet and exhibition space. New beach huts will also be included as part of this phase of the works, as well as improvements to the Pleasure Gardens to create further seating areas, and space for pop-up events and markets.

There will also be planting and community gardens and a new dunes landscape, whilst retaining popular existing features, including the anchor water feature and paddling pool areas. The paddling pool is to have a new pumphouse with upgraded pump equipment.

The work beginning on the ground will deliver the improvements that will create a new future for the Colonnade and Pleasure Gardens, building on its heritage.





AT A GLANCE

£4.2M – Towns Fund investment in the project

£3.3M – match funding in the project

September 2023 - when work on site began

Case study: Connecting with the community

"Ahead of the construction starting, we were pleased to work with artist Laura Lilley on a community mural in Sutton on Sea.

We invited local people to come along and add their handiwork to the mural which is located on the triangle wall, behind the anchor water feature. The artwork is based on Sir Joseph Banks, an English naturalist, botanist and petrified forest is its theme.

It has been fantastic to see so many people coming along and getting involved, including local schools and community groups. The mural makes a great place to come to and leads into the Colonnade where we will look forward to hosting exhibitions in the years to come. We want this to be a cultural area, and a space for everyone to enjoy,

The mural is part of our ongoing commitment to working with the community throughout the project, which also saw East Lindsey District Council host a Family Day in Sutton on Sea in the summer. Amongst many activities and things to do, the day offered people the chance to find out more about the exciting plans for the Colonnade and Pleasure Gardens."

Councillor Martin Foster, East Lindsey District Council's champion for the Colonnade and Pleasure Gardens project



Get involved

Find out the latest updates on the project by following the East Lindsey District Council social media channels.

MOVING FORWARD

Town Centre Transformation and Mobi-Hub (Phase I)

The Town Centre Transformation project in Mablethorpe is now gathering pace.

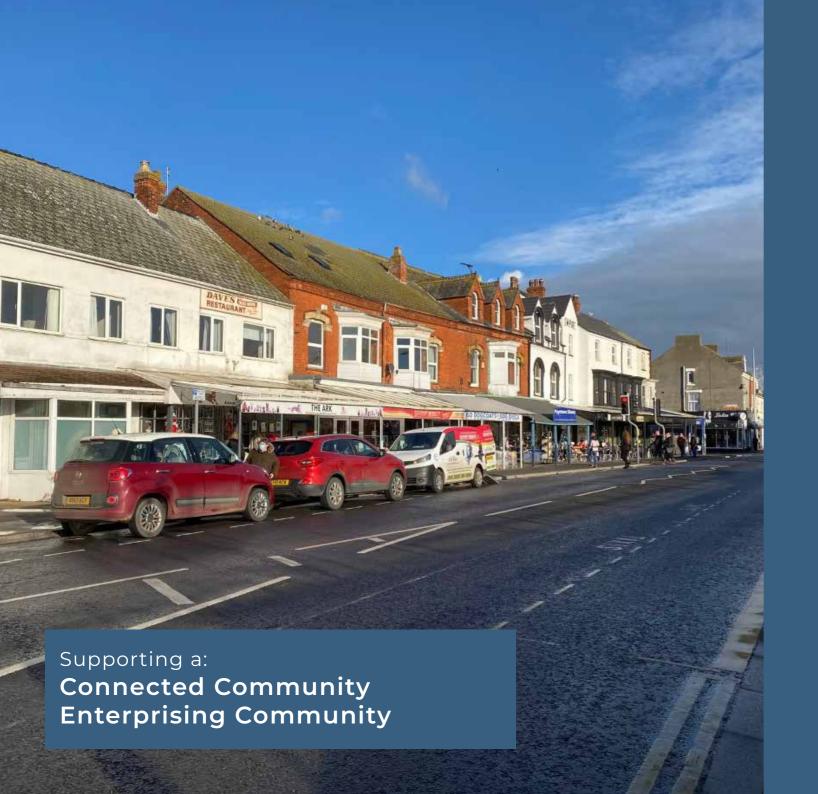
The project, which will bring repairs to buildings and shop fronts in the town centre area, offers a grant scheme that aims to enhance the heritage of Mablethorpe. Through the scheme, a pot of grant funding is being made available to local businesses and property owners in the town centre.

There has been significant interest in the grant scheme and Heritage Lincolnshire is working with potential recipients of the funding to develop designs and plans.

The project will improve the character and appearance of buildings and help bring empty shops and upper floors back into use. Ultimately the Town Centre Transformation will create a more attractive town centre which will help to encourage footfall.

In addition, plans are being progressed for how a multi-transport hub, to be known as the Mablethorpe Mobi-Hub, can be delivered to provide a year-round mobility facility in the heart of the town. The Mobi-Hub concept is designed to make it easier for people to travel around and connect with other places.





AT A GLANCE

£1.58M – Towns Fund investment

£230k – match funding in the project

35 - businesses set to be helped to improve performance

MOVING FORWARD

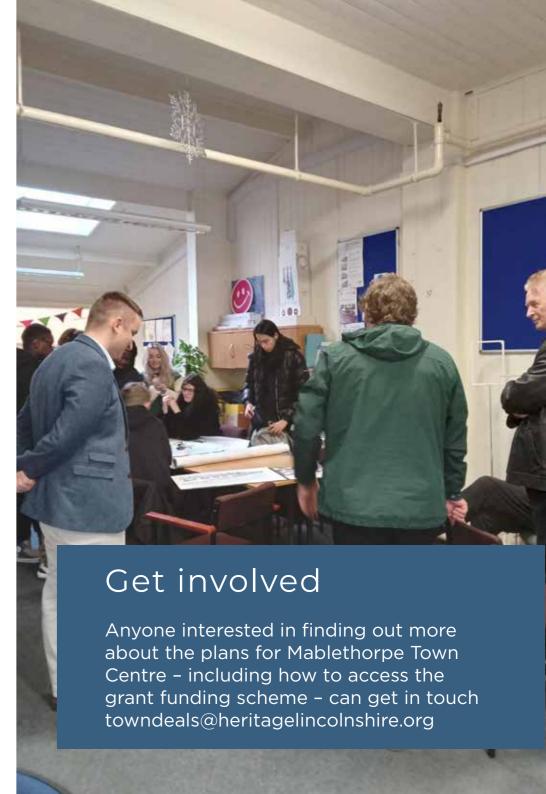
Case study: The opportunity for Mablethorpe town centre

"The Town Centre Transformation project offers a huge opportunity for local property owners to access grant funding to improve and enhance their buildings. There is scope in what the funding can support as it covers improvements to the façades of buildings, replacing signage, introducing high quality shopfronts, repairs and works to bring vacant upper floors into use.

We are working closely with local property owners, letting them know about the scheme and what it could mean for them. We held a community event at the Coastal Centre in Mablethorpe which provided an opportunity for local people to find out more and understand how it could benefit their buildings. It was great to meet with so many people and outline the potential the project offers to truly transform the town.

We are still keen to hear from property owners in Mablethorpe town centre. If you would like to access this opportunity, please do get in touch with the team at Heritage Lincolnshire and find out more."

Tracy Stringfellow, Chief Executive, Heritage Lincolnshire



Sandilands

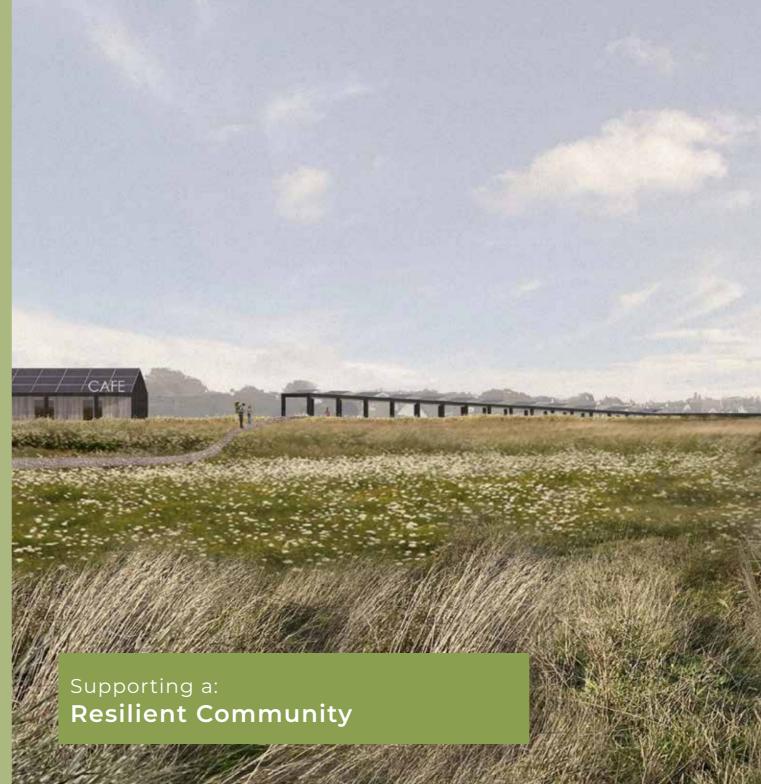
Plans to bring an accessible and eco-friendly visitor hub to the new developing nature reserve at Sandilands moved closer after the National Trust appointed local architects and submitted a planning application in June 2023.

The carbon-neutral visitor welcome building at the northern tip of the reserve will be designed to complement the nature reserve and surrounding area. This building will include a café and a community space. There will also be nearby changing place facilities suitable for children and adults with accessibility needs.

The new hub complements the National Trust's wider plans for the reserve which also include forming wetland wildlife habitats with open water, islands, reedbeds and ponds, along with grasslands that have sand dunes and marshy areas.

In the meantime, visitors to the site can benefit from a temporary outdoors café – Sandidunes – which operates throughout the year.





AT A GLANCE

£2M – Towns Fund investmentt

£4.3M – match funding

280m² - community hub commercial floorspace

7- full time jobs created through the project

Case study: Many reasons to visit Sandilands

"As a developing nature reserve, there are many reasons to visit Sandilands and as we prepare for the development of the new hub, we are ensuring that we have lots to offer to visitors.

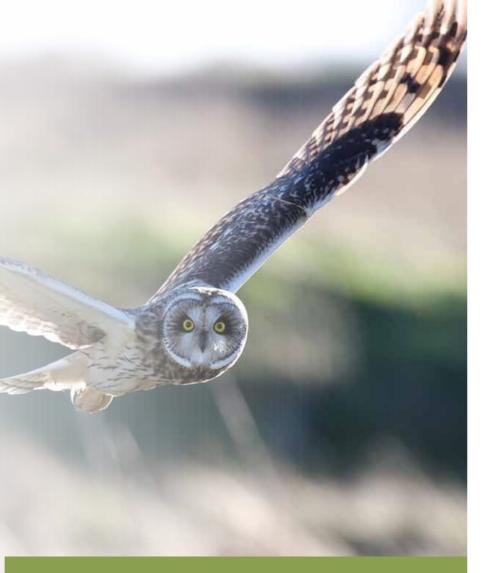
Sandidunes, our temporary public café and staff office, provides an inviting stop for visitors. The outdoors café, located at the northern tip of the nature reserve, is open throughout the year, excluding Christmas Day. The name of the café – Sandidunes – was chosen after a vote amongst the local community.

Next to the café, an office cabin has also been installed as a base of operations for the Sandilands team, who will be carrying out essential works across the reserve on a regular basis. Visitors will be able to meet with the team and discuss the exciting re-development project as it progresses.

We're also hosting events and activities for visitors. Our wellness walks have proven popular, demonstrating the benefit of Sandilands for people's wellbeing. And, we're also offering opportunities for volunteers to get involved.

Now, and into the future with our accessible and eco friendly hub set to give visitors a warm welcome, Sandilands is a great place to be."

Kirsty James, General Manager S. Notts and N. Lincs, National Trust



Get involved

Find out what's happening at National Trust Sandilands by following their Facebook page: facebook.com/NTSandilands/

LEVELLING UP

In January 2023, it was announced that East Lindsey had been awarded £8M in Levelling Up funding.

The funding will support cultural and tourism projects in Alford and Spilsby that will secure the future of these important, historic spaces. Levelling Up complements existing Town Deal funded projects in Skegness and Mablethorpe and together the improvements and investment will offer more and new reasons for people to visit and spend time in the area.

Through the Levelling Up funding, **Alford Windmill** will be restored and once again become a prominent landmark and visitor attraction.

Work will also take place at **Alford Manor House** to create a permanent function space, improve the kitchens and expand museum displays and workshops.

The funding also means that **Spilsby Sessions House** will be brought back into use as a community hub and theatre.

Each site is owned and operated by a trust formed of local people who are working with East Lindsey District Council to deliver these community led projects. This approach also enables the projects to attract additional funding from other partners such as Historic England and National Lottery Fund for Heritage. The role of supporting the Levelling Up funding and projects has also been added to the Connected Coast board's remit, ensuring a joined-up approach between both funding streams.

Get involved

Keep connected to East Lindsey District Council social media channels for the latest updates on Levelling Up.

You can find out more about the plans for Spilsby Sessions House here:





LEVELLING UP

Case study: engagement events

"It was really important for us to speak to the public about the exciting opportunity that the Levelling Up funding offers for Alford, Spilsby, and indeed the whole of East Lindsey. We held two public events at Alford Corn Exchange and at Franklin Hall, Spilsby for residents to find out more about the benefits of the Levelling Up funding and what the projects will bring

"Both events were very well attended, and it was fantastic to share the exciting plans and answer people's questions. We are looking forward to now moving forward with the projects and securing these much-loved historic buildings for the future."

Councillor Adam Grist, Portfolio Holder for Market Towns and the Rural Economy

AT A GLANCE

£8M - Levelling Up funding for East Lindsey

> £4.9M – for Spilsby Sessions House

£2.0M - for Alford Manor

£1.1M - for Alford Windmill

You can find out more about the plans for Alford Windmill and Alford Manor House here:



UK Shared Prosperity Fund and Rural England Prosperity Fund

East Lindsey is benefitting from £6.14 million of funding through the UK Shared Prosperity Fund and Rural England Prosperity Fund.

This funding – which comprises £4.4M UK Shared Prosperity Fund and £1.7M Rural England Prosperity Fund - is being invested in local projects and programmes is focused around three key themes:

- Communities and place:
- Support local business:
- **■** People and skills:

To access the funds, community groups and organisations have been invited to make applications. Although East Lindsey District Council is the decision maker for the funds, the assessment process takes into account the feedback and expertise of local organisations, businesses and community groups. The role of supporting the Levelling Up funding and projects has been added to the Connected Coast board's remit. This will mean a joined-up approach between both funding streams.



UK Shared Prosperity Fund and Rural England Prosperity Fund

Case study: making a difference

The funding is already making a difference in East Lindsey and some of the projects benefitting local communities and people include:

- Dance Free by the Sea Dance, creative, sensory and environmental sessions running across East Lindsey
- **Sunset Station** Investment in a local visitor attraction, supported by private sector investment, for extending the miniature railway line at Skegness Water Leisure Park with the addition of a new station.
- Spilsby Sessions House 2023 to 2025 Arts Programme and Capacity Building A project to establish an all-year-round programme of cultural events, talent / skills development, and community engagement.
- Let's Move East Lindsey A pilot programme focusing on signposting and communicating more than 150 opportunities for sport and physical activity via a digital platform to residents across East Lindsey, enabling them to live healthier and more active lives.
- Community Catalyst Care Worker Pipeline A project to support individuals in rural communities to 'become their own boss' and start small businesses as self-employed care workers serving the local community.
- **Grants4Growth** A grants programme for businesses in East Lindsey, Boston, and South Holland, to award grants of between £1,000 and £25,000 helping to grow capacity, market and product diversification and enhance productivity.

THE BOARD

Connected Coast is led by a board made up of private and public sector representatives, with a chair from the private sector, in line with government guidance. Chris Baron is the chair and Claire Draper is the vice-chair.

The board works together to oversee the delivery of the Town Deal investment and projects, ensuring the ambitions for Mablethorpeare achieved.



CHRIS BARON
Chair of Connected Coast Board

"The last year has been a busy one for the board as we have made progress across the projects. We have also seen the role of the board extended with Levelling Up and UK Shared Prosperity Fund projects now coming under Connected Coast's governance.

"I am grateful to the board members for their continued commitment. Together, we want to maximise the significant potential of Skegness and Mablethorpe so that both towns can thrive, now and into the future."

Chris Baron, Chair, Connected Coast Board

31 MABLETHORPE ANNUAL REPORT 31 MABLETHORPE ANNUAL REPORT

THE BOARD



Chair of Connected Coast Board

ROBERT CAUDWELL

Association Drainage Boards



CLAIRE DRAPER Vice Chair of Connected



CLLR CRAIG LEYLAND Leader, East Lindsey District Council



PAT DOODY Portfolio (Chair or Trustee of Charities)



MATT WARMAN MP Boston & Skegness



VICTORIA ATKINS MP Louth and Horncastle



JANET STUBBS British Garden Centres - Owner



Sustainable Direction - Director



Greater Lincolnshire LEP - CEO Micronclean - Managing Director



FREDDIE CHAMBERS Lindum Group - Group MD

"I am delighted to be the NHS board member on the Connected Coast board. The projects that we are delivering all support the wider determinants of our health and wellbeing. We are seeing some great innovative schemes in progress bringing opportunities and benefits to both Mablethorpe and Skegness. From skills and job opportunities, to improvements to our tourism, sports and leisure offers – all of these support people to thrive, and to live healthy and active lives. The partnership work across the board and our members brings real additional benefits

Jacqui Bunce, Programme Director – Strategic Partnerships, Planning & **Estate, NHS Lincolnshire Integrated Care Board**

in terms of developing linkages,

connections and opportunities."

THE BOARD



SANDRA WILLIAMSON Chief Operating Officer for Lincolnshire East Locality NHS



Programme Director - Strategic Estates, Partnerships & Planning - NHS Lincolnshire Integrated Care Board



CLLR STEVE KIRK East Lindsey District Council (Portfolio Holder for Coastal



CLLR TONY TYE Skeaness Town Council



CLLR COLIN DAVIE Lincolnshire County Council



CEO - TEC Partnership



CLAIRE FOSTER Boston College - CEO



SID DENNIS Visit Lincs Coast BID -



ADRIAN BENJAMIN Revd Prebendary



CAROLINE KILLEAVY YMCA - CEO



of DVC Projects



University of Lincoln - Director Magna Vitae Trust for Leisure &



DEBORAH CAMPBELL Environment Agency - Area Coastal Manager



Advice Team Leader (North)



CHRIS LILLEY Dean for East Lindsey

"I am delighted to be representing Lindum and to be part of the Connected Coast team, which is striving to bring investment and employment opportunities to our area.

"We are a Lincolnshire based construction company employing 600 people, many of whom are practical trades people, which means we care and want to do our best to help and support the communities in which we live and work.

"It is fantastic to see so many of the projects progressing and hopefully in the longer term helping to improve the lives of those who live and work here to,"

Freddie Chambers, Group MD, Lindum Group



TIM ALLEN Historic England - Development Church of England's Partnership

The board would like to thank all members, previous and current, for the work completed and their contribution to the Board.

PARTNERSHIP APPROACH

Collaboration is at the heart of what we do, and we are pleased to be working together with the following partners.















KEEP CONNECTED

Do you want to keep connected on the progress of the exciting plans for Mablethorpe? Why not give us a follow on social media or send us an email to receive regular updates from Connected Coast.



Home - www.connectedcoast.co.uk



Facebook | Search for Connected Coast



@ConnectedCoastL



LinkedIn | Search for Connected Coast



Or get in touch via email Connected.Coast@e-lindsey.gov.uk

If you'd like to receive regular email updates from Connected Coast Town Deal and keep informed on the progress of the projects, please do get in touch: **Connected.Coast@e-lindsey.gov.uk**

Towns Fund

On 27 July 2019, the Prime Minister announced that the Towns Fund would support an initial 101 places across England to develop Town Deal proposals, to drive economic regeneration and deliver long-term economic and productivity growth