

Greater Grimsby Project Board

Wednesday 15th July 2020

Virtual Meeting via Teams

10:30 a.m.

Agenda

1. Welcome and Introductions

2. Apologies for Absence

3. Declarations of Interest

4. Minutes

To receive the minutes of the Great Grimsby Project Board meeting held on 19th May, 2020 (copy attached).

5. Governance and Board Membership

To consider a report on the above (copy attached).

6. Future High Streets Funding Update

To receive a presentation on the above.

7. Town Deal Progress

To receive a verbal update on the above.

8. Stronger Towns Fund

To receive a presentation on the above and to agree the submission.

9. Skills

To receive an update on the above.

10. Any Other Business

11. Date and time of next meeting

TOWN DEAL BOARD GOVERNANCE REQUIREMENTS FROM GOVERNMENT

We expect the Town Deal Board to align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, complaints, and compliance with the General Data Protection Regulation (GDPR).

Roles and Responsibilities

It is important that there are clear roles and responsibilities for oversight of the Town Deal.

The Town Deal Board should have a document, published on the Lead Council's website, which clearly sets out the roles and responsibilities and the governance and decision making processes for the Town Deal Board. This should include:

- Remit of the Board including terms of reference
- Board membership and roles
- Chair/vice-chair term and responsibilities
- Board structure including sub-committees and reporting arrangements
- Accountable Body arrangements

Code of Conduct & Conflicts of Interest

All Town Deal Board members should sign up to a code of conduct based on the Seven Principles of Public Life (the Nolan Principles; see below). An example code of conduct can be provided to Town Deal Boards by the Town Hub named contact on request.

There should be clear processes in place for managing conflicts of interests (both commercial, actual, and potential) in decision making, and this must apply to all involved with the work of the Town Deal Board.

The Lead Council should provide guidance on the pecuniary and non-pecuniary interests individuals must declare, outline the process that Board members must follow for declaring interests and explain the process for requesting an exemption.

Town Deal Board members should then complete a declaration of interests which will then be held by the Lead Council. This can be in a format already used by the Lead Council or a template can be requested from the Towns Hub named contact.

All Board Members should take personal responsibility for declaring their interests before any decision is considered. The Lead Council must record action taken in response to any declared interest.

Additionally a register of gifts and/or hospitality provided to individual Town Deal Board members or the Town Deal Board as a whole should be maintained by the Lead Council.

Transparency

In line with the principles of public life, it is important that there is transparency around the operation of the Town Deal Board. Transparent decision making is supported by the publication of information on the Lead Council's website and we expect the following standards to be applied:

- A documented decision-making process outlining the voting rights of the Board to be published
- Profiles of Board Members to be published
- All Board papers to be published on the Lead Council's website in advance of the meeting (within 5 clear working days)
- To promptly publish draft minutes of meetings on the Lead Council's website following the meeting (within 10 clear working days)
- To publish final minutes on the Lead Council's website, once approved by the Board (within 10 clear working days)
- Any conflicts of interest reported to be formally noted within the published minutes

It is important that the Town Deal Board abides by Lead Council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public.

Nolan Principles: The Seven Principles of Public Life

Through the Town Deal, the Town Deal Board will be responsible for oversight of a significant amount of public funding. As such, members of the Town Deal Board should fulfil their role as public-private partnerships whilst ensuring robust stewardship of public resources.

Members of the Town Deal Board and those supporting the activities of the Town Deal should adhere to the Seven Principles of Public Life (the Nolan Principles). The Lead Council will be responsible for ensuring that all Town Deal Board members understand these principles and how they apply:

- **Selflessness:** Holders of public office should act solely in terms of the public interest;
- **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships;
- **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias;
- **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this;
- **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing;
- **Honesty:** Holders of public office should be truthful; and
- **Leadership:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

GRIMSBY TOWN CENTRE Future High Streets Fund Bid

Greater Grimsby Board

15th July 2020

Damien Jaines-White



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Future High Street Fund

- **£1b** capital programme allocated to LAs on a competitive basis at a maximum intervention of £25m. Not to be confused with the £25m Stronger Towns Fund.
- Aimed at providing investment to town centres and high streets in a way that improves experience, drives growth and ensures the future sustainability of our town centres
- NEL shortlisted in Round Two (Aug 19)
- Capacity funding received
- Business Case to be submitted 30 July 2020
- Linkages to wider initiatives – Town Deal Stronger Towns Fund, Cultural Development Fund, Heritage Action Zone – ‘Place’ based



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The changing high street

- Changing consumer retail habits
- Increase in vacant retail units
- Limited leisure/entertainment offer
- Challenged day and evening economy
- Decline in footfall to town centre
- Covid-19 impact
- Build on current successes
 - Cartergate
 - St James Square
 - Garth Lane
 - Onside



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Approach

Seven sites were appraised

- Two shortlisted:
 - Riverhead Square
 - Western end of Victoria St
- Appraisal factors were:
 - Repurposing vacant buildings
 - Potential for securing leisure operators
 - Most transformational impact
 - Value for money

SITE IDENTIFICATION



RIVERHEAD SQUARE STUDIES



Design Study One (aspirational)

- Multiple F&B / leisure building with activated rooftop (3-4 units totaling 8760sqft)
- Convert Post Office to F&B
- Convert unit 109 (Bargain Buys) to F&B
- Barge shifted and upgraded
- New Riverhead bridge crossing
- New public realm “Riverhead Square” including temporary events / stage location
- Riverhead Building fully refurbished for leisure (cinema & bowling)



Design Study Two (reduced)

- Standalone F&B kiosk unit (6893sqft)
- Convert Post Office to F&B
- Convert unit 109 (Bargain Buys) to F&B
- Barge retained and upgraded
- New public realm “Riverhead Square”
- Riverhead Building gym retained and remaining building refurbished for small cinema



Design Study Three (optimised)

- Pair of F&B units as “wharf building” (2600sqft each)
- Convert Post Office to F&B
- Convert unit 109 (Bargain Buys) to F&B
- Barge retained and upgraded
- New Riverhead bridge crossing
- New public realm “Riverhead Square”
- Riverhead Building gym retained and remaining building refurbished for small cinema

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**NORTH
EAST
LINCOLNSHIRE
COUNCIL**
www.nelincs.gov.uk

RIVERHEAD SQUARE SELECTED OPTION

Four new food and beverage units
(only two with south / west aspect)

New public square
(some improved enclosure from F&B
but remains a large open space)

New connectivity across Riverhead
(Riverhead building remains on
extremity)

New cinema
(reduced offer limited by retrofitting)

TOTALS:

F&B	– 12,629 sq ft
Cinema	– 18,851 sq ft
GEA	– 31,207 sq ft



FRESHNEY PLACE STUDIES



Design Study One (including 1517 / HoF unit)

- Large cinema (7-9 screen) on market hall plot
- Leisure onto Bull Ring Lane (approx 10-12k sqft)
- New large public square
- New / reformatting F&B units facing onto square (approx 20k sqft south / west facing)
- Reconfigured retail units onto Friargate mall entrance (under canopy)
- New link to MSCP from square (under canopy)
- New market and food hall in former HoF unit



Design Study Two (excluding 1517 / HoF unit)

- Medium cinema (5-6 screen) on market hall plot
- Leisure onto Bull Ring Lane (approx 10-12k sqft)
- New public square
- New F&B units facing onto square (approx 12k sqft south / west facing)
- New Friargate mall entrance and internal link to MSCP from square
- New market and food hall in former BHS unit
- 1517 unit remains in operation

FRESHNEY PLACE SELECTED OPTION

Four new food and beverage units
(all with south / west aspect)

New well orientated and protected
public square

Improved physical and visual
connectivity to Friargate mall

New cinema (6-7 screen)

New Leisure (bowling / golf / VR)

New appropriately scaled Market and
food hall

TOTALS:

F&B	– 11,853 sq ft
Leisure	– 11,652 sq ft
Cinema	– 26,148 sq ft
Market Hall	– 21,037 sq ft
GEA	– 70,690 sq ft



What it aims to achieve

- Setting the foundations for a more balanced town centre economy
- A mixed use leisure led development
- Reduction in the quantum of retail floor space
- A new **Market and Food Hall** – former BHS building
- A new **5-6 screen Multiplex cinema** - on current Top Town Market Hall site
- Supporting **Leisure space** - Old Market Place
- New **food and beverage units** – Flottergate
- **New public square** and community space – Flottergate



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A UNITED VISION



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WHAT IT COULD LOOK LIKE



AN ARTIST'S IMPRESSION



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Key Points

- Joint venture with owners of Freshney Place
- Estimated £35m scheme
- £25m funding bid to Future High Street Fund
- The scheme will not be able to progress without funding
- Grant must be spent by March 2024
- Stakeholder engagement/ press release – Thursday 25th June
- Direct communication with Market Traders, Freshney Place,
 - Old Market Place retailers and property owners
- Initial feedback - the scheme has been received positively



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Next Steps

- Cabinet 15 July 2020
- Bid submitted by 31 July 2020
- Decision from Government Autumn
- Further consultation
- Partnership agreement developed and agreed
- Detailed plans drawn up
- Further report to Scrutiny/Cabinet
- Programme delivery expertise secured
- Delivery window 2021 – 2024



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Grimsby Town Centre Masterplan and Investment Plan

Town Board Briefing
15 July 2020



Recap

- We are in the process of developing a master plan to guide the future redevelopment of Grimsby town centre.
- The master plan will have longevity and guide redevelopment of the town centre over a 10 year period. This means it needs to balance a combination of flexibility and vision – rooted in evidence and informed by community and stakeholder consultation.
- The master plan will help identify priorities to come forward for possible funding through the Government's Stronger Towns Fund
- These priorities will form part of the Town Investment Plan (TIP) being prepared to submit to Government for funding.
- This is not the only source of funding and support for delivery of priorities in the master plan – other options include the Future High Streets Fund (FHSF) and direct Government support for Grimsby through other sources.
- The master plan will provide the framework for all of these future investments – helping to ensure they work effectively in combination to support the regeneration of Grimsby.
- Arup is leading the work on development of the master plan and preparation of the TIP to be submitted to Government.

Our approach

1.

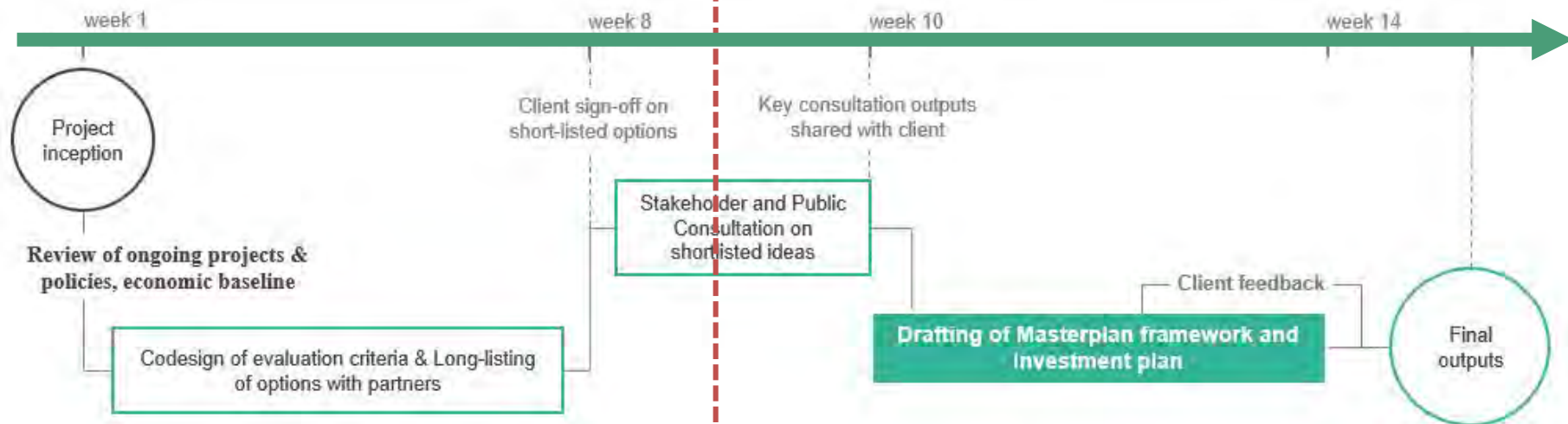
Baseline & SWOT Analysis

2.

Design & Testing Options

3.

Draft Masterplan & Investment Plan



Towns Fund update

MHCLG Guidance released – some key issues below

- The fund is 90% capital and the profile of the overall fund is for six years from 2020/21
- £25m not a budget for each town – and in exceptional circumstances an allocation of more than £25m may be considered.
- There are no minimum requirements for match funding - but this is identified as being desirable.
- Requirement to evidence Investment Plans against future economic scenarios – and show resilience including evidence of how Covid 19 is affecting the local economy.
- Proposals must support clean growth and must not conflict with net zero by 2050 commitment and demonstrate alignment and use of other funding pots (incl. FHSF, HMG Freeports, One Public Estate etc).
- Wider package of support available from the Towns Fund Delivery Partner (which Arup is leading) including access to world-leading experts in all relevant disciplines
- Each town has been appointed a Town Coordinator who will provide guidance and ensure towns can access the right support throughout each stage of the Towns Fund.

Intervention themes identified in the guidance include:

- Local transport;
- Digital connectivity;
- Urban regeneration, planning and land use;
- Arts, culture and heritage; and
- Skills and enterprise infrastructure.

What is important for Grimsby

Measures of success

- We need change to be **delivered quickly** - but change that delivers the right quality and sets a high standard for further investments.
- Things need to feel better quickly for **local people**.
- Plans have to be supported and **owned by the community**.
- We have to **build on the significant investment** already taking place.
- The council is a driver of change but this requires support, investment and action from **other organisations**.

Risk and opportunities

- Public sector investment is critical – but this needs to be **unlock opportunities for the private sector** to come forward.
- The masterplan has to be **flexible and adaptive** in order to respond to changing market conditions and economic risks.
- We need to balance the focus on quick wins with good long term planning/investment decisions

Grimsby Eight Principles

We have translated all of the discussion with stakeholders into the following 8 principles which underpin the development of the Masterplan



Introduce more **diverse** uses into the town centre



Reconnect the town centre with the waterfront



Enhance and connect **heritage** assets



Community ownership and participation



Improve **permeability** of the town centre



Identify **development opportunities**



Prioritise **health and wellbeing**



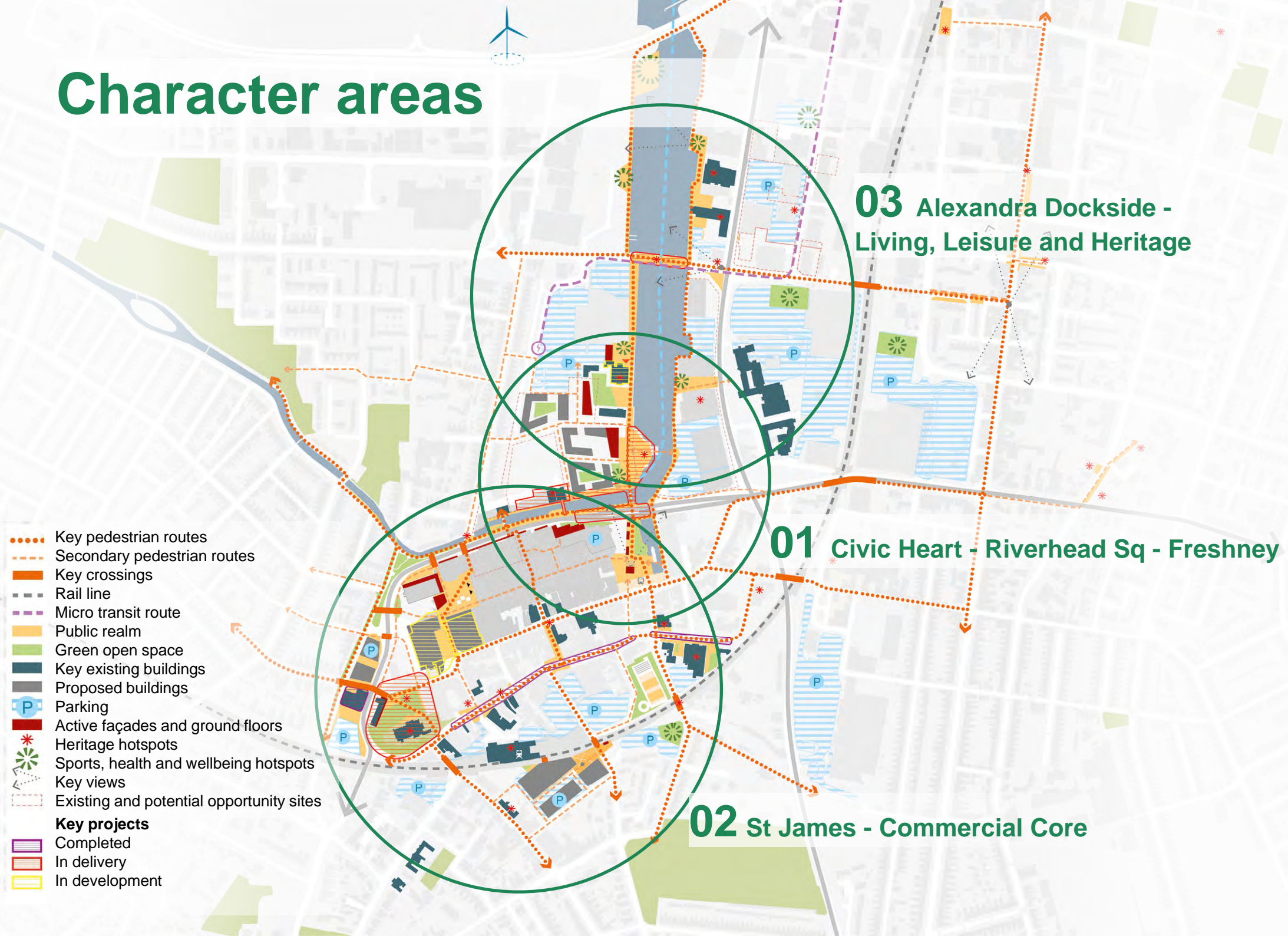
Opportunities for local people and new enterprise

Strategic Urban Thinking

Emerging Master Plan Framework

- 
- Key pedestrian routes
 - Secondary pedestrian routes
 - Key crossings
 - Rail line
 - Micro transit route
 - Public realm
 - Green open space
 - Key existing buildings
 - Proposed buildings
 - Parking
 - Active façades and ground floors
 - Heritage hotspots
 - Sports, health and wellbeing hotspots
 - Key views
 - Existing and potential opportunity sites
 - Key projects**
 - Completed
 - In delivery
 - In development

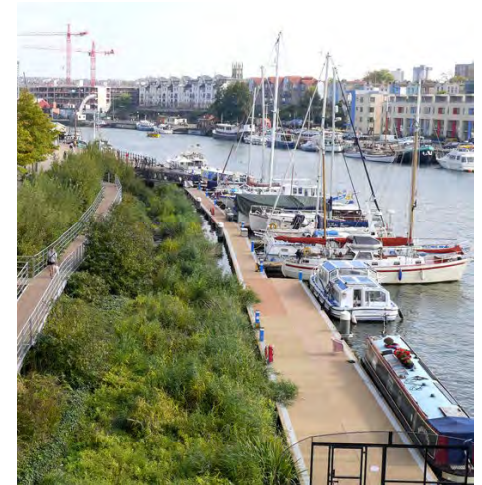
Character areas



1 - Civic Heart - Riverhead Sq and Freshney

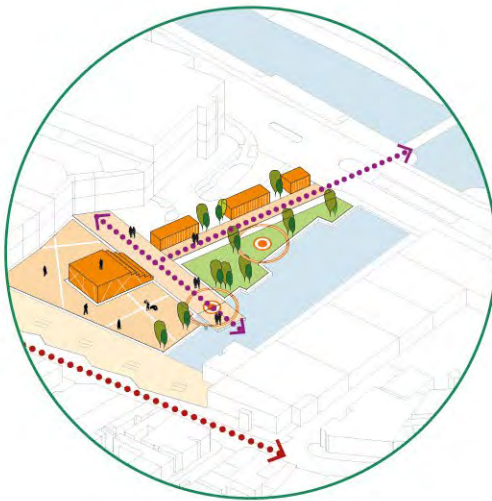
Principles

- This location, in the heart of the town, can **serve civic, commercial, community and leisure needs**.
- The prime opportunity to **reconnect with the water**.
- Riverhead Square - a **new civic space** that everyone feels welcome in, and encourages pride in Grimsby.
- An opportunity to **improve bus passenger facilities**.
- Garth Lane – an opportunity to **create a strong residential neighbourhood**, supported with other uses.
- **Builds on existing plans** for Frederick Ward Way and the On Side Youth Zone development
- The Council ownership of Garth Lane is an opportunity to create a **new market in the town centre for residential** at scale.

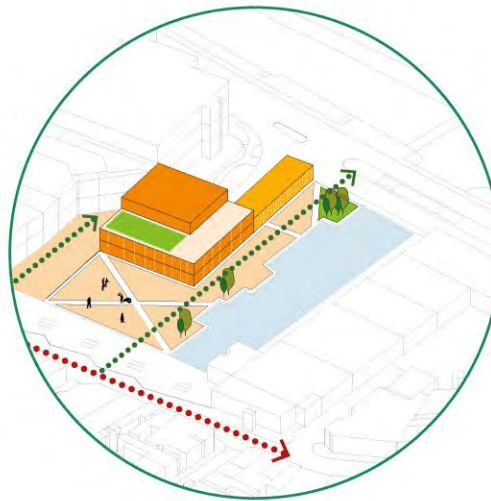


PROJECT 1.1

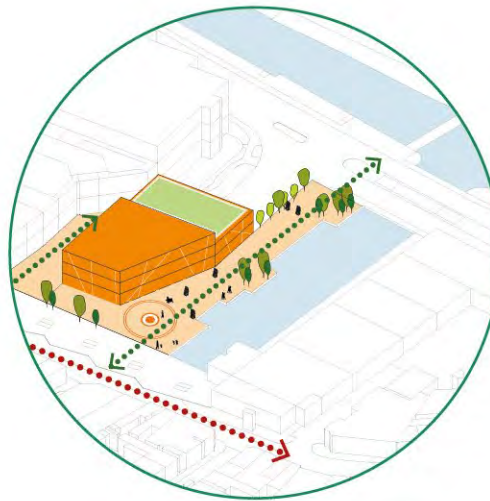
Riverhead Square



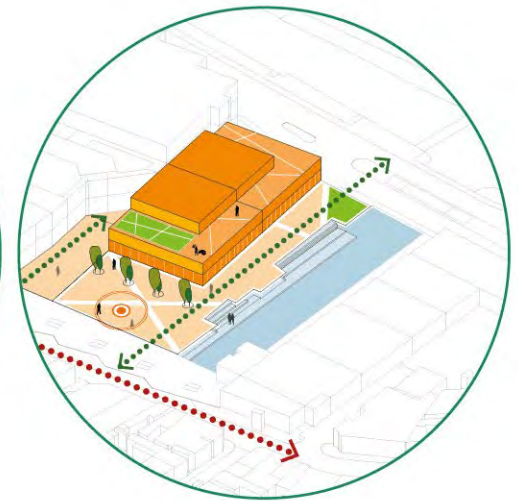
The plaza



The anchor



The hinge



The landmark



+ Civic Space
- Development

+ Development
- Civic Space

PROJECT 1.1

Riverhead Square

Emphasis on civic space - supported by smaller buildings

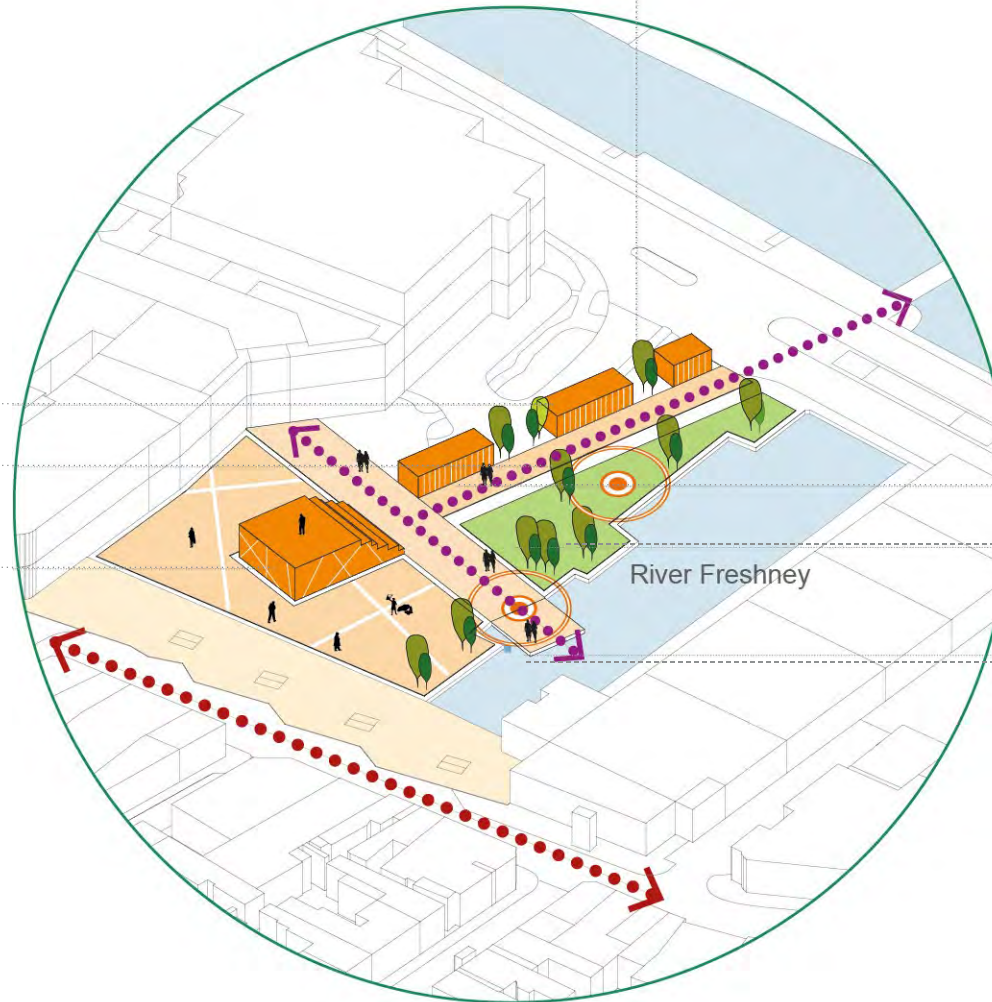
Hard-scape towards Victoria St vs. soft-scape towards the water

Axis towards the river

Cafe - Viewing platform - water and Corporation bridge
300sqm



Realignment of one entry lane - Parking

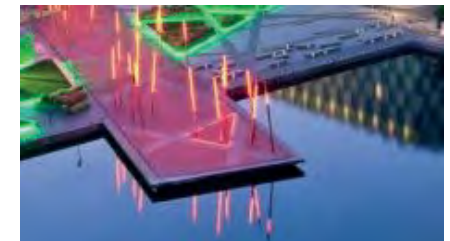


Supporting programme
180sqm



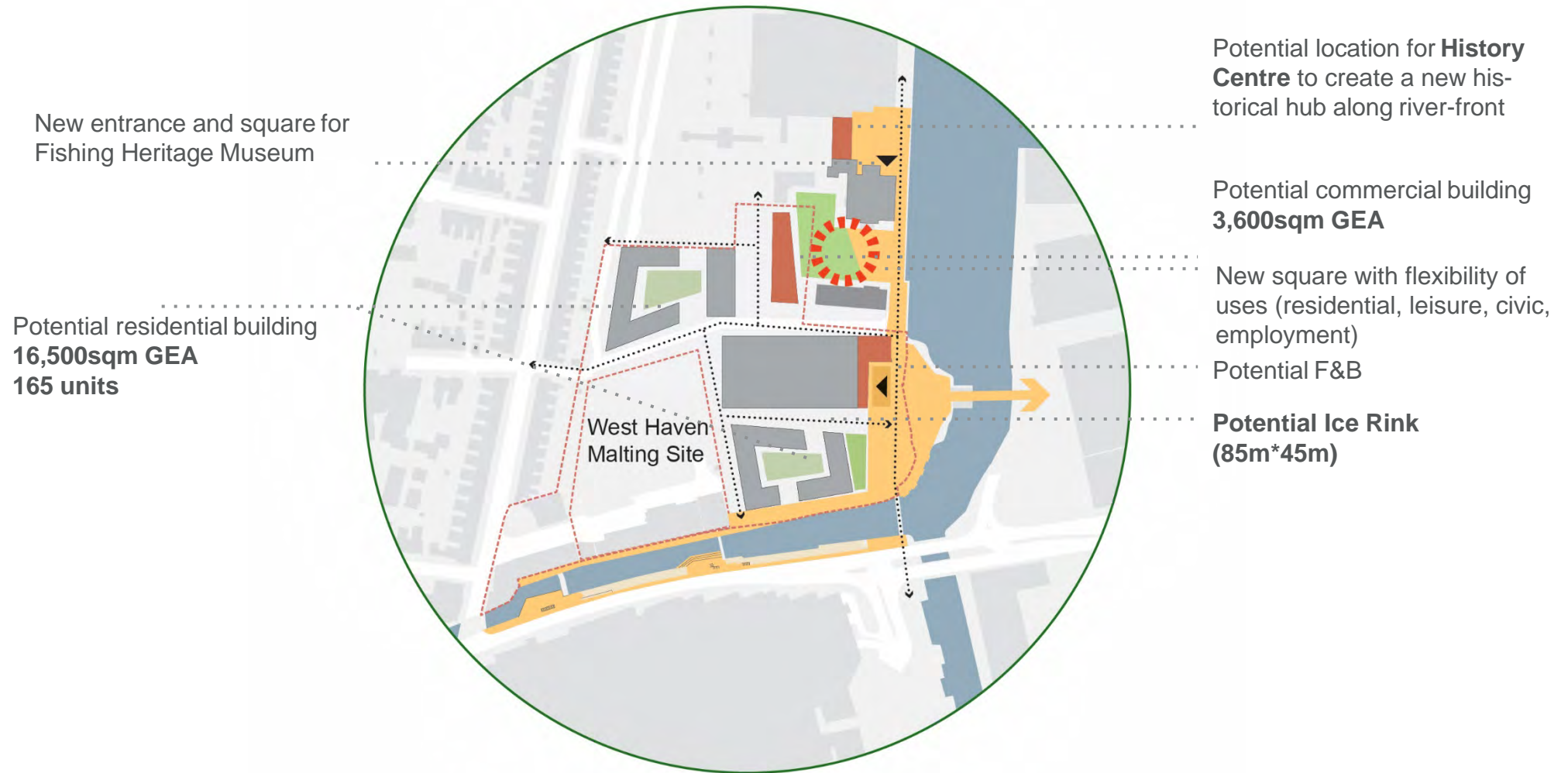
Green as part of the offer

Extend square over the water





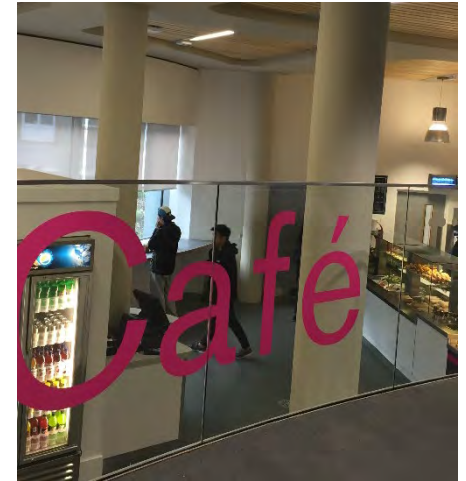
Garth Lane Site - with major leisure use



2 - St James – Commercial Core

Principles

- **Maximise the impact of the public realm works** proposed for St James Square and the FHSF proposals.
- Introduce a **new use into St James House** that drives activity, footfall and introduces an active ground floor.
- Opportunity for **further employment use** in the longer term in this area - **retaining parking** capacity but incorporate in phased redevelopment.
- Better **connections across Frederick Ward Way** to the south.
- Improve **connections through Freshney Place** towards the river and dockside.

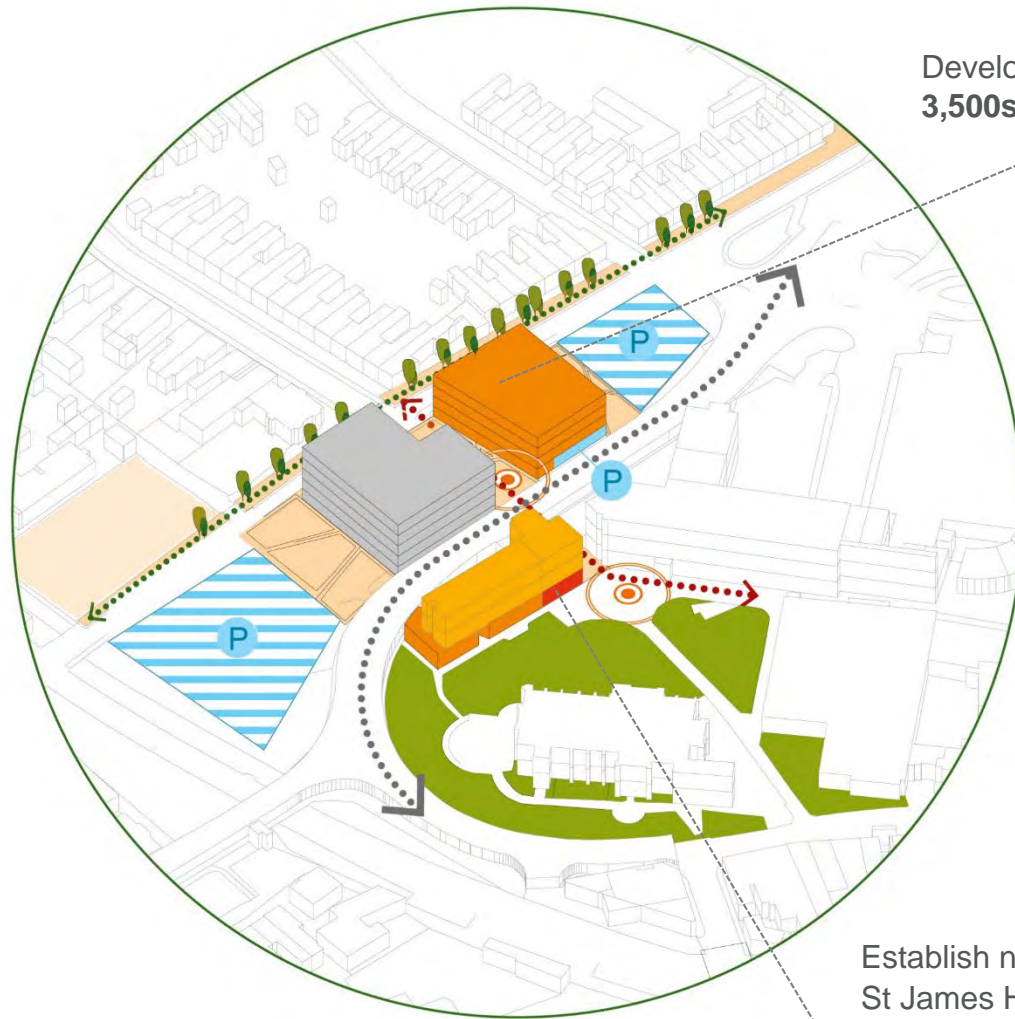


PROJECT 2.1

St. James Square

Phase 01 – 3-7 years

There is an opportunity to deliver additional commercial/mixed use development in this location - subject to market viability and proposals to retain existing car parking capacity. There are three potential development plots that could be developed over time - retaining car parking capacity or leading to some sort of consolidation in the longer term



Development opportunity
3,500sqm

Establish new use for St James House that generates footfall and activity and introduces active land uses to the ground floor. An example of this kind of use would be a town centre library and archive building

PROJECT 2.1

St. James Square

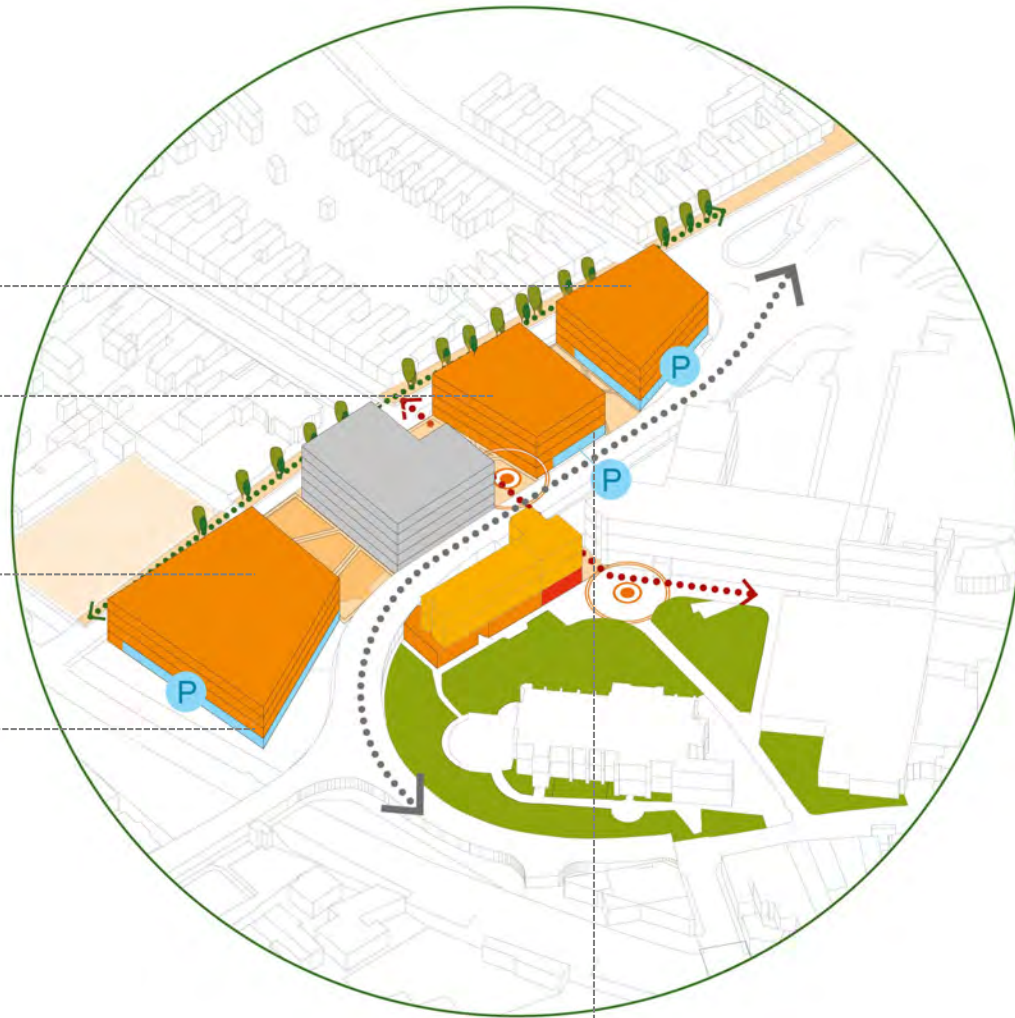
Phase 02 – 7+ years

Development opportunity
3,500sqm

Development opportunity
3,500sqm

Development opportunity
6,000sqm

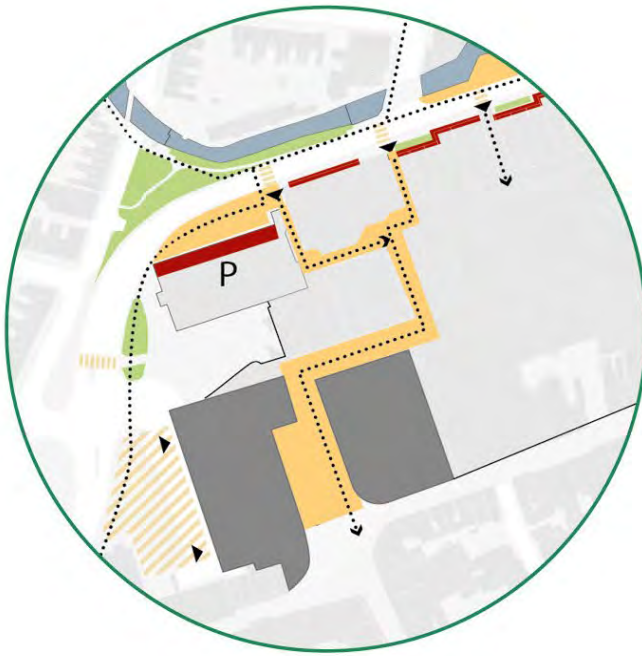
Parking capacity retained and
reconfigured as part of a future
building



Parking capacity retained and
reconfigured as part of a future
building

PROJECT 2.2

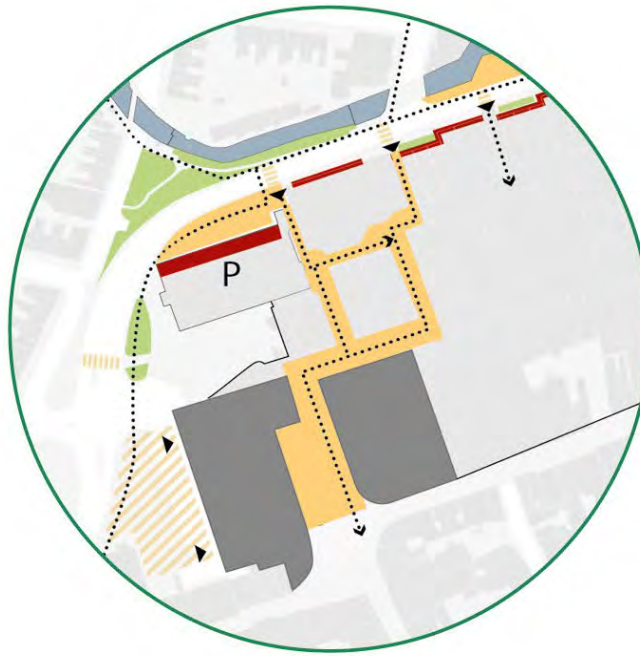
Freshney Place permeability options



S

Minimum interventions

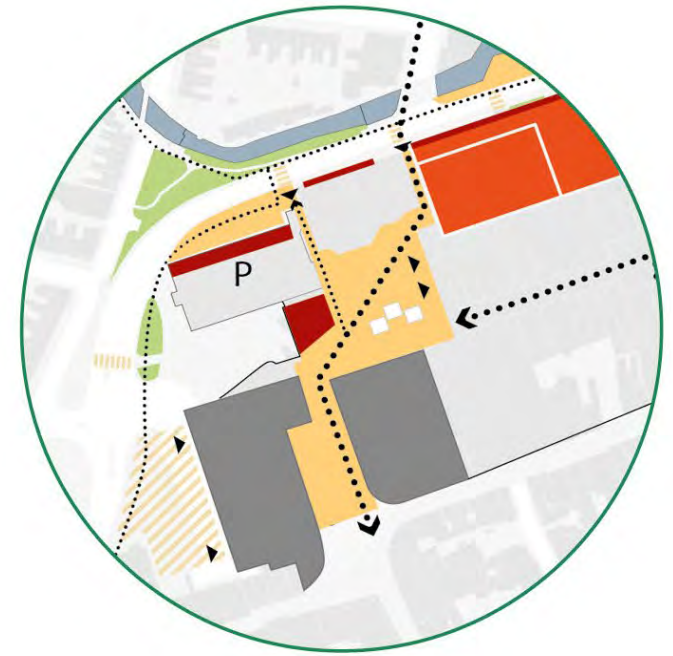
- Create new access points on the north side (using empty units)
- Potential for some active frontages on Frederick Ward Way
- Rest of the Mall remains unchanged



M

Medium Interventions

- Create new access points on the north side (using empty units)
- Potential for some active frontages on Frederick Ward Way
- Create new connections inside the Mall



L

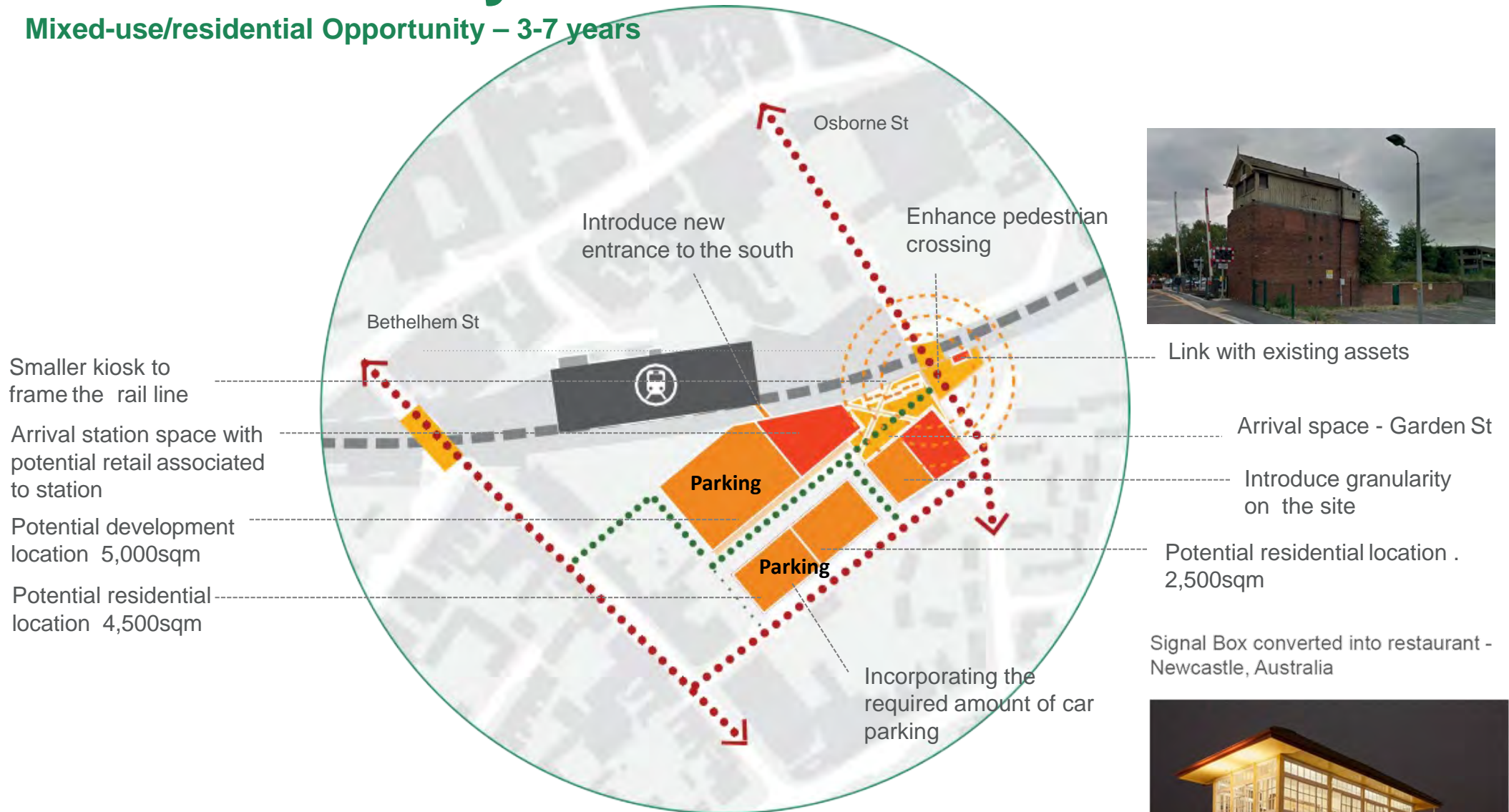
Larger Interventions

- Create major new access point on Frederick Ward Way – aligned with Alexandra Road
- New Plaza to expand market activities
- Introduction of major new leisure use inside the Mall (eg, ice rink)

PROJECT 2.3

Station Gateway South

Mixed-use/residential Opportunity – 3-7 years



3 – Alexandra Dockside - Living, Leisure and Heritage

Principles

- **Leisure-led development** making use of **heritage assets** and **waterfront**
- Opportunity for **events, festivals and activities**
- Enhance **access to water** where possible
- Creating a **walking** route/loop to increase **active travel** between the town centre, Freeman St and the port
- **Unlocking key sites** on the waterfront as and when they come forward
- Aspirational **residential at scale** and critical mass to provide vibrancy and activity



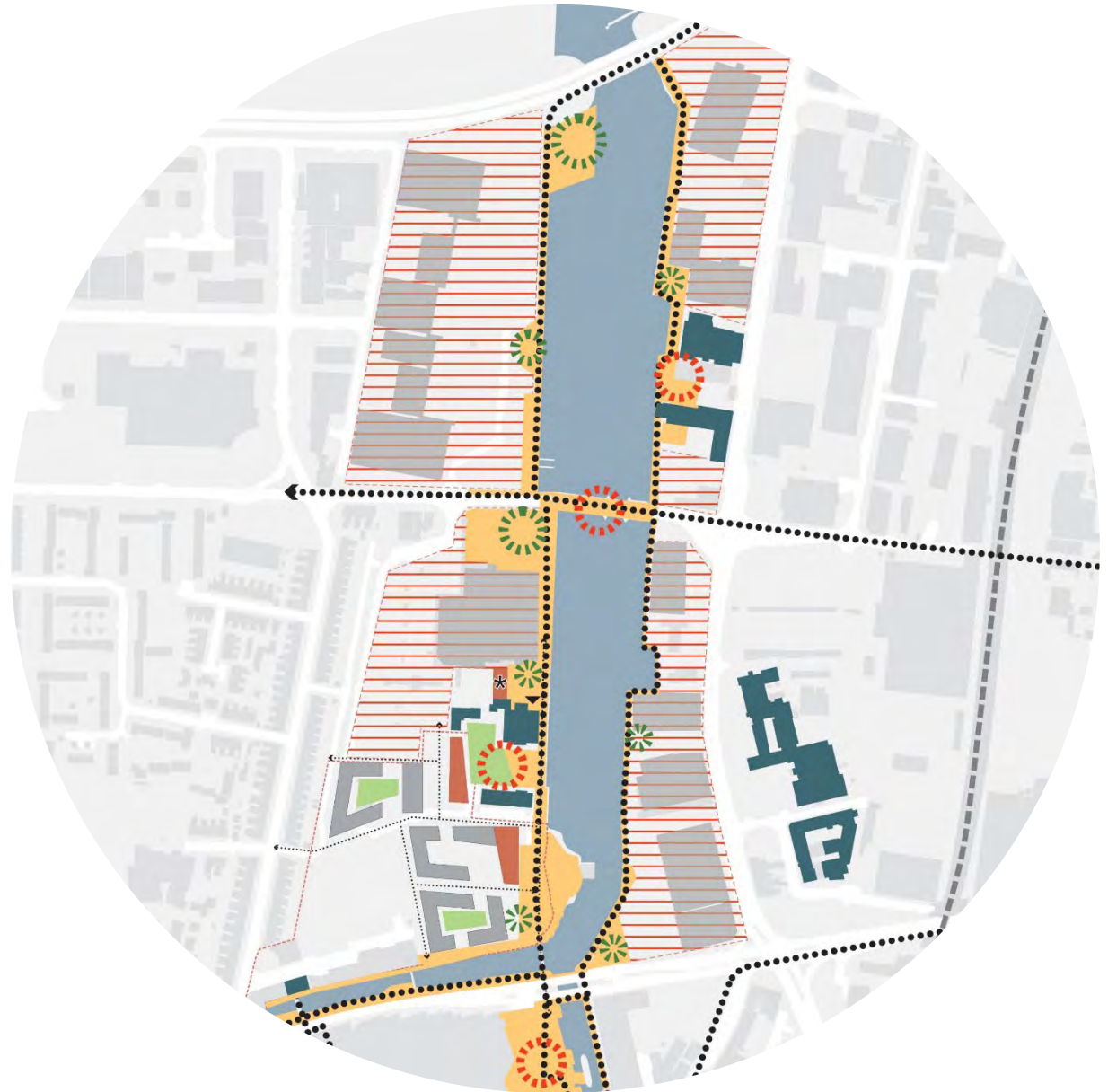
Alexandra Dockside

Short Term

- **Enhance heritage assets**, activate them and bring them into use
- **Promote events** and activities which encourage activity and create an opportunity for people to “rediscover” the waterfront and Grimsby’s heritage
- **Encourage creative industries**, small enterprises to flourish – building on print works/docks beers
- **Improve connectivity** – to Freeman Street and within and around the dock to “open it up” for people to rediscover

Long Term

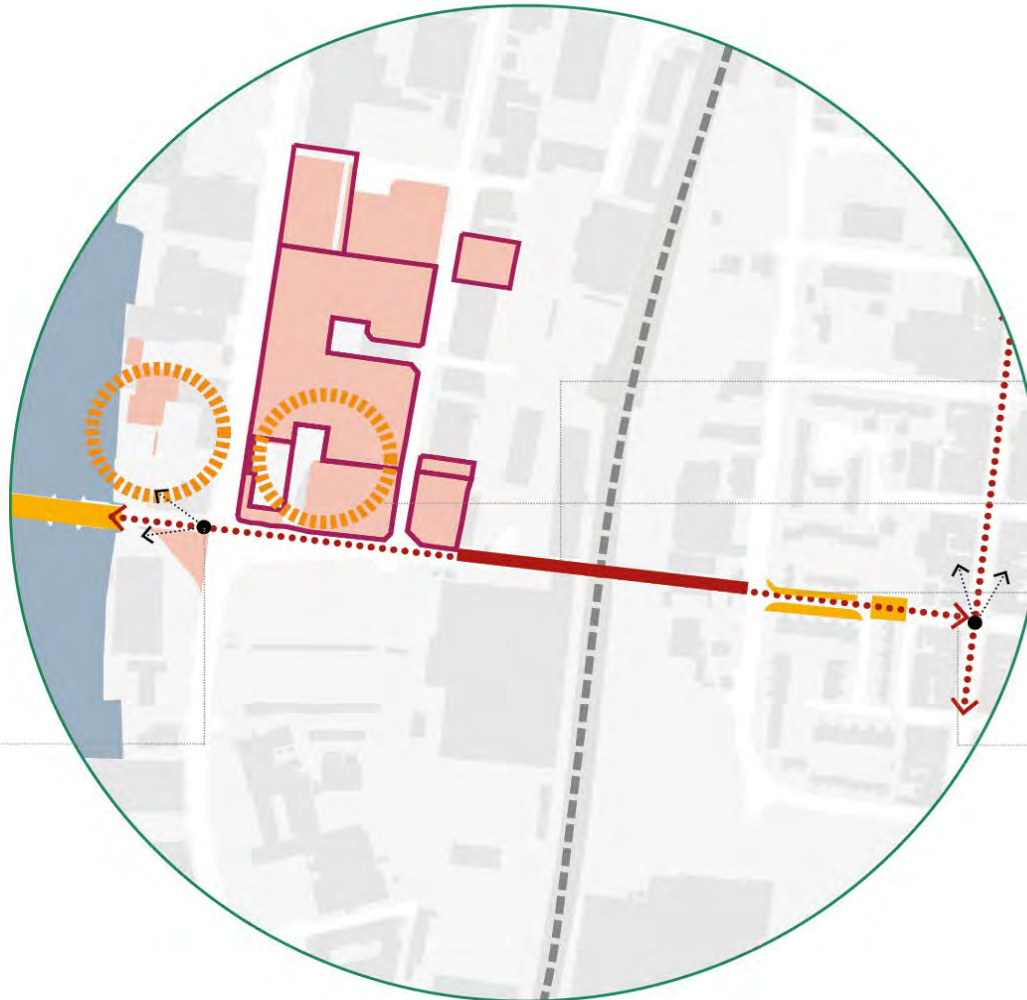
- Opportunity to transition to **more of a mixed community** – with residential, heritage and small enterprises
- **Growing from areas of change** – growing outwards from Corporation bridge



PROJECT 3.1

Freeman St Pedestrian Bridge

Improve connectivity between the Alexander Dock and Freeman Street – part of a wider pedestrian and cycle network for people to re-connect with the water and “open it up” for people to rediscover



new bridge

Development opportunity

Pedestrian improvements

Setting the context

Setting the context



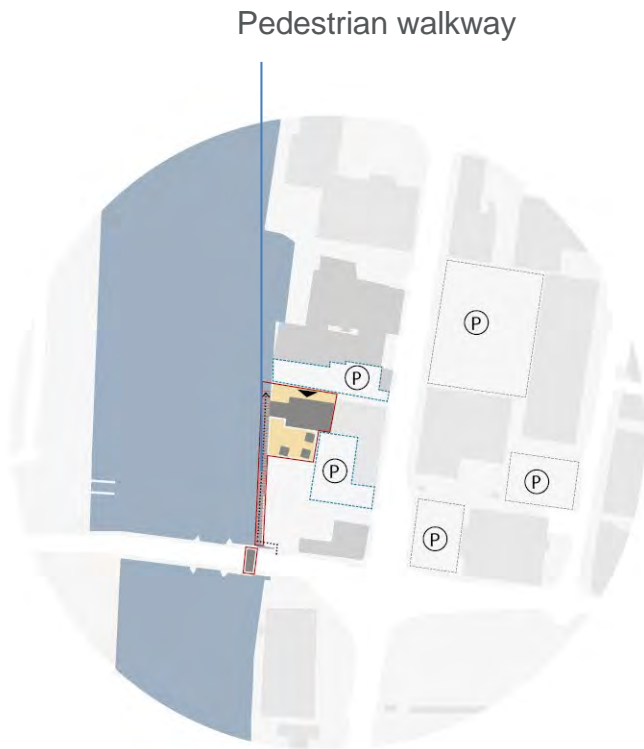
PROJECT 3.1

Freeman St Pedestrian Bridge



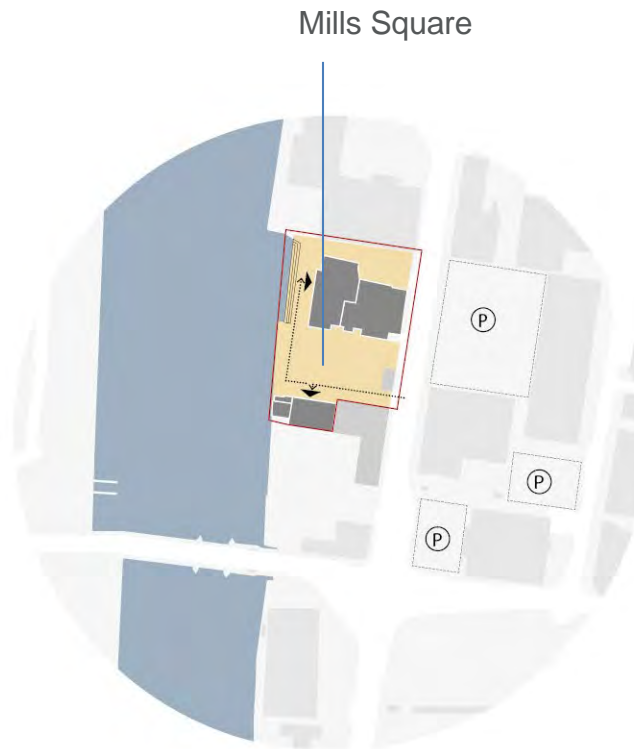
PROJECT 3.2

Victoria Mills



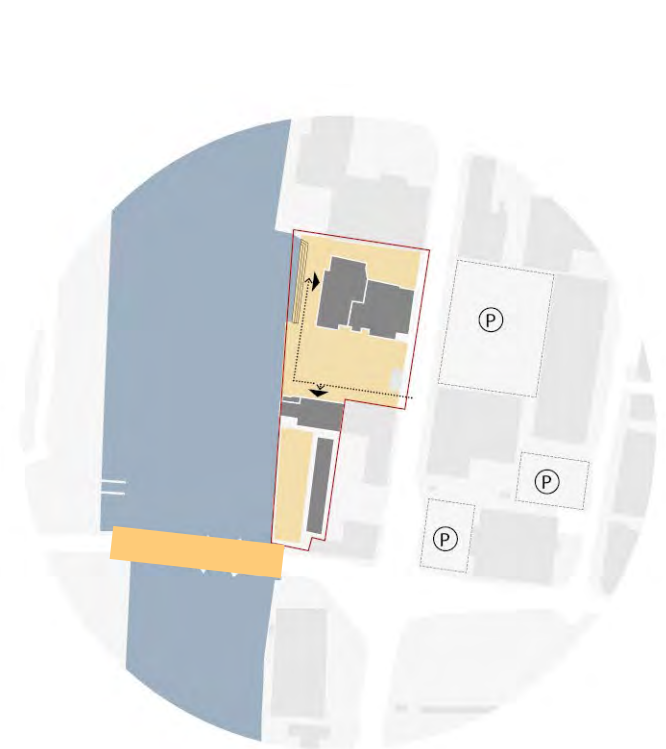
S- Victoria Mills

- Enhance heritage assets, activate them and bring them into use
- Provide access to Victoria Mills through the waterfront



M- Victoria Mills & Castle Press cluster

- Define a cluster linking Victoria Mills and Castle Press
- Encourage creative industries, small enterprises to flourish – building on print works/docks beers

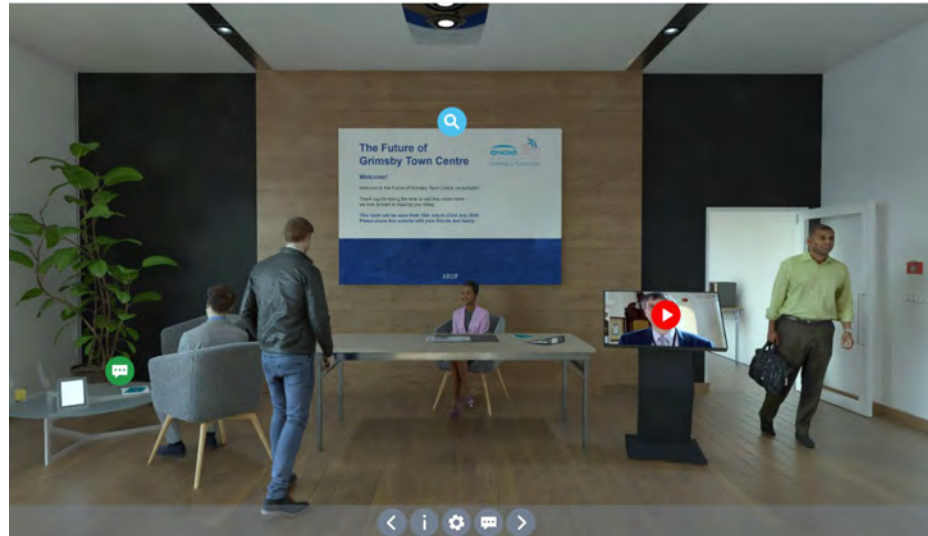


L- Victoria Mills, Castle Press and Corporation bridge cluster

- Define a cluster linking Victoria Mills, Castle Press and Corporation bridge
- Open up to the water

Engagement underway

- A virtual consultation event:
<https://virtualengage.arup.com/grimsby-town-centre/>.
- Open 24/7 from 15th July to 22nd July
- Survey at the end to gather ideas (includes open-ended questions)
- Feedback respondents will be entered into a free prize draw to win 4x £25 shopping vouchers
- 2 focus groups being held in the next week with selected community representatives



Next steps

- Receiving feedback from consultation to inform draft masterplan
- Continuing to refine ideas, with draft masterplan by end of July for Officers to review
- Sifting of projects based on MHCLG criteria to determine which go into the Town Investment Plan
- Continued engagement with stakeholders, Ward Councillors, Officers and Lead Members
- Masterplan presented at Scrutiny
- Masterplan signed off by Cabinet
- Town Investment Plan presented at Scrutiny, followed by sign-off by the Cabinet before being submitted to MHCLG

Employer Led
Skills Review for
North East
Lincolnshire

GREATER GRIMSBY BOARD

EMPLOYER LED APPROACH

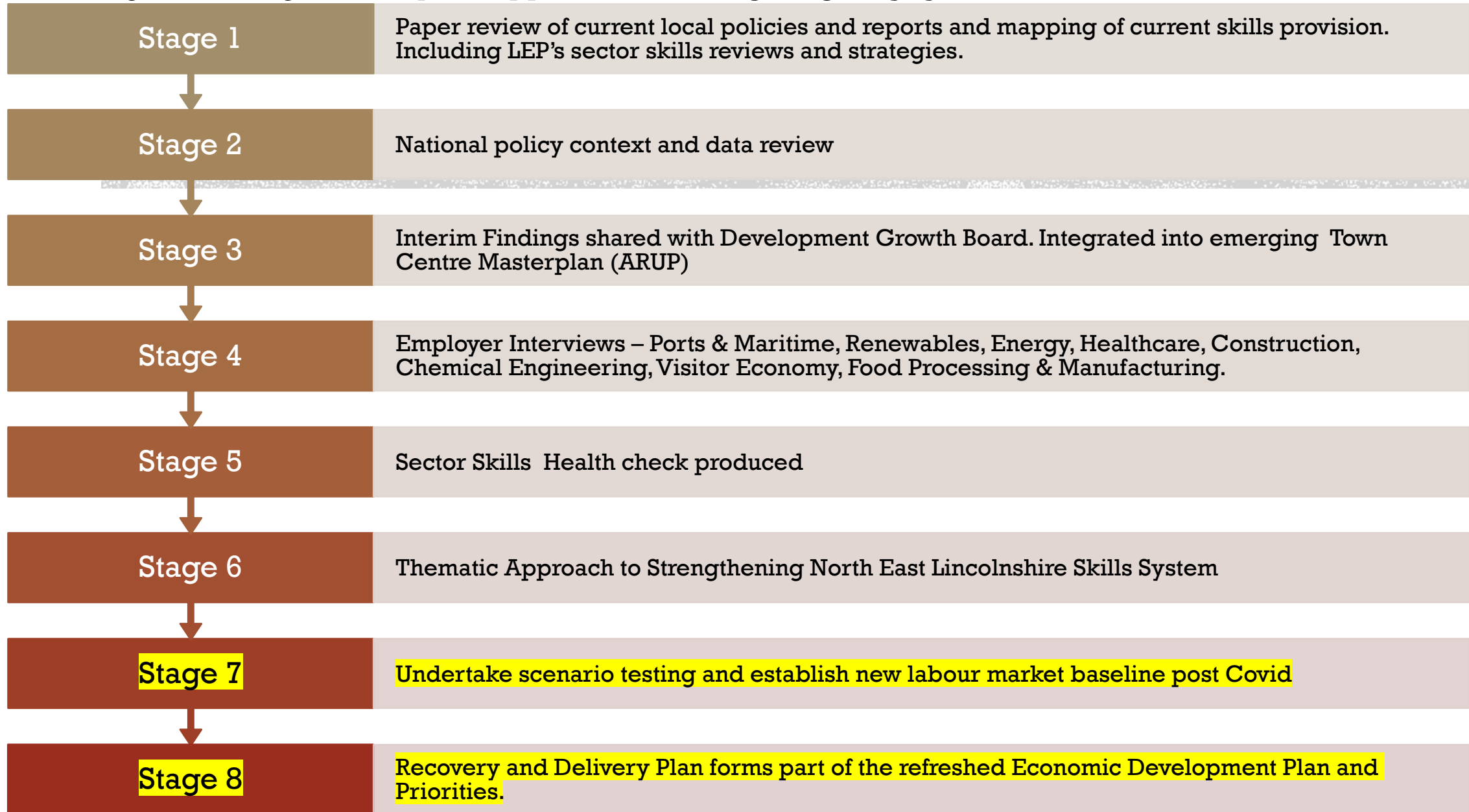
Skills development is complex and needs a broad holistic approach to have impact and the flexible and available resources to make it happen.

Key strategic drivers of the skills agenda are likely to include:

1. Skill Shortages and Gaps that limit business productivity and growth
2. Enabling full economic participation of all residents
3. Fast Digital and Technological Change
4. National funding policies and priorities
5. Business resilience in the face of global challenges



SKILLS REVIEW METHODOLOGY

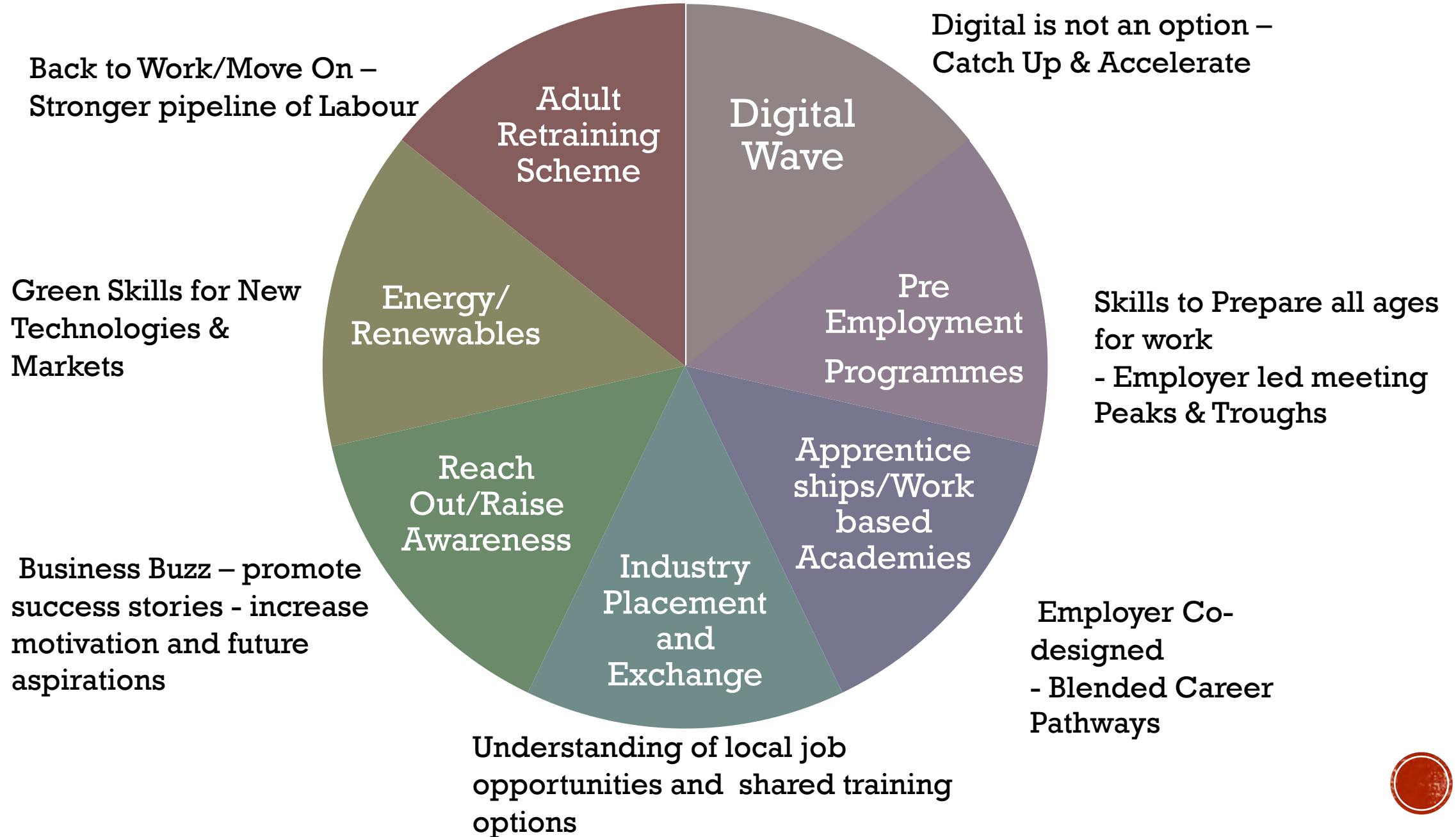


SKILLS HEADLINES

- Generally good skills provision across all sectors and examples of joint employer and trainer relationships
- Training offer to employers is often complex and fragmented, requires brokerage to listen and tailor to employer's needs, not sell a product – even if it is free!
- Areas for improvement include digital skills and green skills
- Recovery priority is to support employees to retrain and upskill in the workplace
- Local business engagement with education generally can be strengthened to ensure accurate view of local employment opportunities
- Emerging evidence of good retention and attraction of Graduates and Higher-Level skilled people
- Encourage more private sector employers to employ graduates
- Prime skill shortage areas with tailored short courses, pre employment packages delivered with employers to meet needs
- More support for employers to restructure, retrain or plan recovery and longer-term workforce needs in face of new technologies
- Strengthen people management skills in the workplace



NEL Strengthening the Skills System – 7 Routes



RECOVERY/REBOOT PRIORITIES



- Accelerate actions to support digital skills for business to support recovery
- Maximise opportunities of the low carbon agenda by ensuring people are equipped with the relevant green skills.
- Facilitate adult retraining provision to reskill and upskill employees in work or at risk
- Promote/add small grant incentives for employers to train and keep on/transfer Apprentices
- Review Student Hardship Funding local provision with HE and FE – due to temporary loss of part-time income





NEXT STEPS

- Establish new local economic baseline Post Covid
- Undertake Scenario testing to inform skill priorities
- Wider Sector and partner engagement particularly Community and Voluntary Sector
- Develop action plans for Short and Longer Term with Development Growth Board
- Adopt and reach agreement at future Greater Grimsby Board
- Active monitoring, inform and influence skill policies and opportunities