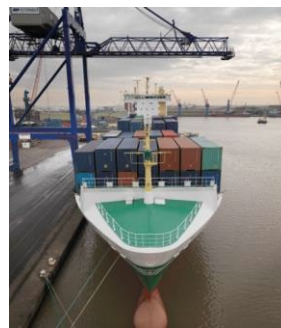


# Our Future Place

Grimsby · Cleethorpes · Immingham



# Since 2019

- First Town Deal – £21.9m Towns Fund Allocation for Grimsby Town Centre
- Future High Streets Fund - £17.3m for Freshney Place leisure scheme
- £38.4m Levelling Up Fund secured (£20m Grimsby & £18.4m Cleethorpes)
- £3.3m UK Shared Prosperity Fund
- £1.5m Football Foundation Grant to develop Clee Fields
- £8m for A180 bridges
- Multitude of successful culture, arts and heritage grant schemes.
- Funding for trees
- Homes England Funding for several sites.
- Long Term Plans for Towns £20m endowment
- £15m seed capital for South Humber Bank growth
- £4.2m Brownfield from GL deal.
- £119m highway capital

## **Above £250 millions of funding secured**

(This does not include LTP and Flooding Grant Funding)

# Main Town Centre Regen funding streams

## Town Fund £21.9m

- Around £7m contracted or complete (Riverhead Sq, Garth Lane, Youth Zone)
- Around £14 ready to start but not contracted (Connectivity, Alex Docks, Library)
- £1m ready to contract if inflation challenge resolved (St James House)

## Future High Street Fund £17.3m

- Fully committed to purchase Freshney Place
- Legacy of fund is a Freshney Place annual surplus which we committed to reinvest to support Leisure scheme and other development of Town Centre.

## LUF Grimsby £20m

- Allocated to Freshney Leisure Scheme
- Previous additional commitment of capital borrowing to supplement grant.

## LUF Cleethorpes £18.4m

- Sea Road
- Market Place
- Pier Garden

## Bus Service Improvement Plan £2m

- Allocation towards Transport Hub
- Conditional on being supplemented by other funding to achieve a move of buses (but no condition of a building)

## Devo Brownfield £4.2m

- Flexibility achieved to fit Homes Englands wider criteria for liveable Town Centres.
- Allocated to Transport Hub (pre demolition and ground clearance) and Freshney Place demolition.

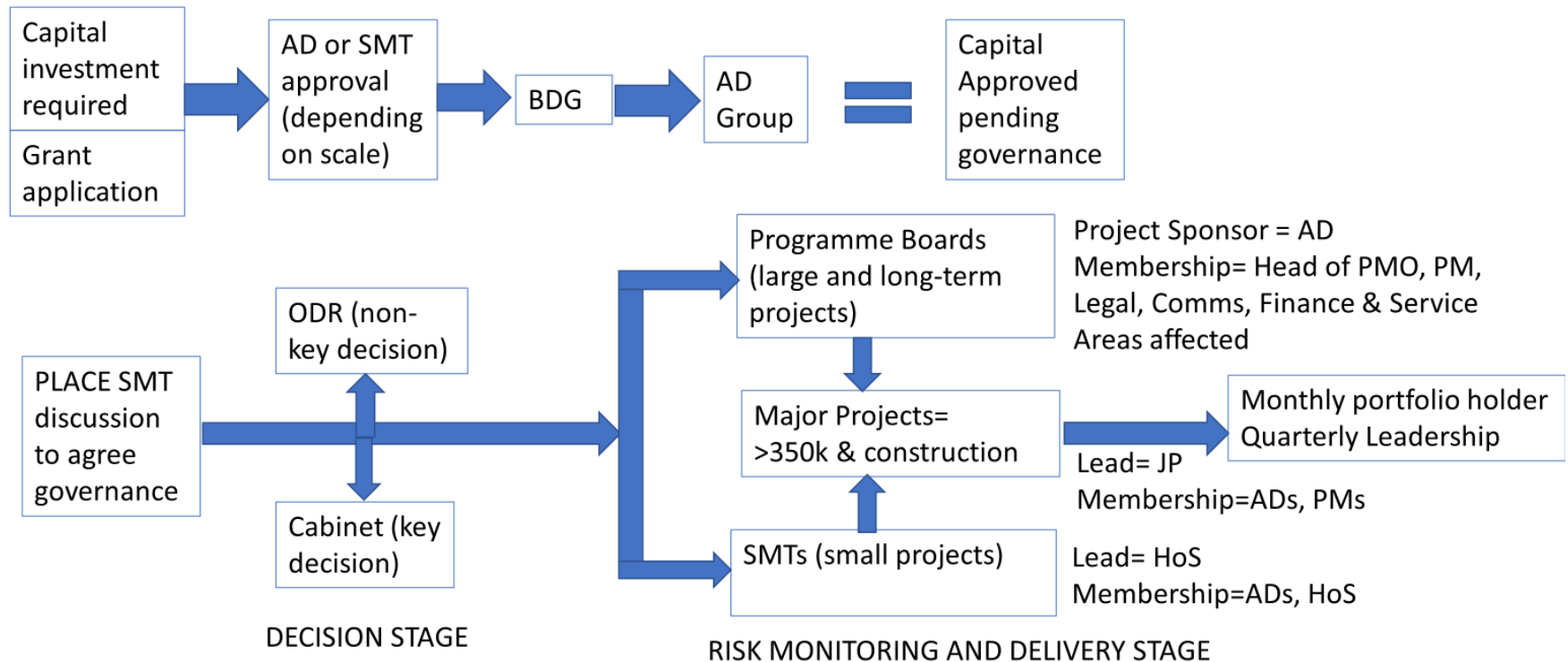
## High Street Accelerator up to £0.5m

- Funding opportunity for greening Grimsby Town Centre.

## Borrowing supported by Freshney Place Income

- Current annual surplus income, plus expected leisure lease income, is expected to support public borrowing for part of leisure scheme.

# Internal process to start of Capital Projects



## PLACE STRATEGY CO-ORDINATION GROUP

### Grimsby Board

- Leisure Scheme (report from sub board, no decision)
- Riverhead
- St James House
- Activation fund
- Youth Zone
- Projekt Renewable

### Clee Board

- Sea Road
- Pier Garden
- Market Place
- Wayfinding
- Logistics
- Comms and signage
- Heritage/Town Scape
- North Prom pipeline
- Will expand to include Boating Lake bid

### Alexandra Dock (Board includes Homes England)

- AD Phase 1-3
- Town Centre Brownfield Development Sites

### Transportation Board

- Transport Hub
- Abbey Walk Redevelopment
- Bus Service Improvement Programme (BSIP)
- Toll Bar Car Park

Each Project Board will have several Project Teams reporting back to it.

**Salix**

**SHIIP**

**Corporation  
Bridge**

**Leisure Scheme**

**A180  
Structures**

**Depot**

### BOARD MEMBERSHIP:

**Project Sponsor** = AD

**Membership**= Head of PMO, PM, Legal, Comms, Finance, Equans (unless managed separately to contract),  
Service Areas affected

**ToR**= Refreshed and consistent

\* projects in yellow still operating on old governance arrangements in 2025

# Project journey and role of project management

## Grant Concept (RIBA 0)

- Council apply for grants. For architectural scheme concept support is available from Equans. For Highways this is at Equans discretion or on PAYG basis.
- BDG approves grant application and should capture wider checks and implications before submission.

## Project Design (RIBA 1-3)

- Equans design team has exclusivity and first right to projects which include architecture or highways design from RIBA 1-8.
- We agree appointment of external designers with Equans for complex projects (example Arup-Riverhead Square)

## Project Management

- Now under Council Control
- Generalist role that supervise that other parties are working to agreed specification and ensures boards are managed appropriately.

## RIBA 4 & procurement

- RIBA 4 Designs are carried out by Equans and their procurement team takes construction spec to market or use Council frameworks
- Equans is our Principal Contractor on all project, unless contract exclusivity relief has been agreed.
- Scope of role includes procurement of sub-contractors, supervision of sub-contractors and site safety.

## Quantity Surveyor

- Equans provide quantity surveyance, estimation and pricing at RIBA1 and 4).
- Highway engineers also act as QS under Equans working arrangements.

## Construction PM & Supervisor

- RIBA 5-7 stages.
- Equans provides required project management of the construction site.
- This includes checking on quality of work, approving materials, checking and challenging any claims for unexpected costs.



# Exploring our future delivery model

- Equans have exclusivity on most technical roles, but with contract close to end, we have gradually started to shape project support differently to actively test several different delivery models.
- This has been achieved using exclusivity relief which the Equans contract allows.
- Current contract expires 30<sup>th</sup> June 2025, and we need to be ready with a new operating model from this date.
- We are currently operating 5 different options, which allows us to explore strengths. and weaknesses.

No	Description	Detail	Examples
1	Pre 2022	Equans Technical & PMO	Corporation Bridge LTP programme works
2	Pre 2022 service led projects	Equans Technical & Project Admin by NELC services, no formal PMO.	Depot Schools Build
3	Post PMO transition	Equans Technical & Council PMO	Sea Road Riverhead Square
4	Post PMO transition with added outsourced skills	Outsourced design + construction PM, Equans Technical, Council PMO	Pier Garden Market Place
5	Independently procured from market	Outsourced Design, Technical, construction PM & Council PMO	Freshney Place Leisure Scheme Alexandra Dock
6	Future Option to consider	Outsourced Design, Council Technical with some external expertise, Council construction PM, Council PMO	No current examples

# Internal Audit Project Governance Work (1)

- Grimsby Town Centre- July 2023  
“Substantial” assurance, “Medium” risk
- Project Management Office – June 2024  
“Satisfactory” assurance, “Medium” risk
- Project Management Arrangements- November 2024  
“Satisfactory” assurance, “Medium” risk
- Cleethorpes Levelling Up Funding- August 2024  
“Substantial” assurance, “Medium” risk
- Depot Project Advisory Audit - December 2024



# Internal Audit Project Governance Work (2)

## Depot Project Advisory Audit - Lessons learnt

- Change requests to be reviewed and signed off by council officers
- Consistent compliance with RIBA Plan of Work Structure
- When designing specifications determination of risk appetite and determine “essential” elements and “desirable” elements
- Consider onsite clerk of works for major construction projects
- Consider the appointment of specific full-time project managers for future projects

Project name	RIBA 1-3 designs?	RIBA 4	PM	Principal Designer/C DM	NEC 4 Superv.	Comments/RAG
A180	Equans	Equans	NELC	Equans	Equans	3 <sup>rd</sup> bridge likely to span contract exit
Corporation Bridge	Equans	Equans	NELC (since Jan 24)	Equans	Equans	Some post construction tasks, and quality assurance are likely to span contract exit. Need external advice from Pells on appropriate hand over etc.
Library	Equans	Equans	NELC	N/A	N/A	Paused. Handover of designs required.
Connectivity	Equans	Equans	NELC	N/A	N/A	Paused. Handover of designs required.
Riverhead	Equans	Equans	NELC	Equans	Equans	Complete prior to exit. Only retention period outstanding
Sea Road	Equans	Equans	NELC	Equans	Equans	Build will span contract exit
Pier Garden	WSP	WSP	NELC	WSP	External	Contracted externally, so not impacted by local exit.
Market Place	Pells	Pells	NELC	Pells	External	Contracted externally, so not impacted by local exit.
School builds	Equans	Equans	NELC	Equans	Equans	Build will span contract exit

Project name	RIBA 1-3 designs?	RIBA 4	PM	Principal Designer/C DM	NEC 4 Superv.	Comments/RAG
Salix	Equans Central	Equans Central	NELC	Equans Central	NELC	Contracted with Equans central team, so not impacted by local exit
EM retrofit	Equans Central	Equans Central	NELC	Equans Central	NELC	Contracted with Equans central team, so not impacted by local exit
Tollbar Drop off	Equans	Equans	NELC	Equans	Equans	Complete prior to exit. Only retention period outstanding.
Transport Hub	WSP	External	NELC	WSP	External	Demolition works undertaken by Equans but will be completed prior to exit. Design contracted externally.
Abbey Walk Car Park	Equans	Equans	NELC	Equans	Equans	Demolition works and design/construction of revised car parks may span contract exit.
Leisure Scheme	LJA Assocs	LJA Assocs	NELC	Den Architecture	WT P'ship	No involvement by Equans
Alex Dock	N/A	N/A	NELC	N/A	N/A	No involvement by Equans

## Work Ongoing (1):

### Projects completed (completed in the last 12-years)

- NELC liaising with Equans to secure a list of documents needed for PAYG projects, e.g.:
  - Warranties
  - Design information/plans.
- Information is held on NELC Shared Drives – Equans/NELC mapping this information in the new year, so a clear picture is available prior to contract end.
- Separate workstreams reviewing information related to wider NELC/Equans work related to NELC assets, for example:
  - Backlog maintenance schools
  - Backlog maintenance Lincs Inspire
  - Backlog maintenance Council Buildings
  - Solar Projects
  - Highways work

## Work Ongoing (2):

### Projects still in delivery.

- NELC reviewing how is handover going to happen, for example:
  - Can projects be handed over at a particular RIBA stage – if not then close liaison ongoing to ensure continuity of projects.
  - Ensuring all appropriate documentation is handed over, e.g., design warranties for design work made under Equans.
- NELC has developed a template for each project to capture all relevant processes and documentation.
- NELC has requested Equans provide run off cover for projects

# What do we think the future delivery model should look like for each theme?

Theme	Interim	Long Term (final options tbc)
Net zero (Housing retrofit, Council buildings, EV roll out)	Equans	Call off contract? Inhouse technical Team? Refit? Joint Venture with Equans?
Highways	Equans	Inhouse highways design + Top up contracts
Regen, including Council new build	Case by case	Inhouse Technical Team+ Top up contracts
Housing	Interim PMO management with external technical support.	Inhouse Technical Team+ Top up contracts
Education	Equans	???