

## NORTH LINCOLNSHIRE COUNCIL

Cabinet

### SCUNTHORPE TOWN DEAL

#### 1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 Government have launched the £3.6bn Towns Fund to “unleash the full economic potential of over 100 places and level up communities throughout the country”. A “Towns Fund” prospectus has been published.

Proposals will be agreed between each “Town” and its community and Central Government to draw down a significant investment of up to £25m, this could be increased for projects that deliver transformational change to the town.

- 1.2 To approve the Scunthorpe Town Investment Plan.

#### 2. BACKGROUND

- 2.1 The Towns Fund will provide the core public investment in Town Deals additional funding may come from other sources or parts of government. The objective of the Fund is to drive the economic regeneration of towns to deliver long term economic and productivity growth through:

- **Urban regeneration, planning and land use:** ensuring towns are thriving places for people to live and work, including by: increasing density in town centres; strengthening local economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration; and making full use of planning tools to bring strategic direction and change.
- **Skills and enterprise infrastructure:** driving private sector investment and ensuring towns have the space to support skills and small business development.
- **Connectivity:** developing local transport schemes that complement regional and national networks, as well as supporting the delivery of improved digital connectivity.

2.2 The Town Fund Board is the vehicle through which the vision and strategy for the town has been defined. It has produced a Town Investment Plan to inform our Town Deal with Government:

The role of the Board is to:

- Develop and agree an evidenced based Town Investment Plan
- Develop a clear programme of interventions by October 2020
- Coordinate resources and influence stakeholders

2.3 The board is made up of a mix of private and public sector partners and has met monthly since March 2020, including a workshop event on Community Development:

Mary Stuart	– University of Lincoln
Rob Waltham	- Leader North Lincolnshire Council
Holly Mumby-Croft	- MP Scunthorpe
Andrew Percy	- MP Brigg and Goole
Denise Hyde	- Chief Executive North Lincolnshire Council
Sam Cooke	- Hilton by Hampton
Duncan Willey	- PPH
Joanne Dixon	- HBP
Faisal Baig	- NL CCG
Jo Corney	- DWP
Diana Taylor	- Humber Bondholders
Kishor Tailor	- Humber LEP
Lisa Oakley	- Nationwide
Alan Ross	- Stylex
North Lincolnshire Voluntary Community Alliance	

The Town Fund board is chaired by Mary Stuart – Vice Chancellor University of Lincolnshire.

#### 2.4 **Towns Fund Investment Plan**

The Town Investment Plan is based on a clear evidence base, setting out a clear understanding of the area, focusing on our assets, opportunities, and challenges.

The amount of investment from the Towns Fund will be determined based on the strength of our Towns Investment Plan.

We have set our proposed programme of investment in our Scunthorpe Town Investment Plan based on social economic evidence for Scunthorpe which enable, support and drive economic growth, we have considered this through the three priorities of investment, ensuring that our proposed programme of investment has a deep rooted impact, creating a legacy in Scunthorpe for years to come.

The Town Investment Plan complements our Economic Growth Plan.

Our plan is also cognisant of the wider strategic approach being taken through the Northern Powerhouse, Midlands Engine strategies and the emerging Local Industrial Strategy. Our programme will detail Value for Money interventions that will drive economic growth.

Our investment programme will be aligned with the government's clean growth objectives and will support a net zero carbon economy by 2050.

### 3. OPTION FOR CONSIDERATION

3.1 That cabinet approves the Scunthorpe Town Investment Plan.

### 4. ANALYSIS OF OPTION

4.1 Scunthorpe is a regionally important town that has the potential to transform and drive the UK government's levelling up agenda. Its rich industrial heritage is well known and a source of pride for residents. Forged around steel production and exporting, our town's fortunes have dipped in recent decades due to strong macroeconomic headwinds.

Scunthorpe's proven resilience and industrial specialisms means that leveraging strategic assets and reversing Scunthorpe's economic trajectory is not only achievable, but crucial to a regional resurgence.

The Scunthorpe Town Investment Plan is focused on delivering long-term strategy for change, seizing on opportunities and addressing barriers holding the town back from achieving structural and economic change. The plan can be characterised as a delivery apparatus supporting a wider, interconnected set of national, regional and local policies that drive decision making in North Lincolnshire.



4.2 Through four intervention themes which cut across six strategic objectives. The themes are central to our investment approach, forming the basis of the Town Investment Plan:

- Education and skills retention.
- Diversifying the economy and clean growth.
- Revitalising Scunthorpe.
- Visitor economy and cultural development.

We want to build on our successes of the past 2 years working with private and public organisations to deliver a cohesive investment plan that will have an impact now, and for future generations.

The Scunthorpe Town Investment Plan can be found at Appendix 1.

**5. FINANCIAL AND OTHER RESOURCE IMPLICATIONS (e.g. LEGAL, HR, PROPERTY, IT, COMMUNICATIONS etc.)**

5.1 The Scunthorpe Town Investment Plan has submitted a plan with an ask of £26.9m. of grant funding.

**6. OTHER RELEVANT IMPLICATIONS (e.g. CRIME AND DISORDER, EQUALITIES, COUNCIL PLAN, ENVIRONMENTAL, RISK etc.)**

6.1 Not applicable

**7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)**

7.1 A integrated impact assessment will be undertaken across the programme if the bid is successful.

**8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED**

8.1 Stakeholder engagement and consultation that has been undertaken is documented in the TIP appended at appendix one.

**9. RECOMMENDATIONS**

9.1 That Cabinet approves the Scunthorpe Town Investment Plan at Appendix 1.

DEPUTY CHIEF EXECUTIVE

Church Square House

SCUNTHORPE  
North Lincolnshire  
Post Code  
Author:

**Background Papers used in the preparation of this report –**

# SCUNTHORPE TOWN

## INVESTMENT PLAN

NOVEMBER 2020



## Foreword

Scunthorpe Towns Fund Board are pleased to introduce the Scunthorpe Town Investment Plan (TIP), which sets out our vision to deliver increased prosperity for Scunthorpe. Our vision for North Lincolnshire is that it becomes synonymous with **“Quality”** and **“Opportunity”**. Quality in what it produces and the environment within which we all live coupled with economic and social opportunity for all.

There are “green shoots” of new sectors and growth within the North Lincolnshire economy, but in general overall prosperity has stalled over the last 10 -15 years. Structural weaknesses, poor productivity, low high-value skills and a lack of business and public investment just reiterates a flatlining and cost based “chasing our tail” position. Recognising this, North Lincolnshire Council in conjunction with local businesses, Universities and the community led a new approach to developing its economy. This new plan, launched at the House of Lords, targets skills and productivity to add value to existing core sectors, investment in critical infrastructure and anchor institutions and importantly takes a broad approach – often described as a giant jigsaw puzzle – recognising that the whole system has to evolve to sustain and embed the change needed which is both cultural and physical.

This Economic Plan identified 10 core areas of activity with associated actions to deliver against them. The Town centre of Scunthorpe was one of these areas.

Scunthorpe Town centre has traditionally provided a near mono offer of retail with associated low-quality leisure activity. Over the years through socio-economic change, planning law and more recently structural impact through the internet this offer is increasingly both relatively poor and low value. Our ambition is to re-purpose the town centre. Once again becoming a “shop window” to North Lincolnshire to be proud of.

People still want to meet, be entertained and educated. The new emerging town centre encompasses this approach. We are creating a truly mixed-use offer and over the last 2 years alone public and private sector investment has seen a new University Campus, new indoor market, an enhanced cultural offer, a central civic / business quarter delivered, new retail and planned student accommodation. There is a sense of direction and a realisation of the kind of town we want. The Towns Fund and its complementary Future High Street Fund (FHSF) are welcome catalysts to accelerate this re-purposing and re-positioning as we plan for a balanced, animated and diverse town centre and local economy with the ability and culture to evolve. We do not want to create just a more pleasant version of the existing.

This TIP details those projects which will individually and importantly collectively act as this catalyst, accelerating renewal and growth and levering in further investment. Through the Towns Fund: we will enhance learning outcomes and importantly increasing aspirations of the young, we will deliver a green energy network and ultrafast fibre infrastructure enabling new and existing businesses to prosper and addressing digital exclusion, we will build an improved arts, cultural and heritage offer linked into a broader definition of learning and also to act a draw and reinforce dwell time, develop a new 60 acre advanced manufacturing park to facilitate new and evolving industry building on our strengths, facilitate and accelerate the process of building a new hospital reflecting new and modern approaches to health care and associated research through land acquisition and related preparatory work – a true anchor institution, and to complement this and underpin all projects we will deliver schemes to get graduates into small and medium-sized enterprises (SMEs) and develop economic growth within our hardest to reach communities, underpinning this will be the transformation of Scunthorpe’s housing market.



**Rob Waltham MBE**  
Leader of North Lincolnshire Council



**Mary Stuart CBE**  
Chair of the Scunthorpe Towns Fund Board

# Contents

<b>Executive Summary</b>	<b>4</b>
<hr/>	
1. Introduction	6
2. Introducing Scunthorpe	8
3. Issues and Opportunities for Scunthorpe	22
4. Vision for Scunthorpe	40
5. Scunthorpe Investment Plan	42
6. Project Details	56
7. Strategic Alignment	102
8. Approach to Delivery	111
<hr/>	
<b>Acknowledgments</b>	<b>116</b>



## Executive Summary

Scunthorpe is a regionally important town that has the potential to transform and drive the UK government's levelling up agenda. Its rich industrial heritage is well known and a source of pride for residents. Forged around steel production and exporting, our town's fortunes have dipped in recent decades due to strong macroeconomic headwinds. Our towns proven resilience and industrial specialisms means that leveraging strategic assets and reversing Scunthorpe's economic trajectory is not only achievable, but crucial to a regional resurgence.

Our TIP is focused on delivering long-term strategy for change, seizing on opportunities and addressing barriers holding the town back from achieving structural and economic change. The plan can be characterised as a delivery apparatus supporting a wider, interconnected set of national, regional and local policies that drive decision making in North Lincolnshire. Taking into account a diverse range of local policy priorities, our vision for the town over the next 20 years is as follows:

*“By 2030, Scunthorpe will rebalance its illustrious steel heritage through essential diversification and regeneration. It will be established as a place for excellence in innovation, culture and education synonymous with quality and opportunity. Making Scunthorpe a quality centre for learning, living, leisure and business.*

*Scunthorpe will have built on its industrial and manufacturing strengths and transitioned towards more sustainable, technologically advanced and clean growth industries. Harnessing ingenuity and determination to build a better, greener town through the reduction of emissions, increased efficiency and provision of a green energy network delivering renewable energy.*

*A high-quality business quarter will boost Scunthorpe's business economy and set a precedent for investment throughout the town, creating a resilient, vibrant and attractive environment where enterprises can thrive. Enabled by advanced digital and physical connectivity*

*infrastructure, equitable growth will provide high value employment opportunities for all. Strong links to its rich industrial heritage and historical assets will be celebrated and developed into a cultural offering that provides locals with a strong sense of pride of place, community and family experiences, with the town centre establishing itself spatially as a hub for cultural events.”*

Our vision is underpinned by four intervention themes which cut across six strategic objectives. The themes are central to our investment approach, forming the basis of the TIP:

- **Education and skills retention.**
- **Diversifying the economy and clean growth.**
- **Revitalising Scunthorpe.**
- **Visitor economy and cultural development.**

We want to build on our successes of the past 2 years working with private and public organisations to deliver a cohesive TIP. Our track record implementing complimentary transformational investments such as the new indoor market, university campus, public realm enhancements, in addition to alternative, flexible retail and planned student accommodation demonstrates our ability to coordinate large dynamic regeneration programmes.

Stakeholder engagement has been central to the TIP. In addition to regular Scunthorpe Town Deal Board feedback, parallel engagement has taken place via the Local Plan development process as well as specific TIP engagement through the #MyTowns Campaign and resident survey.

Alongside extensive public and private sector-led project development, we have secure significant buy-in, from residents, business and anchor institutions. We will use the Towns Fund to maximise investment into local priorities and catalyse a step change in the fortunes of Scunthorpe's economy. Our ask is for £26.99m of investment to deliver a bold transformational programme over the next 20 years framed around seven priority projects:

- **Advanced Manufacturing Park** – The delivery of an Advanced Manufacturing Park in Lincolnshire Lakes to provide approximately 390,000m<sup>2</sup> of commercial floorspace.
- **Enabling a future for Clean Growth** – This project is one development within the wider Green Energy Park that will provide the necessary electricity infrastructure to fuel clean growth and decarbonise Scunthorpe. An underground power network will be installed from the Energy Recovery Facility site to key developments sites.

- **Developing Scunthorpe’s New Cultural, Arts and Heritage Offer** – Creation of a new cultural, arts and heritage offer in our Urban Centre of Scunthorpe. The centre one of a kind in its region, will showcase regionally and nationally significant collections, whilst looking to engage the local communities and encourage collaborative working with other partners in Scunthorpe.
- **Developing our People and Communities Project** – Delivery a sustainable world-class lifelong integration of skills and development system in Scunthorpe that everyone can access that ensures the communities reach their full potential, whilst ensuring communities are safe, well and connected and residents of communities are prosperous. The project will build a community and social capacity building peer support programmes in addition to a purpose-built training facility for health and social care, known as “Clinical Health Simulation Centre”.
- **Integrated Health, Innovation and Emergency Services Hub** – This project will deliver the land and conditions for the creation of an integrated health, innovation and emergency services hub for Scunthorpe, including blue light centre, innovation and development centre and business park for supply chain, in an edge of Town Centre location.
- **Creating 21st Century Digital Connectivity** – This project will provide ultrafast broadband to homes and businesses across Scunthorpe.
- **Transforming the Scunthorpe Housing Market** – This programme will improve housing delivery through a revolving fund in Scunthorpe by re-purposing existing land, the acquisition of keys sites and the utilisation of sites.

Our TIP represents a transformational opportunity for our town. Working collectively with our people, in addition to public and private sector partners, with the support of Towns Fund, we will unlock Scunthorpe and put it on a new economic trajectory.



## 1. Introduction

The Scunthorpe TIP sets out a long-term strategy for change to drive sustainable and inclusive long-term economic growth in the town up to 2030, including recovery from the ongoing effects of COVID-19.

The TIP will form the basis of negotiating Scunthorpe's Town Deal, an agreement in principle between government, North Lincolnshire Council (NLC) – the accountable body – and the Scunthorpe Town Deal Board, confirmed in a Heads of Terms document, and the level of investment to be agreed through the Towns Fund.

### **Scunthorpe Town Deal**

Scunthorpe was invited by the UK Government in September 2019, alongside 100 other towns, to develop proposals for a Town Deal. The Scunthorpe Town Deal Board is the vehicle through which the vision and strategy for Scunthorpe, described in this TIP, has been defined.

The Town Deal Board has worked with the local community, political leaders, businesses and voluntary groups to ensure that the TIP reflects the priorities of the people living and working in and organisations active in Scunthorpe in order to develop effective interventions and actions. The full engagement process is covered in Section 5.

### **Structure of this report**

This document is structured as outlined in the table below, with regards to the Towns Fund guidance and template provided by the Ministry of Housing, Communities and Local Government (MHCLG).



Chapter	MHCLG TIP Guidance
<b>Foreword</b>	
<b>Executive Summary</b>	
<b>TIP Section 1</b> (Maximum of 10,000 words)	
<b>2 – Introducing Scunthorpe</b>	<ul style="list-style-type: none"> <li>• Map of agreed town boundary and related content</li> <li>• The town’s assets and strengths</li> </ul>
<b>3 – Town Issues and Opportunities</b>	<ul style="list-style-type: none"> <li>• Main challenges facing the town</li> <li>• Key opportunities for the town</li> </ul>
<b>4 – Scunthorpe’s Vision</b>	<ul style="list-style-type: none"> <li>• Town vision and headline outcomes</li> </ul>
<b>5 – The Town Investment Plan</b>	<ul style="list-style-type: none"> <li>• Prioritisation process</li> <li>• Project summaries</li> <li>• Mapping of all strategies, partnerships, programmes and investments</li> <li>• Intervention framework and Theory of Change</li> </ul>
<b>6 – Project details</b>	
<b>7 – Strategic Alignment</b>	<ul style="list-style-type: none"> <li>• Engagement statement</li> <li>• Projects – high level business plans and appraisals</li> <li>• High level delivery plan</li> </ul>
<b>8 – Approach to delivery</b>	<ul style="list-style-type: none"> <li>• Engagement statement</li> <li>• Projects – high level business plans and appraisals</li> <li>• High level delivery plan</li> </ul>
<b>9 – Acknowledgements</b>	
<b>TIP Section 2</b>	
<p><b>Project proformas (x7):</b>  Advanced Manufacturing Park  Enabling a future for Clean Growth in Scunthorpe  Developing Scunthorpe’s New Cultural, Arts and Heritage Offer  Developing Our People and Communities Project  Integrated Health, Innovation and Emergency Services Hub  Creating 21st century digital connectivity  Transforming the Scunthorpe Housing Market</p>	

## 2. Introducing Scunthorpe

This section sets out the strategic context for investing in Scunthorpe via the Towns Fund. Understanding the current role and economic performance of the town, its wider catchment and how it functions as part of the wider North Lincolnshire economy is essential to addressing constraints inhibiting sustainable, long-term economic regeneration.

### 2.1 Scunthorpe in context

Our functional economic geography puts us at the heart of the UK's energy corridor stretching from the east coast through to South Yorkshire. The food belt corridor from York to Lincoln is especially central to Scunthorpe's future with a recognised need to add value and increase productivity.

Scunthorpe is the largest town in North Lincolnshire and is the unitary authority's administrative centre. The town was established in the mid-19th century with the formation of the ironworks using local ironstone worked at the neighbouring village of Frodingham. We have a rich industrial heritage that continues to shape Scunthorpe today with the highly integrated steel production complex flanking the eastern edge of the town employing over 3,000 directly and supporting a further 20,000 supply chain jobs.

Our industrial legacy can be seen today through Scunthorpe's varied manufacturing strengths, including metals, chemicals, advanced engineering as well as freight and logistics. The combination of these sectors presents an unparalleled opportunity to diversify and modernise the economy toward greener, higher value industry in line with Government's Clean Growth Strategy.

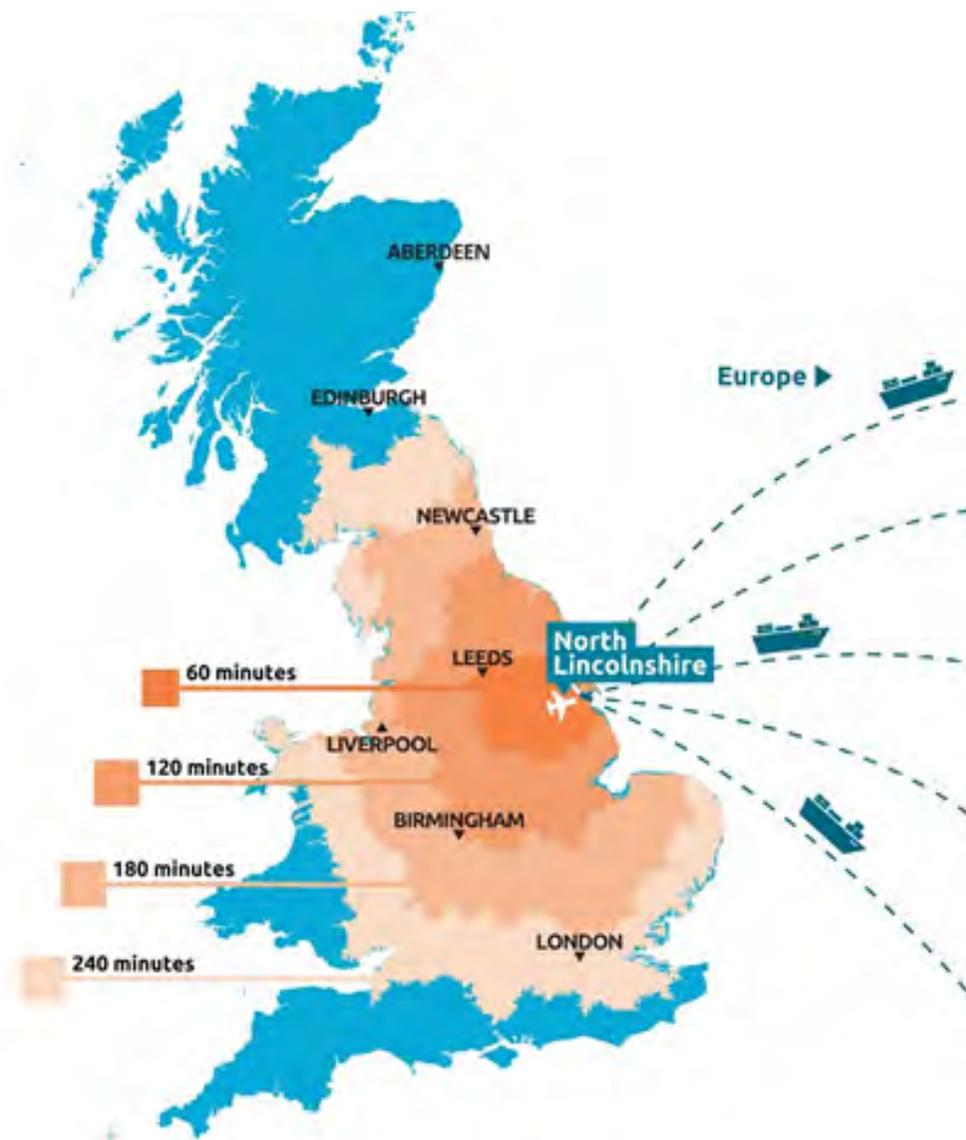


Figure 2.1: Location

Source | North Lincolnshire Economic Growth Plan, 2018

Scunthorpe, however, has more to offer than its proud industrial heritage. Strategically positioned, the town's shops and other central services draw population from the local villages and the extensive agricultural hinterland. Surrounding North Lincolnshire is the key chemical and industry cluster and port of Immingham near the town of Grimsby, Humberside airport to the east, and the cities of York and Lincoln to the north and south respectively, both of which support the 'Core Food Belt'.

The proximity to the South Humber Gateway Ports, which are among the busiest in the country, and good motorway and trunk road links that provide accessibility. Almost two million people can reach the town in under an hour, illustrating how attractive a prospects the town would be for investment under the right conditions.

Exploiting the towns position as the service centre with good road and rail links, this Town Investment Plan will bring together the industrial strengths and the strategic location of Scunthorpe to help the town grow and prosper as a key hub for the Humber Local Enterprise Partnership.

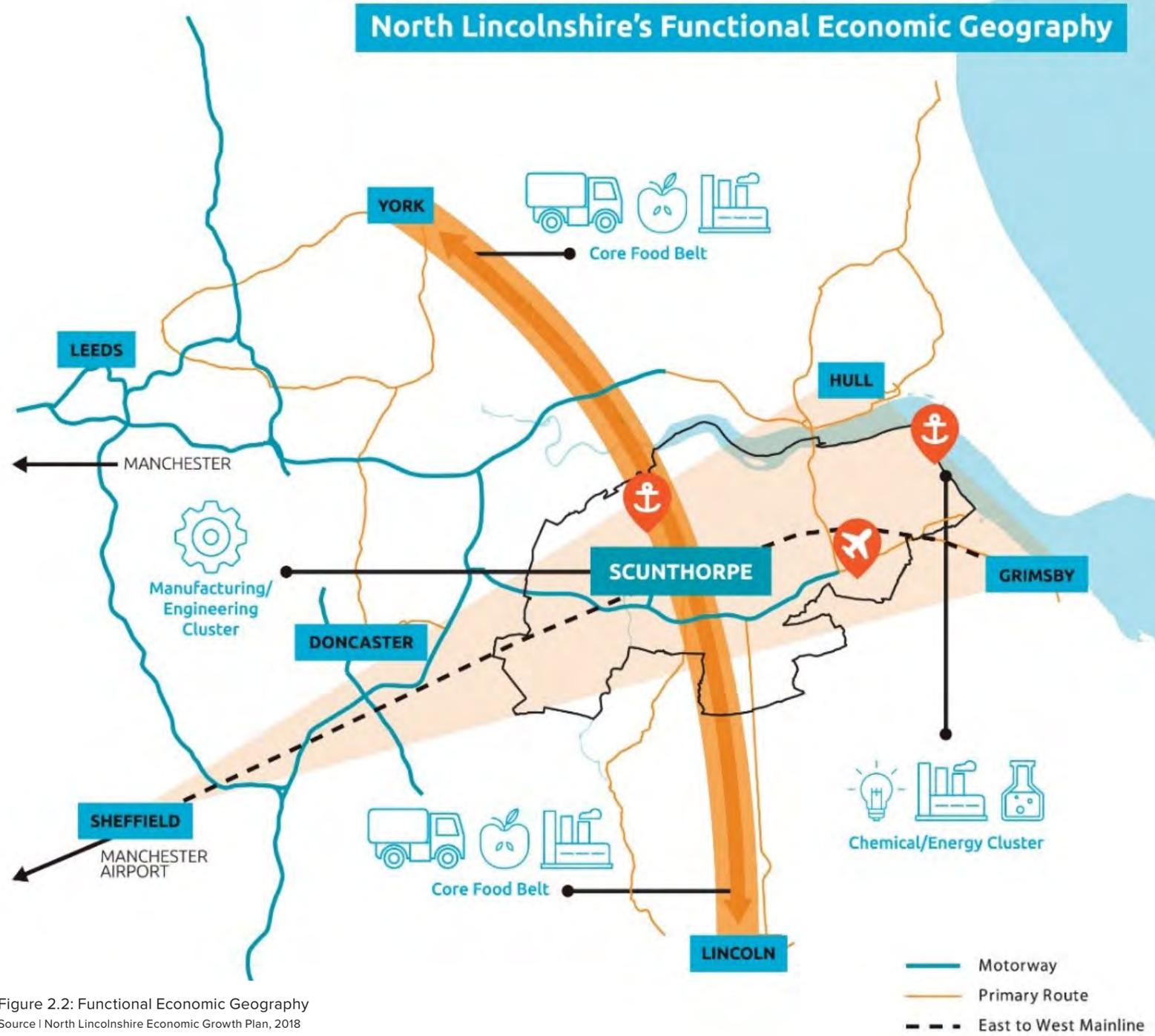
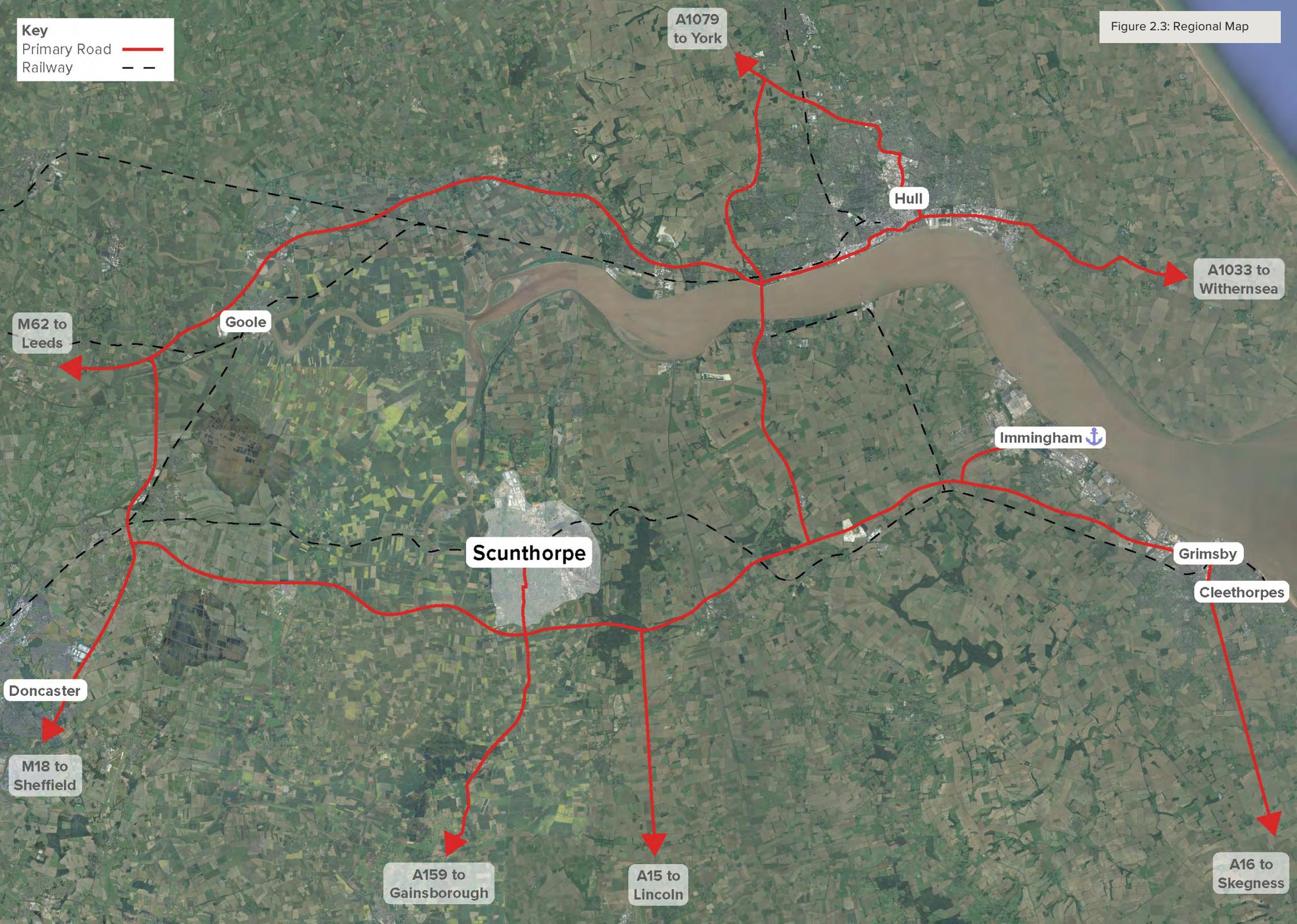


Figure 2.2: Functional Economic Geography  
 Source | North Lincolnshire Economic Growth Plan, 2018

Figure 2.3: Regional Map

**Key**  
Primary Road ———  
Railway - - -



## Key facts



Scunthorpe accommodates approximately 83,500 residents and 31,800 employees.



Scunthorpe's population has a large proportion (33%) of adults aged 25-49 and 21% children (0-15).



In 2011 there were approximately 34,300 dwellings in Scunthorpe, representing 48.5% of all dwellings in North Lincolnshire. Of these dwellings, 52.8% were semi-detached, with high proportions of flats and social housing.



Key economic sectors - Advanced manufacturing, public administration, education, retail and leisure services.



Within a 30-minute drive time, Scunthorpe has a catchment of around 1,511,083 people of which 927,278 are of working age.



Scunthorpe is well served by the M180 and M181, and A15 which links to the major cities of Sheffield and Leeds to the west, Lincoln to the South, and Hull, Grimsby and the Humber Estuary to the east.



Major employment sites include British Steel, Foxhills Industrial Estate, Southpark Industrial Estate and Skippingdale Retail Park, Gallagher and Lincolnshire Retail Parks.



In 2019, 36.0% of Scunthorpe's 50 LSOAs were in the most deprived quintile in England whilst only 10% of LSOAs in the town lie in the least deprived quintile.



In 2019, 36.0% of Scunthorpe's 50 LSOAs were in the most deprived quintile in England whilst only 10% of LSOAs in the town lie in the least deprived quintile.



There is a low skills base in Scunthorpe, with 23.4% of North Lincolnshire residents qualified to NVQ4+. This is considerably lower than Yorkshire and the Humber (33.3%) and England (39%).



Resident wages in Scunthorpe (£25,745) are significantly lower than the median for Great Britain (£30,450).



In the 2017 Employer Skills Survey, the main cause of recruitment difficulties reported by employers was 'a low number of applicants with the required skills'. 38% of 'hard to fill' vacancies were due to this low skills base.



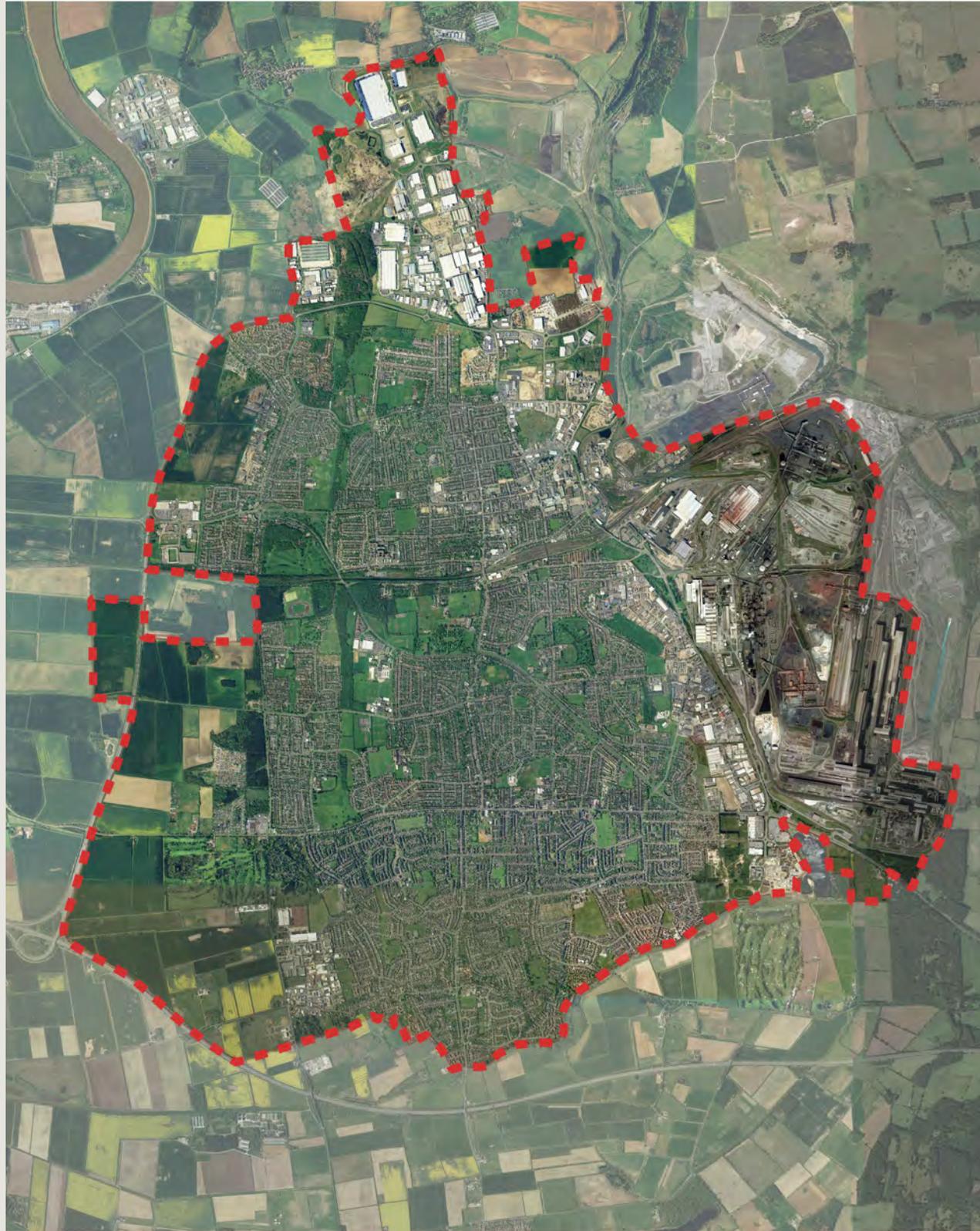
North Lincolnshire's 3.63m tourism visits during 2018 generated 4.2m visitor days spent within the area. This is a decrease of 0.3% since 2017 and an increase of 13.7% since 2009. The industry supports approximately 2,400 jobs, an increase of 0.9% since 2017 and 16.3% since 2009.



The significant impact of COVID-19 means that the claimant count rate has increased from 4.6% in March to 7.7% in August 2020. This is driven by Scunthorpe's key sectors, such as manufacturing and wholesale & retail trade, possessing vulnerabilities to social distancing measures.

The Scunthorpe Town Deal area covers the built-up area of Scunthorpe, other areas within the urban extent of Scunthorpe and Bottesford strategic employment site to the south.

Boundary of Town Deal area ■■■■■■



## History of Scunthorpe

Commercial steel production commenced in Scunthorpe in 1890 under Appleby-Frodingham and Austrian chemist Maximilian Mannaberg. At the time Scunthorpe was a small village, part of a collection of hamlets, fields, iron mines, and workers' cottages that developed around competing steelworks, that in addition to Appleby-Frodingham, included Redbourn, and Normanby Park. Scunthorpe became a municipal borough in 1936 and was central to UK infrastructure advancement throughout the mid-20th Century, producing much of the steel used along British railways, in bridges and buildings as well as components parts of warships.

By the 1960s Scunthorpe was one of the fastest growing areas in the UK and was coined the "Industrial Garden Town". Scunthorpe was instrumental in Britain becoming the second largest steel producer in Europe, after Germany, supporting more than 25,000 jobs at the sectors peak in 1967.

## Adapting to change

Steel production in the UK has been in steady decline in recent decades due to a combination of free market reforms, high energy costs and property taxes that impacted the competitiveness of heavy industry relative to the rest of Europe.

Despite the decline, and vulnerability of the town to macro-economic market trends, steel is still an important part of Scunthorpe's economy, and its legacy impact is a strong manufacturing sector. Manufacturing continues to make an outsized contribution to our economy and is increasingly transitioning to higher value, advanced manufacturing. Major manufacturing facilities continue to be located in the town that support the energy corridor stretching from the coast to South Yorkshire, encompassing energy production and consumption, steel and process engineering, chemicals and associated logistics.



## Economic resilience and growth trajectory

Our Economic Growth Plan (2018) with the backing of over 200 businesses articulates our ideas for growth in North Lincolnshire with Scunthorpe, as the largest sub-regional centre, playing an instrumental role. Key to the success of economic growth are our objectives:

- Create opportunities
- Increase productivity
- Create higher value jobs
- Create higher level skills
- Increase employment
- Improvement infrastructure

Scunthorpe's economic position needs to be taken in the context of wider opportunities on the horizon. The council has worked with both the Humber and Greater Lincolnshire Local Enterprise Partnerships (LEPs) to develop Local Industrial Strategies to capitalise on future opportunities and address barriers to development.

The Humber plans focus on industrial decarbonisation and maximising the opportunities arising from the significant industrial clusters based in the Humber Energy Estuary. British Steel forms part of this cluster approach, which encompasses the oil and chemical companies. These are essential industries that produce products that society and the economy depend on, and account for around a quarter of the value of the Humber's economy and provide a disproportionate number of its higher paid jobs. However, in order to address the large level of carbon dioxide emissions from industry in North Lincolnshire and to support the country's target of net-zero emissions by 2050, these companies will need to adapt.

Prior to the economic impact of COVID-19 our plan was working, with steady employment growth and investment and whilst the pandemic has had a devastating effect on some sectors such as hospitality, construction, and retail, we have seen considerable growth in other sectors including manufacturing, logistics and health.

Scunthorpe and the regional importance of its retail core cannot be understated. Many of the smaller settlement in North Lincolnshire have limited or no facilities and residents rely on Scunthorpe's town centre. The retail core has historically been a driver for the town offering a degree of resilience to the local economy in the face of uncertainty in the steel sector. However, the combination of COVID-19, increased online buying and prevalence of out-of-town retail parks have had an impact on Scunthorpe's town centre appeal.

Increasing commercial unit vacancy rates (20% in 2019), which is almost double the national average (11%), illustrates that traditional retail will not provide the same resilience it once did. To address this structural imbalance, under the conscious direction of NLC, ongoing efforts to refocus and diversify Scunthorpe's economy has resulted in increased provision of professional services sectors in the town centre.

NLC with its place partners, and Local Enterprise Partnerships, have continued to invest to enable the right conditions to allow the economy to grow and the private sector to invest. This has included the development of infrastructure to open up over 120 acres of land for development, shaping the town centre with the development of a new indoor market offer and opening of the University Campus North Lincolnshire (UCNL) that currently has around 1,200 students studying at degree level. In addition, Ongo – Lincolnshire's largest social housing provider – also recently relocated to Church Square in 2018, which was followed in 2019 with NLC itself moving its headquarters to an adjoining building on Church Square. The development of the Engineering Technical College in the town centre has also provided support to diversify use in the town centre.

Pre-COVID-19 the impact of these changes was well evidenced with increased footfall in the town centre and investment due to take place, with one of our largest vacant units being purchased and refitted with the ambition of opening on the 12th November 2020 bringing 3 new national brands to the town centre. This has recently been delayed due to the November 2020 4-week lockdown.

## Scunthorpe Orientation

The rapid expansion of the town in the mid-20th century resulted in an idiosyncratic layout, with large urban extensions to the south meaning much of the population is spread out over a relatively wide area. Spatial considerations of our town has been central to the development of this TIP.

The map adjacent indicates the location of key assets in the town centre. Principal clusters are proximate to the train and bus stations but are dispersed over a relatively large area.

### Transport



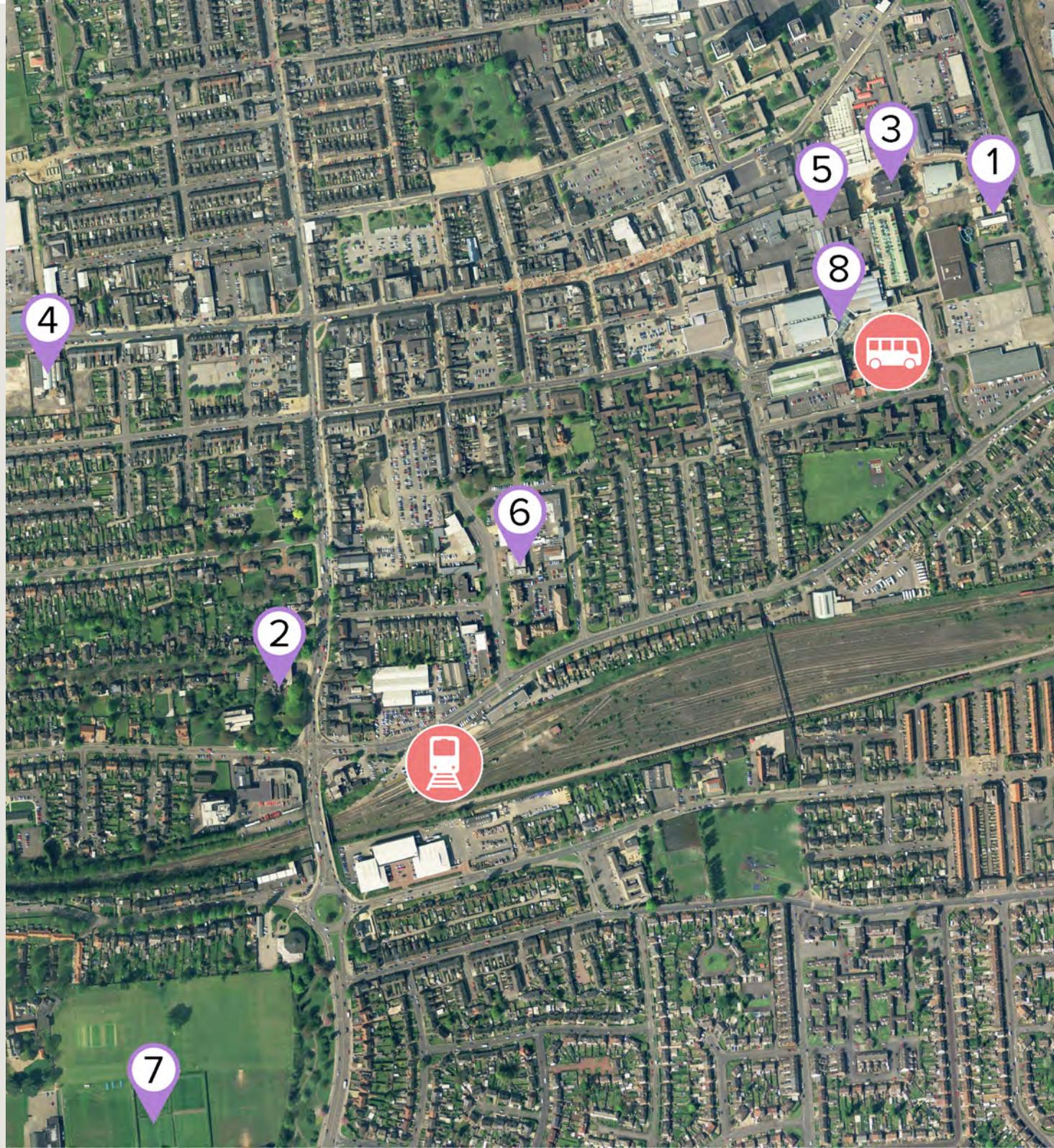
Train Station



Bus Station

### Attractions

- 1 20-21 Visual Arts Centre
- 2 North Lincolnshire Museum
- 3 Scunthorpe Central Library
- 4 The Baths Hall
- 5 The Foundary Shopping Centre
- 6 The Plowright Theatre
- 7 The Pods Leisure Centre
- 8 Vue Cinema





### **Town Centre**

At the centre of our town, the high street stretches for over a kilometre with a variety of side streets and small covered shopping centres at the eastern extent. Although, the centre is retail orientated, there is a diffuse leisure and arts offering. At the western edge of the high street sits the Bath Halls, which reopened in 2011 as a theatre and night-time venue in the 'Housing Quarter', whilst to the east there is the popular 20-21 Visual arts centre within the 'Commercial Quarter'.

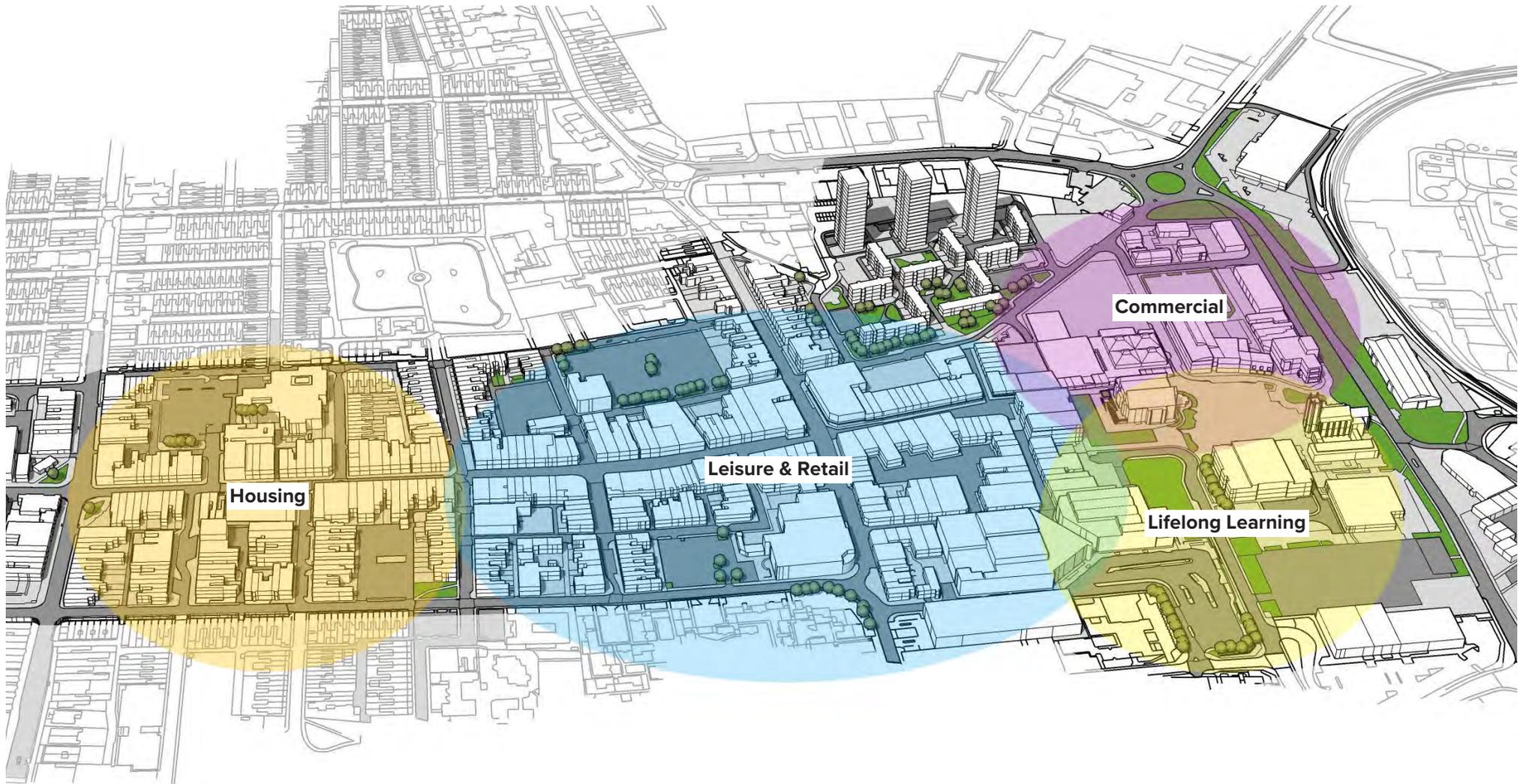
Key arterial routes such as the M180 and M181 distribute traffic to the commercial and residential centres, in addition to connecting the employment centres on the fringes of the town as well as the substantial logistics hub to the north east.

The rail station also provides excellent east-west connectivity, with direct services stretching from the coast to South Yorkshire. This is key to supporting important energy corridor firms based in Scunthorpe, encompassing energy production and consumption, steel and process engineering, chemicals and associated logistics and the food sector.

### **British Steel Site**

Just to the east of high street and the 'Commercial Quarter' is the British Steel production site covering 2,800 acres. Steel has been central to the town spatial development with transport infrastructure highly integrated into the steel production and logistics sectors.

Although there has been uncertainty in the steel sector, it is expected to play a significant role in the future development of the town. Recent work has been undertaken to establish a vision for developing more than 525 acres within an otherwise operational site (British Steel Scunthorpe Conceptual Masterplan, 2018).



### Town Centre Regeneration

In the last 5 years substantive economic regeneration and development activity has been undertaken which has greatly benefited our town centre. Coordinated by NLC, over £40 million has been invested to address structural issues that have inhibited the towns development. Since 2015, the investment has brought more than 200 direct jobs into the town centre, provided facilities for over 1,500 students as well as unlocking housing and quality public space. A breakdown of the regeneration projects are outlined below.

Project	Date	Value
Development of Ongo Headquarters	2018	£5.8m
Development of Engineering UTC Northern Lincolnshire	2015	£9.5m
Development of St Johns Market	2018	£6m
Extension of Church Square House		£5.5m
Establishing University Campus North Lincolnshire (UCNL)	2019	£9.2m
West Street Housing	2020	£3m
Improvements to Road Infrastructure	2020	£1.1m



### Future High Street Fund Projects

In July 2020 we submitted a bid for FHSF to the MHCLG. If successful, monies will be used to transform the 2.5ha former market site into a multi-use development in the Commercial Quarter as well as repurposing the adjoining, substandard public realm on Church Square and Library Square.

'Project Anchor' will regenerate the vacant, former market site into a mixed-use space that delivers a quality Enterprise and Innovation Hub, high net worth student accommodation and a flexible box park known as 'The Furnace', which will introduce a diverse range of 'meanwhile use' pop-up units, including those fitted with food and beverage offer capability. The overhaul of Church and Library squares will revolutionise the urban landscape of both spaces creating an outstanding, large scale, function space, that provides a place to play, exercise and relax. Forming a thriving cultural social hub which will enable the delivery of a much-needed events space for a versatile range of functions, festivals and exhibitions that will create a buzz and sense that Scunthorpe is open for business.



## Scunthorpe's strengths and assets

### Principal service centre for North Lincolnshire

Scunthorpe draws on a significant rural hinterland population with 172,000 people and approximately 1.5 million within a 30-minute drive. The town's employment base, reflecting its role as the primary retail, civic, and commercial hub for North Lincolnshire, is concentrated in retail trade, public administration and education.

The public sector is a key employer within Scunthorpe, accounting for a quarter of employment. This provides a strong employment base during COVID-19, and as a town with good employment prospects post COVID-19. This is alongside its national presence for the manufacturing of steel base, through British Steel and the significant supply chain companies linked who work with the business. This role provides Scunthorpe with prominence within the area that we should look to capitalise on.

### Nationally competitive manufacturing, process industries and logistics

Scunthorpe town centre continues to maintain its traditionally dominant economic sector in manufacturing anchored by the location of British Steel in the town. The manufacturing sector accounts for a quarter of all employees in the town in 2018 which far exceeds regional and national levels. Scunthorpe's private sector is largely orientated around manufacturing, process industries and logistics.

The town is also at the heart of North Lincolnshire's energy and food belt corridor. Expertise in engineering, chemicals and food production positions the town to be able to transition towards higher value manufacturing.

### Strategic connectivity

Scunthorpe is well connected to strategic road, rail and port nodes. The town offers:

- Two million population can be reached within 60 minutes, 50 million within a four-hour drive.
- Doncaster, Sheffield, Leeds, York and Manchester accessible within a two-hour drive.
- London can be reached by rail in less than two and a half hours
- Hourly direct rail service from Cleethorpes to Manchester Airport, through Scunthorpe and Sheffield
- Easy access to Humberside Airport which provides scheduled and charter services to various destinations including daily services to Amsterdam which connects Humberside to 800 international destinations. Humberside Airport also has the 4th largest heliport in the UK.
- South Humber Gateway Ports (Grimsby, Immingham & Killingholme) which are the busiest in the country by tonnage (Source: UK Freight Port Statistics, 2016). This provides direct sea access to mainland Europe and opportunities for coastal sourcing from all ports in the UK

- Four inland ports (Flixborough Wharf, Grove Port, Gunness & Keadby) on the River Trent and two wharves on the River Humber (Barrow Haven & New Holland).

These connections underpin the town's established logistics presence and highlight the potential for developing this sector further. Equally, while broadband access is not comprehensive, significant investment in key employment sites, means digital connectivity is not a significant impediment for the town. Further investment is needed however to improve coverage of highspeed broadband to attract high value professional service firms.

### Concentration of education provision

Linked closely to Scunthorpe's sector strengths is the concentration of technical and practical education offered at John Leggott College, North Lindsey College and the Engineering UTC Northern Lincolnshire. NLC approved a Skills and Employability Plan in November 2017 which set out the ambition to deliver a more highly skilled workforce, higher paid jobs and full employment. Growing education opportunities are now in place for those who want to gain higher level qualifications and the UCNL has grown in size through relocation to Scunthorpe's Central Park on the grounds of the former Civic Centre and now accommodates around 1,200 students, the majority of who live or work within a 6 mile radius of Scunthorpe.

The town's workforce within manufacturing is highly technically skilled (although often not accredited) with a strong performance in vocational education and training, and a well functioning apprenticeship system with strong employer engagement.

### Growing strengths in clean growth sectors

Scunthorpe, and North Lincolnshire more widely, support nationally significant power generation sectors, which are increasingly transitioning towards renewable energy. The skills already present in the region mean there is exploitable capacity and specialisms meaning Scunthorpe can play a significant role in the UK's 'clean growth' agenda.

Local businesses are putting plans in place to support the government's target of net zero by 2050 and deliver the Government Industrial Strategy. British Steel, for example, has recently worked with 12 other companies and organisations across the Humber to submitted a public and private sector funded bid to accelerate decarbonisation through the Zero Carbon Humber Partnership aiming to create the world's first net zero industrial cluster by 2040 through low carbon hydrogen, carbon capture and negative emissions.

Plans are in place for the establishment of North Lincolnshire Green Energy Park centre, earmarked for the Flixborough Industrial Estate. This will include a 95MW Energy Recovery Facility capable of diverting 650,000 tonnes of waste from landfill every year, 10MW hydrogen storage and 30MW of battery storage. This project will create approximately 300 permanent jobs and will be closely linked to the development of the green energy network.

## Established strength of the manufacturing industry



Scunthorpe town centre continues to maintain its traditionally dominant economic sector in manufacturing anchored by the location of British Steel in the town. The manufacturing sector accounts for a quarter of all employees in the town in 2018 which far exceeds regional and national levels.

## Excellent accessibility



North Lincolnshire benefits from excellent connections to a variety of transport networks including the port and wharf facilities on the River Humber, major roads such as the M180, M18, A1 and M1, rail services provided by the North East Trans-Pennine rail route as well as Humberside International Airport. Scunthorpe benefits from a central train station and close links with the M180 and M181.

## Large workforce



Scunthorpe benefits from a population that has a large proportion of adults aged 25-64 (not including young adults) that contribute to a greater proportion of the population than the national level. Scunthorpe also does not suffer from an ageing population to the same extent as the district level. Scunthorpe's 65+ age cohort represent 18.0% of the population, compared to 21.3% in North Lincolnshire and 18.6% in Great Britain.

## Hub of North Lincolnshire and East Yorkshire



Scunthorpe is the major retail, civil and public sector hub of North Lincolnshire and competes with Hull to be the key centre for these services in the East of Yorkshire. This is alongside its national presence for the manufacturing of steel, through British Steel.

## Strong public sector employment



The public sector is a key employer within Scunthorpe, accounting for a quarter of employment in the town. This provides a strong employment base during COVID-19, and as a town with good employment prospects during and post COVID-19.

## Development of a town centre masterplan



North Lincolnshire Council is currently developing a detailed town centre masterplan for Scunthorpe, to be published in 2021, which can be used as an asset to inform and align with the Scunthorpe TIP to better support the regeneration of Scunthorpe.

### 3. Issues and Opportunities for Scunthorpe

Combining our evidence base, Town Board qualitative assessment and established growth strategies, we have brought together a strong footing to prioritise investment. We have taken a programme intervention approach that has allowed us to think differently; we have not thought ‘symptomatically’ – so not dealing with one issue at a time – but much more about the ‘causal’ layered social and economic impact that the Towns Fund investment could have in Scunthorpe.

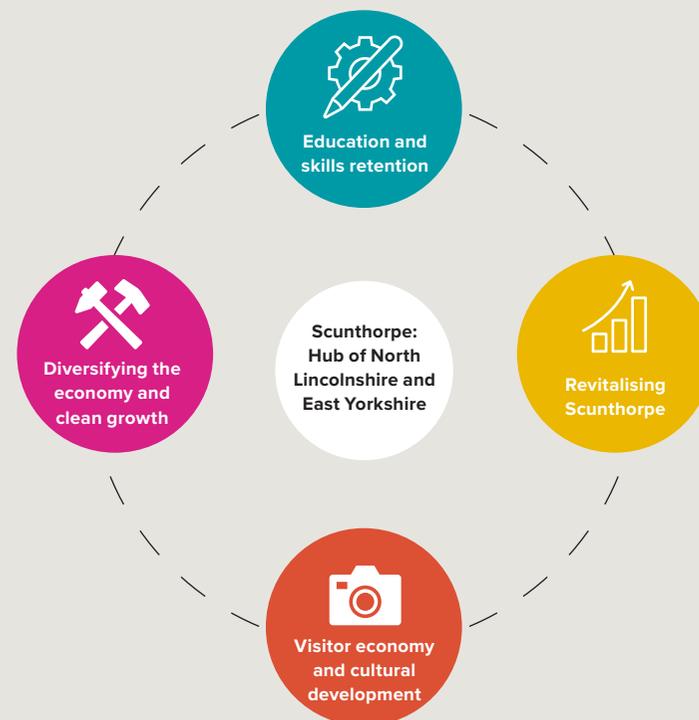
By getting to the root cause, we can move from where we are today to where we want to be in 30 years’ time, creating a legacy and re-vitalising civic culture and pride in Scunthorpe. We also recognise that the Towns Fund cannot do it all – but it is important to ensure that we articulate the whole to get to the ask.

Although significant regeneration and development gains have been made in Scunthorpe, reversing decades of economic decline and persistent issues around perception requires sustained investment. To build on recent successes and exploit opportunities to improve residents’ quality of life offer and industrial specialisms, significant and long-term socioeconomic challenges that are currently undermining economic performance need to be addressed.

The TIP is a perfect vehicle to help address structural issues as well as capitalise on several longer-term trends that are likely to benefit Scunthorpe. The plan will help to restore the town to its prosperous 1960s zenith.

The more immediate impacts of COVID-19 will need to be managed to realise these opportunities and ensure Scunthorpe builds back better. This TIP seeks investment to ensure Scunthorpe can realise its ambitions via a targeted set of interventions in the town.

**There are four major intervention themes that have been developed and form the basis of the TIP:**



## Education and skills retention

### Issues

Scunthorpe, and North Lincolnshire generally, struggles with a low skills base among the labour supply. Across all NVQ levels, North Lincolnshire trails both the regional and national averages. This is most apparent at NVQ4+ with 28.3% of North Lincolnshire working age residents possessed a qualification at this level, 5.9% and 12.0% lower than regional and national averages in 2019. Conversely, North Lincolnshire has a high proportion of working age residents who possess no qualifications, at 11.3% compared to 7.7% nationally in 2019.

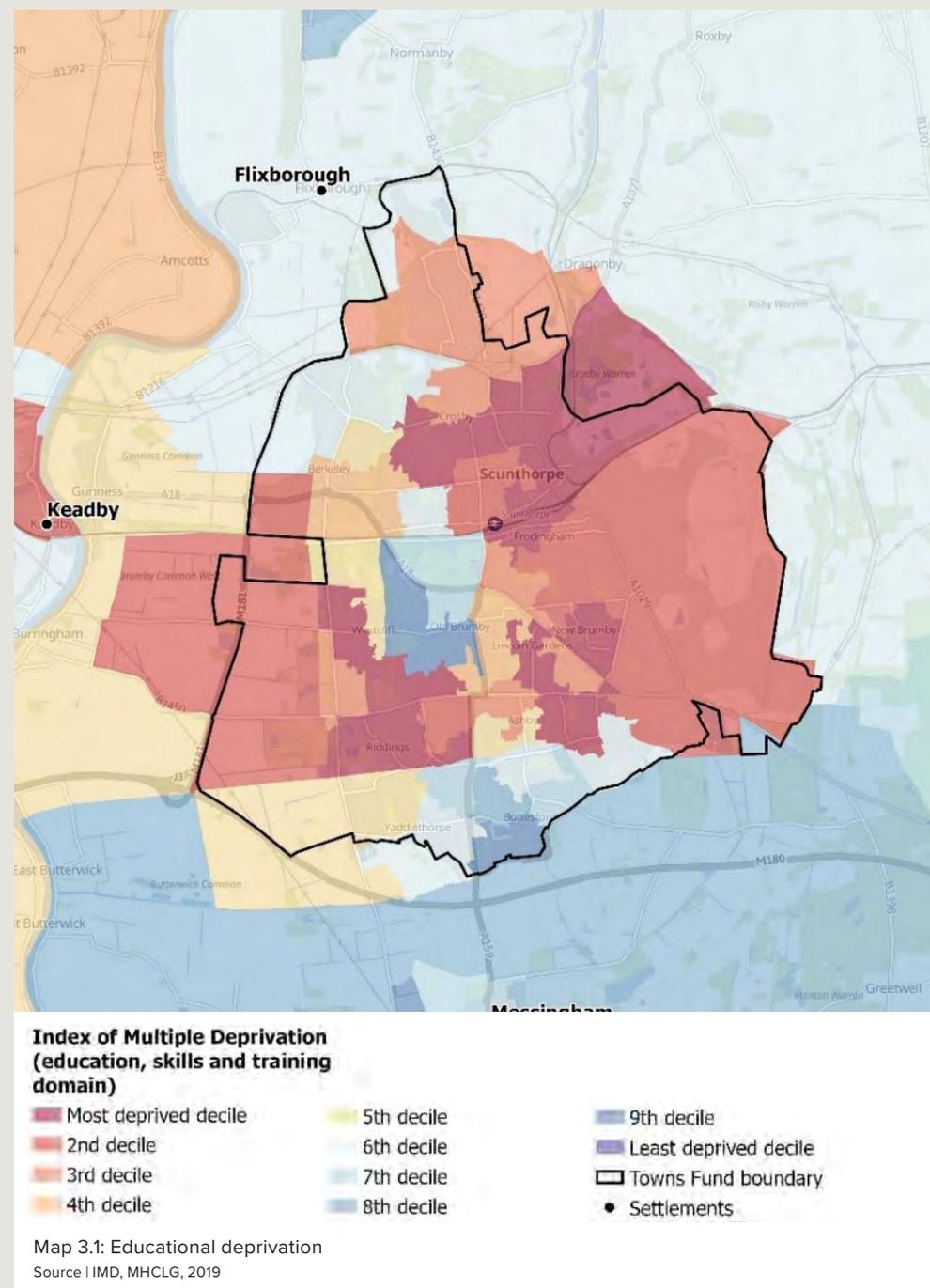
Despite increasing levels of qualifications in the working age population, within the town centre, levels of education attainment and skills are low. This is concentrated within the city centre, with key wards mostly in the more deprived deciles of the education index, set against much higher skilled wards on the outskirts of Scunthorpe.

This is reflected in the occupational structure in North Lincolnshire; 37.8% of residents are employed in highly skilled occupations (defined as SOC levels 1-3) compared to 47.4% nationally. This is also reflected by below-average employment in professional and technical occupations.

From the employer's side, due to the low skills base, Scunthorpe struggles to recruit into highly skilled occupations. In the 2017 Employer Skills Survey, North Lincolnshire employers reported recruitment difficulties reported by employers was due to 'a low number of applicants with the required skills', 38% of 'hard to fill' vacancies were due to this factor.

These skills gaps also persist at lower skill-based occupation levels. North Lincolnshire employers reported a high proportion of skill gaps for sales and customer service roles, with 42%, more than double the averages for the Greater Lincolnshire LEP (19%), the Humber LEP (21%) and the national rate (18%).

Skills retention is also a major barrier in Scunthorpe. The town has a developing university offer, and experiences significant "brain drain" after university students finish their education, with few choosing to stay in Scunthorpe. This is prominent as it is exactly these residents who are most likely to reduce the skills gap in the





**Opportunity**

The development of Engineering UTC Northern Lincolnshire and the UCNL, two major sites for education, has coincided with increasing numbers of residents qualified to NVQ2 and NVQ3 levels in North Lincolnshire in the last ten years. To reinforce this and in order to improve educational outcomes and skills retention, Scunthorpe will prioritise:

- Increasing access to educational and other vocational courses to support the upskilling of the current workforce.
- Create an eco-system that is demand-led from businesses creating the right people with the right skills to support the labour market.
- Provide greater opportunities for the post-graduate population, to stem the outflows of young people seeking work. This could be through focused graduate level roles and training for young people provided by local businesses.
- Support diversification, using the current skills base, within manufacturing into other sectors to differentiate the occupational structure towards more high skilled occupations, whilst embracing the key skills already in place for the current population.
- Scunthorpe must look to support these opportunities through presenting the town as an attractive place to work and live, and to support businesses to survive in order to generate employment for the town.

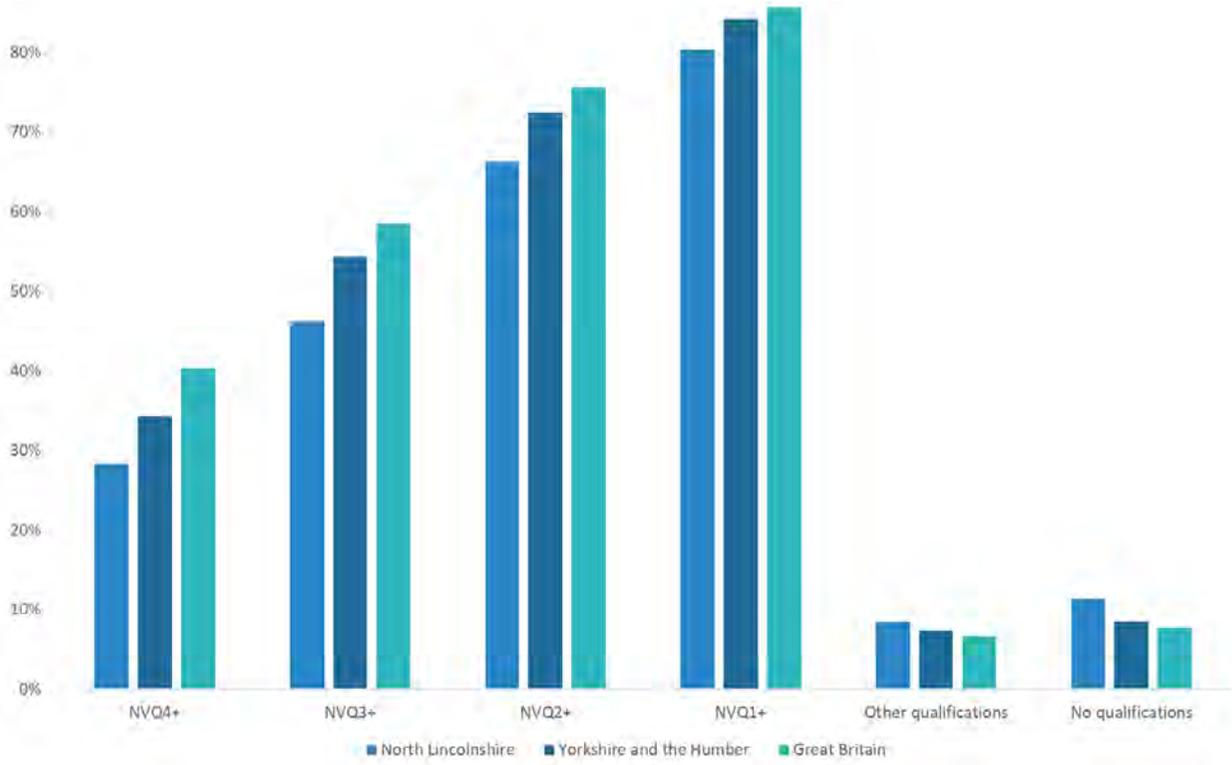


Figure 3.1: Cumulative level of qualification, as a proportion of the working age population, 2019  
Source | APS, ONS, 2019. Note: NVQ4 qualification equivalent to degree level



## Diversifying the economy and clean growth

### Issues

Despite the towns employment sectoral strengths, employment within Scunthorpe is highly concentrated in the manufacturing, wholesale & retail trade and transport and storage (as shown in Table 3.1). There are noticeably less high value-added professional services relative to the national and regional averages, giving rise to a relatively low-wage low-service economy. There is also relatively high dependence on a number of key employers within these sectors such as British Steel.

Manufacture of basic metals is one of the most important industries in Scunthorpe. Whilst there has been a recent decline in manufacturing across the borough, North Lincolnshire's manufacturing sectors are over-represented in the town in comparison to other areas as shown by the fact that it is 20.5 times larger than the average for England. In terms of employment, metals manufacture is the second highest employer and exporter, with

	Scunthorpe	North Lincolnshire	Yorkshire & the Humber	Great Britain
<b>Production (A-B,D-E)</b>	1.6%	3.1%	1.9%	2.1%
<b>Manufacturing (C)</b>	26.1%	22.7%	11.8%	8.1%
<b>Construction (F)</b>	4.9%	6.7%	4.1%	4.7%
<b>Wholesale and retail trade (G)</b>	15.2%	13.3%	14.9%	15.1%
<b>Transport and storage (H)</b>	7.6%	9.3%	5.5%	4.8%
<b>Accomm &amp; food services (I)</b>	4.9%	6.0%	7.2%	7.5%
<b>Professional services (J-N)</b>	13.0%	13.6%	23.3%	26.9%
<b>Public sector (O-Q)</b>	26.1%	23.0%	27.7%	26.2%
<b>Other services (R-U)</b>	2.0%	2.2%	3.6%	4.5%

Table 3.1: Employment by broad sector, 2018

Source | BRES, ONS, 2018. Note: Shading indicates where sector is larger than the national average. Production includes Agriculture, forestry and fishing, Mining and quarrying, Electricity and gas & Water supply. Professional services include Information and Communication, Financial and Insurance, Property, Professional, Scientific and Technical and Business Administration & Support Services. Public sector includes Public Administration and Defence, Education and Health.

2,854 jobs contributing to the export market, demonstrating North Lincolnshire’s well-established heavy industrial base.

The steel sector is a dominant part of Scunthorpe’s labour market with strong dependency on the site for high-value employment. The high-value manufacturing employment in Scunthorpe centres around skilled trade occupations, which are reliant on the steel industry and its supply chains. However, the town is also

overrepresented in the lower skilled elementary and process plant and machine occupations (see Figure 3.2).

Scunthorpe needs to build on its steel, engineering and industrial expertise to take advantage of other energy and manufacturing opportunities while at the same time further maximising steel and logistics sector opportunities based in the town.

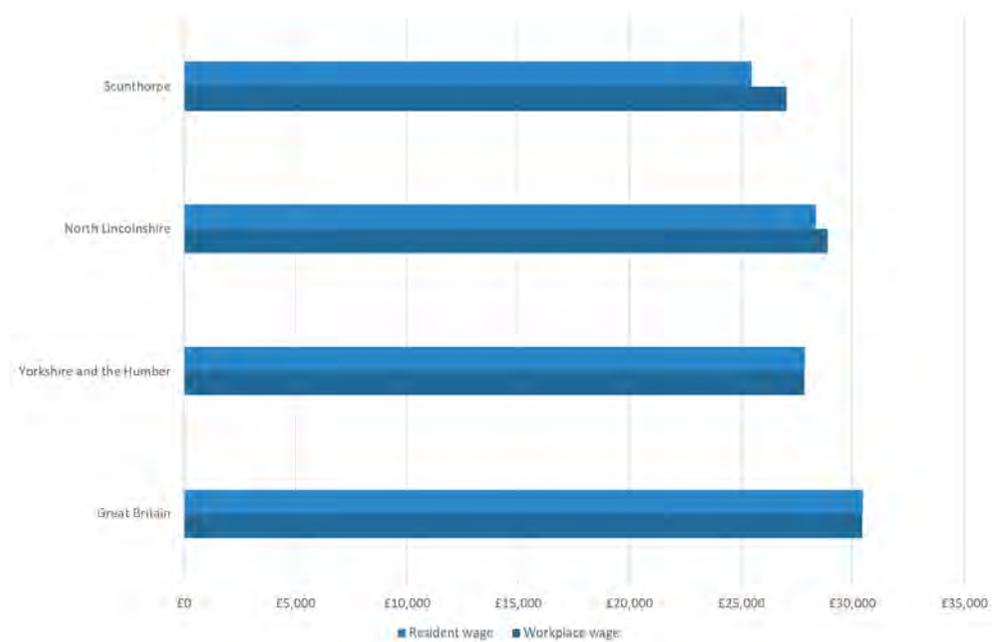


Figure 3.2: Resident and Workplace wages

Source | Annual Survey of Hours and Earnings, ONS, 2019. Refers to median full-time wage. Scunthorpe refers to the 2010 parliamentary constituency geography.

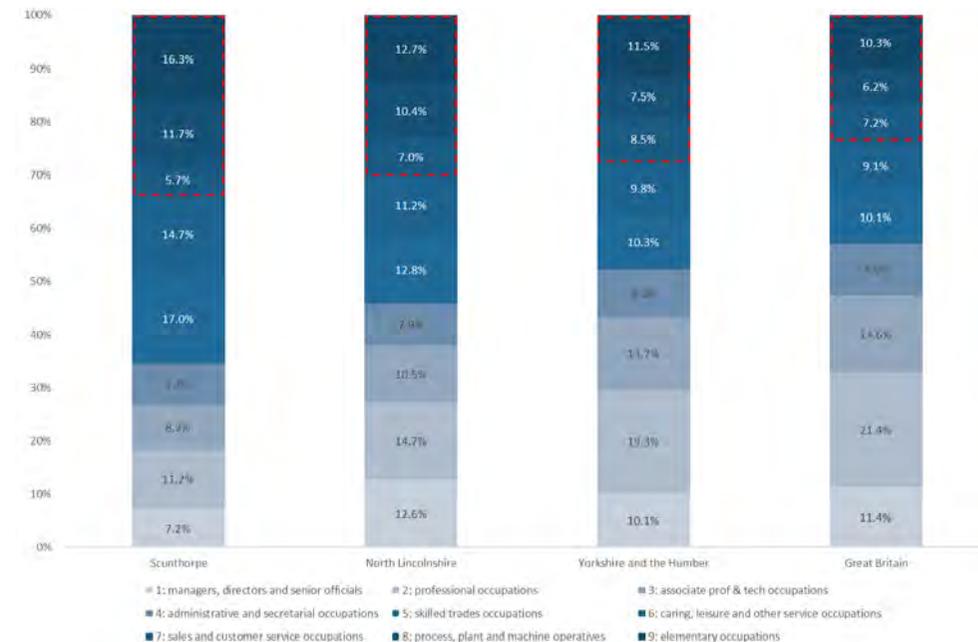


Figure 3.3: Occupational structure, 2019

Source | APS, ONS, 2019. Note: Dotted rectangles highlight occupations in SOC 7-9. Scunthorpe defined by the major towns and cities Built Up Area (BUA) geography.

### **Opportunity**

Building on Scunthorpe's strengths in steel processing and manufacturing sectors, and its links to high value supply chains in the energy corridor and the South Humber Gateway Ports (Grimsby, Immingham & Killingholme), to create additional higher value job opportunities, and diversify the town's economic base, there are opportunities to:

- Exploit growth opportunities radiating from green growth sectors and the proposed North Lincolnshire Green Energy Park that will include a 95-megawatt Energy Recovery Facility that will divert up to 650,000 tonnes of non-recyclable waste from landfill every year. This will create opportunities for zero-carbon business development in Scunthorpe.
- Position Scunthorpe as a competitive location for logistics and supply chain opportunities including major energy pipeline investments given the existing presence of businesses along the energy corridor.
- Capitalise on the increased provision of technical education facilities in Scunthorpe with the establishment of Engineering UTC Northern Lincolnshire and UCNL that forge links with industry. Engaging advanced manufacturing firms' apprenticeships to ensure that the technologies skills brought taught match with the employment requirements is critical.

While these opportunities exist, Scunthorpe's manufacturing base will need the necessary mechanisms and ambitions to exploit new technologies, particularly in collaboration with their wider supply chains. Having the space, facilities and links to skilled workers will be crucial in the transition to higher value employment and ensuring the local community benefits from economic growth.





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## Revitalising Scunthorpe

### Issues

Scunthorpe is the principal urban centre in North Lincolnshire. However, it faces similar challenges to comparable towns from the long-term decline of town centre retail. There is a lack of diversity of other activities in the town centre, such as from leisure, cultural, residential or commercial uses. This undermines the town's potential for growth around its strengths as a hub for the area with an attractive lifestyle offering.

### Risk of continued retail decline

Scunthorpe town centre is heavily reliant on traditional retail for both employment and business, contributing to 15.2% of employment as the third largest sector in 2018, behind manufacturing (26.1%) and healthcare (15.9%). This leaves the town centre vulnerable to changes in high street trends. The main retail areas in Scunthorpe town centre are focused on the pedestrianised sections of the high street. There are also concentrations of retail stores in The Foundry and The Parishes Shopping Centres on the eastern edge of the high street.

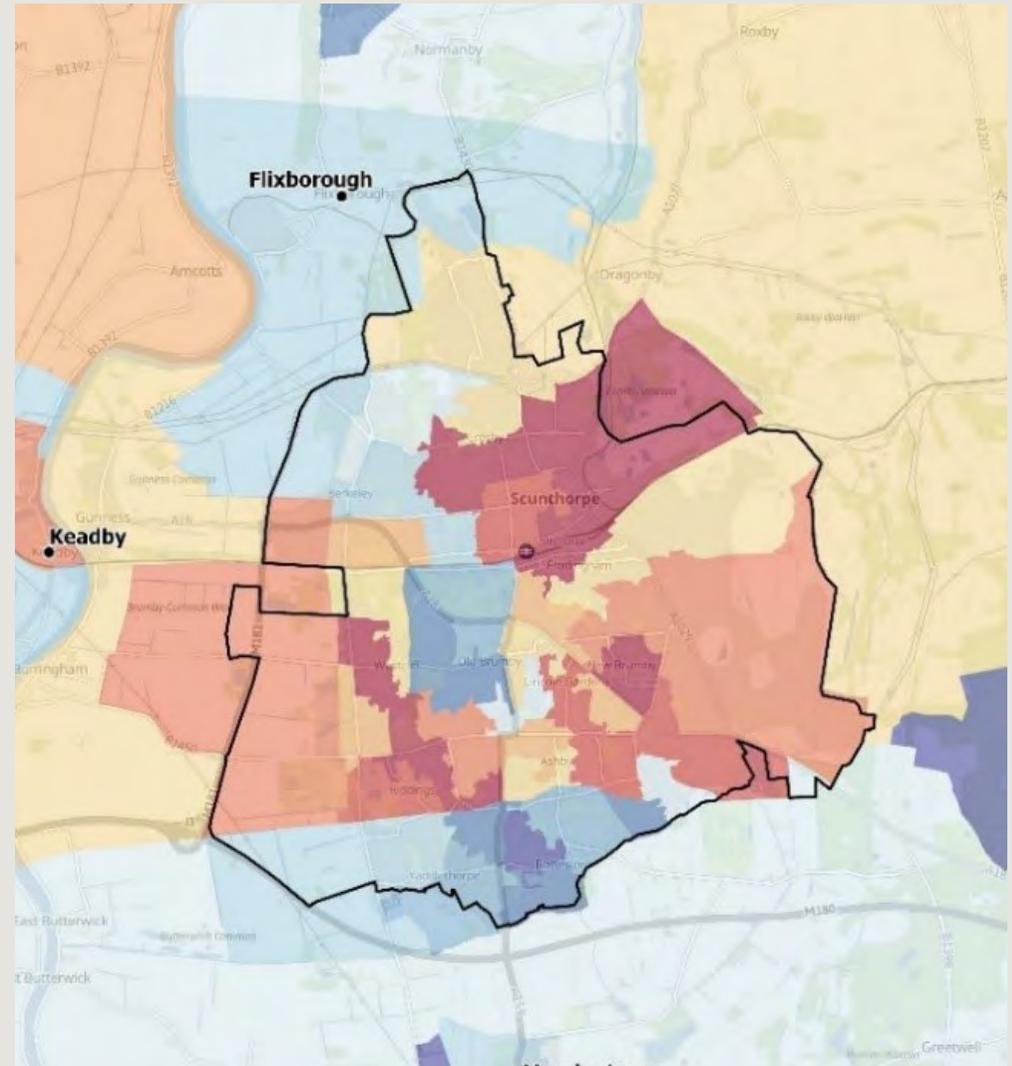
The high street has, however, struggled in recent years and was characterised by a vacancy rate of 20% in 2019, which is almost double the national average (11%) and could worsen given the current situation and anticipated recession. The sharp fall has created the sense of a “ghost town”, negatively impacting Scunthorpe's retail sector and sense of place. It is anticipated that vacancy rates will increase, accelerated by COVID-19.

### Supporting deprived communities

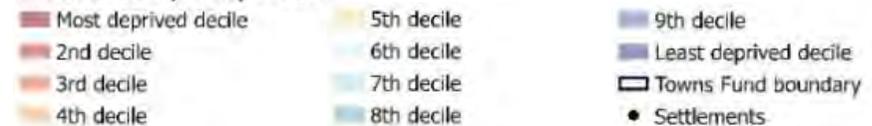
Job losses and the post-industrial town aesthetic (i.e. visible industrial landscape and vacant retail units along the high street) have contributed to negative perceptions of the town, underlining the need to invest and to diversify Scunthorpe's town centre offer.

As shown in the map above parts of the town centre LSOA's sit within the 10% most deprived in England according to the 2019 Index of Multiple Deprivation (IMD). Increasing and persistent deprivation radiating from the centre is correlated with the decline of the high street. Deprivation levels are particularly acute in the areas surrounding the town centre.

Improvement in infrastructure and opportunities for education and employment are essential for these deprived communities to improve.



### Index of Multiple Deprivation



Map 3.3: Index of Multiple Deprivation, 2019  
Source | IMD, MHCLG, 2019

### Lack of good quality commercial floorspace

Scunthorpe continues to face structural challenges that deter private sector investment and illustrates the need for public sector investment to support economic growth and job creation in the town centre. The lack of good quality commercial floorspace, including office floorspace, in the town is one of these key structural challenges. The 2015 Business Premises Study outlines that demand is “strong in the area for good quality office accommodation” in North Lincolnshire.

However, currently Scunthorpe lacks the scale or profile as an office location to attract serious private investment and speculative development. The dated, low-quality office stock is poorly located, and fragmented across the town centre. Office space is available further afield, on sites such as Queensway, Normanby Gateway, Park Square and Berkley Industrial Park. This creates an issue in terms of generating achievable rental levels that are in line with occupier’s expectations.

### Poor quality public realm

The quality of the existing urban realm in the town centre is, in places, relatively poor. Key public areas of the town such as Church and Library Squares are poorly signposted and underused making them unable to capitalise on their potential as events spaces. The public realm does not create a natural space for social interactions or create a sense of thriving community, which is an important driver of local economies. The unattractive streetscape also prevents NLC effectively marketing the town online due to the poor visual aesthetic.

These issues detract from the visitor experience – reducing patronage, and limiting time spent in the town. They also detract from the high quality of life the town offers residents (new and prospective), given its setting and abundant green infrastructure and heritage features.

### Residential Market

Based on Census 2011 data Scunthorpe accommodates for approximately 34,300 dwellings which at the time represents approximately 48.5% of all dwellings in North Lincolnshire. Thus, highlighting the importance of Scunthorpe as a social and residential hub for the local authority. Of these dwellings, 52.8% were semi-detached representing a larger share than North Lincolnshire and at a regional and national level. Flats also account for a higher proportion of housing in Scunthorpe than North Lincolnshire reflecting the higher population density and metropolitan setting of the area.

In 2019, using price paid data, the mean house price in Scunthorpe was £122,977 which represented 84.1% of the mean house price for North Lincolnshire (£146,296) and just 52.7% of national house prices (£233,285). These lower mean house prices in Scunthorpe suggest that there is greater value in this area than in wider North Lincolnshire.

According to the North Lincolnshire Local Housing Assessment published in September 2019 there is a minimum annual local housing need figure of 419 dwellings. This suggests there is a strong demand for additional housing into the future and given that almost half of all dwellings in North Lincolnshire it is possible to assume that there will be a strong demand for housing in Scunthorpe itself and heritage features.



### **Opportunity**

Scunthorpe needs to capitalise on its current position as the primary urban centre in North Lincolnshire through a continued improvement of its quality-of-life offer, given the acceleration of online retailing and home working, to retain and attract residents, visitors and employment. Redressing clusters of deprivation requires a coordinated programme of investment offered by this Town Investment Plan that takes a place-based regeneration approach, combed with an emphasis on skills and education as well as economic diversification.

There are opportunities to repurpose the town centre's role through several means including:

- incorporating key new assets such as the University Technical College into the existing town centre.
- greater emphasis on visitor attractions, such as through new leisure and cultural attraction such as a new museum.
- improving the commercial floorspace, including office space, which is modern and flexible in the town centre to support the diversification of the local economy and business growth.
- Increasing the number and quality of available dwellings providing local access to town centre facilities and employment opportunities.

At the same time, in order to support Scunthorpe's future and the repurposing of the town centre, there is a need to improve provision of high-quality public realm, green infrastructure and urban connectivity to underpin the quality-of-life offer.

## Visitor economy and cultural development

### Issues

North Lincolnshire is fast becoming a destination for tourists. The rich and natural landscape is a major asset for the area and linked with our wide-ranging heritage, culture and arts, provides a strong selling point to attract people to visit and stay. In 2018 there were 3.63 million visits made by people to North Lincolnshire in 2018 which was estimated to have generated £186.2m for the local economy.

As the primary urban centre in North Lincolnshire, Scunthorpe is relatively well provisioned with a diverse variety of visitor attractions. The main visitor attractions in Scunthorpe are presented on the map below.

However, between 2010 and 2018 the number of people visiting some of the town centre's key attractors has fallen such as the Vue Cinema (-17%) and the Foundry Shopping Centre (-34%). Yet other key visitor attractions in Scunthorpe have continued to be successful in attracting a growing number of visitors including the 20-21 Visual Arts Centre (+20%) and the North Lincolnshire Museum (+6%) in this same time period.

This mixed performance of the key attractions in Scunthorpe can be attributed to a number of factors including the increasingly shabby public realm, poor retail and commercial offer that has reduced the footfall and dwell time along the high street.



### Opportunity

Commentary received through the #Mytowns portal from the members of communities within Scunthorpe confirmed the perception that there is a limited cultural offer in the town and in the wider North Lincolnshire area.

There are examples of the positive impacts of exhibitions, events and performance can have on the area, with exhibitions, for example, by well-known artists such as Antony Gormley and Luke Jerram attracting large numbers of visitors. Similar success has been seen at The Baths Hall where big names such as Florence and the Machine result in sell-out concerts and providing a major boost for the area. Working with communities across North Lincolnshire to build on these past successes will be an important element of the Town's deal.

Linked with the issue of retail decline the improvement of the cultural offer in the town could support the recovery of the high streets through the creation of an experience offer and increase both secondary spend and footfall in our shopping centres.



## Impacts of Covid-19 on Scunthorpe

For our TIP to tackle the fundamental barriers to growth and develop a long-term strategy for change, the interventions identified must also be responsive to the impacts of COVID-19. NLC have undertaken dedicated analysis to understand the impact the pandemic has had and will continue have on the local economy.

The impacts of COVID-19 on Scunthorpe have formed part of our evidence base and informed the project prioritisation process for this TIP, with long-term adaptation and transformation in mind rather than short-term mitigation of impacts.

Prior to COVID-19, in March 2020 Scunthorpe's claimant count rate of 4.6% exceeded the rate of North Lincolnshire, as well as regional and national rates. The significant impact of COVID-19 means that this rate has now increased to 7.7% in August 2020, five months on from initial lockdown. Growth in claimant counts are driven by Scunthorpe's key sectors, such as manufacturing and wholesale & retail trade, possessing vulnerabilities to social distancing measures. This claimant count rate represents a higher rate than at regional and national level. Interestingly, around the time of relaxed lockdown measures, claimant count proportions reduced across all comparators as employment rebounded. The general theme of increasing claimant counts is common and widespread across all other comparator areas given how COVID-19 is impacting across the national economy.

In July 2020 there were an estimated 2,414 vacancies posted in North Lincolnshire and 6,400 people claiming unemployment-related benefit support (claimant count), this equates to 2.7 claimants per vacancy. In February 2020, prior to the announcement of lockdown measures due to COVID-19, the ratio of claimants to vacancies was at 1.4. The recent increase was driven more by an increase in claimants rather than a falling supply of job vacancies.

Although no Scunthorpe-specific figures are available, the UK Government's Coronavirus Job Retention Scheme (Furlough) had a North Lincolnshire-wide take up rate of 28% of the local workforce with 21,700 residents on furlough. This is comparable to the Greater Lincolnshire LEP area, as seen in Table 3.2, and the



national average of 24.0%. This is likely to be repeated in the second national lockdown announced in November 2020 and with the reintroduction of the furlough scheme until March 2020.

Manufacturing is the area’s largest sector for employment at 21.8%, this is currently the 6th (of the 16 broad industrial classifications) highest impacted UK sector in terms of reduced turnover, in some areas but not all. Nationally, the arts, entertainment and recreation sector (77%) and the accommodation and food sector at (72.9%) has been the worst hit in terms of reduced turnover. However, these two sectors have a low rate of employment in North Lincolnshire (1.3% and 5.8%) which may support the areas recovery.

The ONS’ Business Impact of Coronavirus Survey (BICS) is a new voluntary fortnightly business survey, which captures businesses’ responses on how their turnover, workforce, prices, trade and business resilience have been affected. The latest results from ‘Wave 16’ of the BICS evidence the above.

Further positive aspects in how Scunthorpe can ‘build back better’ can be found in a number of key North Lincolnshire sectors. The human health and social work sector, one of the area’s highest employers (11.5%), was the UK’s sector with the lowest proportion of furloughed workforce. The construction sector, another of North Lincolnshire’s key sectors, at 6.4% of people in employment has been widely tipped as being able to quickly bounce back, especially in line with the strong support it has received from the UK Government.

	Employments Furloughed	Eligible Employments	% Take-up Rate
<b>North Lincolnshire</b>	21,700	76,600	28.0%
<b>Greater Lincolnshire LEP</b>	138,100	480,300	28.8%

Table 3.2: Furloughed employment, June 2020

Source | Gov.UK June 2020

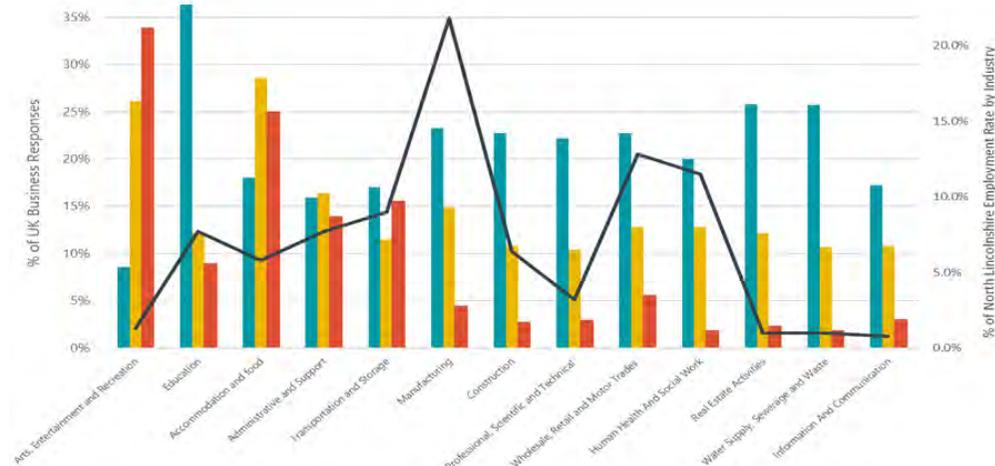


Figure 3.4: Business impacts of Covid-19

Source | ONS: Business Impacts of Covid-19 Survey (5th – 18th October 2020). Nomis, Business Register and Employment Survey: open access (2018)

Beyond the immediate impacts, COVID-19 is also accelerating many existing retail and leisure trends, including the shift to greater online spending and changing demands around a modern leisure offer.

COVID-19 has also brought about a change in transport usage in terms of reduced miles travelled by car. This has delivered positive change in North Lincolnshire’s clean growth agenda.

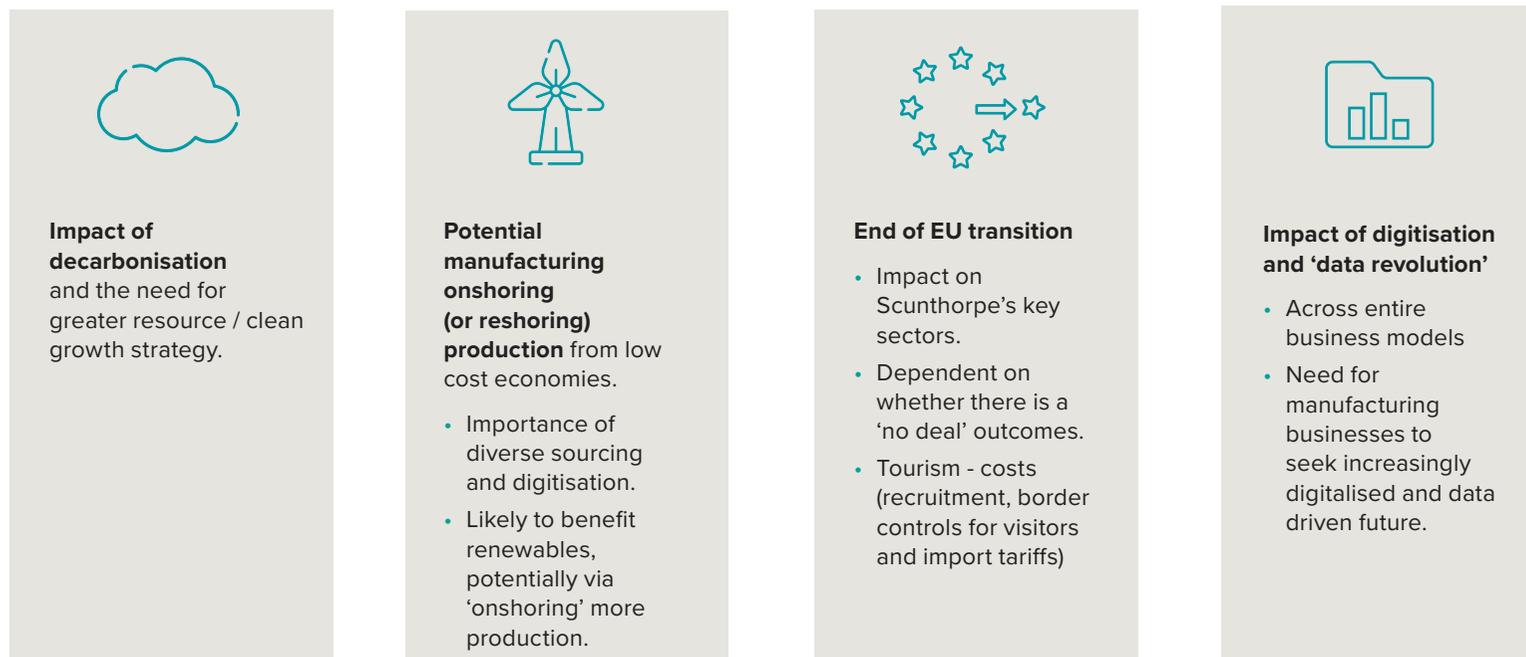
Increased opportunities for home working and the increase of holidays closer to home may present an opportunity for the area as people may increasingly look to move to a more affordable, rural, part of the country. The extremely affordable house prices in North Lincolnshire, currently £151,074 (August 2020) in comparison to an average house price of over a quarter of a million (£256,109) in England, matched with very attractive rural aspects of the county, make the area attractive for those seeking to move.

In order to enable North Lincolnshire to be an attractive proposition for those who wish to continue to work from home and commute less to work, excellent fast and effective broadband needs to be accessible and demonstrates the importance of projects such increased roll out of Full Fibre to the Premise.

## Long term trends

Scunthorpe has the potential to benefit from a number of significant long-term trends affecting employment.

Figure 3.1: COVID-19 longer term impacts and wider exogeneous factors



### Trends accelerated by COVID-19:

#### Retail and town centres

- Acceleration of retail trends (decline of high street, continued movement towards online, local and ethical shopping).
- Demand for experiential leisure, and modern offer.
- Acceleration of re-purposing and changing role of town centres (reduce retail / leisure space, improving draw of the town centre).

#### Workplace patterns

- Trends towards home working and potential localising of employment.
- Strategic connectivity potentially less important and remote locations become more competitive.
- Importance of digital infrastructure - help 'relocalise' work.
- Digital skills and capabilities will become ever more important.

#### Other

- Shift towards different industries (care, logistics, ICT and the green economy).
- Impacts from unemployment (young people, females and lower occupations / lower paid.)
- Stimulate a digital revolution in FE and HE.



## 4. Vision for Scunthorpe

This chapter sets out a shared vision for Scunthorpe. This vision has been developed by Scunthorpe Town Deal Board, which represents public, private and voluntary sectors and wider stakeholders in the local community.

### Vision

The Town Deal Board developed this vision, and its underlying strategic objectives, based upon the findings of the context analysis set out in previous sections building on the strategic review of Scunthorpe's assets, strengths, challenges and opportunities.

The vision and core elements of the interventions identified have been shared with the wider local community through an online engagement process; feedback on the TIP vision has been positive, with a clear consensus on developing Scunthorpe into a modern, resilient town.

The shared vision for Scunthorpe TIP frames the integrated and strategic approach to exploiting opportunities, addressing structural challenges and delivering a safe and prosperous town:

*By 2030, Scunthorpe will rebalance its illustrious steel heritage through essential diversification and regeneration. It will be established as a place for excellence in innovation, culture and education synonymous with quality and opportunity. Making Scunthorpe a quality centre for learning, living, leisure and business.*

*Scunthorpe will have built on its industrial and manufacturing strengths and transitioned towards more sustainable, technologically advanced and clean growth industries. Harnessing ingenuity and determination to build a better, greener town through the reduction of emissions, increased efficiency and provision of a green energy network delivering renewable energy.*

*A high-quality business quarter will boost Scunthorpe's business economy and set a precedent for investment throughout the town, creating a resilient, vibrant and attractive environment where enterprises can thrive. Enabled by advanced digital and physical connectivity infrastructure, equitable growth will provide high value employment opportunities for all.*

*Strong links to its rich industrial heritage and historical assets will be celebrated and developed into a cultural offering that provides locals with a strong sense of pride of place, community and family experiences, with the town centre establishing itself spatially as a hub for cultural events, learning, living, leisure and business.*

## Strategic objectives

The vision is underpinned by several key strategic objectives. Achieving these strategic objectives will allow the 2030 vision to be realised.



### Strategic Object 1 - Economic Growth

Scunthorpe grows its economy and employment through focusing on its strengths including manufacturing, and further establishes its place as the primary urban centre in North Lincolnshire.



### Strategic Object 2 - Attract Business

Scunthorpe attracts new and growing businesses through offering a skilled workforce, a competitive cost base, and localised support.



### Strategic Object 3 - Education and Training

Scunthorpe offers high-quality academic and vocational education and training opportunities to its people locally and regionally.



### Strategic Object 4 - Bolster Natural and Built Environment

Scunthorpe bolsters its natural and built environment offer for residents and visitors including the delivery of additional dwellings in the town centre.



### Strategic Object 5 - Attracting Town Centre Investment

Scunthorpe's town centre prospers through attracting residents and public and private investment, diversifying existing uses.



### Strategic Object 6 - Improve Health and Welfare

Scunthorpe improves the health and welfare of its local communities.

## Expected outcomes

The implementation of the Plan will realise a variety of positive outcomes for Scunthorpe:



## 5. Scunthorpe's Town Investment Plan

This section presents the shortlisted projects for inclusion in our TIP and the methods used to identify and prioritise them. The combination of these projects supports the economic imperative of increasing jobs and economic productivity, and will combine to make Scunthorpe a better place to live, work, visit, relax and invest in.

### Priority projects

The Towns Deal Board has selected seven priority projects for the TIP as well as one project already granted accelerated Towns Fund investment funding:

#### **Advanced Manufacturing Park**

The delivery of an Advanced Manufacturing Park on Lincolnshire Lakes to provide approximately 390,000m<sup>2</sup> of commercial floorspace.

#### **Enabling a future for Clean Growth in Scunthorpe**

This project is one development within the wider Green Energy Park that will provide the necessary electricity infrastructure to fuel clean growth and decarbonise Scunthorpe. An underground power network will be installed from the Energy Recovery Facility site to key developments in North Lincolnshire.

#### **Developing Scunthorpe's New Cultural, Arts and Heritage Offer**

Create a new cultural, arts and heritage offer in our Urban Centre of Scunthorpe. The centre one of a kind in its region, will showcase regionally and nationally significant collections, whilst looking to engage the local communities and encourage collaborative working with other partners in Scunthorpe.

#### **Transforming the Scunthorpe Housing Market**

Programme of housing delivery through a revolving fund in Scunthorpe by re-purposing existing land, the acquisition of key sites and the utilisation of sites.

#### **Developing our People and Communities project**

Delivery a sustainable world-class lifelong integration of skills and development system in Scunthorpe that everyone can access that ensures the communities reach their full potential, whilst ensuring communities are safe, well and connected and residents of communities are prosperous. The project will build a community and social capacity building peer support programmes in addition to a purpose-built training facility for health and social care, known as "Clinical Health Simulation Centre".

#### **Integrated Health, Innovation and Emergency Services Hub**

This project will deliver the land and conditions for the creation of an integrated health, innovation and emergency services hub for Scunthorpe, including blue light centre, innovation and development centre and business park for supply chain, in an edge of Town Centre location.

#### **Creating 21st century digital connectivity for Scunthorpe Ultrafast Full Fibre to the Premise (FTTP) Broadband**

Provision of ultrafast broadband to homes and businesses across Scunthorpe.



Integrated Health, Innovation and Emergency Services hub



Transforming the Housing Market



Cultural, Arts and Heritage Offer



Advanced Manufacturing Park



Future for Clean Growth



Digital Connectivity



Community Development and Skills Package



## The Ask of Government

The ask from the UK Government set out in this TIP totals £24,493,506 of capital investment and £2,500,000 of revenue funding (over five years), to deliver the projects set out in this plan by 2026. In addition, as part of the Government response to COVID-19 NLC has been provisionally allocated an additional £1,00,000 of funding to be spent in 19/20. This funding will be used for urban realm development at Church Square.

Scunthorpe's Town Deal Board and NLC are continuing to investigate opportunities for match funding to help augment Government funding and ensure the projects can meet their targeted outcomes. Significant match funding is expected to be provided by Heritage Lottery Fund to realise the Developing Scunthorpe's New Cultural, Arts and Heritage Offer project.



**Stakeholder Engagement**

Engagement with local businesses and communities in the preparation of the projects which comprise the TIP has occurred in a number of ways, including through meetings of the Scunthorpe Town Deal Board, wider consultation as part of wider plans and strategies being developed by NLC, and on an individual project basis, as described further below.

**Scunthorpe Town Deal Board**

The drafting of this TIP has been overseen by the Scunthorpe Town Deal Board, a new body that was created by NLC in March 2020 to deliver the Towns Fund locally. The Board comprises of representatives from the local business and education sectors, relevant national government organisations and/or arm’s length bodies, local representative organisations and community groups; Local Authorities and our local MPs. Membership will be reviewed every year.

**Scunthorpe Town Deal Board Membership:**  
 NLC, University of Lincoln, Bondholders, MP for Scunthorpe, MP for Brigg and Goole, Department for Work and Pensions, Greater Lincolnshire Local Enterprise Partnership, Humber Local Enterprise Partnership, PPH Commercial, Hilton by Hampton, Clinical Commissioning Group, Nationwide Building Society, British Steel, Stylex Automotive Ltd, Humber Business Products Ltd, North Lincolnshire Voluntary Community Alliance.

The Scunthorpe Town Deal Board will:

- develop and agree an evidence-based Town Investment Plan that includes:
  - Background, context and evidence of need for suggested interventions.
  - A vision that, complements agreed or emerging local economic strategies.
- a high-level description of priority areas for the short, medium and long term including:
  - Activity that can be locally funded.
  - Projects that could be supported by public investment (including through the Towns Fund), with high level costs estimates.
  - Ambitions for private sector investment and community involvement.
- Develop a clear programme of interventions.
- Coordinate resources and influence stakeholders.

The Board is not a legal entity, and its role is advisory. Its purpose is to work with NLC, to which it is accountable as the Lead Council, to produce a well – evidenced TIP which sets out a clear understanding of Scunthorpe focusing on its assets, opportunities and challenges. It will subsequently assist in the production of business cases to access Town Deal funding.

The Scunthorpe Town Deal Board has met 6 times since its formation in March 2020 and will continue to meet every 4 weeks for the foreseeable future. To maintain momentum during the pandemic, the Board has chosen to meet virtually, successfully sustaining meeting attendances of 10-15 individuals.

### Existing engagement at a Scunthorpe level

Scunthorpe Town Deal Board and NLC recognise that plans made with the communities that they affect are most likely to be successful and lead to innovation and creativity. Stakeholder engagement has therefore been front-and-centre of the development of this Town Investment Plan.

The engagement process undertaken in developing this TIP included options identification, options selection, where the Scunthorpe Town Deal board oversaw options sifting and prioritisation process and vision and options development.

Scunthorpe Town Centre has an active network of community organisations and a well integrated population. Recent consultation exercises have informed our TIP. Community engagement has been undertaken in several ways as set out below; the outcome of the engagements have been used to inform the long list of projects for this TIP, discussions at the Towns Fund Board and further analysis. In addition to this, a wide body of evidence has been drawn upon from recent research and survey work that has helped inform our project proposals. These are:

- 1. Emerging North Lincolnshire Local Plan (2020):** The formation of the new Local Plan has involved extensive public and statutory consultation, with specific evidence for the vision and objectives for Scunthorpe Town Centre. The Local Plan addresses needs and opportunities relating to economy, community facilities and infrastructure - as well as a basis for safeguarding the environment and adapting to climate change. The Preferred Options Local Plan consultation period ran from 14th February to 27th March 2020 (a six-week period) and set out 94 questions covering a number of topics. At the Preferred Options stage of the Local Plan consultation, we received 1,883 individual responses and held 10 public consultation events across North Lincolnshire one which was held specially at Scunthorpe Central. The Local plan was published online, and the consultation promoted through various different social media platforms.
- 2. MyTowns Campaign (2020):** The #MyTown campaign process offer the population of Scunthorpe the opportunity to input in the form of ideas for potential investment options and areas of focus. In total 63 responses were

received from the public which were incorporated into the project prioritisation process designed to provide a means to select the final shortlist of projects included in the Scunthorpe TIP.

- 3. Scunthorpe Towns Fund Survey (2020):** Public engagement undertaken via a variety of online and offline channels to seek views of Scunthorpe residents. 52 responses were received
- 4. Museum Audience Development Plan & Survey (2020):** From February 2019 to 31 March 2020, 471 Audience Finder Surveys were completed at North Lincolnshire Museum. The survey detailed which demographics visits the museum, how often, from where and what was the motivation for visiting. This data informed a review of the museum's strengths and weaknesses, opportunities and threats. Detailing that 42% of visitors to North Lincolnshire Museum are from Hard-to-Reach groups. To take account of Covid-19 closure period targets have been set of at least 13 surveys per week for the remainder of 2020-21. As well as undertaking an Audience Finder Digital Audience Survey alongside a physical survey to provide a comparative snapshot of our digital audiences for the Digital Museum Offer.
- 5. North Lincolnshire Digital Infrastructure (2020):** A region wide consultation was undertaken to understand the issues with broadband connectivity in North Lincolnshire and to collate the business and residential demand for ultrafast broadband.
- 6. Future High Streets Fund (2020):** Five separate consultations surveys were undertaken, including support from the University of Lincoln and Bishop Grosseteste University, including a bespoke FHSF Survey held in March 2020, with 828 respondents. In addition to this engagement, NLC operated a series of formal and informal canvassing with the public and local businesses and business panels. The results of the survey indicated significant resident dissatisfaction with the town centre, with safety concerns and vacancy among the most cited issues. The FHSF continues to work with stakeholders to safeguard the regeneration of the town centre. A consultation report has been created, summarising the headline feedback from the consultation, and provided

to the development team during the programme of consultations. Alongside this, a Statement of Community Involvement will be produced, setting out the methodology taken and findings from consultations; this process has been delayed due to the COVID-19 pandemic - it is now set to be commissioned in late 2020 NLC's through the Place, Strategy, Investment and Policy Team in late 2020.

**7. North Lincolnshire Economic Growth Plan (2018):** Our Economic Growth Plan was launched at the House of Lords in November 2018 with over 100 businesses throwing their support behind the plan which sets out ten ideas for growth in the area.

We have collaborated closely in an open and transparent manner with partners such as Solar 21 and Northern Lincolnshire and Goole NHS Foundation Trust.



### Existing engagement at a Scunthorpe level

As part of the stakeholder engagement undertaken specifically for the Scunthorpe TIP NLC organised an online survey for residents of the town to obtain opinions on the current perception of major challenges and opportunities in the town. This online resident survey attracted 52 responses.

One of the questions on the online resident survey asked residents to rank a series of key challenges and opportunities in Scunthorpe in order of priority. The most commonly ranked top three key challenges and opportunities in terms of priority for Towns Fund investment were:

1. A thriving local economy. Within Scunthorpe there is a strong local business network, and the town is able to attract both local and national investment.
2. A well-connected Place Transport and Connectivity. People are well connected across Scunthorpe both physically and digitally.
3. Skills for future. People are able to access good quality education and they are supported to continue developing skills in the workplace that are fit for the future.

The graphic below presents the complete results of this question.

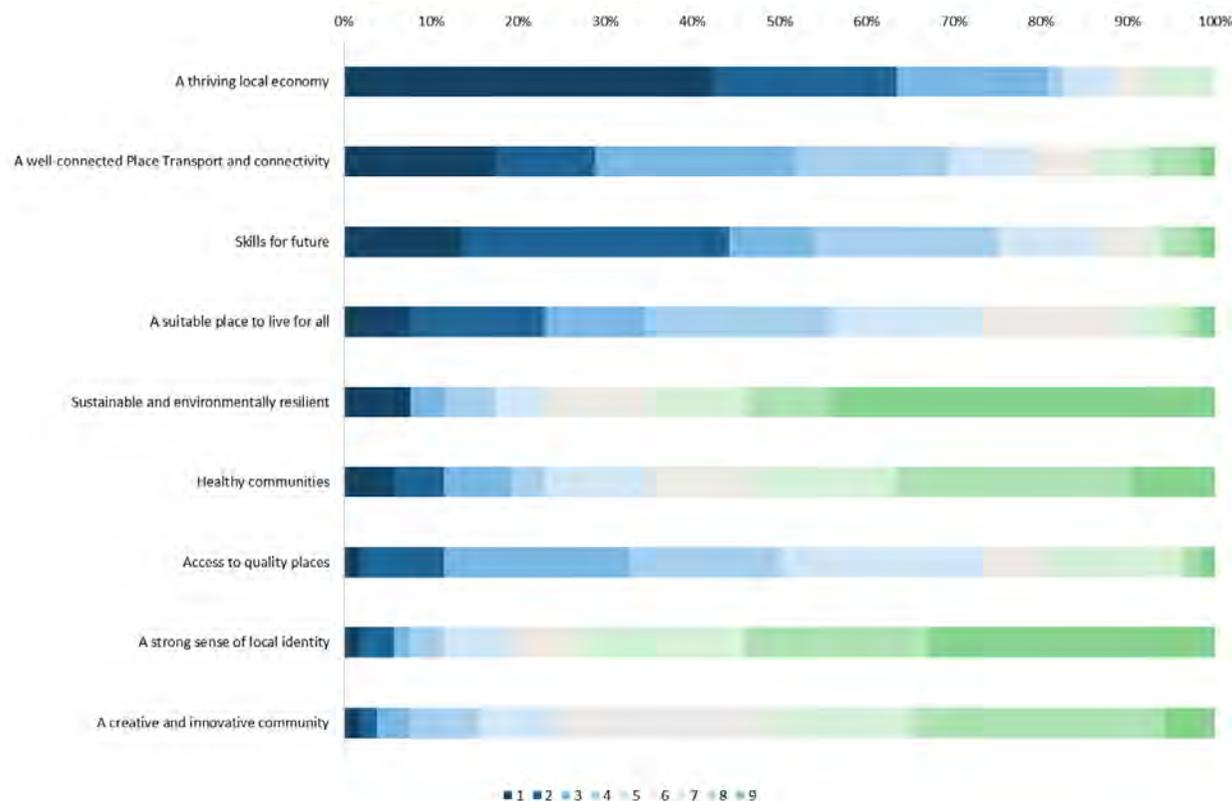


Figure 5.2: Online resident survey results

Source | North Lincolnshire Council, 2020

Residents were also asked to provide qualitative comments to a series of question which are outlined below.

Question	Notable Quotes
<b>What do you think are Scunthorpe's best features?</b>	<p>"Plenty of green spaces to promote exercise and good mental health"</p> <p>"Comparatively cheap but good quality housing. Several well-maintained green spaces"</p> <p>"Central Park, the shopping area near Glanford Park and Lakeside. North Lincolnshire Museum"</p>
<b>What makes Scunthorpe distinctive to you?</b>	<p>"Its industrial heritage and the parks and open spaces"</p> <p>"The steelworks, both visually in the present and historically"</p> <p>"It's poor city core, lack of attractive shops and a general lack of attraction"</p>
<b>What would you like Scunthorpe Town to become?</b>	<p>"A thriving place with a good economy, providing jobs for the many people who are struggling and stuck on benefits"</p> <p>"A Town of rich employment opportunities especially for the younger generation"</p> <p>"An all-encompassing town, promoting businesses and employment to suit all cultures. Open spaces for residents and visitors to enjoy. Education for all abilities, with centres for learning of different cultures for all"</p>

Table 5.1: Online resident survey - Qualitative responses



### The prioritisation process

In total over 80 project ideas were identified and collated for potential inclusion in the TIP. These were identified through a combination of sources including the online #Mytown campaign (from members of the public) as well from direct stakeholder engagement undertaken by the Town Deal Board with local businesses, and cultural and civic organisations.

The purpose of the prioritisation process was to create an objective and robust methodology to establish a final shortlist of projects of between six to ten projects from the longlist of over 80.

Following the collation of the longlist of projects for consideration for inclusion in the Scunthorpe TIP an initial sifting exercise was undertaken. This initial sift was split in four phases as outlined in infographic on the page opposite.

Following this initial sifting exercise, the remaining projects were assessed and compared against one another using a bespoke multi-criteria assessment tool created specifically for the Scunthorpe TIP. An assessment tool utilised several agreed upon critical success factors to arrive at a short list of seven priority projects which include:

1. alignment to the Scunthorpe TIP Vision and Strategic Objectives.
2. fit to the Strategic Framework intervention themes and their identified priorities.
3. alignment with regional context and priorities.
4. degree of transformative impact.
5. deliverability, in particular that Towns Fund spending on the intervention could be completed by 2026; and
6. affordability, recognising Scunthorpe Town Board's desire to submit a total investment plan that is delivery through the funding from MHCLG.

Finally, a series of external challenge sessions were undertaken with representative of ARUP and MHCLG. These sessions provided vital feedback which was incorporated in the development of the final Town Investment Plan as well as refining the individual projects.



Figure 5.3: Prioritisation plan of action

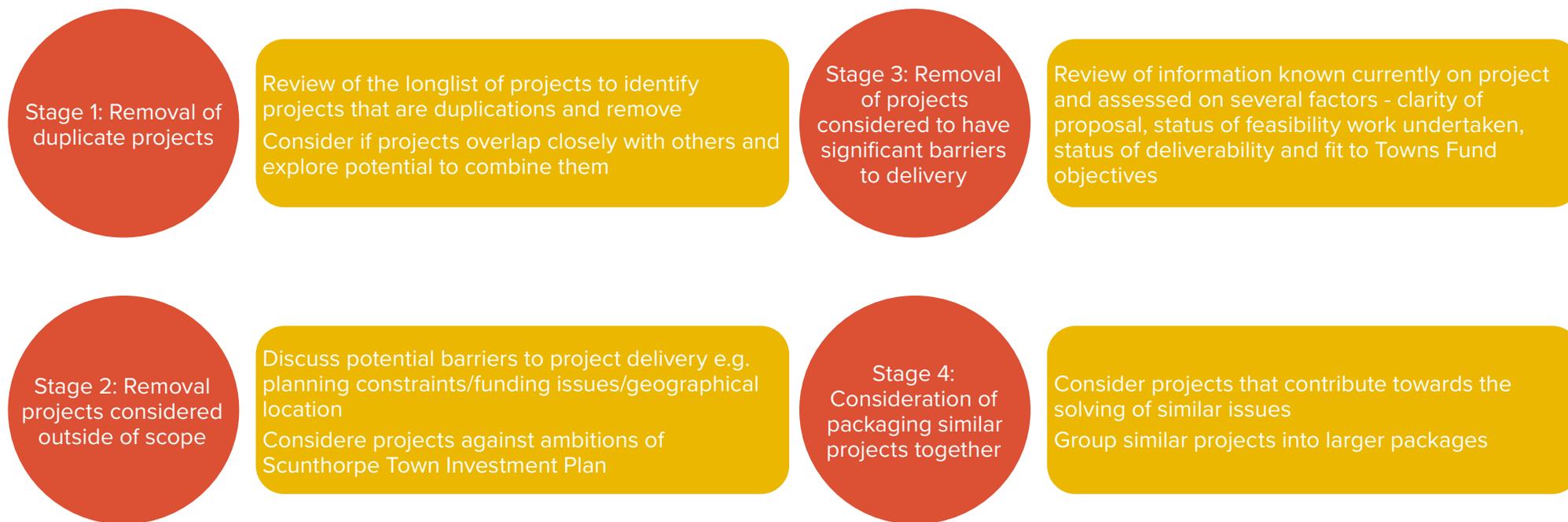


Figure 5.4: Initial sift methodology



**What the priority projects will do for Scunthorpe**

The seven priority projects provide an integrated programme to renew Scunthorpe in the context of wider initiatives being pursued by the public and private sectors in the area. A full benefits appraisal will be produced at the businesses case stage, detailing the Net Present Social Value and Benefit Cost Ratio of the programme, once greater certainty is established.

However, high level analysis suggests the programme will have significant economic benefits in excess of the cost. Over the lifetime of the TIP, preliminary estimates indicate that the enable:

- Approximately 1,100 jobs and £50 million of associated Gross Value Added (GVA) per annum.
- Land value uplift of £8.9 million for commercial and residential uses.
- 390,000m<sup>2</sup> of new commercial space on the Advanced Manufacturing Park at Lincolnshire Lakes
- 3,000m<sup>2</sup> of cultural floorspace in the New Cultural, Arts and Heritage centre.
- Significant benefits that will be quantified at the businesses case stage, include:
- The impact of the low carbon energy network to key developments across North Lincolnshire, reducing emissions across the town
- The health impacts from improved emergency response following the clustering of an integrated health, innovation and emergency services hub.
- Increased visitor numbers and expenditure with New Cultural, Arts and Heritage Offer
- Productivity benefits of increasing superfast broadband coverage.

**Evidence of need for projects**

The matrix below outlines how each of the projects included in the Scunthorpe TIP meets the identified needs of Scunthorpe.

Project	Evidence of need
<b>Advanced Manufacturing Park</b>	<ul style="list-style-type: none"> <li>• Important growth of sectors identified to develop the local and to the wider region economy, increasing jobs and economic productivity.</li> </ul>
<b>Enabling a future for Clean Growth in Scunthorpe</b>	<ul style="list-style-type: none"> <li>• Building on North Lincolnshire Council’s track record and furthering their environmental policies, aims and objectives by investing in the green growth agenda.</li> </ul>
<b>Developing Scunthorpe’s New Cultural, Arts and Heritage Offer</b>	<ul style="list-style-type: none"> <li>• Supports the development of a new cultural sector in Scunthorpe while also providing direct employment along with indirect and induced economic benefits.</li> </ul>
<b>Developing Our People and Communities Project</b>	<ul style="list-style-type: none"> <li>• Supports the improvement of skills and education of local working age population. A higher skills base will enable businesses offering higher value jobs to consider Scunthorpe as a base of operations.</li> </ul>
<b>Integrated Health, Innovation and Emergency Services Hub</b>	<ul style="list-style-type: none"> <li>• Health and welfare of local population could be improved in the long term through the delivery of better health facilities.</li> <li>• Will create additional employment opportunities within the health sector.</li> </ul>
<b>Creating 21st century digital connectivity</b>	<ul style="list-style-type: none"> <li>• Ensuring digital connectivity is fast and reliable enabling the meeting of both local resident and business requirements. Important means of attracting businesses to Scunthorpe.</li> <li>• Future importance of digital connectivity has been shown during current COVID-19 pandemic.</li> </ul>
<b>Transforming the Scunthorpe Housing Market</b>	<ul style="list-style-type: none"> <li>• Support NLC housing need requirements for the local authority.</li> </ul>

Table 5.2: Evidence of need for projects

### Impact area of projects

All of the projects have significance and relevance locally, regionally and even nationally. Table 5.3 also considers where they have significance at the regional level and the national level.

Project	Local significance	Regional significance
<b>Advanced Manufacturing Park – Lincolnshire Lakes</b>	✓	✓
<b>Green Energy Network</b>	✓	✓
<b>New Cultural, Arts and Heritage Offer</b>	✓	✓
<b>Developing our People and Communities project</b>	✓	
<b>Integrated Health, Innovation and Emergency Services Hub</b>	✓	✓
<b>Ultrafast Full Fibre to the Premise (FTTP) Broadband</b>	✓	
<b>Scunthorpe Housing Delivery Programme</b>	✓	

Table 5.3: Mapping projects against geographical significance

The development of an **Advanced Manufacturing Park** is expected to have both a local and regional impact through the provision of employment opportunities, including high-value employment, which can be accessed by both residents in Scunthorpe and those who will commute across North Lincolnshire and beyond. The presence of these additional and high-value employment opportunities may also have an impact on attracting a skilled workforce to the area as well as encouraging university students to stay within or return to the town post-graduation. The development of high-value employment opportunities will also provide a catalyst for the development of the wider Lincolnshire Lakes scheme that will see the development of over 6,000 homes.

The **Enabling a future for Clean Growth in Scunthorpe** project focuses on delivering a local energy network from an Energy Recovery Facility to key development sites. This will naturally have a local impact by supporting the delivery of this substantial commercial development offering significant employment opportunities in construction and operation. Successful implementation could have regional impact based on the ability to transfer lessons learnt from implementing this kind of low carbon network across the UK.

The delivery of the **Developing Scunthorpe’s New Cultural, Arts and Heritage Offer** project will not only add to the local cultural offer in Scunthorpe but will also have a local economic impact through attracting a greater number of visitors to the town. Given the limited number of museums in the wider region this project also has the opportunity to have a wider regional impact also.

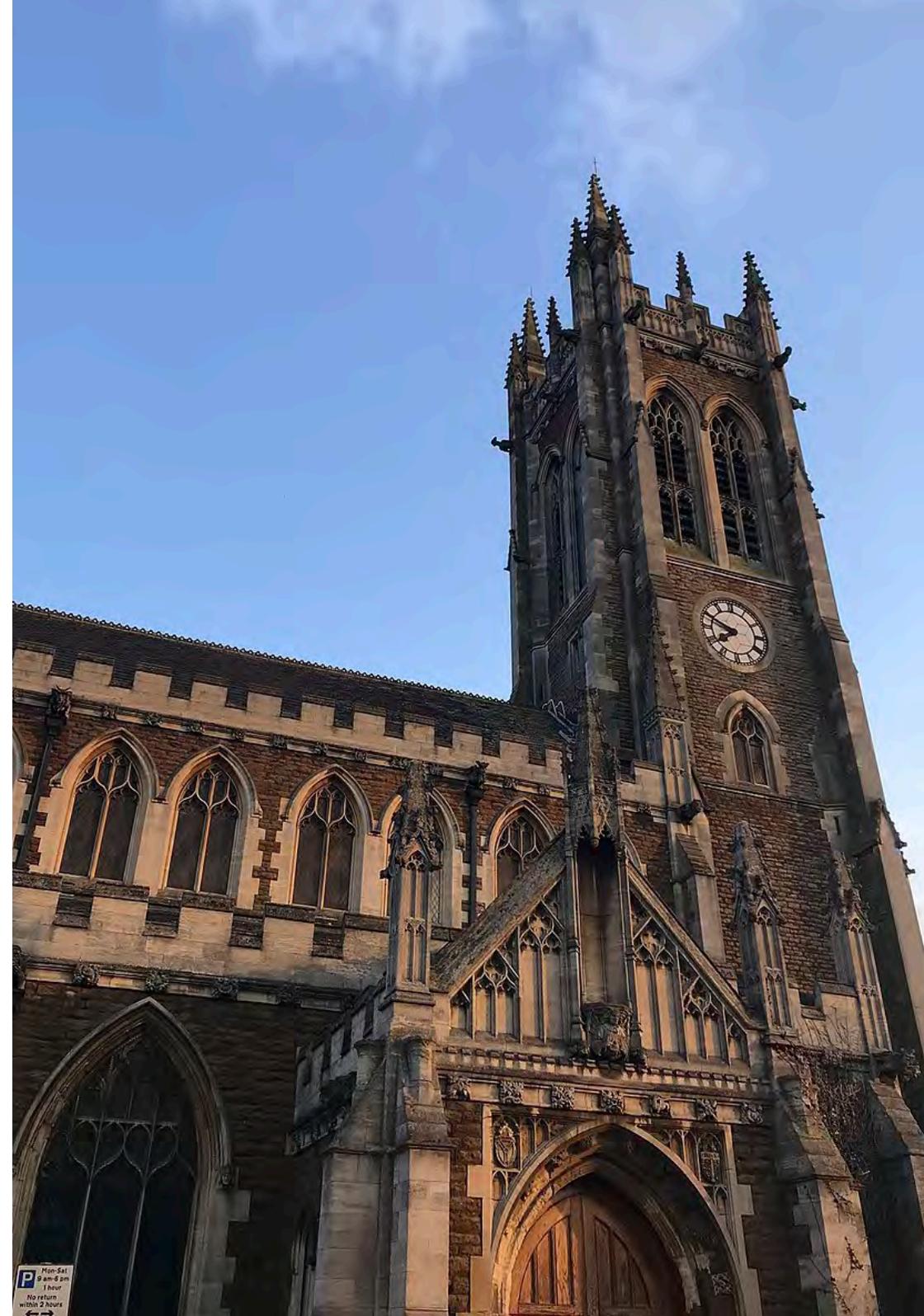
The **Developing our People and Communities** project will have a significant local impact as communities and residents will benefit from a varied programme of projects designed to address barriers to economic growth including unemployment, aspiration, skills and wellbeing.

The delivery of the land and conditions for the creation of an **Integrated health, innovation and emergency services hub** in Scunthorpe, including blue light centre, innovation and development centre and business park for supply chain will have an

important local impact in terms of improving the health and welfare of the local population.

The **Creating 21st century digital connectivity** project providing ultrafast broadband to local homes and businesses across Scunthorpe providing a unique selling point for Scunthorpe and opportunities for businesses to improve their productivity and competitiveness. It will also act a significant pull for inward investment to both Scunthorpe Town Centre and our existing edge of town employment sites.

The **Transforming the Scunthorpe Housing Market** project will also have an important local impact through a programme of housing delivery, approximately 500 new dwellings. These new dwellings will improve the quality and quantity of local housing in Scunthorpe and will provide the local population with greater choice of housing.





## 6. Project Details

This section presents details of the projects identified and prioritised for inclusion in the Scunthorpe TIP. The combination of these projects supports the economic imperative of increasing jobs and economic productivity, and combine to make Scunthorpe a better place to live, work, visit, relax and invest in.

### Theory of Change

A detailed depiction of how these projects will help achieve the vision for the Towns Fund – and link with broader policy objectives - is set out in the theory of change model below.

This provides a visual representation of how the outputs, outcomes and impacts of the projects (in the short, medium and long term) link together to contribute to the vision to 2030.

Figure 6.1 (opposite): Scunthorpe Theory of Change model

Context	Scunthorpe Town Deal targets to 2030	Inputs	Outputs	Outcomes	Impacts		
					Short term	Medium term	Long term
<p>The major retail, civil and public sector hub of North Lincolnshire</p> <p>Industrial past, legacy of steelworks</p> <p>Large working age population</p> <p>Low skills base</p> <p>High levels of deprivation</p> <p>Difficulty in attracting high productivity jobs and businesses</p> <p>Retail-driven high street is falling</p> <p>Over-reliance on manufacturing and public sector for employment</p> <p>Poor housing and amenity offer</p> <p>Legacy of underinvestment from the private sector</p>	<p>Greater employment in sectors that are more productive, as well as focusing on strengths in manufacturing and clean energy</p> <p>Attracting new and growing businesses through offering increased opportunities, through training and skills support</p> <p>High quality academic and vocational education and training opportunities to residents locally and regionally</p> <p>High quality natural and built environment offer for residents and visitors</p> <p>Prosperous town centre that attracts residents and public and private investment</p> <p>Excellent digital and physical connectivity</p> <p>A safe, healthy, affordable and sustainable community</p>	<p>Public/political stakeholder engagement</p> <p>Private sector engagement</p> <p>Support from North Lincolnshire Council</p> <p>Project development</p> <p>Design and architectural support</p> <p>Business Case development</p> <p>Obtain direction from MHCLG team</p> <p>Coordination with other emerging policies and strategies (i.e. town centre masterplan and draft Local Plan)</p> <p>Legal and commercial advice and support</p>	<p>Advanced Manufacturing Park</p> <p>Enabling a future for Clean Growth in Scunthorpe</p> <p>Developing Scunthorpe's New Cultural, Arts and Heritage Offer</p> <p>Developing our People and Communities project</p> <p>Integrated health, innovation and emergency services hub</p> <p>Creating 21<sup>st</sup> century digital connectivity</p> <p>Transforming the Scunthorpe Housing Market</p>	<p>Enabling a new hospital with associated healthcare services (including blue light services) to be built in Scunthorpe town centre</p> <p>Production of low carbon, reliable energy with a high value for money</p> <p>Improved skills offer, apprenticeships and training opportunities in Scunthorpe</p> <p>Creation of one of the UK's largest Advanced Manufacturing and Engineering Hubs</p> <p>Greater visitor/cultural offer in the town centre</p> <p>Improved digital connectivity in Scunthorpe</p> <p>Increase in the quality and quantity of housing available in Scunthorpe</p>	<p>Increased footfall in the town centre with an enhanced public perception of the town centre as an attractive and worthwhile place to visit</p> <p>Increased output to aid recovery from economic effects of COVID-19</p> <p>Greater linkages between skills levels and local labour market demand</p> <p>Increased sustainable energy production from the Green Private Wire</p> <p>Increase in visitor numbers to Scunthorpe as a result of the new Museum</p>	<p>Link with other key investments in Scunthorpe town centre to create a thriving economic and social hub, increasing visitors to the town</p> <p>Construction of a new hospital</p> <p>Increased employment in energy production (Green Private Wire) and advanced manufacturing (Lincolnshire Lakes)</p> <p>Increased skills levels</p> <p>Increased revenues for town centre businesses</p> <p>Increased employment in recreation</p> <p>Increasing low carbon economic growth in repurposed buildings and energy efficiency</p> <p>Attracting inward investment from the private sector</p> <p>Improvement in SMEs recruiting appropriately skilled workers</p> <p>Improved quantity and quality of housing available</p>	<p>Diversification of Scunthorpe's economy (and changing the economic trajectory) through encouraging high value industries, supported by low carbon economic output</p> <p>Increased employment in healthcare (at the new hospital)</p> <p>Reduction in the employment rate gap and productivity gap with the national averages, supporting the 'levelling up' agenda</p> <p>Supporting the improvement of health of the population in Scunthorpe</p> <p>Greater skills base</p> <p>Attracting and retaining skilled professionals in Scunthorpe (healthcare, energy, advanced manufacturing)</p> <p>Improved quantity and quality of housing available</p>



## Project 1

# Advanced Manufacturing Park Lincolnshire Lakes

The delivery of an Advanced Manufacturing Park at Lincolnshire Lakes will provide approximately 390,000m<sup>2</sup> of commercial floorspace to support the advanced manufacturing sector as well as create new and highly skilled jobs in Scunthorpe. Enabling Highways infrastructure has recently been delivered in the form of the 'Northern Junction' on the M181 providing direct access to the 60 acres of commercial development land.



The Scunthorpe Advanced Manufacturing Park is the ideal location for tier 1 and 2 supply chain to support existing businesses in the Yorkshire and Humber including Off-Shore Wind Manufacturers on the South Humber Bank, with our exponential connectivity to Hull and Lincolnshire Universities, Able Marine Energy Park, a potential Freeport, gigabyte fibre to the premise and green energy.

The Advanced Manufacturing Park at Lincolnshire Lakes could be the first carbon neutral advanced manufacturing park in the UK, supported by world class Research and Development to translational to prototype to assembly / manufacture we will aim to climb up this continuum of Manufacturing in the UK. The Towns Fund monies will provide monies to buy land, infrastructure and develop governance and links to other AMPs.

### Project Rationale

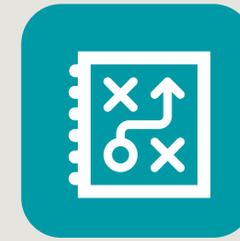
Manufacturing is undergoing a historic transformation. Firms are diversifying their focus across different stages of the manufacturing process. Manufacturers are recognising the need to compete on value rather than cost. It is against this background that the Towns Fund Board seeks to provide opportunities for 'advanced manufacturer', to create higher level skilled jobs. Local firms are already seeking to reinvent themselves and seize new opportunities along the value chain. Every single manufacturer in Scunthorpe has the potential to be advanced, as well as attracting new investment into the area.

The context analysis highlights one of Scunthorpe key assets is its strategic regional location and unrivalled connectivity in the East of England both in terms of domestic and international logistics networks. Uniquely for serviced employment land, the proposed site will have rail access, and are also placed on the key highway corridors for the region, connecting to the national Strategic Road Network.

Analysis also identifies opportunities to leverage the logistics and manufacturing specialisms in Scunthorpe to become a more attractive location for higher-value, advanced manufacturing companies to invest. However, to compete with big cities like, Sheffield, Leeds and Manchester investment are needed in a purpose-built site to catalyse interest from advanced manufacturing firms.

Without public support, this investment is unlikely to occur. Despite the unique nature of the site, the cost of remediation has dissuaded investors in the past. Furthermore, local market failures serve to limit investment in commercial development. For example, in the commercial property market, low prospective rents (determined by limited local perception of the business opportunities in local supply chains and elsewhere) and high required investment yields (in a thin local market) interact to reduce values to levels too low to justify construction, even at places where potential longer-term opportunities exist. This coupled with the high cost of adding utilities connections to the site underpin the need for Towns Fund investment.





## Alignment to Strategic Objectives

- Strategic Objective 1 & 2



## Governance structure and delivery partners

NLC responsible for overarching programme governance.

Delivery agreement will be entered into through a procurement process for the construction of the facilities. NLC are also in discussion with potential occupiers. Delivery partners:

- Homes England – landowners



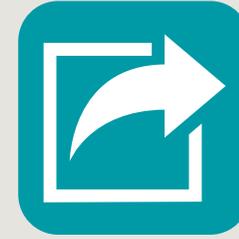
### Links to Towns Fund objectives

- Urban regeneration, planning and land use
- Skills and Enterprise



### Timescales for Delivery

Construction phase: 20/21 to 22/23  
Operational from: 2023



### Outputs

- Provide approximately 390,000m<sup>2</sup> of commercial floorspace to support the advanced manufacturing sector.
- Delivery of new transport and utility infrastructure to open up commercial space.



### Major Interdependencies

- The land currently has outline permission for the development of a business park, the land is in the ownership of KMG and is subject to negotiation with Homes England who hold a first change over the land. The Council has made a formal market valuation offer to Homes England.
- Homes England openly support the development of the advanced manufacturing park and have plans to support the project come forward.
- The northern junction project is being developed with a £4.5m investment that will open up the land for development. Completion early spring 2021.



### Project level stakeholder engagement

Engagement has been undertaken with the following key stakeholders:

- Lincoln University
- Hull University
- British Steel
- BEIS



### Outcomes

- Creation of jobs and associated Gross Value Added (GVA) benefits.
- Supporting the location of new businesses to Scunthorpe.
- Encourage further inward investment into Scunthorpe.



## Project 2

# Enabling a Future for Clean Growth in Scunthorpe

North Lincolnshire Green Energy Park is earmarked to be located on Flixborough Industrial Estate in Scunthorpe. At its core will sit an Energy Recovery Facility, generating up to 95MW of electricity from 380MW of thermal energy. To ensure the greatest possible efficiency, this will sit alongside 10MW of hydrogen storage, 30MW of battery storage, 120 tonnes of steam storage and an ash treatment facility.



The park will include several energy developments that are vital to North Lincolnshire's decarbonisation agenda. It is important the necessary heat and power networks are in place locally to take advantage and utilise this low carbon renewable source of electricity.

This Enabling a future for Clean Growth in Scunthorpe project is one development within the wider Green Energy Park that will provide the necessary electricity infrastructure to fuel clean growth and decarbonise Scunthorpe. An underground power network will be installed from the Energy Recovery Facility site to key developments in North Lincolnshire. The underground circuit will transport low carbon renewable electricity directly to the end user.

It will be delivered in partnership with Solar 21. The full extent of the Green Energy Park is outlined in the diagram below.

### Project Rationale

North Lincolnshire is 1 of 4 regions in the Humber and the Humber region aims to be the first net zero industrial cluster by 2040 but it is not on track to achieve this target currently. Scunthorpe is the second worst town in the UK for air pollution in a report by the WHO with 15 micrograms per cubic metre.

Long term exposure in areas with high pollution levels can lead to permanent health effects. This is a particular concern because Scunthorpe has an increasing ageing population (27.1% of the population by 2026 above 65 compared to 17.7% in 2006) therefore the health costs incurred driven by poor environmental conditions will be extremely damaging and costly.

The Economic Growth Plan aims to grow manufacturing and engineering supply chain hubs. This intervention will provide an attractive clean growth proposition to organisations seeking to locate business activity. It is a key component in attracting advanced high-tech manufacturing industries requiring reliable, affordable and sustainable sources of electricity.

Since 2000 the average domestic cost of electricity has increased by 193%. and is forecast to continue increasing. Scunthorpe being a relatively deprived area face an increased risk of residents being in fuel poverty. This intervention could reduce the cost of electricity by up to 60%.





## Alignment to Strategic Objectives

- Strategic Objective 1 & 5



## Links to Towns Fund objectives

- Urban regeneration, planning and land use



## Timescales for Delivery

Construction phase: 20/21 to 21/22  
Operational from: 2022



## Governance structure and delivery partners

NLC responsible for overarching programme governance.

Arrangements for network management, connections and billing and price of energy are subject to further consideration and negotiation with providers.

Key delivery partners include:

- Solar 21
- Local Distribution Network Operator



## Major Interdependencies

- DCO approval of the Energy Recovery Facility - due to the size it requires a DCO from the Secretary of State.
- Construction and full commissioning of the Energy Recovery Facility.



## Project level stakeholder engagement

Engagement has taken place with renewable energy infrastructure specialists and engineering teams.



## Outputs

- Provision of renewable low carbon electricity to key housing and commercial developments across North Lincolnshire.
- Reduced cost of electricity.



## Outcomes

- Improved perceptions of the place by residents and businesses as we transition to a low carbon economy.
- Environmental improvements in North Lincolnshire.
- Sustainable housing and commercial development.





### Project 3

# Developing Scunthorpe's New Cultural, Arts and Heritage Offer

North Lincolnshire Council and partners will create a new cultural, arts and heritage offer in our Urban Centre of Scunthorpe.

The project will be a focal point for civic pride as Scunthorpe town centre is reinvented because of the council's Town Centre Masterplan and be central to challenging preconceptions about Scunthorpe. The project will continue to shape our civic, cultural, arts and heritage quarter along with project anchor and Scunthorpe Urban Park.



## Project Rationale

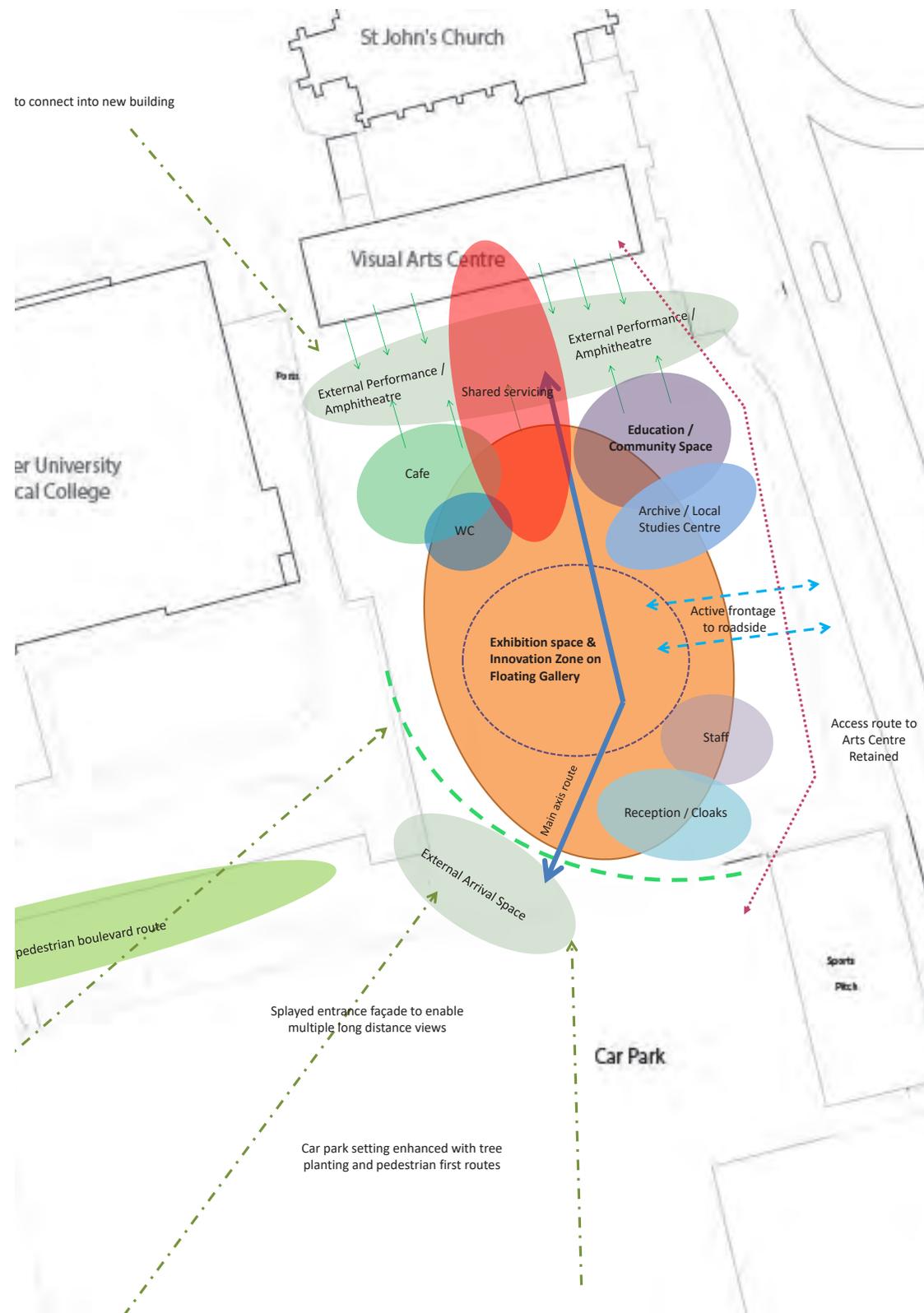
Together with the support of the Towns Fund, North Lincolnshire Council, HLF, private sector and the Arts Council, this project can act as one of the anchors in creating the new economic future for Scunthorpe, showcasing how the past has created our future and beyond

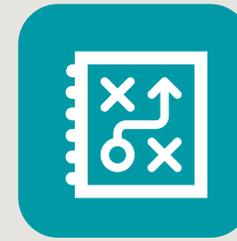
Research and consultation undertaken has identified how the distinctive geology and geography of North Lincolnshire has, and continues to define both the inward migration of people to this area, where they have settled, and its industry. The completed project will be a 'must see' that brings new visitors to the area and encourages those passing nearby to visit the town centre.

The project will learn from heritage and cultural attractions elsewhere, including outside of the UK, to ensure all opportunities are seized. Proposals for the project currently include a purpose-designed temporary exhibition area, shared with 20-21, so that travelling 'blockbuster' exhibitions from organisations such as the Science Museum and Natural History Museum can be brought to Scunthorpe.

The project will serve to inform and orientate local people and visitors and encourage them to go out and explore the heritage of North Lincolnshire and its remarkable breadth through our footpath/cycleway network within Scunthorpe. Through this, the project provides a local attraction which contributes to the enhancement and enrichment of both residents and visitors.

An Innovation Zone where interactive STEM-linked exhibitions will be complemented by displays from local science and technology employers and science departments from national universities showcasing local and national innovation as a means of inspiring local young people to pursue STEM studies and careers which will help to address our local skills base. Attainment above Level 3 is poor and there are considerable opportunities for the project to play a key role in raising aspirations and broadening the horizons of communities by working directly with schools, colleges and universities in broadening their STEM-based curriculum, and by opening up the potential of STEM related career opportunities.





## Alignment to Strategic Objectives

- Strategic Objective 4 & 5



## Governance structure and delivery partners

NLC responsible for overarching programme governance.



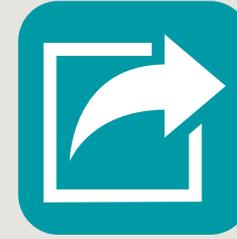
### Links to Towns Fund objectives

- Urban regeneration, planning and land use
- Skills and Enterprise



### Timescales for Delivery

- Construction phase: 22/23-23/24
- Operational from: 2024



### Outputs

- Provision of 3,000m<sup>2</sup> fit-for-purpose museum space.



### Major Interdependencies

- Project Anchor.
- Scunthorpe Urban Park.



### Project level stakeholder engagement

- In developing this project, the following stakeholders were engaged:
- HLF.
  - Arts Council.
  - Communities and Residents.



### Outcomes

- Perceptions of the place by residents/visitors.
- More visitors/spend.
- More cultural activities/events.



## Project 4

# Developing Our People and Communities Project

This project seeks to invest in the social and economic infrastructure that is vital to the area's growth, prosperity and success through stimulating and facilitating people, communities and organisations to creating long term sustainability. To do this, we will make a case for a new eco-skills demand-pull system for Scunthorpe arguing that greater local influence over skills would result in better outcomes for individuals, communities and businesses.



The project will make significant contributions to people having better chances in life, with better access to training and employability by:

1. Providing individual pathways to labour market participation
2. Creating opportunities for graduates and SMEs
3. Improving the integration of marginalised communities
4. Combating discrimination
5. Improving low level skills, Community and social capacity building, peer support programmes.
6. Developing a purpose-built training facility for health and social care, known as “Clinical Health Simulation Centre”

### **Project Rationale**

Scunthorpe’s economic landscape is continuing to evolve with emerging new and diversification of existing sectors, this has brought with it a need for a wider skills base and greater community empowerment. The development of the skills base will have a critical role to play in future prosperity whether that be for individual, the employer or the wider community. It is the intention of NLC to have a sustainable world-class lifelong integration of skills and development system that everyone can access that ensures the communities reach their full potential.

It is the Council’s intention to provide local communities with a clear progression route and techniques to enhance skills, resilience, inclusivity and belonging through greater linkages between skills levels and local labour market demand.

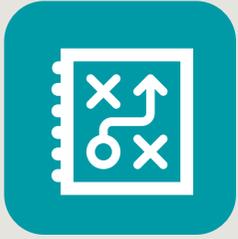
Therefore, one key aim of the project is to work with, listen to, include and build/ increase the involvement of local residents, businesses and HE/FE establishments in a wide range of community engagement and skills development to address existing and ongoing issues relating to a declining socio-economic situation. The project will also link to and promote the national initiative of lifelong learning/skills building and provide opportunities for participants to progress towards both accredited and informal learning provision. Project activities will provide a range of supported/

flexible learning, observation, development, taster and participation experiences which will work to provide a platform for the acquisition of greater academic and vocational skills leading to employment/progression.

The project will also address the issues employers in the health and social care sectors in the Humber, Coast and Vale are unable to permanently recruit all the staff they require to deliver services, resulting in heavy and increasing reliance on temporary staffing.

Apprenticeships need to be the cornerstone of vocational education and provide a route into work for hundreds of thousands of people in the UK every year. They matter particularly to manufacturing employers, given the hands-on, workplacebased experience they provide, we will work with local businesses to ensure that the levy paid in Scunthorpe is used in Scunthorpe.

Lifelong learning is vital to provide Scunthorpe’s workforce with the skills to move into new roles. Training schemes aimed at up-skilling workers to meet the emerging requirements of employers, especially in the manufacturing sector are required. There should also be a new focus on Further Education to ensure that all communities have access to college courses providing vocational training, meeting the needs of the labour market now and in the future.



### Alignment to Strategic Objectives

- 1. Strategic Objective 2 & 3



### Links to Towns Fund objectives

- Urban regeneration, planning and land use
- Skills and Enterprise



### Timescales for Delivery

- 1. 2021/2022 Clinical Health Simulation Centre
- 2. Skills and community development 2021-2026



### Governance structure and delivery partners

- NLC responsible for overarching programme governance.
- The council will be engaging with service providers on the delivery of the programme. The service scope will be a mix of direct Council run services and services procured using specialist delivery partners. The arrangements will be confirmed at the business case stage.



### Major Interdependencies

- Government skills and employment incentives.
- Get Britain Building.
- Greater Lincolnshire Devolution Deal.



### Project level stakeholder engagement

- In developing this project, the following stakeholders were engaged:
- Northern Lincolnshire and Goole NHS Trust.
  - North Lincolnshire CCG.
  - DWP.
  - DN Colleges.
  - University of Lincoln.
  - Hull University.
  - 200 local companies.



## Outputs

1. Community enablement toolbox
2. 639m<sup>2</sup> of specialist skills space refurbished to health standard
3. Specialist equipment for training
- 4.1 Fully equipped simulated Health Care facility (Home)
- 5.1 Fully equipped simulated Health Care facility (Clinical)
- 6.12 Learning spaces equipped with interactive white boards
- 7.1 Bioscience Laboratory
8. Join up public services, as devolution enables the better local integration of skills with other public services such as DWP and health. (Cradle to Grave IAG)



## Outcomes

- Perceptions of the place by residents/visitors
  - Mitigated economic impact of COVID-19 by the provision of reskilling workforce in more resilient jobs
  - Increased economic growth, by linking skills with the labour market needs of local communities and economies.
  - Increased graduates into SMEs
  - Boost productivity through improving skills levels.
  - Enable employer engagement, with devolution offering the chance for the system to become more responsive to local economic needs. (demand pull not push)
  - The opportunity for innovation, as devolved systems offer greater scope for local areas to innovate and experiment.
- Number of new learners assisted
  - Number of Apprenticeships
  - Number of Graduates into SMEs
  - Reduction in unemployment levels
  - Increased % of learners gaining relevant experience/being 'job ready'
  - Increased numbers of population qualified to Level 4 and above, higher level apprenticeships to meet employer and individuals needs
  - Training levels increased for Health and Social care employers across the private and public sectors
  - Adults 19+ including the unemployed to retrain/upskill and retain in local economy





SCUNTHORPE  
GENERAL  
HOSPITAL

## Project 5

# Integrated health, innovation and emergency services hub

Supported by our partners STP - HCV, CCG, NLAG and NLC, this project will deliver 20 acres of land and the conditions for the creation of an integrated health, innovation and emergency services hub for Scunthorpe, including blue light centre, innovation and development centre and business park for supply chain, in an edge of Town Centre location.



SCUNTHORPE  
GENERAL  
HOSPITAL

Our final phase in the project will see the development of new hospital for Scunthorpe, this will take longer than the programme of Towns Fund but the land acquisition and phases 1,2 and 3 will enable this development.

Through the creation of the centre of excellence we will release 6 acres for older peoples housing.

Our current health and emergency offer has not had the opportunity to take the lead in working towards governments carbon neutral. This project will be developed with the ambition of ‘clean and green’, utilising the opportunities that the growing ‘green’ industry will enable.

The ambition of the project is to create a carbon neutral site – the first in England, using both heat and chilled green wire capacity.

**Project Rationale**

The current Acute Hospital offer is outdated and not fit for a 21st century health offer, many parts of the site dilapidated, not suitable of clinical use and in need of substantial capital investment.

Our blue light services are spread across three sites in the town centre preventing the opportunities that integration on one site affords in creating opportunities for innovation, integration, transformation and ultimately total transformation – this will form the first phase of the project.

The trust also has an issue attracting both Doctors and Nursing staff to Scunthorpe due to the lack of quality accommodation and ancillary services creating new accommodation is a must if Scunthorpe is to attract the best in the UK, this will be the second phase of the project.

Development of health sector is key in North Lincolnshire not just as provider, we already have a strong links to the health care sector with the provision of over 70% of all paper products used in the NHS developed and manufactured in Scunthorpe, we want to build this sector through the development of R&D working our universities of Lincoln and Hull, this will support our ambitions for higher level jobs and this will be the third phase of our project.





## Alignment to Strategic Objectives

- Strategic Objective 4, 5 & 6



## Governance structure and delivery partners

NLC responsible for overarching programme governance.



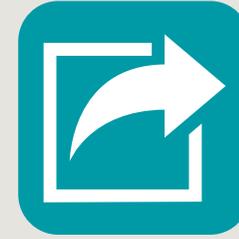
### Links to Towns Fund objectives

- Urban regeneration, planning and land use
- Connectivity
- Skills and Enterprise



### Timescales for Delivery

- Construction phase: 2022-2024
- Operational from: 2025



### Outputs

- 20 acres of land brought back into mixed use.
- Development of commercial land.
- Creation of quality accommodation.
- Integrated Blue Light Services.
- Development of R&D presence for Healthcare in North Lincolnshire.
- 2 acres of brownfield land brought back into use for Housing.



### Major Interdependencies

- Purchase of Land.
- Funding from HM Government.
- One Public Estate.



### Project level stakeholder engagement

- In developing this project, the following stakeholders were engaged:
- Humber Coast and Vale.
  - Northern Lincolnshire and Goole NHS Trust.
  - North Lincolnshire CCG.



### Outcomes

- Creation of new jobs.
- Improved healthcare provision.
- Transformation of Blue Light Services.



## Project 6

# Creating 21st Century Digital Connectivity

In North Lincolnshire, 94% of the area has access to Superfast Broadband however, less than 2% has access to Ultrafast Full Fibre to the Premise (FTTP) Broadband. This project specifically aims to increase this percentage by provision of the infrastructure, to enable more North Lincolnshire business and residents gain access to Ultrafast FTTP Broadband.



The Ultrafast FTTP network will be delivered in the heart of Scunthorpe Town Centre and will have speeds of up to 1000Mbps. The network will be installed in the map provided below and will include a 100m buffer zone surrounding the cable. This route includes many businesses in the core professional services area of Scunthorpe Town Centre as well as several key manufacturing businesses located at Foxhills Industrial Estate.

The intervention area was identified by a local board and is an area with high levels of deprivation. This first phase of the network will enable Scunthorpe to achieve its ambition of the masterplan and will support the future growth of the Town Centre. Future phases of expanding the network will continue to be explored.

### Project Rationale

This intervention will reduce barriers to deployment of gigabit-capable connectivity whilst enabling 5G and fibre connectivity to support local businesses to compete globally.

In 2018, the Place Marketing Board raised that poor broadband was impacting upon productivity and was preventing businesses making future investment. This need has continued to strengthen at pace.

In 2020, over 1300 residents and local businesses have registered an interest in receiving Ultrafast Fibre to the Premise Broadband in a survey conducted in 2020 by North Lincolnshire Council.

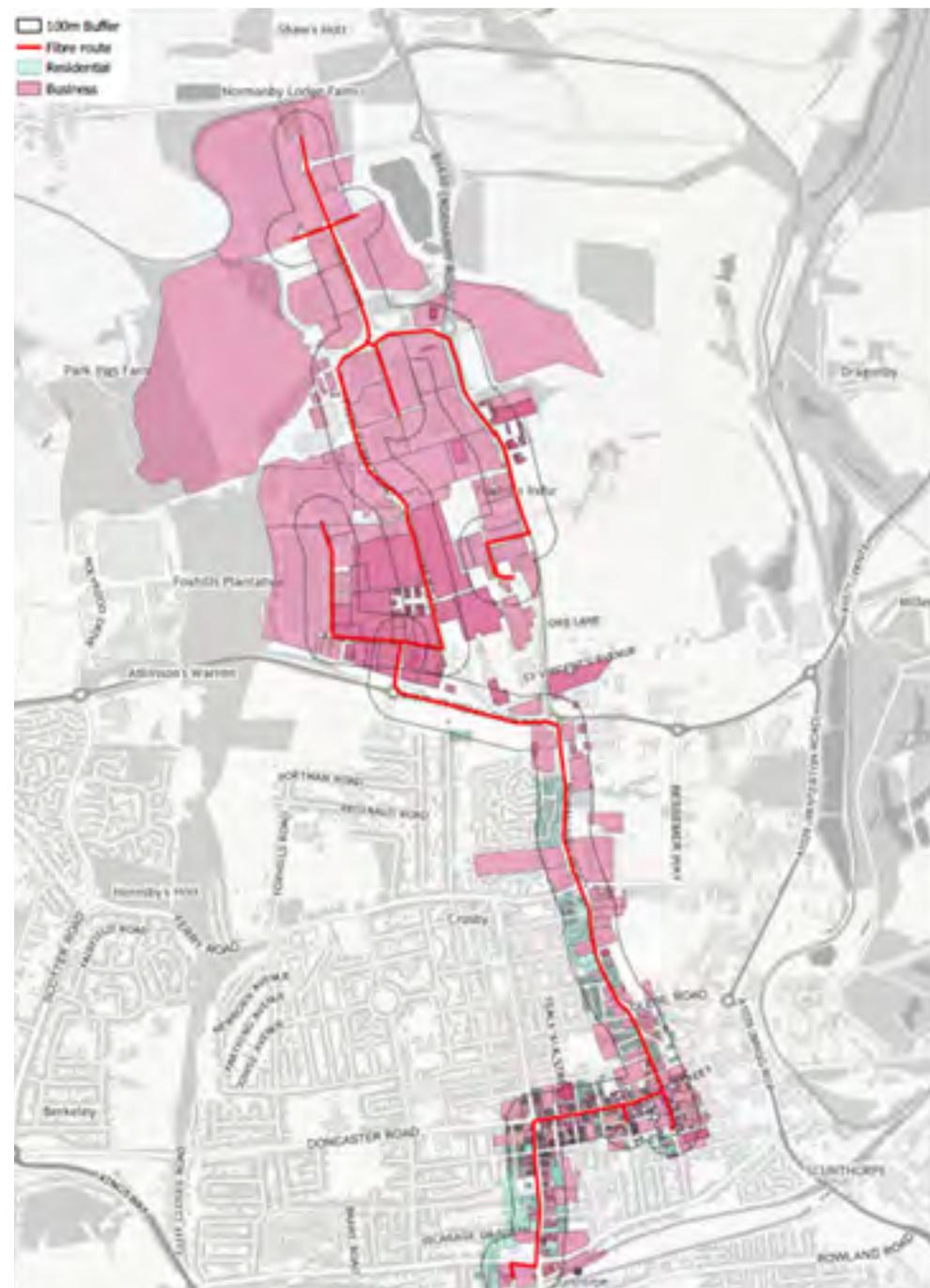
Covid-19 has exacerbated network demands with many businesses experiencing increased connectivity issues.

High speed digital connectivity is fundamental in North Lincolnshire achieving its Economic Growth Plan. It supports:

- An increase in productivity from existing businesses.
- The growth of the manufacturing and engineering supply chain hubs.
- The diversification of workforce into creative and digital sectors.
- Town centre revival through increased digital engagement.
- An enhanced visitor economy.

Successful and widescale deployment of Ultrafast Full Fibre to the Premise infrastructure is seen as a vital foundation for the future prosperity of the town.

It sits at the heart of much wider digital advances, powering smart cities of the future and driving smart IoT technologies in healthcare and manufacturing.





## Alignment to Strategic Objectives

- Strategic Objective 1, 2 & 5



## Links to Towns Fund objectives

- Connectivity



## Timescales for Delivery

20/21 - 12-week programme to install the digital network



## Governance structure and delivery partners

NLC responsible for overarching programme governance.

Key delivery partners include:

- Telecoms Provider
- Wholesale Connectivity Specialists
- North Lincolnshire Council ICT
- BDUK

All state aid implications are currently under consideration.



## Major Interdependencies

Continued support from Government to accelerate FFTP roll out.



## Project level stakeholder engagement

In developing this project, the following stakeholders were engaged:

- A region wide survey collating over 1300 responses registering an interest in receiving ultra-fast fibre to the premise.
- Place Marketing Board.
- Towns Fund Board.



## Outputs

- Infrastructure to support 5G coverage.
- Infrastructure to support Full Fibre to the Premise connectivity.
- Supporting business productivity and growth.



## Outcomes

- Increased 5G coverage.
- Increased broadband speeds up to 1000Mbps.
- Improved internet access and usage by businesses.





## Project 7

# Transforming the Scunthorpe Housing Market

Working in partnership with Homes England, Housing Development Partners, Registered Landlords and the private sector we will create a programme of housing delivery through a revolving funding Scunthorpe by re-purposing existing land, the acquisition of key sites and the utilisation of sites released through the Towns Fund Programme Projects due to sites having high cost remediation, site preparation vs low values.



### Sites targeted as part of this programme include:

- South Leys School – 170 new dwellings
- Scunthorpe Bus Station – 100 new dwellings
- Ashby Market – 40 new dwellings
- Sandfield House – 30 new dwellings
- Land at Doncaster Road – 40 new dwellings
- Bridge House Hotel – 20 new dwellings
- Other sites – 100 new dwellings

### Project Rationale

The delivery of new homes is a key national issue. In recent years, the Government has implemented several measures and reforms to the planning system intended to deliver more housing, improve housing affordability and remove barriers to development. Local planning authorities (LPAs) are challenged to be more proactive in increasing the speed, quality and quantity of housing supply to meet the identified housing needs of their local area. Stimulating and supporting home building is particularly important considering the Covid-19 crisis which has had a negative impact on development activity.

NLC is committed to creating the best place for our residents and businesses by being the best council we can be. We want the area and its communities to be safe, well, prosperous and connected. The council is bringing forward transformational growth and working hard to bring forward a new local plan that can guide development up to 2038. The Submission Local Plan documents is expected to be out for public consultation Autumn/Winter 2020 and provides the framework for housing delivery over the next 17 years.

Whilst the Council has identified sites and planned for growth, actual delivery rates over the past 10 have not matched those set out in planning policy. This can be attributed to the high cost of remediation and abnormal versus low land values.

The introduction of the standard method had significantly reduced the local housing needs target that is set out in current policy from 754 dwellings per annum to 419 dwellings per annum on 1 April 2019.





## Alignment to Strategic Objectives

- Strategic Objective 4 & 5



## Governance structure and delivery partners

NLC responsible for overarching programme governance. The monies will be released strictly under the purview of developing identified sites.



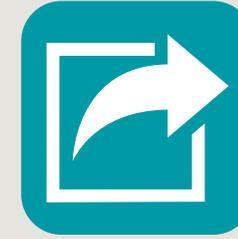
### Links to Towns Fund objectives

- Urban regeneration, planning and land use



### Timescales for Delivery

- Construction phase: 2021-2026 and beyond.
- Operational from: 2024.



### Outputs

- Acquisition of key sites.
- Delivery of 500 new dwellings.



### Major Interdependencies

- Centre for Excellence and Innovation for Health and Emergency Services.
- Ability to acquire key sites.



### Project level stakeholder engagement

- In developing this project, the following stakeholders were engaged:
- Homes England.
  - Private Sector.
  - RL



### Outcomes

- Improved quality and quantity of housing available.
- Redundant brownfield sites brought back into use.



### **Project risks and support requirements**

The table below details further support requirements for each intervention from central government, as well as the main identified risks that could affect the delivery and success of projects.

Project	Asks	Risks
<b>Advanced Manufacturing Park</b>	<ul style="list-style-type: none"> <li>• Strategic discussions with Homes England to ensure the availability of the land for development.</li> <li>• Strategic discussion with UKDIT, BIES to ensure that the site is brought forward to potential investors.</li> <li>• Facilitate Innovate UK to ensure strategic links and access to appropriate Catapult Centres</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of progression by Homes England in making the site available for development.</li> <li>• Lack of inward investment opportunities in Advanced Manufacturing.</li> <li>• Failure to bring forward Solar 21 Development</li> </ul>
<b>Enabling a future for Clean Growth in Scunthorpe</b>	<ul style="list-style-type: none"> <li>• Strategic Support from BEIS Clean Growth Team to enable this project to progress.</li> <li>• Enabling approach from Secretary of State in determining DCO applications in a timely manner.</li> </ul>	<ul style="list-style-type: none"> <li>• DCO Application not approved in a timely manner.</li> <li>• State Aid</li> </ul>
<b>Developing Scunthorpe's New Cultural, Arts and Heritage Offer</b>	<ul style="list-style-type: none"> <li>• A discussion on capital and revenue support to protect our built heritage across Scunthorpe, especially our Grade I listed building, with the scope to use the ACE's Cultural Investment Fund more strategically.</li> <li>• Access to ACE strategic funding to develop our approach to cultural capacity building to support opportunities for all in the arts, heritage and cultural sector in the Scunthorpe.</li> </ul>	<ul style="list-style-type: none"> <li>• Match Funding is not secured</li> </ul>
<b>Developing Our People and Communities Project</b>	<ul style="list-style-type: none"> <li>• Proactive dialogue with the Department for Education on greater flexibility to enable skills providers to deliver a greater range of skills for employability programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Unable to secure suitable provider to deliver skills programme.</li> </ul>
<b>Integrated Health, Innovation and Emergency Services Hub</b>	<ul style="list-style-type: none"> <li>• Continued support for the Humber Coast and Vale Health and Care Partnership working with the NHS England/Improvement (NHSE/I) Regional Team and the Strategic Estates Team to secure national support for the development of new hospital facilities in Scunthorpe capital cost £350-£400m.</li> <li>• Strategic discussion with GL One Public Estate Boards and with Cabinet Office representatives to support the transformation of blue light services and NHS staff accommodation in Scunthorpe.</li> </ul>	<ul style="list-style-type: none"> <li>• Capital for development of new hospital not made available.</li> </ul>
<b>Creating 21st century digital connectivity</b>	<ul style="list-style-type: none"> <li>• Continued support from Government to accelerate FFTP roll out</li> </ul>	<ul style="list-style-type: none"> <li>• Market does not continue to develop.</li> <li>• State Aid.</li> </ul>
<b>Transforming the Scunthorpe Housing Market</b>	<ul style="list-style-type: none"> <li>• Strategic discussions with Homes England to access additional funding streams to support complex sites to be unlocked that support enabling works across NL.</li> <li>• Better alignment between housing, health and social services to ensure we can determine optimum solutions to support our older and other vulnerable residents.</li> <li>• Access to investment programmes to support the development of the Scunthorpe Transport Hub and Active travel routes.</li> </ul>	<ul style="list-style-type: none"> <li>• Developer and housing market failure.</li> <li>• Sites are not vacated as other projects are not progressed or delayed.</li> </ul>

## 7. Strategic alignment

The activities of the Scunthorpe TIP will support aligned initiatives and existing funding asks and streams. There are a number of existing funding applications with Government and this TIP requests an enhanced consideration of them, due to their importance in delivering the overarching TIP.

### Future High Street Fund

The Scunthorpe TIP and Future High Street projects firmly align, and a collaborative approach has been pursued to ensure the principles of complementarity and added value is embedded in our approach.

The FHSF bid is an approximately £15,600,000 application for funding to deliver two projects to revitalise the high street in Scunthorpe through the establishment of an Enterprise and Innovation Hub, student accommodation and structural changes to the public realm in two key public spaces.

This application for funding aligns strongly with a number of the identified Town Deal projects, through strengthening Scunthorpe's town centre public realm, revitalising the high street, and supporting existing businesses.

### Project 1: Anchor Project (redevelopment of the former Scunthorpe Market site)

Redeveloping the former Scunthorpe Market site will reshape the opportunities for employment and skills development within the town centre through the establishment of the Enterprise and Innovation Hub. Project Anchor will unlock start-up and incubator space for businesses, enabling links between the nearby educational facilities. The working space will provide well-fitted out workshop and meeting rooms, ultrafast broadband events and apprenticeship spaces, all aimed at encouraging cross- collaboration and business hub support. In addition to this the mixed-use development will provide a block of student accommodation for John Leggott College.

### Project 2: Church and Library Squares

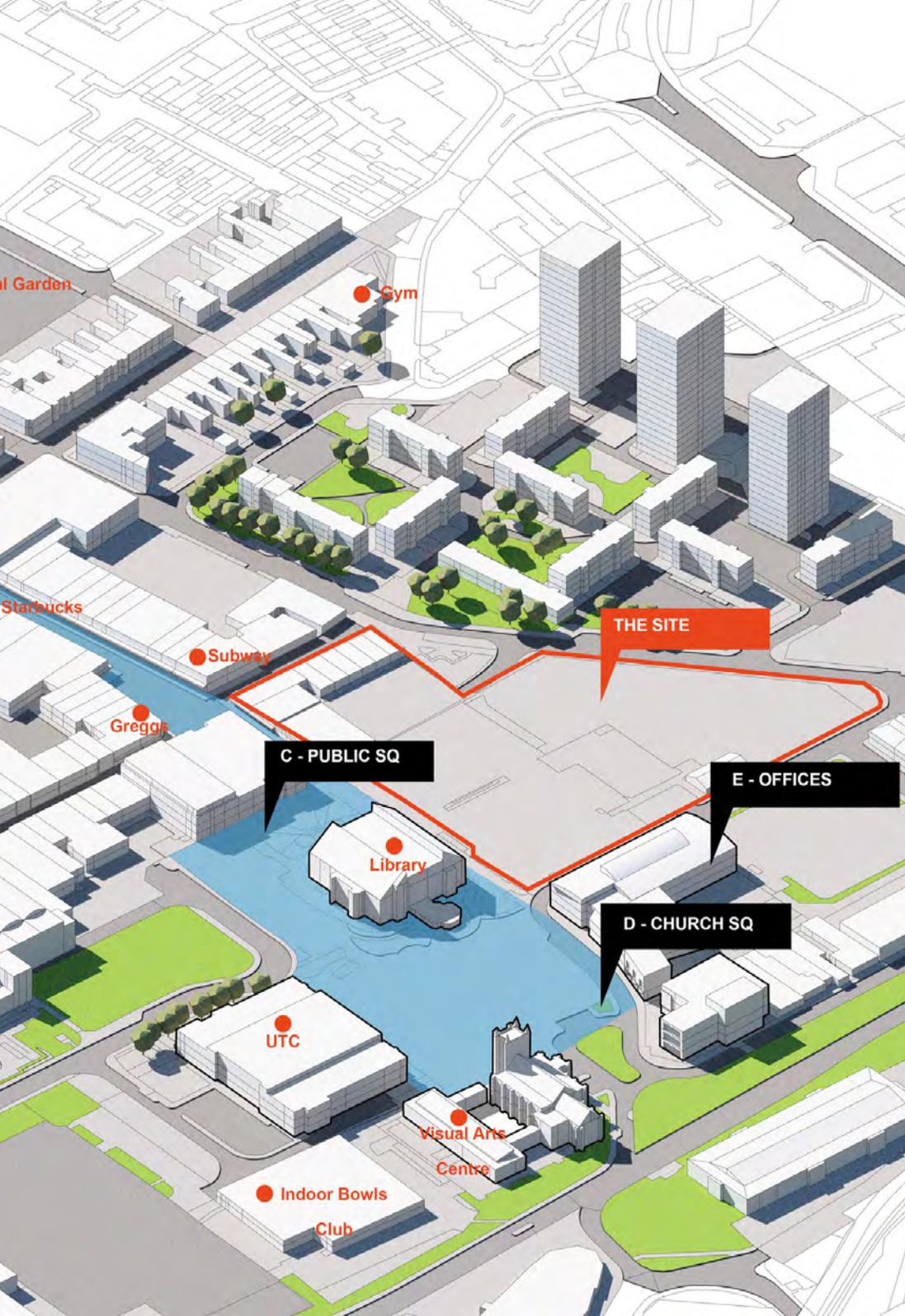
Despite representing the most substantial, centrally located public space in Scunthorpe, Church and Library Squares each feel listless and empty. A lack of functions, missing enclosure at the squares' edges, poor-quality urban landscape and ground instability limit the spaces' ability to attract and retain visitors and create safety perception issues. The proposals will reshape and renew both squares creating a vibrancy with new functions to attract residents and encourage inward investment. The works will introduce vivacity through colour, planting and activity, which is currently missing from the space.

- *Library Square* will be revitalised as a place for people to eat, relax, socialise and do business. The public realm will improve social experiences and regain the lost sense of community, by attracting more users and encouraging more socially aware behaviours. Twelve repurposed shipping container units will line the northern and southern edges of the square creating a dynamic and exciting presence. These units will be filled with a combination of shops, bars, restaurants, venues and

affordable working spaces that will encourage residents, workers and visitors to dwell; creating a nucleus for new social and cultural institutions as well as expanding on local skills and employment opportunities, linking to localised apprenticeship space within the adjoining Enterprise and Innovation Hub attached to Project Anchor.

- *Church Square* will provide a series of intertwined social places to play, exercise and relax. Future development sites around the square will be filled green space that is currently lacking throughout the town centre. The introduction of trees and planting will improve the air quality within the town centre, helping to offset carbon impacts and pollutants generated by the steelworks. The transformation will draw people to the spend time in the squares whilst improving safety and creating a setting for future developments to come forward.





## Scunthorpe Town Centre Masterplan

Scunthorpe's Town Centre Masterplan delivers a transformative vision on how Scunthorpe Town Centre could evolve over the next ten years. Providing a co-ordinate approach that will ensure Scunthorpe Town Centre can compete effectively with other destinations and delivers NLC's wider objectives for the improvement of the environment and local economy.

The Town Centre Masterplan aims to build on the success of the first phase of the £60m investment by 2022, regenerating the town centre and maximising Scunthorpe's existing assets.

Five strategic objectives were established in the Town Centre Masterplan to ensure the delivery of enhanced growth of the town centre and the realisation of Scunthorpe Town Centre Masterplan vision which are as follows:

1. Connectivity – To improve connectivity within the town centre and surrounding area.
2. Housing – To support the development of housing in the town centre.
3. Employment – To provide conditions to strengthen employment opportunities.
4. Quarters – To create the conditions for prosperous quarters: Commercial Quarter, Leisure & Retail Quarter, Housing Quarter and Lifelong Learning Quarter.
5. Quality – To improve the quality of life for those living, working and visiting the town centre.

Ten projects are put forward in the Scunthorpe Town Centre Masterplan which will deliver transformational change by supporting sustainable growth, attracting inward investment, informing development management decisions, and creating new and improved public spaces to benefit all.

Project	Description
<b>Pedestrian and Cycling Connectivity</b>	<ul style="list-style-type: none"> <li>• Create a pedestrian gateway to and from Scunthorpe Train Station.</li> <li>• Extending the pedestrian zone in Scunthorpe Town Centre.</li> <li>• Improve the pedestrian gateways from Scunthorpe Town Centre car parks.</li> <li>• Review cycling facilities in and around the town centre, in accordance with North Lincolnshire Council's Cycling Strategy</li> </ul>
<b>Car Parking Strategy</b>	<ul style="list-style-type: none"> <li>• Develop a co-ordinated Car Parking Strategy.</li> <li>• Consider the land use of Frances Street Car Park.</li> <li>• Consider the land use of High Street East Car Park.</li> <li>• Explore opportunities to expand parking provision at Scunthorpe Train Station Car Park.</li> </ul>
<b>Highways Infrastructure Improvements</b>	<ul style="list-style-type: none"> <li>• Road infrastructure improvements on the Town Centre network.</li> <li>• Increase Electric Vehicle Charging Points.</li> <li>• Develop an effective Signage Strategy, creating a Visitor and Industrial Route into the Town Centre.</li> </ul>
<b>Public Transport Interchange</b>	<ul style="list-style-type: none"> <li>• Explore opportunities for potential co-location of public transport facilities.</li> <li>• Explore opportunities to deliver improvements to Scunthorpe Train Station and Scunthorpe Bus Station.</li> </ul>
<b>Commercial Quarter</b>	<ul style="list-style-type: none"> <li>• Development of the former Scunthorpe Market Site.</li> <li>• Explore current uses of Trafford Street units.</li> <li>• Explore current uses of Station Road units.</li> </ul>
<b>Leisure &amp; Retail Quarter</b>	<ul style="list-style-type: none"> <li>• Reduction of retail unit sizes.</li> <li>• Mixed leisure &amp; retail offer.</li> </ul>
<b>Housing Quarter</b>	<ul style="list-style-type: none"> <li>• Consider the future use of Scunthorpe High Street.</li> <li>• Consider the future use of Church Lane housing.</li> <li>• Consider the future use of Laneham Street.</li> </ul>
<b>Lifelong Learning Quarter</b>	<ul style="list-style-type: none"> <li>• Explore options to deliver an Educational Campus.</li> </ul>
<b>Tourism &amp; Events</b>	<ul style="list-style-type: none"> <li>• Extend the facilities of 20-21 Visual Arts Centre.</li> <li>• Extend the facilities of Scunthorpe Museum.</li> <li>• Increase town centre Tourism opportunities.</li> <li>• Develop a yearly Events Programme.</li> </ul>
<b>Public Realm Strategy</b>	<ul style="list-style-type: none"> <li>• Replacement of Street Furniture.</li> <li>• Town centre Recycling Strategy.</li> <li>• Introduction of soft landscaping.</li> <li>• Replacement of signage.</li> <li>• De-cluttering the town centre.</li> <li>• Assign Event Space.</li> </ul>

### Wider Strategic Alignment

The Scunthorpe TIP is a standalone application for investment from the Towns Fund for a selection of projects in the town. Yet the projects included in the TIP have been informed and developed with wider local, regional and national policy considerations taken into account. The key local, regional and national policy documents and reports considered are summarised in the figure opposite.



## Spatial Strategy

The Scunthorpe Town Centre Vision and Masterplan seeks to create a thriving town centre that provides a liveable environment for people to live, work and enjoy. It will achieve this through the identification of specific town centre priority areas, designed to address key systemic issues and bring about positive change for the borough on a whole. Ensuring Scunthorpe has the draw to attract, retain and grow businesses is of paramount importance in the Vision and is identified as an area of priority within the town centre. The Town investment Plan reflects the same objectives.



- Towns Fund Project
- Future High Street Fund Project
- Masterplan Implemented Project

**Library Square**

**Integrated Health, Innovation and Emergency Services hub**

**Church Square**

**Project Anchor**

**Ongo Headquarters**

**Transforming the Housing Market**

**Church Square House**

**Advanced Manufacturing Park**

**Cultural, Arts and Heritage Offer**

**Digital Connectivity**

**St Johns Market**

**Community Development and Skills Package**

**Future for Clean Growth**



## How do Towns Fund projects fit with Scunthorpe's strategic plans?

These seven projects have been developed with a careful understanding of the underlying evidence and context, building on Scunthorpe's challenges, strengths and opportunities (set out in Section 2). The rationale for intervention is set out in the project sections previously, but summarised below.

- Scunthorpe has a historical link with the manufacturing sector, notably the production of steel, and the delivery of 390,000m<sup>2</sup> of commercial floorspace within a new **Advanced Manufacturing Park at Lincolnshire Lakes** will provide opportunities for the town to maintain and diversify its strength in the manufacturing sector, which has shown itself to be resilient in the face of Covid-19. Advanced manufacturing is supported by NLC policies, including Council Plan, Economic Growth Plan, the Local Economic Assessment and emerging new Local Plan.
- The Government's Clean Growth Strategy and Industrial Strategy dovetail with the North Lincolnshire emerging Local Plan and Council Plan through the **Enabling a future for Clean Growth in Scunthorpe** project. Boosting Scunthorpe's green credentials will also position the town as a location for companies considering a location with strong environmental credentials which can further support economic growth. Simultaneously, the project has the potential to reduce heating costs which can reduce operating costs for businesses and help address fuel poverty in areas of disadvantage.
- Arts and culture provision forms part of the offer that makes towns compelling places to visit, and revisit, and also to live in. **The Developing Scunthorpe's New Cultural, Arts and Heritage Offer** project will improve the cultural offer in the town centre and there is also an economic dimension as attracting increased footfall to the town centre has spill over effects for other town centre businesses and transport providers creating economic multiplier effects. This project aligns with the Scunthorpe Town Centre Masterplan which includes the proposal to create a leisure and retail quarter.
- The **Developing our People and Communities** project will address barriers to economic growth including unemployment, aspiration, skills and wellbeing by focusing on skills development and community empowerment. This project aligns with the Scunthorpe Town Centre Masterplan which includes the proposal to create a lifelong learning quarter as well as the conclusions of the North Lincolnshire Skills & Employability Plan (2017-2022).
- The **Integrated health, innovation and emergency services hub** project will support improvements in health and well-being of both local and regional populations. This project aligns with the wider objectives outlined in the Emerging North Lincolnshire Local Plan 2017-2036.
- The importance of providing excellent digital connectivity has been proven during the COVID-19 pandemic with the majority of the population forced to conduct a significant amount of the personal and work life exclusively online. The **Creating 21st Century digital connectivity** project seeks to ensure that residents of Scunthorpe benefit from fast and reliable access to broadband and other digital connectivity. This project also aligns with wider regional and national policy as evidenced through the UK Digital Strategy published in 2017.
- The **Transforming the Scunthorpe Housing Market** project has been included to improve the quality and quantity of housing in the town through the delivery of approximately 500 new dwellings across a number of brownfield sites. This project aligns with the Scunthorpe Town Centre Masterplan which includes the proposal to create a housing quarter.

## 8. Approach to Delivery

### Town Deal accelerator funding

Within the Government response to COVID-19 NLC has been provisionally allocated an additional £1,000,000 of funding to be spent in 19/20. This funding will be used for urban realm development at Church Square. The redevelopment will improve the sense of place and reverse the decline in footfall by making it a more attractive destination for visitors; the active frontage with proposed FHSF projects such as the Anchor development, as well as the Developing Scunthorpe's New Cultural, Arts and Heritage Offer and housing delivery programme will provide a more diversified town-centre offer through the provision of a large-scale, flexible function, play and family activity space.

This investment will support COVID-19 recovery and provide a platform for Towns Deal investment.

### Future engagement plan

The Towns Fund Board will collaborate closely with partners in an open and transparent manner on a project-by-project basis given the different speeds that individual projects will move at. The Towns Fund Board will engage and promote participation with all community stakeholders such as residents, business owners, town centre managers. In addition to this, third party stakeholders will be proactively engaged such as the planning, environment and highways authorities. Public engagement will be carefully planned as appropriate to each project.

If successful, a Communications and Engagement Officer will be appointed to lead our consultation programme. The appointee will help the Towns Fund Board and council to ensure the wider programme and strategic narrative is understood in the community. Individual project teams including clients, PMO and consultants will work closely with the Community and Engagement Officer to ensure sufficient and effective engagement and following the overarching engagement plan for projects identified in the TIP, liaising with statutory consultees, voluntary, community and special interest groups, as well as local businesses and residents, MP's and Ward Councillors. Support will be provided by the Council's Corporate Marketing Lead who has relevant experience in community engagement and stakeholder

management to access and utilise the council's existing media platforms to fully engage with members of the public and local businesses. The role of Facebook, Twitter and Microsoft Teams will be an essential form of communication due to the regulations imposed by Covid-19. The role of the Community and Engagement Officer will initial the delivery of surveys, public consultation meetings and facilitate workshops with key stakeholders.

### Key Milestones

**Table 8.4 -Funding secured to date**

Key milestone	Deadline
Submit Town Investment Plan	November 2020
Head of Terms agreement	January / March 2021
Development and Assurance of Business Case	November 2021
Agree final projects and funding	January 2022
Start work on project delivery	February 2022
Full Implementation of projects	January 2022 – March 2026

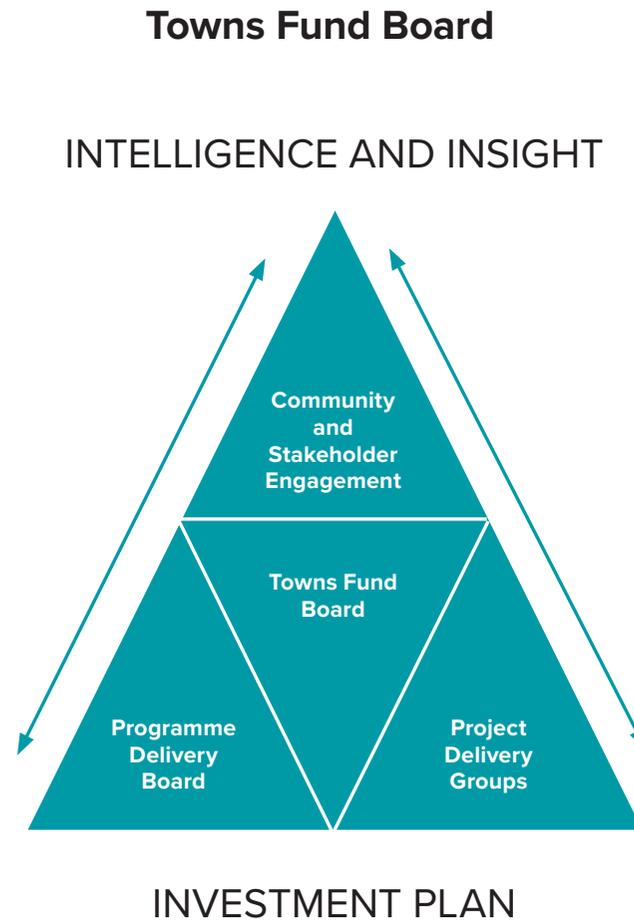
### Governance Structures

The governance and project management arrangements for the delivery of the planned Town Fund programme will operate at two levels. The Board will continue to operate in an advisory role providing strategic oversight of the development of detailed business cases for the priority projects. Towns Fund will be led by the Chair of the Towns Fund Board but will be organised into three areas of work:

- **Intelligence and Insight** - provision of real time data and intelligence to allow effective decision making in relation to the Investment Plan

- **Community and Stakeholder Engagement** – extending to local residents, community groups and ward members
- Programme Delivery Team – Provide strategic leadership and direction to ensure that the Board achieves its goals

The proposed governance structure is depicted in Figure 8.1 below:



At an operational level, the Programme Delivery Team, led by NLC as the accountable body for funding from the Towns Fund, has established governance arrangements for overseeing major capital projects and programmes. These include:

- A dedicated Programme Development Group that will meet on a bi-weekly basis, which will be minuted and published within a week of the meeting taking place. The meetings will feature members of the council's senior executive management team, charged with ensuring capital projects deliver to time, budget and purpose. The Programme Development Group will innovate, be flexible and creative in the delivery of the investment plan and ensure that each project and the overall programme is adequately resourced and for the monitoring of major project and programme risks.
- A capital projects Programme Office, which will provide PMO support to each of the Town Deal projects led by a Programme Director, who will be the Senior Responsible Officer for the overall programme, as well as the sponsor of individual projects and the interface between projects and the Programme Development Group.
- Appointment of individual project managers to progress specific project(s) within the Town Deal on a day-to-day basis, with the primary duty of delivering the project within the required constraints of quality, cost, time, and risk. The Project Manager will also be tasked with ensuring that the project can achieve the benefits defined in the project brief. As the primary project lead, the Project Manager is responsible for managing the drawdown of professional fees and monitoring the performance of external consultants against their appointment criteria.

NLC will work closely with key partners including Greater Lincolnshire LEP, University of Lincoln, University of Hull, Northern Lincolnshire and Goole NHS Trust, North Lincolnshire CCG Humber LEP, Arts Council; HLF and Homes England in developing the detailed business cases for the priority projects. NLC may contract with these organisations to progress individual Town Deal projects. This structure provides both vertical and horizontal lines of accountability where each person and

organisation involved in the delivery of each project must report on progress, spend and outcomes regularly. This process can ensure that the project and hence overall Town Deal programme is delivered correctly and achieves its stated ambitions.

### Business case development plan

All projects set out in the Scunthorpe TIP are at a pre-feasibility stage of development. Once the Heads of Term deal has been reached with Government, NLC will rapidly move to develop Outline and then Full Business Cases for each project.

Areas for development through the business case process include:

- Underpinning studies including market assessments, feasibility, cost assessment and income projections.
- Project designs.
- Planning consents.
- Stakeholder engagement plans.
- Statutory requirements such as state aid, environmental impact assessments, and planning consents.
- Delivery plans.
- Monitoring and evaluation plans.

Independent appraisers will complete a Green book appraisal of the business cases to provide the required assurance, for review and approval by the Town Deal Board.

These business cases will be submitted for review by the Towns Hub, along with confirmation of funding arrangements from third parties, where relevant.

### Assurance and scrutiny process

The Town Deal Board will establish a robust accountability and assurance framework. It is proposed that this will be implemented through a Service Level Agreement with NoNLC who are highly experienced in financial and project management and providing accountable body functions for central government funding.

This role will include:

- Programme management of the Town Deal funding and co-ordination of programme governance to fulfil the Accountable Body requirements.
- Robust performance management systems against agreed Key Performance Indicators (KPIs).
- The preparation of project-specific funding agreements to ensure projects are delivered in a compliant manner, consistent with approved business cases and in line with programme requirements.
- Progress Monitoring Reports and collation of information submitted by each project to record activity, achievement and to explain variation from expected profiles.
- Assurance checks on accuracy and eligibility on the use of Town Deal funding by projects, through the verification of monthly or quarterly financial returns and annual project compliance checks.
- Progress reports and programme risk register to highlight issues related to the Town Deal's performance, including monitoring, tracking and achievements on a monthly basis.
- Quarterly Progress Reports to be shared with the Town Deal Board and MHCLG to include output and spend performance.
- Implementation of any changes in response to performance issues and lessons learnt.
- Production of annual accounts and responses to audit requirements.
- Due diligence checks on project delivery organisations in line with a programme implementation plan.
- Development of tender specifications and procurement processes, where project activity is to be commissioned.
- Oversee the evaluation process (interim and final) to consider the success of the Town Deal in meeting its objectives.



## 9. Acknowledgments

The Scunthorpe Town Fund Board would like to thank everyone who has contributed to the development of the TIP and our Towns Fund investment programme. This includes our public, private, community and third sector partners, all those who submitted project ideas, and our team of strategic advisors. We would also like to thank all those who contribute images to this document. As a Board we recognise that the publication of the TIP is only the first step in helping us to realise our vision for Scunthorpe, but it will not be the only step. As we set out to ‘create a better place’, we need to ensure that we continue to engage with partners, listen to new ideas and initiatives aligned with our vision and priorities, and ensure that the TIP continually evolves and can be supported by Towns Fund and other future funding opportunities.



Revision	Date	Originator	Checker	Approver	Description
<b>1A</b>	12/11/2020	A Bennet	S Donlon	V Hurst	Draft of Scunthorpe TIP
<b>1B</b>	16/11/2020	A Bennet	S Donlon	S Cox	Updates from NLC
<b>1C</b>	16/11/2020	S Donlon	L Potts	M Stuart/M Mumby-Croft	Sign off

