

Public Document Pack

NORTH LINCOLNSHIRE COUNCIL

CABINET

7 December 2020

Chairman: Councillor Robert Waltham **Venue:** Virtual Meeting
MBE Microsoft Teams

Time: 2.00 pm **E-Mail Address:**
richard.mell@northlincs.gov.uk

AGENDA

1. Declarations of Disclosable Pecuniary Interests and Personal or Personal and Prejudicial interests.
2. To approve as a correct record the minutes of the meeting of the Cabinet held on 28 September 2020 (Pages 1 - 6)
3. To receive the minutes of the Health and Care Integrated Commissioning Committee (Committee in Common) held on 22 September 2020 (Pages 7 - 10)
4. Council Plan 2018-21 and COVID19 Mid-Term Recovery Plan (Pages 11 - 50)
Report by the Director : Governance and Partnerships
5. 2020/2021 Q2 Financial Monitoring and Medium Term Financial Plan - Update (Pages 51 - 68)
Report by the Director : Governance and Partnerships
6. Virtual Headteacher for Children in Care Report 2020 (Pages 69 - 96)
Report by the Director : Learning, Skills and Culture
7. Care Leaving Service Financial Policy (Pages 97 - 110)
Report by the Director : Children and Community Resilience
8. Care Call Service - Annual Report (Pages 111 - 122)
Report by the Director : Children and Community Resilience
9. Towns Fund Update (Pages 123 - 244)
Report by the Deputy Chief Executive and Executive Director Commercial

10. Kick Start Scheme (Pages 245 - 248)
Report by the Director : Business Development
11. Urgent Item - Greater Lincolnshire Joint Strategic Oversight Committee
(Pages 249 - 264)

NORTH LINCOLNSHIRE COUNCIL

CABINET

28 September 2020

PRESENT: - Councillor Waltham MBE in the Chair.

Councillors Hannigan (vice-chair), J Davison, Marper, Ogg, Poole, Reed, Rose and C Sherwood.

Councillors Allcock, Bainbridge, Briggs, Clark, L Foster, O'Sullivan, Wells, Wilson and Yeadon also attended the meeting.

Denise Hyde, Mick Gibbs, Becky McIntyre, Helen Manderson, Karen Pavey, Peter Thorpe, Will Bell, Richard Mell and Tanya Davies attended the meeting.

The meeting was a remote/virtual meeting through Microsoft Teams.

1379 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS** – There were no declarations of interest declared.

1380 **MINUTES - Resolved** - That the minutes of the meeting of Cabinet held on 27 July 2020 having been printed and circulated amongst the members, be taken as read and correctly recorded and be signed by the chair.

1381 **COVID-19 REOPEN AND RECOVER UPDATE** - Further to minute 1376, The Director: Governance and Partnerships submitted a report updating Cabinet on the progress of the North Lincolnshire Council Covid-19 Reopen Plan. The Plan set out the short-term milestones for the safe re-opening of public facing facilities and activities and internal office space.

The Director in her report explained that the gradual re-opening had been implemented in the context of the prevention of local outbreaks and the relevant government guidance. Re-opening plans continued to be implemented in parallel to business continuity arrangements and would be adapted and changed accordingly should the council need to react to local or national infection rates. Working to the national guidance and the government's 'steps to recovery', key milestones in the Covid-19 Reopen Plan, which was appended to the report, had been achieved.

The reopening of some public facing facilities and services were being implemented in the context of a renewal plan for hub development, building upon the community enablement that was a key attribute during the crisis response.

Resolved – That the Director's update against the Covid-19 Reopen Plan be noted and the implementation of the short-term milestones be endorsed.

CABINET
28 September 2020

1382 **COVID-19 PUBLIC HEALTH UPDATE** – The Director of Public Health referred to minute 1365, and submitted a report outlining the latest position relating to the COVID-19 pandemic. Three months on from the last update to Cabinet it was clear that nationally and locally we were still living with COVID-19 and this was likely to continue for the foreseeable future. Government guidance and additional measures had continued to be published along with the launch of a new ‘Hands-Face-Space’ campaign to prevent the spread of COVID-19 indoors this winter. On the 17 September the Secretary of State for Health and Social Care made a statement to parliament setting out the government’s plans to put the country in the strongest position for this winter. The plans were set in the context of a continuing and concerning rise in cases. Measures being introduced included:

- Strengthening targeted action in local areas where there were concerning rates of infection;
- Further investment in the NHS to support it during the winter months, and
- Extension of the Adult Social Care Infection Control Fund to help adult social care providers to reduce the rate of transmission.

The Director in her report provided statistical information on the COVID-19 situation in North Lincolnshire for the current epidemiology position, which indicated that in line with the current national trend, cases were increasing in North Lincolnshire. (Up to date daily statistics were reported to the meeting). Cases were being monitored on a daily basis to screen for epidemiological links which may identify potential clusters or outbreaks locally.

The report also explained that cold weather, seasonal flu and adverse weather disruption were factors that could have a significant impact on the capacity of frontline health and social care services, as they may cause an increase in workforce absence due to sickness or the need to take time off work to care for others. In addition, pressure on acute services, including delayed treatment could have an impact upon the wider health and social care system. Work was currently ongoing to look at possible winter scenarios and to identify appropriate planning arrangements. This included discussions with neighbouring authorities around mutual aid opportunities to ensure the council and its partners responded to any major outbreaks and to work in collaboration to agree measures to protect our residents.

Throughout the pandemic the role of local authorities had continued to evolve. Moving from an initial operating model focused on responding to the crisis and ensuring effective business continuity, into a reopen and recovery phase going forward in the longer-term to a council that was centred on:

- In our community leadership capacity working with partners to transition into the ‘new normal’;
- Preventative activities and management of local outbreaks;
- Working with government and businesses to drive economic recovery and growth, and
- Keeping council services running and adapting to the changing environment where necessary.

CABINET
28 September 2020

Resolved – (a) That the update report be noted; (b) that it be recognised that COVID-19 is likely to remain with us for the foreseeable future and will require the council to continue to adapt in order to manage the impacts associated with COVID-19 at a local level, and (c) that all officers of the council and its partners be thanked for their continuing hard work in response to the ongoing Covid-19 pandemic.

1383 **2020/2021/ QUARTER 1 FINANCIAL MONITORING AND MEDIUM TERM FINANCIAL PLAN - UPDATE** – The Director: Governance and Partnerships submitted a report, which provided the Cabinet with an update on the Council’s in-year financial position, considered the specific impact that Covid-19 was having on the Council’s financial plans, and set out the Council’s current modelling of medium term financial planning spending power assumptions.

The Director in her report explained that the medium term financial plan represented an amalgamation of financial and non-financial assumptions which form the basis of how much resource the Council expected to have available to invest in its priorities and to ensure it continued to meet local need well. In the previous financial impact update to Cabinet (minute 1375 refers) the emergence of the Covid-19 pandemic was set out, including the impact that it was having at that time. Over the past two months, the situation had moved on slightly in that more local approaches were now being adopted, which reduced the need for blanket national measures and has enabled some restrictions to be gradually eased. The Council re-oriented the approach of its staff and services during the initial phase of the pandemic, enabling it to meet the needs of its residents at a challenging time. The Council had been able to shift its focus to recovery and renewal, an update on which was contained in a separate report considered at this meeting (minute 1381 above refers)

She stated that the purpose of this report was to take stock of the in-year financial position, and make an assessment of how much resource the Council could expect to have in future years assuming the current funding regime remained in place over the medium-term financial planning period. A summary explanation with supporting appendices were provided for the following –

- Revenue 2020/2021;
- Capital 2020/21;
- Reserves;
- Budget Adjustments;
- Treasury Management, and
- Medium Term Financial Plan.

Resolved – (a) That the revenue and capital budget monitoring position for 2020/2021 as set out at Appendix 1 of the report, and the action being taken to identify and develop solutions to identified risks be noted; (b) that the current modelling of financial planning assumptions as set out in the medium term financial plan update in Appendix 2 of the report be noted; (c) that the revenue budget adjustments approved under delegated powers and the revised budget position for 2020/21, summarised at Appendix 3 of the report be noted; (d) that the revised capital investment programme 2020/23 as set out at Appendix 4 of the report be approved; (e) that the progress against the approved Treasury Management Strategy in Appendix 5 of the report be noted, and (f) that the Director and her finance team be thanked for their continuing hard work.

CABINET
28 September 2020

- 1384 **HUMBER LEADERSHIP BOARD AND LOCAL ENTERPRISE PARTNERSHIP** – The Deputy Chief Executive and Executive Director: Commercial submitted a report informing Cabinet of the outcome of the Government’s ‘strengthened local enterprise partnerships’ review for North Lincolnshire following confirmation received from the Minister for Regional Growth and Local Government.

The report explained that with effect from 1 April 2021, the overlapping boundary of the Humber and Greater Lincolnshire LEPS would be removed. A new Humber LEP Boundary would come into effect covering East Riding and Hull. North Lincolnshire would continue to be members of the Greater Lincolnshire LEP which best serves North Lincolnshire’s longer-term economic prosperity and post Covid-19 recovery. Also, the Humber Leadership Board (an established joint committee of the four Humber local authorities) would continue and be enhanced as the vehicle for pan-Humber collaboration.

In the meantime, officers would continue to engage actively in supporting the finalisation of the Greater Lincolnshire Local Industrial Strategy, to ensure that the local economic recovery and longer-term prosperity was reflected in the priorities that emerge.

Resolved – (a) That the Council remaining a full member of the Greater Lincolnshire Local Enterprise Partnership (LEP) and ceasing to be a member of the Humber Local Enterprise Partnership be supported and approved; (b) that the development and completion of a transition agreement giving effect to the removal of the overlapping boundaries, with effect from 31 March 2021 be supported and approved, and (c) that the continuation and further development of the Humber Leaders Board as the governance and collaboration vehicle between the Council and the remaining three unitary authorities in the Humber sub-region be supported and approved.

- 1385 **NORTH LINCOLNSHIRE YOUTH OFFENDING SERVICE – PROGRESS UPDATE** – The Director: Children and Community Resilience submitted a report informing Cabinet of the progress of the North Lincolnshire Youth Offending Partnership and the North Lincolnshire Youth Offending Service.

The Director in his report explained that Section 40 of the Crime and Disorder Act 1998 stated that it was the duty of each local authority, after consultation with the partner agencies, to formulate and implement an annual youth justice plan that must be submitted to the Youth Justice Board. The North Lincolnshire Youth Justice Plan 2019/2021 was a 2-year plan and was approved by the Council Cabinet on 24th September 2019. It would be reviewed formally and updated in 2021. The Plan was overseen by the Youth Offending Management Board. This was an effective partnership board whose membership included senior leaders from across the Council, partners in Health, the Police, Probation, Humberside Fire and Rescue, the Office of the Police and Crime Commissioner, Housing Providers and the Youth Justice Board.

The report stated that whilst it was not a requirement of the Youth Justice Board to submit a full Youth Justice Plan in 2020, the North Lincolnshire Youth Offending Management Board had overseen and reviewed the implementation of the existing plan, noted the progress and agreed the ongoing priorities for the board for 2020/2021.

CABINET
28 September 2020

The North Lincolnshire Youth Offending Service had also confirmed and provided assurance to the Youth Justice Board in line with the guidance it provided regarding the response to the COVID-19 pandemic and the steps taken to maintain successfully a 'business as usual' approach.

The report summarised (i) the continuing good progress made by the North Lincolnshire Youth Offending Service with its partners in reducing the impact of youth crime in North Lincolnshire during 2019/2020, and (ii) how the North Lincolnshire Youth Offending Partnership continued to fulfil its statutory responsibilities and had developed and implemented new and innovative ways of working whilst prioritising both individual case-work and wider services.

Resolved – That the positive progress of the North Lincolnshire Youth Offending Service and partners, as outlined and summarised in the report be noted.

This page is intentionally left blank

NORTH LINCOLNSHIRE COUNCIL

HEALTH AND CARE INTEGRATED COMMISSIONING COMMITTEE (COMMITTEE IN COMMON)

22 September 2020

PRESENT: -

NORTH LINCOLNSHIRE COUNCIL

MEMBERS - Cllr Hannigan and Cllr Reed

OFFICERS - Mick Gibbs (Director: Children and Community Resilience), Becky McIntyre (Director: Governance and Partnerships), and Karen Pavey (Director: Adults and Community Wellbeing)

NORTH LINCOLNSHIRE CCG

MEMBERS - Emma Sayner (Chief Finance Officer), Alex Seale, (Chief Operating Officer) and Erika Stoddart (Lay Member, Governance)

OFFICERS - Mike Napier, (Associate Director of Corporate Affairs – Hull CCG)

Dean Gillon, Senior Democratic Services Officer, was also in attendance.

The meeting was held virtually via MS Teams.

- 1 **CHAIRMAN - Resolved** – (a) That Councillor Hannigan be and he is hereby appointed chairman for the meeting, and (b) that Erika Stoddart be appointed as co-chair.

Councillor Hannigan thereupon took the chair.

- 2 **WELCOME AND INTRODUCTIONS** - The Chairman welcomed all those present to the meeting and invited all attendees to introduce themselves.

- 3 **WORKING ARRANGEMENTS AND TERM OF REFERENCE** – The Chairman referred to the respective Terms of Reference for the Committee previously agreed by the CCG Governing Body and the council’s Cabinet. It was confirmed that these would govern the operation of the Committee in Common.

Resolved – That the working arrangements and Terms of Reference be noted.

- 4 **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS AND PERSONAL OR PERSONAL AND PREJUDICIAL INTERESTS** – There were no declarations of disclosable pecuniary interests and personal or personal and prejudicial interests.

**HEALTH AND CARE INTEGRATED COMMISSIONING COMMITTEE
(COMMITTEE IN COMMON)**

22 September 2020

- 5 **INTEGRATED CARE SYSTEM – HUMBER, COAST AND VALE** – Alex Seale gave a detailed presentation on the overview and operation arrangements of the Humber, Coast and Vale Integrated Care System.

The presentation covered the shared purpose, vision and operating principles, the operating arrangements of the population health system, and an overview of the collaborative functions and programmes. The presentation concluded with a description of the responsibilities and approaches taken at place, at geographical partnership level, and at partnership-wide level.

The Chairman initiated a discussion about the need to build a preventative approach to health and wellbeing and environmental sustainability into the system. Alex confirmed that there was wide agreement on this, and that prevention and sustainability were being built into all aspects of the functions and programmes described in the presentation.

Resolved – That the presentation be noted.

- 6 **NORTH LINCOLNSHIRE INTEGRATED HEALTH AND CARE PLAN** – The Director: Governance and Partnerships submitted a report introducing the North Lincolnshire Integrated Health and Care Plan, and providing an overview of the arrangements in place in respect of Integrated Care Partnerships.

The report described the national policy direction in recent years towards the integration of health, social care and related services. This had been led regionally since 2016 via Sustainable Transformation Partnerships, but within North Lincolnshire, the council and CCG had a long history of working jointly to integrate services and to ensure the needs of the local population through system-level planning, commissioning and delivery.

The Council and the CCG had worked in partnership to lead, commission and develop integration across the health and care system. The Health and Wellbeing Board agreed the North Lincolnshire Health and Care Integration Plan. The four strategic principles set out in the Plan were:

- Enabling Self Care
- Care Closer to Home
- Right Care Right Place
- Best Use of Resources

Resolved – (a) That the North Lincolnshire Integrated Health and Care Plan be noted, and (b) that the governance arrangements in place in respect of the Integrated Care Partnership for North Lincolnshire be noted.

- 7 **NORTH LINCOLNSHIRE INTEGRATED COMMISSIONING STRATEGY – CHILDREN.** The Director: Children and Community Resilience, North Lincolnshire Council, and the Chief Operating Officer, North Lincolnshire CCG, submitted a joint report which sought approval for the Children’s Commissioning Strategy 2020/24. The report stated that the commissioning strategy clarified the integrated ‘One Family

**HEALTH AND CARE INTEGRATED COMMISSIONING COMMITTEE
(COMMITTEE IN COMMON)**

22 September 2020

Approach’ and commissioning intent in relation to health, social care and education for children, young people and families.

The Director gave a presentation on the strategy, explaining the key drivers, the development of the model and the emerging themes. The presentation also described issues such as workforce development, stakeholder engagement and monitoring arrangements.

The Chairman then led a discussion on key elements of the commissioning strategy such as the ‘Shine a Light’ priorities, governance arrangements to monitor progress and oversight, and how these are subsequently reported to the Integrated Children’s Trust.

Resolved - That the North Lincolnshire Children’s Commissioning Strategy 2020/24 be approved.

- 8 **NORTH LINCOLNSHIRE INTEGRATED ADULTS PARTNERSHIP STRATEGIC COMMISSIONING PLAN 2020/24.** The Director: Adults and Community Wellbeing, North Lincolnshire Council, and the Chief Operating Officer, North Lincolnshire CCG, submitted a joint report which sought approval for the Integrated Adults Partnership Strategic Commissioning Plan 2020/24. The report stated that the commissioning plan clarified the integrated approach and commissioning intent in relation to health and social care with particular focus on community based out of hospital models of delivery.

The Director gave a presentation on the plan on a similar basis to the Children’s Commissioning Strategy (item 7 refers), but highlighting the need to invest in community, domiciliary and primary care, and on self-care and community support, in order to ensure that acute care remains focussed on those most in need.

The committee discussed the Commissioning Plan, and numerous examples of good practice were given, including streamlining and joining up domiciliary care purchasing.

Resolved - That the North Lincolnshire Integrated Adults Partnership Strategic Commissioning Plan 2020/24 be approved.

- 9 **STRATEGIC RESOURCES – ALIGNMENT OF FUNDING.** The Director: Governance and Partnerships, North Lincolnshire Council, and the Director of Finance, North Lincolnshire CCG submitted a joint report introducing the financial resources identified as part of the North Lincolnshire Health and Care system, and providing background and context for alignment of funding and budgets to the Integrated Health and Care Plan. The Director confirmed that there had been pooled budget arrangements in place between the council and clinical commissioning group for many years. Latterly a pooled budget for the delivery of the Better Care Fund Plan existed under a Section 75 agreement.

The Director: Governance and Partnerships explained that finance was a key unpinning requirement for the changes described within the Integrated Health and care Plan (item

HEALTH AND CARE INTEGRATED COMMISSIONING COMMITTEE
(COMMITTEE IN COMMON)
22 September 2020

6 refers), and highlighted that there would be opportunities for creativity in the use of this aligned funding in order to provide better services.

The committee discussed the report, stating that this was a huge opportunity to accelerate the integration agenda and to ensure value for money for local residents. The creative use of resources would also facilitate ensuring that prevention and addressing the wider determinants of health and wellbeing could be 'hardwired' into the local system.

The Chairman concluded that they were assured that this report would assist in focussing on outcomes for local people, rather than on internal processes, and that trust and openness would be key in embracing this new, more integrated, way of working.

Resolved – (a) That the financial resources identified as contributing to the North Lincolnshire Integrated Health and Care system be noted and (b) that the principles and framework in respect of the alignment of financial resources be agreed and approved.

NORTH LINCOLNSHIRE COUNCIL

CABINET

COUNCIL PLAN 2018-21: COVID-19 MID-TERM RECOVERY PLAN AND PROGRESS UPDATE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 A council plan 2018-19 was approved by cabinet in October 2018. It sets out the priorities for the council and its longer term ambition.
- 1.2 The purpose of this report is to update the council plan 2018-21 to incorporate the COVID-19 recovery plan.
- 1.3 The report also provides an update on COVID recovery and response since the last meeting.

2. BACKGROUND INFORMATION

- 2.1 The council plan 2018-19 was approved by cabinet in October 2018 providing information for residents and stakeholders about the council, what it does, how it is funded, the ambition, goals and priorities. Cabinet received a progress update in respect of delivery against the plan in July 2019.
- 2.2 The Council's ambition, priorities and values were confirmed in the Council Plan along with the outcomes we want for residents across North Lincolnshire. These are well embedded across the organisation and have been adopted as part of our place partnership arrangements, shared with our partners.
- 2.3 The North Lincolnshire COVID-19 recovery and renewal framework was reported to Cabinet in June 2020 and provides a guide for the council's actions through the different transition phases of 'recovery'. The recovery phases are short and medium term at both Place and Council level. Recovery and renewal has been framed in keeping with the Council's strategic vision, ambition and values. Each phase is guided by national guidance and legislation; Public Health advice and guidance and supported by local evidence, intelligence and information.
- 2.4 The Council Plan has provided a crucial anchor point that has guided our response to the pandemic and frames the priorities for mid-term recovery. The latest version of the Council Plan 2018-21 is attached at Appendix 1.
- 2.5 The mid-term recovery plan provides a focus within our strategic priorities and ensures renewal and resilience from COVID through focussed recovery

priorities to minimise and mitigate the impact from COVID-19 for people and place.

2.6 The next phase of COVID recovery and renew is focussed on how we adapt to COVID. Responding accordingly to ensure business continuity of council functions and providing a local response as required by national guidance and government expectations.

2.7 The recovery phase is set in the context that we may need to move simultaneously to response. This has been the case during November as England entered a national lockdown.

3. OPTIONS FOR CONSIDERATION

3.1 Cabinet agree the refreshed Council Plan 2018-21 and the North Lincolnshire Mid-term COVID-19 recovery plan.

3.2 Cabinet is invited to note the progress update on the Mid-term recovery plan and support the next steps identified.

4. ANALYSIS OF OPTIONS

4.1 The council plan 2018-21 provides the strategic vision to enable effective use of resources and prioritisation of resources in an emergency situation, as the pandemic has necessitated.

4.2 The documents contained in this report reflect the statutory frameworks within which the council operates and enables stakeholders to understand the context for the mid-term recovery as we adapt to COVID-19.

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

5.1 The council sets its medium term financial strategy for the period based upon the ambitions and outcomes set out in this plan.

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

6.1 None

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 Not applicable

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 The Mid-term Recovery Plan has been shared with place partners across North Lincolnshire.

9. RECOMMENDATIONS

- 9.1 That cabinet approves the refreshed council plan 2018-21 and the Mid-term Recovery Plan as an addendum.
- 9.2 That cabinet notes the progress update in respect of COVID-19 response and recovery against the Mid-term recovery plan

DIRECTOR OF GOVERNANCE & PARTNERSHIPS

Church Square House
SCUNTHORPE
North Lincolnshire
DN15 6NL

Author: Becky McIntyre

Date: 19 October 2019

Background Papers used in the preparation of this report

North Lincolnshire Council Plan 2018-19

COVID Update reports to Cabinet June, July and September 2020



North Lincolnshire Council
Council Plan
2018-2021

Draft: D
Date: 20.11.2020

Foreword

We are pleased to introduce this refreshed Council Plan. In 2018 we set out our new ambition and priorities. We have worked hard to achieve these and are proud to share in celebrating the excellent outcomes you help us realise.

Our ambition, priorities and desired outcomes remain unchanged. We are passionate about our future and will continue to work hard to achieve even more. North Lincolnshire has much to offer and by working together with you, our communities and partners we can achieve the very best.



A handwritten signature in blue ink, appearing to read 'Rob Waltham'.

Cllr Rob Waltham ^{MBE}
Leader of the Council



A handwritten signature in blue ink, appearing to read 'Denise Hyde'.

Denise Hyde
Chief Executive





Our promise to you

Over the period of this plan we will:

- ✓ Maintain our high standards.
- ✓ Deliver on our priorities.
- ✓ Be open, trustworthy and honest.
- ✓ Care about you and your community.
- ✓ Work hard to keep council tax low.
- ✓ Spend your money wisely.
- ✓ Do our best for North Lincolnshire.



Welcome to the North Lincolnshire Council Plan 2018 -2021

Welcome to the North Lincolnshire Council Plan.
This plan was first agreed in 2018, setting the context for our long term ambitions.

This plan sets out:

- What we are here to do for you.
- How we are funded.
- What your council tax is spent on.
- What our priorities are.
- How you can get involved and give your views on future plans.
- Our achievements over the last 12 months.

About the place of North Lincolnshire

North Lincolnshire is a fantastic place – an area of expansive countryside, contrasting landscapes, scenic beauty, vibrant market towns and home to world class steel processing and manufacturing.

A place to live. It's home to 172,000 people, where average wages for those in full time work are higher than the regional average and with lower house prices.

A place to grow up. Where 9 out of 10 children and young people attend a good or outstanding early years setting, school or college and go on to achieve better outcomes than the England averages.

A place to grow older. Where life expectancy is at its highest level,

continuing to improve each year and where quality of care provision is high – almost all homecare providers and care homes are rated as good or outstanding.

A place for outdoor living. With over 600 miles of footpaths, cycleways and water ways as well as 17 nature reserves and quality parks and green spaces (four with Green Flags Award). There are a range of sports and leisure facilities and cultural arts venues that promote our local history and heritage.

A place for businesses to grow. With access to the UK's major centres, Europe and beyond through road, rail, air and sea, there is lots of potential to invest and diversify.

Our ambition

We are ambitious for North Lincolnshire.

We want our area to be the...

#BestPlace FOR OUR RESIDENTS



The role of the council

is to work with you and our partners to:



to achieve better outcomes for the people and place of North Lincolnshire



Outcomes for North Lincolnshire



Safe

- Safer roads
- Safer people
- Safer communities
- Safer environments
- Safer spaces



Prosperous

- More jobs, better paid jobs
- Improved skills
- Excellent education
- Thriving businesses
- Accessible childcare



Well

- Cleaner and greener spaces
- Good health and wellbeing
- Quality housing
- Vibrant leisure and culture
- Improved quality of life



Connected

- Accessible transport
- Flourishing communities
- Fast digital connectivity
- Better roads and rail
- Strong sense of pride and belonging



About your council

- We are a public body elected to serve the whole of North Lincolnshire.
- 43 elected members - Conservative 24 seats, Labour 14 seats, Independent 1 seat and currently there are 4 vacancies (By-elections expected May 2021) (Updated October 2020).
- We are responsible for providing hundreds of essential local government services.
- We have a recognised track record of high performance.





North Lincolnshire Council achievements

- Children's services rated by Ofsted as **'Outstanding'**.
- Adult social care rated **top 10% in the country**.
- External auditors gave our finances a **clean bill of health**.
- **9 out of 10** schools judged by Ofsted as 'Good or Outstanding'.
- Four of our parks and green spaces have the **Internationally recognised Green Flag Award**.
- **More than half of all waste is now recycled** - top 15% in the country.
- The **North Lincolnshire Imagination Library** recently **distributed its 650,000th book - best in the world**.
- More than **half of all household waste is recycled or composted** which puts us in the **top quartile nationally**.



The council

enables better outcomes for the people and place of North Lincolnshire by:

- providing services **directly**
- providing services **together with our partners**

and;

- buying from **organisations that have the right skills** to provide services on our behalf



Working together

We don't provide all public services in North Lincolnshire but we do work together with partners to achieve our shared ambitions. For example we don't provide:

- **Housing** – tenancies are provided by a range of housing providers including



- **Emergency services** – these are provided by Humberside Fire and Rescue, Humberside Police and East Midlands Ambulance Service



- **Some local community and education services** – are provided by the voluntary & community sector, town and parish councils, colleges and academy trusts

- **GP and health services** – these are provided by 

There is a strong commitment to partnership working across North Lincolnshire with a shared ambition for our residents.

The Council is also represented on regional partnerships and boards to promote North Lincolnshire for investment and other opportunities.



We have a track record of high performance

But standing still is not an option if we are to achieve our ambition for North Lincolnshire and be the #BestCouncil we can be for our residents.

We have listened to you and made improvements in how we meet your needs...



Recent examples

You said	We did
Resident views on the roads and paths are not properly considered by the council.	We have included feedback from residents when we prioritise highways improvement.
You could not contact the council tax and housing benefits service easily at certain times of the day.	We have put more staff on the phone lines at peak periods.
You did not know if the council had rung you because we withhold our telephone number.	We now display a council telephone number when we ring you and we leave you a message so that you know we have tried to contact you.
The direct payment procedure for services to adults was unclear.	We have updated our procedures and our staff have been trained to provide clearer information to you.
We don't collect your bulky items quickly enough.	We introduced a new system so that a large number of requests do not come in at the same time of year. This means we can now collect more promptly. We have also introduced an online booking system.



The council continues to change how it does business to

- engage better with communities and listen more to you.
- be more **commercial** in the way that we do business.
- be **progressive** and **enabling** in our approach.
- be even more ambitious for the area.
- remain financially **sustainable**; and continue to work hard to deliver on our priorities.
- **work together** with communities to enable them to have more choice and control over things that are important to them.

Our priorities are

Keeping people safe and well

**Enabling resilient and
flourishing communities**

**Enabling economic growth
and renewal**



Priority

Keeping people safe and well

Why it is important

- The safety and wellbeing of residents is our primary purpose.
- To achieve a better quality of life for residents.
- So people can live well for longer.

Taking action – we will:

- ✓ Continue to work hard to keep people safe.
- ✓ Lead partnership working across North Lincolnshire to promote wellbeing and improve health outcomes for everyone.
- ✓ Prioritise the most vulnerable.
- ✓ Provide cleaner and greener space for people to enjoy and use.



Priority

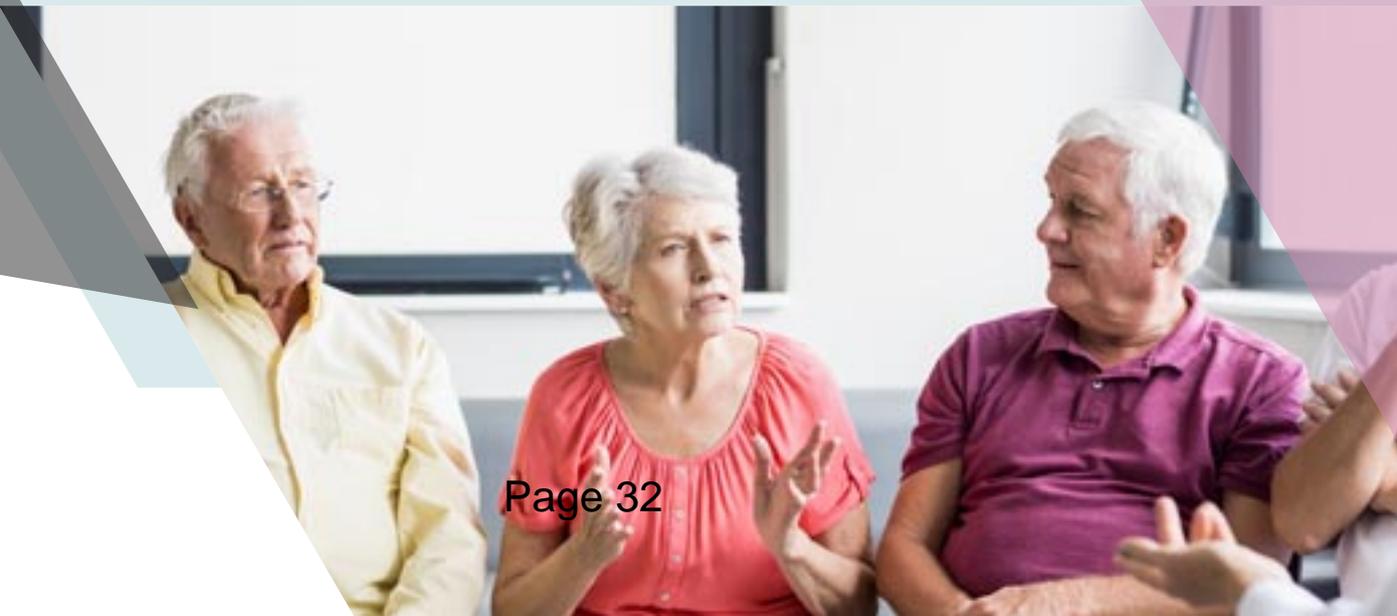
Enabling resilient and flourishing communities

Why it is important

- Communities create opportunities that enable people to achieve better outcomes.
- Residents can be proud of where they live and experience a strong sense of belonging.
- Developing ambition, identity and resilience enables communities to develop.

Taking action – we will:

- ✓ Support people in their wellbeing through trusted sources of information, advice and guidance.
- ✓ Enable our residents to become more involved in community life.
- ✓ Engage in new conversations about the things that matter most to you.
- ✓ Work in partnership with voluntary and community groups and organisations.



Priority

Enabling economic growth and renewal

Why it is important

- To achieve a more prosperous North Lincolnshire.
- To help us invest further in communities.
- To create jobs and opportunities for everyone.

Taking action – we will:

- ✓ Market North Lincolnshire as a place to live, work, visit and invest.
- ✓ Lead partnership working with businesses to attract high skilled jobs.
- ✓ Invest in town centres including securing funding from government.
- ✓ Provide space for businesses and population to grow through new commercial and housing developments.
- ✓ Strive for higher education standards and skills.



Community developments to look out for include:



Ancholme Valley Way



Broadband improvements



Isle of Axholme greenway



South Ferriby flood defence scheme



Scunthorpe town centre improvements



School building improvements



Bringing the council's offer together through community hubs



New post-16 special school



Healey Road playing field and Baysgarth Park improvements

How the council is funded

Your council tax helps to fund our work in improving outcomes for the people of North Lincolnshire.

Council tax provides about half of the total cost of providing services. Business rates, government grants and charging are also used to fund the work of the council.

However, this funding mix is changing and most of our income will be from council tax and business rates, so we are becoming more commercial and innovative in creating new ways to invest back in communities.

Our revenue budget for 2018-21 is £137m, £143m and £152m respectively.

Each year the council allocates millions of pounds for capital investments including improvements to local facilities.

...such as schools, community and leisure facilities, along with road and street lighting improvements.



What YOUR council tax is spent on

£424



Safe Adults and Children

£59



Good Health and Wellbeing

£87



Cleaner, Greener and Safer Spaces and Environments

£25



Vibrant Leisure and Culture

£10



Safe Places & Safe Communities

£5



Thriving Communities

£5



Quality Housing

£30



Excellent Education

£6



Growing business skills and children

£47



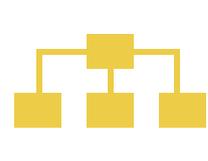
Accessible Transport

£24



Safer Roads, Better Roads and Rail

£21



Members & Leadership

£69



Professional Advice

£56



Maintaining Assets

£9



Customer Access, taxation and benefits

£55



Pensions, Insurance & Levies

£79



Financing

Total:
£1011

This is based on a Band A property in 2020/21. The total figure does not include the money you pay to support the Police and fire services. Amounts above rounded to nearest pound.

We will play our part in delivering this plan by staying true to our values:

Equality of opportunity so everyone can have a good quality of life.

Striving for **excellence** and high standards.

Using our resources wisely and with **integrity**.

Self-responsibility and people having choice and control over their own lives.



Together we can achieve better outcomes



Taking care of ourselves and others



Getting involved in our communities



Using the council's online services



Taking pride in our area



Protecting our environment



Registering and voting

How you can get involved and find out more



www.northlincs.gov.uk/engagingwithyou



NORTH LINCOLNSHIRE COVID-19 MID-TERM RECOVERY PLAN

October 2020 to April 2021

BACKGROUND

North Lincolnshire is a place where partners work collaboratively to achieve the best outcomes for residents. We are highly ambitious for North Lincolnshire and proud of what the place has to offer for those who live, work, run a business here or visit here but we want to make sure it gets even better. Place Partners share the vision and through the Place Partnership which was established in 2018, have been working towards a Strategic Plan for North Lincolnshire.

In March 2020 the coronavirus pandemic meant that resources were prioritised to reacting and responding to the emergency situation. The strength of relationships across public bodies, voluntary and community organisations and local business meant that we were able to work collectively to prioritise keeping people safe and well and protecting the local economy. As each organisation is planning ahead, working towards a new normal, adapting to COVID infection control arrangements to stop further outbreaks, it is more important than ever that we continue to work together to ensure North Lincolnshire remains resilient and able to withstand any future challenge and affects from COVID.

The purpose of this plan is to:

- Build on the COVID-19 Reopen and Recovery Plan June to October 2020
- Ensure place renewal and resilience from COVID through focussed recovery priorities
- Sets out mid-term priority action to mitigate against the impact of COVID for the most vulnerable residents, communities and economies.

North Lincolnshire Mid-term Recovery Plan

Our Shared
ambition

Best Place for our residents

Outcomes for
people and place

Safe Well Prosperous Connected

Role of place
partners

**To work together to lead and promote the place of North
Lincolnshire; prevent harm and protect vulnerable people**

Our shared Values

Self-responsibility, Excellence, Integrity and Equality of opportunity

COVID-19
Response and
Recovery

**We are learning from the impact of Covid-19
and working together to keep North Lincolnshire safe and well, whilst
continuing to prioritise economic renewal, community resilience and
protection of the most vulnerable.**

BUILDING BLOCKS FOR RECOVERY – OUR STRENGTHS

The learning from the pandemic indicates many strengths within North Lincolnshire from which to enable recovery and to stimulate renewal.

- Communities come together to support vulnerable people
- Organisations and businesses prioritise the safety and wellbeing of the public and their workforce to ensure they are 'COVID-19 safe'
- The workforce across organisations are agile and adaptable
- Technology is being embraced as a progressive means of intra- and inter-organisational working
- Data sharing agreements have swiftly enabled more insightful strategic and tactical responses
- Partnership working and the relationships at all levels are responsive and enabling

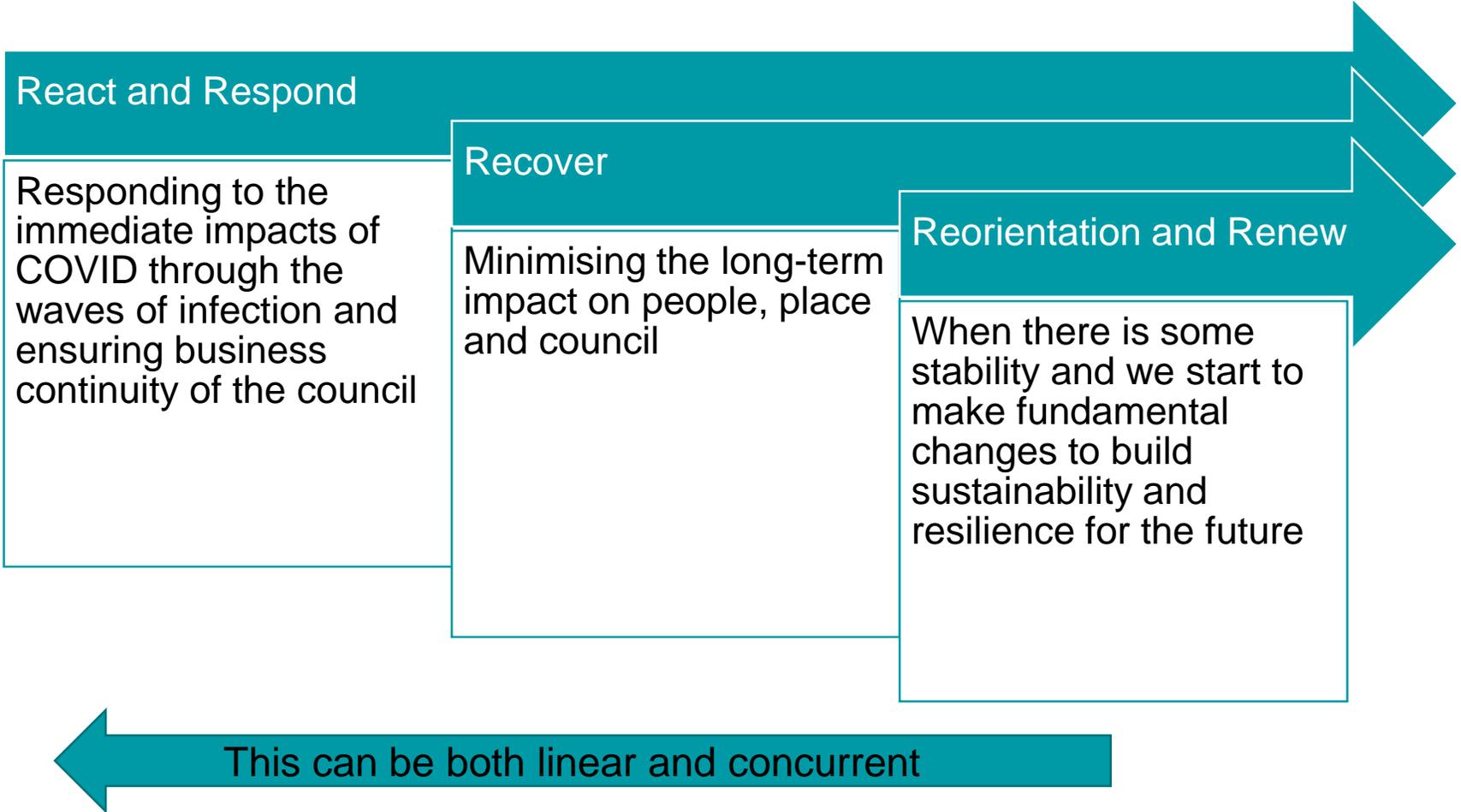
GOING FORWARD – ADAPTING TO COVID

The Covid-19 pandemic has been a disruptor to normal life with impact across the economy, the need for ever more community resilience and demand for health and care services severely tested.

Recovery and renewal is challenged by many factors, for example:

Page 44

- Fluctuating restrictions depending on localised and national infection rates that may be difficult to predict leading to a need for simultaneous response and recover.
- Depending on the impact of the pandemic, restrictions and interventions may be lessened or strengthened within the recovery period
- Demand for services may be lagged as a result of hidden need, adapting to a new norm and the unintended consequences of periods of lock down
- The recovery period may be at least 12-18 months or until widespread immunity via a vaccine
- Different population groups may have different need for restrictions, e.g. the clinically extremely vulnerable (shielded) population will have greater restrictions for longer



We will prioritise those things that will reduce the impact the COVID-19 pandemic has had on the most vulnerable individuals, families and organisations

We will champion inclusive growth so all our communities can benefit and prosper from investments made in the area

We will provide strategic co-ordination across North Lincolnshire, embracing integration and collaboration to drive social and economic recovery

We will continue to have a strong leadership role in investing for growth

Page 46

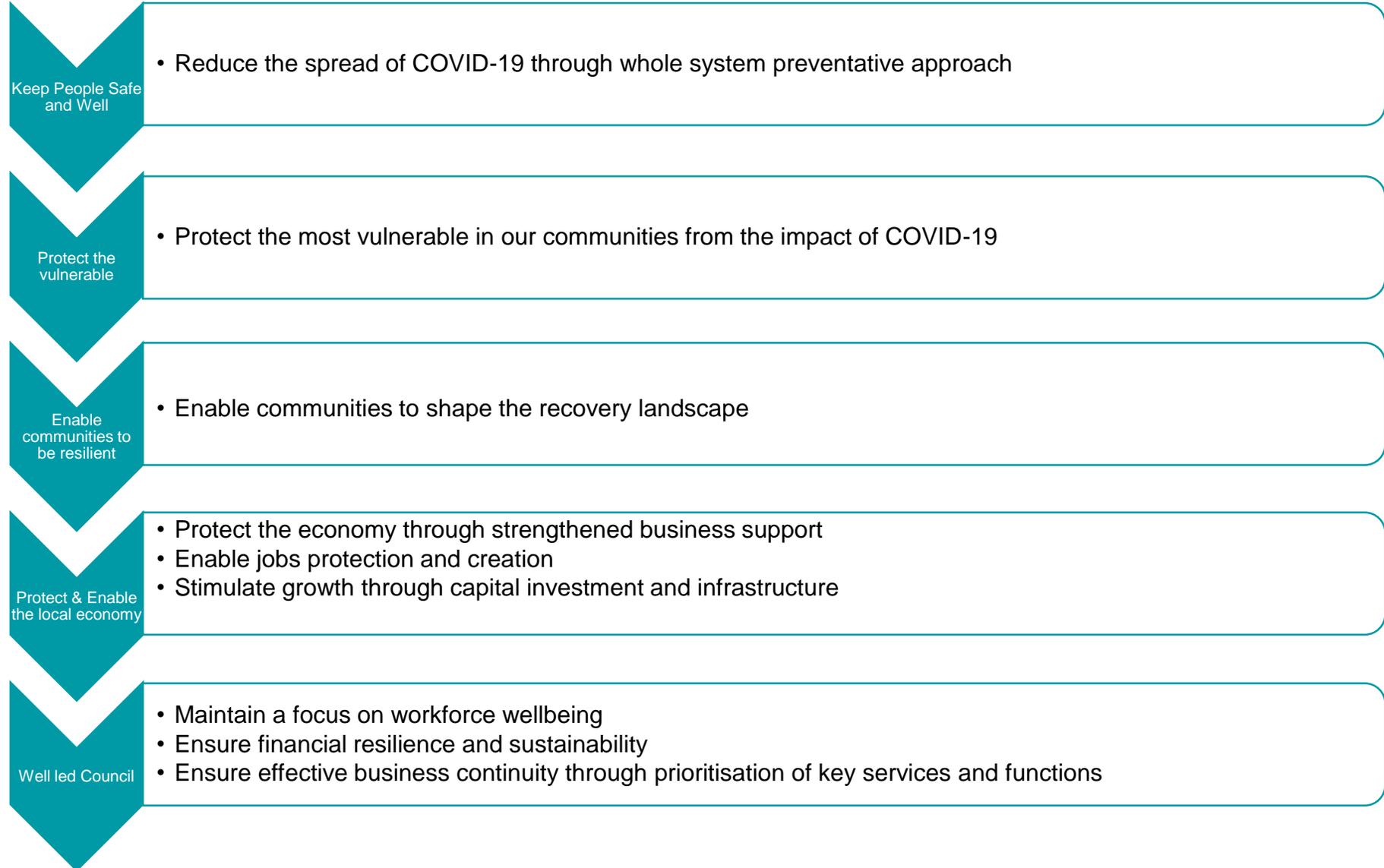
We will use intelligence and technology and build on the foundations put in place throughout the crisis, including insight from our customers, residents, businesses and visitors, to help us make the right business decisions

We will be people focussed, outcomes led and be enabling in our approach

We will invest in and develop our people so they can continue to provide excellent services to residents and find innovative solutions

We will strive to maximise the North Lincolnshire £ and ensure recovery leads to a financial sustainable future

Enhance digital technologies in order to deliver our council priorities
Page 47



Value added through partnerships

- In response to the increasing transmission rates the government introduced Local COVID Alert Levels on 12 October 2020. At that time North Lincolnshire was placed in Tier 1. As rates across the area continued to increase North Lincolnshire was placed in Tier 2 on 31 October 2020.
- As rates across England continued to increase, a second national lockdown commenced on 5th November 2020 for 4 weeks necessitating response and recovery to operate simultaneously. Our approach is rooted in the values, principles and ambitions of the council plan and our response focuses on key priorities to ensure the Council remains resilient throughout the crisis and sustained through the recovery and renewal.
- As well as responding to the implications of national lockdown, the council continued to keep services running and adapting to the changing environment, led the prevention and management of local outbreaks and work with businesses to drive economic recovery and growth.

Priority	Overview of progress
Keeping People Safe and Well Reduce the spread Page 48	<p>Safe space and facilities</p> <ul style="list-style-type: none"> • Continued to operate working from home arrangements • In response to national lockdown, access to office space was limited to those roles and functions that couldn't be undertaken from home and access to the bookable space previously available as part of reopen plan was suspended. Use of face coverings within workspaces communal areas introduced. • Leisure centres, sports facilities, museums, and galleries were closed to the public, with some activities for education curriculum continuing • Community hubs maintained access in line with guidance. Specific opening times for library click and collect, access to public network computers and some third party provision of essential services for example Crowle Post Office and CAB food vouchers <p>Integrated Preventative Approach</p> <ul style="list-style-type: none"> • Established working arrangements with place public sector partners and voluntary community sector for enabling communities to prevent the spread of COVID-19 e.g. community champions • Expanded the capacity for Outbreak Management notifications in respect of schools and high risk settings • Set up and launched the new self-isolation payment process • Local Contact Tracing established at pace and enabled same day contact • Enhanced enforcement to ensure compliance with Coronavirus regulations and development of marshals as part of a graduated approach to prevention

Priority	Progress update and actions
Protect the vulnerable	<ul style="list-style-type: none"> • Provided system wide leadership to provide assurance that arrangements under Adult Social Care Winter Plan in place • Enhanced Contact Centre capacity to provide local support for Clinically Extremely Vulnerable • Working with care providers as part of the Infection Control Fund assurance requirements • Following the school holiday free school meal policy adopted locally, implementation of the national Winter Grant support scheme is being prepared • Needs of vulnerable children and adults identified, risk assessed and met
Enable resilient communities	<ul style="list-style-type: none"> • Enhanced work with the voluntary and community sector to enable community level support for clinically extremely vulnerable and self-isolating vulnerable people • Enabled the sufficiency of the early years sector, to secure continuation of provision • Developed community led communications through community champions and extended targeted prevention message campaigns for example providing banners for school gates
Protect the economy	<ul style="list-style-type: none"> • Launched the local restrictions and new discretionary business support grant process • Newsletters and hosted Webinars to share learning from managing outbreaks • Information advice and guidance regarding COVID-19 support schemes such as Jobs Retention Scheme • Towns Fund bid submitted • Kick start scheme launched • Engagement with businesses to formulate the economic recovery plan
Well led council	<ul style="list-style-type: none"> • Wellbeing assessments completed across all staff groups • Updated workforce information portal 'Topdesk' with FAQ in respect of COVID-19 safe working practices • Whole workforce communications and webinar • Training and information session for managers in respect of COVID-19 absence and self-isolation requirements • Full Council, Cabinet and Committees continue to be conducted using MS Teams • External Audit confirmed 'unqualified' opinion of Accounts 2019-20 and Value for Money judgement • Services continued to operate and performance maintained • Financial resilience maintained • Regulatory standards maintained through innovative delivery models e.g. drive through birth registration to clear back-log

On the 2 December, England will move back into a regional tiered approach and North Lincolnshire has been placed in Tier 3. The local restrictions are part of the government’s COVID-19 Winter Plan. This will inform our recovery actions over the next quarter.

Priority	Activity/response
Keeping people safe and well – Reduce the spread of COVID	<ul style="list-style-type: none"> • Continue with measures to suppress the virus. Applying COVID-19 safe working practices • Operating public facilities according to Local Alert Level Guidance • Work to the Outbreak Management Plan – schools, high risk settings and businesses • Enforcement of regulations • Deployment of COVID-19 Ambassadors to ensure social distancing, restrictions are observed • Support to enable people to self-isolate (self-isolation payment) • Continue to build capacity for local contact tracing
Protecting vulnerable people	<ul style="list-style-type: none"> • Prioritising vulnerable groups for targeted testing • Working with NHS to roll out phase 1 vaccination programme to vulnerable groups • Work with Care Homes (IPC), enabling safe visiting • Safe accommodation options promoted for rough sleepers • Implement the Winter Grant for vulnerable households and families with children
Enabling Resilient communities	<ul style="list-style-type: none"> • Community champions equipped with information, advice and guidance • Clear community and targeted messaging • Promote the 5 ways to wellbeing across communities
Protect and enable the local economy	<ul style="list-style-type: none"> • Continue to support business with Local restrictions grants for those business affected by restriction • Support job creation through schemes such as Kick-start • Launch the economic recovery plan
Well led council	<ul style="list-style-type: none"> • Launch the Wellbeing Framework – 5 ways to wellbeing • Continue to identify and monitor COVID-19 related costs and prepare the budget for 2021-22 and Medium Term Financial Strategy in the context of recovery from the impact of COVID-19 • Continue to prioritise business as usual according to business continuity plans

Page 50

NORTH LINCOLNSHIRE COUNCIL

CABINET

2020/21 Q2 Financial Monitoring and Medium Term Financial Plan Update

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1. To provide Cabinet with an update on the Council's in-year financial position.
- 1.2. To consider an updated estimate of the specific impact that Covid-19 is having on the Council's financial plans.
- 1.3. To set out the Council's updated medium term financial planning position.

2. BACKGROUND INFORMATION

- 2.1. On Wednesday 26th February 2020, the Council approved a Financial Strategy which set the framework for its revenue and capital investment plans in 2020/21 and over the medium term. The financial strategy is designed to support successful delivery of the Council Plan and the Local Plan, maximising outcomes for the people and place of North Lincolnshire.
- 2.2. The medium term financial plan represents an amalgamation of financial and non-financial assumptions which form the basis of how much resource the Council expects to have available to invest in its priorities and to ensure it continues to meet local need effectively.
- 2.3. Cabinet has received several reports which have provided comprehensive information in respect of Covid-19, covering a range of issues including: the action it has taken to date to keep its residents safe and well, the financial impact together with the additional and Covid-19 specific funding provided by the Government, and a framework setting out the Council recovery and renewal plan set in the context of the Government's recovery strategy. This report considers an update of the financial impact.
- 2.4. In the first financial impact update to Cabinet in July, the emergence of the Covid-19 pandemic was set out, including the impact as understood at that time. In the September report, more substantive information was available to inform a detailed and specific estimate of local impact. The report noted the relative high levels of uncertainty still inherent together with the possibility that the nature of the pandemic would likely remain volatile.
- 2.5. This has proven to be the case and during quarter three rates both locally and nationally continue to increase leading to North Lincolnshire moving into the second level of tiered restrictions at the end of October 2020 followed by national restrictions coming into force on 5 November 2020.

The additional restrictions locally and nationally mean that the council has once again reacted and responded to meet business continuity need and adapt delivery models to comply with regulations.

- 2.6. The Council will continue to take whatever action necessary to ensure it continues to meet the needs of its residents and businesses at a very challenging time and lead the area through the pandemic. This includes redistributing resource, as necessary.
- 2.7. The purpose of this report is to take stock of the in-year financial position, which is based on the position prior to the most recent announcements regarding national lockdown. It also seeks to provide an update on the financial planning process.

Revenue 2020/21

- 2.8. The current approved revenue and capital budget and potential expenditure at outturn for 2020/21 can be seen in appendix 1.
- 2.9. The position comprises variances to expenditure and income brought about by the Covid-19 pandemic, together with risks not directly attributable to Covid-19.

Capital 2020/21

- 2.10. At this mid-point of the financial year, there are a series of capital adjustments necessary to ensure the programme remains aligned with delivery timescales. There are also some capital drawdowns proposed, supporting delivery of the Council plan.
- 2.11. The in-year position can be seen in appendix 1, with a revised programme also incorporating re-phasing summarised in appendix 4.

Reserves

- 2.12. The Council approved a reserve strategy which governs the deployment of reserve balances, and links to identified risk which reserves exist to cover. The reserve strategy will be updated as part of the financial planning process, in recognition of the changing balance of risks and opportunities. This will also need to consider how best to measure the risk implicit in the uncertain economic position and associated risks to funding.

Budget Adjustments

- 2.13. Several adjustments to the revenue budget have been made, as the Council continually seeks to align budgets with delivery of the Council Plan. The adjustments have all been made under delegated powers and are summarised in appendix 3.

Treasury Management

- 2.14. The Council is continuing to manage cash balances and debt in line with the approved Treasury Management Strategy. Capital financing costs are expected to be lower than budget at outturn, reflecting a slower delivery of the capital programme than had been expected and a better cash flow position. As a result, the cost of capital financing ratio in 2020/21 is expected to be marginally lower than the forecast in the budget papers to Full Council.
- 2.15. The Council's borrowing at the end of September 2020 was £176.5m, and is expected to remain lower than had been forecast throughout the course of the year due to a change in the profile and timing of expenditure and income cash flows.
- 2.16. Appendix 5 sets out the prudential indicators for 2020/21 approved by Full Council on 26th February 2020, and the current estimate.

Medium Term Financial Plan

- 2.17. The Council has commenced the financial planning process which will culminate in the 2021/24 medium term financial plan being taken to Full Council in February 2021. Appendix 2 considers the key updates since Cabinet received a revised spending power projection in September, with a particular focus on the Spending Review 2020 and the specific announcements relevant for Local Government and how this could translate into funding certainty for 2021/22 only.

3. OPTIONS FOR CONSIDERATION

- 3.1. To receive an update on the financial position of the organisation.

4. ANALYSIS OF OPTIONS

- 4.1. The analysis is outlined in the background information in section 2 and in the supporting appendices.

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

- 5.1. The financial model under which Local Government operates means that risk management is fundamental to everything the Council does. The Council is constrained in its ability to significantly increase resources and is statutorily led on large areas of need led spending which can be volatile. Financial plans and the actions taken by the Council therefore must be adaptive to ensure the Council remains financially sustainable over the short, medium and long-term.

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. Not applicable.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1. Not applicable.

9. RECOMMENDATIONS

- 9.1. To note the revenue and capital budget monitoring position for 2020/21 which is set out at Appendix 1.
- 9.2. To note the current modelling of financial planning assumptions as set out in the medium term financial plan update in Appendix 2.
- 9.3. To note the revenue budget adjustments approved under delegated powers and the revised budget position for 2020/21, summarised at Appendix 3.
- 9.4. To approve the revised capital investment programme 2020/23, set out at Appendix 4.
- 9.5. To note the progress against the approved Treasury Management Strategy in Appendix 5.

DIRECTOR OF GOVERNANCE AND PARTNERSHIPS

Church Square House
High Street
Scunthorpe
North Lincolnshire
DN15 6NL

Author: Adam Hopley/Becky McIntyre
Date: 10th November 2020

Background Papers used in the preparation of this report

Financial Strategy, Budget 2020/21 and Medium Term Financial Plan 2020/23
Capital Investment Strategy and Revised Capital Programme 2019/23
Treasury Management Strategy 2020/21
Q2 revenue budget adjustments
Q2 capital budget adjustments

REVENUE	Budget £000's	Potential Spend £000's	Risk £000's
EXPENDITURE			
Investment in Priority Areas	127,314	142,836	15,522
Running the Business (Technical)	24,744	23,930	(814)
NET OPERATING EXPENDITURE	152,058	166,766	14,708
FUNDING			
Council Tax, Business Rates and Government Grants	(150,133)	(150,133)	-
Use of Reserves	(1,925)	(1,925)	-
Covid-19 Funding (attributed to Covid-19 pressures)	-	(13,338)	(13,338)
TOTAL FUNDING	(152,058)	(165,396)	(13,338)
POTENTIAL VARIANCE	-	1,370	1,370

CAPITAL	Budget £000's	Potential Spend £000's	Potential Variance* £000's
EXPENDITURE			
Investment in Priority Areas	59,063	54,852	(4,111)
TOTAL EXPENDITURE	59,063	54,852	(4,111)
FINANCING			
External & Grant Funding	(31,139)	(29,997)	(4,442)
Council Resources	(27,924)	(24,691)	(2,802)
TOTAL FINANCING	(59,063)	(54,852)	(4,111)

*anticipated slippage to 2021/22

Analysis of Revenue 2020/21

1. The Council's Net Operating Expenditure represents the day to day costs of council service delivery. For 2020/21, a cash limit of £152.1m was set by Full Council and reflected the expected spending power for the year.
2. In addition to managing expenditure and income led risks that form part of the Council's normal operating day-to-day business processes, it is also managing the financial risks associated with Covid-19. The budget that was set reflected the economy at that time, together with investment assumptions which reflected the planned delivery models. The pandemic has had a significant impact on delivery models and is having a direct impact on expenditure and income streams. Variations in council tax and business rates will not impact the current year budget and will instead impact in 2021/22 and beyond. This is because of collection fund accounting rules. The potential impact to the funding base was considered in the previous update.
3. The Government continue to recognise the pressures facing Local Government and have provided additional funding over and above the level provided at the time of the last update. The Government has provided roughly £8.2m grant funding ring-fenced for a specific Covid-19 related purpose (e.g. infection control, test and trace), and has so far contributed £13.3m of emergency grant support for this council in recognition of the additional costs being incurred across Local Government in meeting heightened need in their areas and leading communities through the pandemic. The Government have also recognised that the actions taken to date prioritising the public health of the nation have had a detrimental impact on income sources and will compensate for some of this loss through the income compensation scheme. The Council anticipates receiving approximately £4.2m if income projections remain at the level currently envisaged.
4. The current package of funding is potentially worth at least £25.7m and could increase further as the Government make further policy and funding announcements. The Spending Review 2020 contained more information around additional support being made available in 2021/22, please see appendix 2 for further information.
5. The Government has also provided the Council with funding to pass through to businesses in its area. Many businesses in North Lincolnshire have benefitted from £33m of small business, retail or discretionary grants, with a recent announcement of additional grant funding being made available to businesses via Councils under the local restriction support grant scheme (LRSG). This scheme correlates directly with the Covid tiering system. The Government have acknowledged the challenge presented to businesses who are forced to close (e.g. pubs). They have also gone one step further and recognised that trading conditions for some businesses that are allowed to remain open (e.g. café's) could also have been impacted, with each cohort eligible for differing levels of grant support.
6. North Lincolnshire entered tier 2 restrictions on Saturday 31st October 2020, which made some businesses eligible for grant support under the LRSG (open) scheme. The scheme has since been subsumed into a bigger grant scheme programme, which requires more businesses across more sectors to close in

order to help contain the spread of Covid-19. This includes non-essential retail, hospitality venues, leisure and sport facilities, entertainment venues, personal care facilities plus more. Consequently, the LRSG (closed) scheme has been broadened and will provide more grant funding to more businesses. North Lincolnshire has received £2.6m in LRSG funding to distribute to eligible businesses.

7. The Council has also been provided with £3.5m Additional Restrictions Grant funding. This funding is automatically triggered either when an area first enters tier 3 restrictions, or upon the introduction of widespread national restrictions. This funding can be used for business support activities, such as providing discretionary grants, and will be utilised in a way that puts the economy in the best possible shape to recover from Covid-19. It is also important to note that residents have been helped through council tax hardship grants and self-isolation payments for those eligible.
8. In total, the package of funding for the schemes declared to date is worth at least £40m for North Lincolnshire. The most recent funding announcements are directly tied to the level of restrictions in force in the area, therefore if the national restrictions continue beyond early December, or if the area remains within high risk or very high risk restrictions when national restrictions cease, more funding will be provided by Government which will in turn enable a further round of local restriction support grants.
9. The Council undertakes a robust monitoring process throughout the year which seeks to identify progress of spend against budget and reviews the assumptions approved in the 2020/21 budget. As already noted, Covid-19 has impacted some of the supporting assumptions quite significantly, which in turn has a cost/income implication. A Council wide position is reported to Cabinet on a regular basis.
10. At quarter two, Council net expenditure at outturn is forecast to be £153.4m, £1.4m (or 0.9%) above the limit set. This encompasses expenditure and income risk related to Covid-19, and other risks not directly attributable to the pandemic. The Council is required to submit regular financial impact assessments to the Ministry of Housing, Communities and Local Government (MHCLG), to aid Government understanding of sector wide impact. The October return has been overlaid with the quarter two forecast.
11. There are currently estimated to be £16.5m of additional expenditure attributable to the Covid-19 pandemic, together with income challenges of £6.8m. Once the £8.2m grant funding ring-fenced for a specific Covid-19 related purpose has been applied, it leaves a residual Covid-19 risk balance of £15.1m. The main risks identified as being attributable to Covid-19 and funded primarily by Government grant are as follows:

Covid-19 Main Identified Risk	£M
Leisure and culture sites income losses	4.4
Adult social care (increased demand, supporting the market, workforce, PPE)	3.4
Sales, fees and charges (including commercial) losses	2.0
Foregone savings/delayed projects	1.2
Children social care (workforce and activity increases)	1.1

Organisational PPE & shielding	1.0
Home to school transport and wider education	0.6
Rough sleeping	0.5
Other income losses (e.g. parking, court cost income)	0.4
All Other	0.5

12. The residual balance of Covid-19 risks stands at £15.1, and this appendix assumes that the full £13.3m emergency grant funding be used in the first instance to address most of the issues. The remaining balance is expected to be resolved through the income compensation scheme, although this is not yet reflected in the table at the start of this appendix.
13. It is important to note that we are operating within a highly uncertain and volatile environment, therefore the position reported reflects the assumptions and best information available at the current time. The Covid-19 pandemic is fast changing, and the implications are fluid, which also reflects in the shape, scope, and delivery of adaptive Council services. The recent announcement of a national lockdown - together with localised tiered restrictions in place before and after the new national lockdown – are evidence of this volatility. This was not known during quarterly monitoring. Therefore, like in previous updates, it is important to note that the forecasts contained here will need to be refined through the remainder of the financial year.
14. The pandemic has required the Council to adapt quickly, requiring service models to be refined and in some instances completely re-designed. Like every other local authority, this has had cost and income implications which have been recognised by the Government. Focussing on this year alone, it is proposed that budget limits be amended during quarter three, recognising the main areas of risk which have the highest certainty of forecast impact. The current limits pre-dated the pandemic and therefore need to be adjusted to ensure officers have realistic limits to work within, utilising the additional funding provided by Government.
15. In addition, there are other risks which are not directly attributable to Covid-19 that have been identified. This has reduced from quarter 1 and is estimated to be approximately £0.4m. This reflects an amalgamation of non-pandemic related pressures offset in the main through the Council's robust approach to vacancy management.
16. There are also forecast savings within central & technical budgets. This comprises capital financing savings due to a better than expected cash flow position, together with lower than planned borrowing to date. It also reflects an anticipated reduction within corporate management and pension costs.
17. It is important to note that the Council has a strong track record of being able to contain expenditure. The transformation of the Council over recent years ensures continuous improvement and implementation of efficient delivery models that achieve the best outcomes possible. Controlling costs is vital for the longer-term sustainability of the Council, especially given the uncertain economic conditions we are operating within. In the previous two years, collaborative working across the Council to identify solutions ensured that the year-end position was much more favourable than early estimates. The same collaborative working aims to

identify alternative solutions in the short term to ensure the organisation operates within the resources available.

18. The Council has a reserves strategy which governs deployment of reserves. This forms part of the wider approach to risk management. Current financial plans aim to minimise use in 2020/21, with greater reserves potentially going to be needed in the next medium term financial plan to cover potential funding shocks. The level of reserves held will need to be reviewed against identified risks to ensure that the council remains financially resilient.

Analysis of Capital 2020/21

19. The Council has plans to invest £108.9m of capital resource by 2022/23 to support delivery of the Council plan. Of this, £59.1m is planned for investment in 2020/21. Approval is sought for the latest capital investment plan set out in appendix 4.

20. The Council undertakes regular monitoring of its capital investment programme, to ensure the programme remains realistic and invests in Council priorities. It is also important that planned spend is reviewed specifically considering Covid-19, to ensure it remains right to undertake following the changes brought about by the pandemic. It is envisaged that this will be completed by the end of December, with not much expected in the form of changes.

21. The Council finances capital investment through a combination of its own resources (capital receipts and borrowing) and external funding. The balance of funding expected to be applied is also regularly reviewed, to ensure the right type and size of funding is deployed. The Covid-19 pandemic has altered the balance of risks and opportunities attached to each funding type, and as such revisions will need to be made to the financing side in the next medium term financial plan. This is not expected to directly impact the capital investment programme.

22. At this stage in the financial year, a £4.1m in-year underspend is forecast. This reflects updated delivery timescales, which point to investment being incurred beyond the end of this financial year. This primarily relates to multi-year infrastructure schemes.

23. The Capital & Major Projects officer group have considered business cases and recommended a series of capital drawdowns from the additional capital investment allocation, set out in appendix 4 (table 2). Planned spend aligns with delivery of the Council Plan. There are also some external funding adjustments for which approval is sought (table 3).

1. Full Council will meet on Thursday 25th February 2021 to consider setting an updated medium term financial plan comprising revenue and capital investment. The financial planning process was set out to Cabinet in September and progress continues to be made.
2. The Council's spending power is made up of locally generated resources (e.g. council tax) and nationally allocated grants (e.g. revenue support grant). Through the pandemic in 2020/21, the Government have taken the decision to provide further grant funding to the sector to enable Councils to meet heightened need and compensate for lost income. This changes the dynamic of spending power during the current year. However, this shift is expected to be temporary and is expected to revert over time when the threat to public health has been sufficiently contained.

Spending Power

3. The Chancellor presented the results from the 2020 Spending Review on Wednesday 25th November 2020. In addition to provide a comprehensive update on the state of the national public finances, including the ongoing impact, it set department resource levels for 2021/22. A short one-year timeframe was preferred to enable the Government to prioritise its response to Covid-19. The Local Government finance settlement will follow, likely in December, converting national limits for Local Government into specific funding levels for Councils.
4. The state of the economy and public finances are materially different from the Budget presented in March 2020. Key points to note:
 - Gross domestic product, which measures the size of the economy, is predicted to fall 11.3% in 2020, before returning to growth in 2021. However, the economy is not expected to reach pre-crisis levels until the end of 2022.
 - Borrowing and debt has significantly increased, reflecting the wide scale interventions from the Government in supporting businesses and individuals, and providing additional resource to fund increased need within public services.
 - Despite Government action, unemployment has risen because of Covid-19 and is expected to peak at 7.5% during the middle of 2021. This compares to an unemployment rate of 4% during the first quarter of 2020.
5. The Budget presented in March assumed that nationally the Government would generate enough through taxation receipts to fund day to day expenditure, with borrowing needed for capital investment. As a result of increased expenditure and reduced receipt forecasts over the period, the Government anticipates borrowing large sums over the period which is not likely to be sustainable beyond the medium term. Once the economic recovery has been secured, the Government will take the necessary steps to ensure the public finances are on a sustainable path which is likely to have implications for investment levels in public services, taxation and other Government spending, and by extension the spending power of Local Government.

6. The Government plans assume an additional £141.1bn of Covid-19 specific public sector spending in 2020/21, with a further £55bn assumed in 2021/22. The Government have separated out 'core' funding from 'Covid-19' funding when setting departmental spending limits.
7. At a national level, core spending power for Local Government will increase from £49.0bn in 2020/21 to £51.2bn in 2021/22. The key changes are as follows:
 - Local authorities will have the option to levy a 3% adult social care precept in 2021/22, in addition to an option of a 2% general rate increase.
 - An additional £300m of new grant funding for adult and children's social care in addition to the £1 billion announced at SR19 that is being maintained in 2021/22.
 - Revenue support grant will be increased in line with inflation.
 - The business rates multiplier will be frozen in 2021/22, with Council's compensated via additional section 31 grant.

In addition, the Government has confirmed it will be delaying the move to 75% business rate retention and the introduction of the fair funding review, to allow local authorities to focus on meeting the public health challenge. In addition, the Government is undertaking a fundamental review of the business rates system and is currently considering responses to the call for evidence. A final report setting out the full conclusions of the review will be published in spring 2021.

8. To support local authorities in England with Covid-19 pressures next year, the government expects to provide over £3 billion in additional support by:
 - Providing an additional £1.55bn of grant funding to local authorities to meet additional expenditure pressures because of Covid-19.
 - Providing local authorities with £670m of additional grant funding to help local authorities support more than 4 million households least able to afford council tax
 - Providing an estimate £762m to compensate local authorities for 75 percent of irrecoverable council tax and business rate revenues in 2020/21 that would otherwise need to be funded through local authority budgets in 2021/22 and future years. This is expected to be in addition to the recent regulation change which enable deficits to be spread over three years.
 - Extending the sales, fees and charges reimbursement scheme for a further three months until the end of June 2021.
9. The Chancellor confirmed that public sector pay rises will be paused in 2021/22, except for front line NHS staff and workers earning less than £24,000 who will receive a minimum £250 increase.
10. In addition, the Government have confirmed they will reform the Public Works Loan Board (PWLB) lending terms, ending the use of PWLB for investment property bought primarily for yield. The government will cut PWLB lending rates to gilts + 100bps for Standard Rate and gilts + 80bps for Certainty Rate, which should reduce the cost of borrowing for the Council in the short and medium term.
11. The measures set out mean the Council's spending power is likely to be similar to 2020/21 levels, excluding Covid-19 specific funding, assuming that the factors set

out in the spending review are applied locally. Officers are working to revise planning assumptions and will bring a revised funding base back to Cabinet in January. This will also take the LG finance settlement into account, providing high levels of certainty for the 2021/22 funding base.

12. Finally, the Spending Review announced the next phase of the Government's infrastructure investment programme. This covers school and hospital rebuilding, and flagship transport schemes, supported by a National Infrastructure Strategy. The Government also announced a new Levelling Up Fund worth £4bn, which will invest in local infrastructure that has a visible impact on people and their communities and will support economic recovery. Funding will be allocated via a bidding process, with prioritisation given to bids that drive growth and regeneration in places in need. Further detail will be set out in the new year.

Investment in Priorities

13. The estimate of spending power will determine how much resource the Council expects to have available to invest in supporting delivery of the Council plan. Cabinet was presented with a revised estimate at the September meeting, which remains the best estimate at this time based on the information currently known.
14. The national context considered earlier in this appendix means the Council is in the situation where it not likely to have funding certainty beyond 2021/22, which hinders the extent to which it can plan longer-term investment. This is likely to lead to a financial strategy where the Council presents a finite balanced budget for 2021/22 and sets out areas where it would like to develop its operating models beyond 2021/22. This enables officers to fully focus on the pandemic initially and would then give time and space for recovery and renewal.
15. There are some key thematic areas of expenditure where the Council has an opportunity to consider whether the activity could be more effective. This includes:
 - **Budgeting for pay costs** – the Council has been successful at containing increases in its cost base through managing vacancies. This behaviour is well established, and routinely means significant savings within pay budgets which are used to offset pressures elsewhere. The existence and trend of this behaviours means the Council is compelled to consider whether there is an alternative approach it could take in budgeting for pay.
 - **Contract management/procurement** – after pay costs, contracting costs account for a large proportion of Council spend. It is right to continually review the end-to-end contract management system, considering how contracts are entered into in the first place and how successful we are at managing them thereafter to ensure they are economic, efficient, and effective.
 - **Interconnectivity of support service areas** – in order to deliver high quality front line services to the public, a support framework exists and is necessary to ensure the right people end up doing the right thing, making it a more productive system. There is the potential to consider the skills required within service delivery models, to then consider how these skills might be accessed and at what point to affirm whether current models remain right for the long-term.

- **Physical assets** – the Covid-19 pandemic has brought about big changes to the way the Council is operating. Some changes are temporary, but some will be permanent and this requires the Council to consider whether it needs to possess the same level of physical assets (e.g. buildings, vehicles) to achieve the required outcomes or whether different behaviours could lead to improved outcomes.

16. The Council has achieved considerable efficiencies over the past decade, initially with a focus on service specific models. But as the organisational approach and thinking matures, it gives rise to thinking differently around the skills needed within each area. The combination of the Covid-19 pandemic, the funding uncertainty and the short timeframe to February means the Council will benefit most by considering and developing the actions and interventions it can take over the medium term, some of which may yield benefits in 2021/22. The flip side requirement to this is that the Council must continue to control increases in its cost base, which it has and continues to do so.
17. The overarching financial strategy aim for the Council remains financial sustainability, where the Council's generates enough resources to fund its investment aspirations over the longer-term. To achieve success in this aim, the framework of Local Government finance needs to change. It is highly complex to devise long-term investment strategies with short-term funding certainty.
18. The United Kingdom left the European Union on Friday 31st January 2020. The transition period, where the UK remains in the EU customs union and single market, provides both sides with time to determine the future relationship. The transition period ends on Thursday 31st December 2020. The Council continues to make the necessary operational plans and arrangements to deal with the changes that will be brought about the change in membership. It will also actively consider new and emerging potential impacts. At this stage, the Council is not planning for material changes to its cost base because of the change in relationship with the European Union but will keep this under review.
19. It is desired an Executive Budget proposal be brought to the meeting of Cabinet in or around January 2021, in advance of the budget setting meeting in February 2021.

Table 1 – Revenue Investment (Accountability Structure)

2020/21 REVENUE INVESTMENT: BY SERVICE	Original Approved Budget £000's	Policy Changes £000's	Technical Budget Transfers £000's	Revised Approved Budget £000's
Business Development	(414)	160	52	(202)
Governance & Partnerships	14,316	-	(471)	13,845
Operations	32,133	-	291	32,424
Learning, Skills & Culture	11,734	(160)	43	11,617
Children & Community Resilience	21,104	-	718	21,822
Adults & Community Wellbeing	39,352	-	-	39,352
Public Health	7,053	-	(65)	6,988
SERVICE TOTAL	125,278	-	568	125,846
Central & Technical Budgets	26,780	-	(568)	26,212
NET OPERATING EXPENDITURE	152,058	-	-	152,058

Table 2 – Revenue Investment (Council Plan Priority)

2020/21 REVENUE INVESTMENT: BY PRIORITY	Original Approved Budget £000's	Policy Changes £000's	Technical Budget Transfers £000's	Revised Budget £000's
Keeping People Safe and Well	68,612	(34)	(28)	68,550
Enabling Communities to Flourish	25,225	(85)	197	25,337
Growing the Economy	7,389	-	15	7,404
Running the Business (organisation)	25,518	119	386	26,023
Running the Business (technical)	25,314	-	(570)	24,744
PRIORITY TOTAL	152,058	-	-	152,058
NET OPERATING EXPENDITURE	152,058	-	-	152,058

Table 1 – Programme Summary 2020/23

PROPOSED PROGRAMME	2020/21 £000's	2021/22 £000's	2022/23 £000's	Total £000's
Investment in Priority				
Keeping People Safe and Well	5,169	156	156	5,481
Enabling Communities to Flourish	8,113	4,743	2,129	14,985
Growing the Economy	34,114	22,421	8,412	64,947
Running the Business	11,667	6,042	2,793	20,502
Total	59,063	33,362	13,490	105,915
Additional Capital Investment Allocation	-	-	3,004	3,004
Capital Investment Limit	59,063	33,362	16,494	108,919
Funding Analysis				
External & Grant Funding	31,139	18,273	9,296	58,708
Revenue Funding	67	16	-	83
Borrowing	21,791	9,139	7,198	38,128
Capital Receipts	6,066	5,934	-	12,000
Total	59,063	33,362	16,494	108,919

Table 2 – Proposed Drawdown of Additional Capital Investment Allocation

Capital Investment Scheme	2020/21 £000's	2021/22 £000's	2022/23 £000's	Total £000's
Community Buildings (Operational Infrastructure)	250	500	500	1,250
ICT Agile Investment	320	320	440	1,080
Infrastructure Schemes (N.J. Roundabout)	550	-	-	550
Lincolnshire Lakes Flooding Prevention	411	-	-	411
Schools Investment Programme (Free School)	-	-	721	721
Total	1,531	820	1,661	4,012

Table 3 – Amendment to Externally Funded Capital Investment Schemes

Capital Investment Scheme	2020/21 £000's	2021/22 £000's	2022/23 £000's	Total £000's
Lincolnshire Lakes Blue Offer	(106)	-	-	(106)
Green Homes	500	-	-	500
Infrastructure Schemes (Pothole Challenge Fund)	3,194	-	-	3,194
Towns Fund - Urban Park	1,000	-	-	1,000
Infrastructure Schemes (N.J. Roundabout)	500	-	-	500
Disabled Facilities Grants	(1,511)	2,124	-	613
Formula Capital Devolved to Schools	(472)	400	-	(72)
Early Years Capital Fund	(280)	-	-	(280)
Mainstream Inclusion SEND	(37)	-	-	(37)
Schools Investment Programme	(1,233)	4,953	-	3,720
BDUK North Lincs Broadband	(1,000)	1,000	-	-
Total	555	8,477	-	9,032

		2020/21	
		Budget (Feb 2020)	Forecast (Q2)
(i)	Estimates of capital expenditure	£M 51.5	£M 59.1
(ii)	General Fund ratio of financing costs to the net revenue stream % (Based on Prudential Code 2013)	% 8.80	% 8.75
(iii)	An estimate of the capital financing requirement	£M 259.5	£M 260.4
(iv)	The authorised limit for external debt: borrowing other long-term liabilities total	£M 294.5 30.0 324.5	£M no change
(v)	The operational boundary for external debt: borrowing other long-term liabilities total	£M 264.5 22.0 286.5	£M no change
(vi)	Upper limit for fixed rate exposure	% 100.0	% no change
(vii)	Upper limit for variable rate exposure	% 40.0	% no change
(viii)	upper and lower limits for maturity structure of borrowing UPPER LIMIT under 12 months 12 months and within 24 months 24 months and within 5 years 5 years and within 10 years 10 years and within 20 years 20 years and within 30 years 30 years and above LOWER LIMIT all time periods	% 60.0 30.0 50.0 50.0 75.0 75.0 100.0 0.0	% no change
(ix)	Total principal sums invested for periods longer than 364 days	£M 0	£M no change

This page is intentionally left blank

Report of the Director:
Learning, Skills and Culture

Agenda Item No: 6
Meeting: 7 December 2020

NORTH LINCOLNSHIRE COUNCIL

CABINET

VIRTUAL HEADTEACHER FOR CHILDREN IN CARE REPORT 2020

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To approve the Virtual Headteacher Report for Children in Care 2020

2. BACKGROUND INFORMATION

- 2.1 In North Lincolnshire we are highly ambitious for all of our children, and especially our looked after children. We take our role as corporate parents very seriously and want all looked after children to achieve the best they can and promote success into adulthood, whatever age they came into our care.
- 2.2 The role of the Virtual School is to promote the educational achievement of children in our care whether educated in North Lincolnshire or placed out of the county. The Virtual School has high aspirations for and strives to close the attainment gap between our children and their peers.
- 2.3 The Virtual School works tirelessly to provide effective support and make a difference to the education outcomes for our looked after children and young people throughout their journey through school and this report reflects the impact and the successes over the past year.

3. OPTIONS FOR CONSIDERATION

- 3.1 To approve the Virtual Headteacher Report for Children in Care 2020

4. ANALYSIS OF OPTIONS

- 4.1 The annual Virtual Headteacher Report is published in line with statutory requirements for children in care and covers the work of the Virtual School in raising achievement for looked after children for the previous academic year

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

5.1 None.

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

6.1 N/A.

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

7.1 N/A.

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

8.1 None.

9. **RECOMMENDATIONS**

9.1 To approve the Virtual Headteacher Report for Children in Care 2020.

DIRECTOR OF LEARNING, SKILLS AND CULTURE

Church Square House

SCUNTHORPE

North Lincolnshire

DN15 6NL

Author: Darren Chaplin Head of Access and Inclusion

Date: 4 November 2020

Background Papers used in the preparation of this report:

1) The Annual Virtual Headteacher Report for Children in Care

Annual Report of the Virtual Headteacher
2020

Foreword

This has been a year in which we have further raised the profile across North Lincolnshire of the importance of improving education outcomes for looked after children. We started in the Autumn Term with our conference which allowed professionals to come together and reflect on best practice from across the country in all aspects of our work. The conference launched the new CPD programme and award for schools for their work in raising the aspirations and achievement of looked after children.

The highlight of my year was again the Awards at October half term. Students across the county have once again excelled at all aspects of school and wider life and the evening showcased the fantastic arts talents of our students. A huge well done to all participants and thank you goes out to everyone involved in the organisation. Plans are in place for how we may be able to continue these awards this year in a new virtual environment.

Other work this year has included:

- Reviewing the use of Personal Education Plans (PEPs) to ensure that they drive forward progress for young people.
- Introducing new monitoring systems to complete deep dives of PEP cases and tackle low aspirations at all key stages.
- Raising the target grades for all children and young people to be aspirational and to challenge schools and children to strive to achieve beyond the expected levels.
- Developing new programmes for Unaccompanied Asylum Seeking Children (UASC) to ensure a settled start to education in the area.
- Ensuring effective support is in place for designated teachers and foster carers so that plans make a greater impact on the lives of young people.

We have again raised standards for our young people this year though it remains the case that we continue to strive to ensure that all our looked after children will achieve outcomes at least in line with those of all students in North Lincolnshire.

This report includes the Virtual School response to the Covid-19 situation and the initiatives and resources created during this time to support our looked after children and colleagues in schools and social care.



Dave Flowitt
Virtual Headteacher

Headlines

- In July 2020, the very large majority of our looked after children were being educated in schools judged good or better by Ofsted. No looked after children were being educated in schools judged as inadequate. Validated outcomes for 2019 show that North Lincolnshire's looked after children achieved above their national peers in
 - the Early Years Foundation Stage
 - reading and mathematics at Key Stage 1
 - reading and writing at Key Stage 2
- We have 7 secondary, 6 primary, 1 independent and 1 college who have attended induction days and registered to become a 'Caring 2 Learn' school. The project aims to improve the learning outcomes for our children by ensuring learning communities in which our children and young people feel safe and believe they belong by upskilling and supporting our educators and carers, encouraging participation and improving attendance, promoting good practice to support the wellbeing, emotional and mental health of all vulnerable children at home or in their education setting, reducing the number of fixed-term and permanent exclusions and having fewer Post 16 Not in Education, Employment or Training (NEET) young people by promoting higher aspiration and self esteem.
To raise aspirations, the expectation is for schools to use Fischer Family Trust (FFT) 20 estimates in the PEPs as their benchmark attainment target which provides consistency across settings.
- The authorised absence rate for the authority's looked after children is lower than the national and regional averages and it is lower than the previous year's rate (2.9%). The persistent absence rate is lower than the national and regional averages.
- School stability is a priority and is improving year-on-year.
- The Virtual School Children in Care Conference in October 2019 was a great success and hosted by Jaz Ampaw-Farr who is a care leaver herself, inspirational speaker and successful business woman. The 2020 conference has been postponed due to Covid-19 and will be re-scheduled for 2021, focusing on the impact of trauma.
- Training continues to be offered by the Virtual School for social workers, carers, adopters, special guardians and schools in order to improve learning outcomes for our children and ensure PEPs are of high quality, with SMART targets/outcomes; using pupil premium to support needs at an early stage.
- All of our looked after children up to the age of five years receive a monthly reading book through North Lincolnshire's Imagination Library.

Governance and Accountability

The Virtual School and the Virtual Headteacher are accountable to the **Corporate Parenting Board** through quarterly reporting to the **Multi Agency Looked After Partnership (MALAP)** through to the Board.

The Virtual Headteacher is a member of the Corporate Parenting Board. The Children in Care Education and Employability Group (CICEEG), which meets monthly, feeds into this framework via progress reports to the MALAP group and the Education Inclusion Partnership.

Page 7

The CICEEG meeting is chaired either by the **Lead Officer for Education Inclusion or the Virtual Headteacher**. Its membership includes representatives from social care, education, post 16, health and early years. The meeting is held monthly to monitor the progress, attendance and needs of looked after children and to celebrate areas of success for our children who are looked after. The meeting includes challenge and feedback on specific actions and quality assurance checks. Data is scrutinised and actions arising from this scrutiny are monitored. All potential school moves must have discussion at this meeting to ensure stability of placement and education is paramount. Our ambition is to ensure best outcomes for our looked after children, in order to ensure attainment is high and our children have the support they need to gain qualifications that will enable them into college and university. The Virtual School supports our children through to adulthood to ensure they have the opportunities for their chosen career paths and to become independent and successful adults.

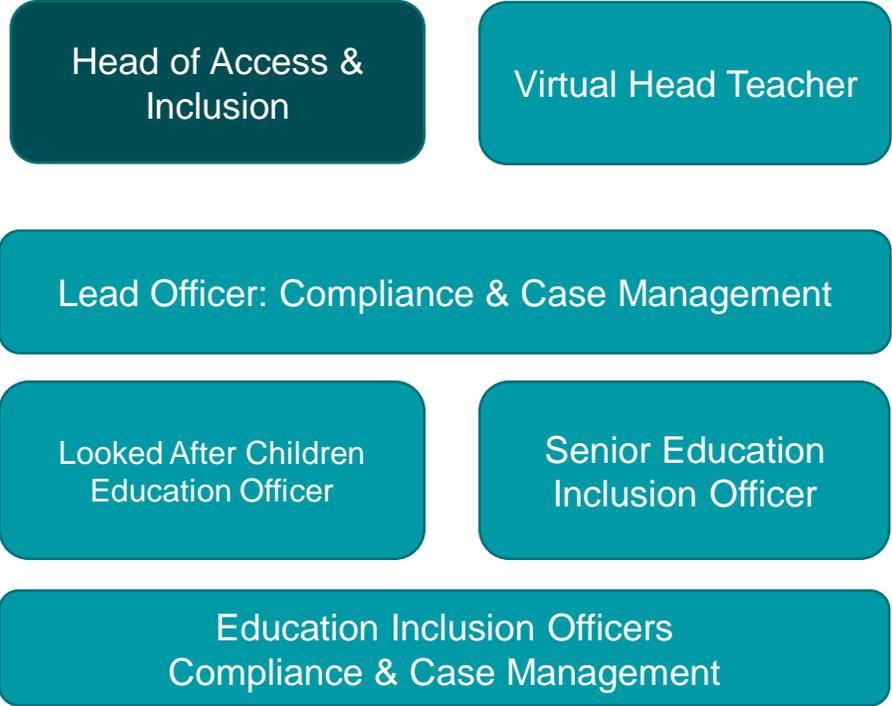
The Virtual School continues to champion the needs of looked after children on behalf of North Lincolnshire Council and works with schools and other education providers to ensure support and resources for looked after children are used effectively and efficiently in line with their Personal Education Plan.

Staffing of the Virtual School

The Virtual School continues to hold a staffing structure which includes a team of Education Inclusion Officers, Senior Education Inclusion Officer, Lead Officer and the Virtual Headteacher. Every looked after child has an allocated officer who oversees their education provision. Expertise and knowledge around the needs of looked after children continues to grow with an emphasis on ensuring that the emotional health and wellbeing of our children is best supported. Staff attend regular training to support their roles and are more confident in providing support and positive challenge to schools where benchmark attainment targets are not in line with FFT20.

The Education Inclusion Service's core contribution to improving education outcomes for children in care is by working with schools and other professionals to make sure that the conditions for learning are right. Achieving stability is key so that each pupil's journey through the education system and into education, employment or training is as smooth as it can be.

A Looked After Children Education Officer was appointed and continues to develop the practice of the Virtual School by undertaking quality assurance to identify areas for development. The role has provided training and support to Designated Teachers to enable them to champion for the children in their setting, raise aspirations and support positive outcomes.



2018/19 Headline Validated Data

In July 2019 there were 206 children (reception to year 13) looked after by North Lincolnshire, 22 children of whom were being educated in out of area schools (NCY 0 to 11)

Less than half of looked after children in July 2019 (46%, 94 children) had assessed SEN. This is a decrease on the previous year's by 5.2 percentage points.

Validated outcomes for 2019 show that North Lincolnshire's looked after children achieved above their national peers in the Early Years Foundation Stage and in Writing and Maths at Key Stage 1.

Within Key Stage 2 North Lincolnshire's looked after children performed higher than the national average in both Reading and Writing.

Thirteen children and young people had 1 or more school move during the 2018/19 academic year, compared with 17 children in the previous academic year. School stability for looked after children is a priority and is improving year on year.

- The overall absence rate for the authority's looked after children is lower than the national and regional averages. Since 2018 the overall absence rate for North Lincolnshire has decreased from 5.2% to 4% in 2018/19.

- North Lincolnshire's fixed term exclusion rate is lower than the national average and the regional average.
- The figures for the permanent exclusions have been suppressed due to small cohort figures.

Pupil Outcomes 2018/19

Eligibility and performance of children who have been looked after continuously for at least twelve months

Early Years Foundation Stage

	Number Eligible	% achieving GLD
National	1090	48%
Yorkshire & Humber	120	53%
North Lincolnshire	8	63%

Over 60% of looked after children achieved a Good Level of Development in their EYFS end of year assessments. North Lincolnshire's result was 15 percentage points above the national average, and 10 percentage points above the regional average.

Key Stage 1

	Number Eligible	% achieving Expected Standard		
		Reading	Writing	Maths
National	1730	52%	43%	49%
North Lincolnshire	5	60%	40%	60%

There were 5 children eligible for Key Stage 1 assessments. Within reading and maths North Lincolnshire was above the national average, however, in writing North Lincolnshire was 3 percentage points below the national average.

Key Stage 2

	Number Eligible	% achieving Expected Standard			
		Reading	Writing	Maths	RWM
National	3210	49%	50%	51%	37%
Yorkshire & Humber	360	46%	49%	51%	35%
North Lincolnshire	6	67%	83%	50%	33%

The Key Stage 2 cohort consisted of 6 children who had been continuously looked after for at least 12 months. Within North Lincolnshire the average for Reading (67%) and Writing (83%) were both above the national average. The maths result was 1 percentage point below the national average of 51%. A small minority of pupils (33%) achieved the expected level in reading, writing and maths (RWM) combined. The regional and national averages were 35% and 37% respectively.

Pupil Outcomes 2018/19

Eligibility and performance of children who have been looked after continuously for at least twelve months

Key Stage 4

	Number at the end of Key Stage 4	% Achieving Grade 5+ in both English & Maths GCSEs	% Achieving Grade 4+ in both English & Maths GCSEs	Average Attainment 8 Scores	Average Progress 8 Scores ²
National	5410	7.3%	18%	19.1	-1.3
Yorkshire & Humber	570	8.3%	18.3%	20	-1.11
North Lincolnshire	10	0%	10%	18.9	-1.66

The Key Stage 4 cohort consisted of 10 young people who had been continuously looked after for at least 12 months and educated in England. North Lincolnshire’s average progress 8 and attainment 8 scores were slightly lower than the national and regional scores. The outcome for pupils achieving grade 4 or above in both English and maths was 8 percentage points below the national average.

Of the 10 young people from the 2018/19 cohort, 8 young people continued to complete their further education courses. Two young people are identified as Not in Education, Employment or Training (NEET) and the Virtual School continue to work, support and engage them to secure positive destinations

Alternative Education Provision was provided and funded through the Virtual School to enable three Unaccompanied Asylum Seeking Children (UASC) (new entrants in March 2020) to access education during the Covid-19 Pandemic. The students engaged well in the provision at ‘Pledge2Learn’ up until the end of the summer term and have applications in place to start at a local college in September 2020 to study English for speakers of other languages (ESOL).

Three further UASC were permanently excluded from a local college during the Covid-19 pandemic. Two of these students’ permanent exclusions were rescinded on appeal and the students returned to college the following week. The other student was provided an alternative education placement funded by the Virtual School which he engaged with, preventing him from becoming NEET and reducing the risk of becoming vulnerable.

Absence and Exclusions 2018/19

	Number of looked after children matched to absence data ³	Percentage of sessions missed due to ⁴			Percentage of looked after children classed as persistent absentees ⁵
		Overall absence	Authorised absence	Unauthorised absence	
National	32,500	4.7%	3.2%	1.4%	10.9%
Yorkshire & Humber	3,730	4.8%	3.1%	1.7%	11.0%
North Lincolnshire	110	4%	2.4%	1.6%	8.2%

- The overall absence rate for the authority’s looked after children is lower than the national and regional averages. The overall absence rate for North Lincolnshire has decreased from 5.2% in 2018 to 4% in 2019.
- The Virtual School works with individual young people and other services to support attendance in school. The Virtual School will continue to challenge and support schools to reduce the overall absence rates for our looked after children and ensure the right individual support is in place.

- The authorised absence rate for the authority’s looked after children is lower than the national and regional averages and it is lower than the previous year’s rate (2.9%).
- The unauthorised absence rate for the authority’s looked after children is higher than the national and lower than the regional averages. Since the previous year the unauthorised absence rate for North Lincolnshire has decreased by 0.7 percentage points to 1.6%.
- The persistent absence rate is lower than the national and regional averages.

Page 79

	Number matched to the school census ³	Percentage of children permanently excluded	Percentage of children fixed term exclusion rate
National	31,720	0.1	11.7
Yorkshire & Humber	3,580	x	12.2
North Lincolnshire	112	x	11.61

- North Lincolnshire’s fixed term exclusion rate is lower than the national average and the regional average.
- The figures for the permanent exclusions have been suppressed due to small cohort figures.

Publication of official exclusions data runs to a much later timetable than other statistics (due to the appeals process). The latest official data (above) relates to the 2017/18 academic year.

2020 Provisional Data

In July 2020, 97% of our looked after children were being educated in schools judged good or better by Ofsted. This is an increase of 7 percentage points from the previous year.

COVID-19

Due to the outbreak of Covid-19 and subsequent school shutdown and cancellation of examinations in the summer term, this report does not contain the usual analysis concerning end of Key Stage attainment for 2020.

Key Stage 4 results were issued to our looked after children and, although we cannot publish them, indications are that there has been an improvement in the proportion of children achieving

- Grade 4 or above in both English and maths GCSEs
- Grade 5 or above in both English and maths GCSEs

All looked after children in Year 11 are offered careers advice, support and guidance.

Pupil Premium Spend

Through the PEP Review process, the Virtual School monitors how Pupil Premium is used to ensure that looked after children benefit from this additional resource in relation to making good progress in schools. The Virtual Headteacher is responsible for managing the allocation of the funding to schools and academies each term.

The annual pupil premium payment made to schools was £1,900 per pupil. The use of pupil premium is scrutinised within PEP meetings and during the quality assurance process where PEPs are RAG rated. We continue to work with schools to identify opportunities to support our children and young people within this spend to ensure best outcomes and to support their emotional health and wellbeing. Although the pupil premium funding to local authorities increased, North Lincolnshire headteachers agreed that the additional £400 should remain centrally held by the LA in order to support those young people who may need enhanced funding to support education stability, personalised intervention strategies and intensive support where necessary. This additional payment is made following a formal request from schools and in agreement with the Virtual Headteacher. There are a number of children who have benefitted from this additional funding following exceptional requests for support.

This collaborative approach between schools demonstrates commitment to ensuring all looked after children have the best opportunities to progress in learning.

Funding is distributed termly and quality assured via the PEP. Challenge remains in place with schools where PEP quality may require some improvement or pupil premium spend is not clarified to benefit that particular child or young person.

It remains that the full pupil premium grant is utilised each financial year and schools also have additional support opportunities through commissioned placements at therapeutic education settings such as Changing Lives (therapeutic intervention through equine therapy). Our children receive a 'Letter Box' three times a year with reading books and games that they enjoy and which enhances their reading skills (deliveries have been rescheduled due to Covid-19 until Autumn Term 2020). All of our looked after children up to the age of five years receive a monthly reading book through North Lincolnshire's Imagination Library.

Electronic PEPs (EPEP) and Welfare Call

The Virtual School works directly with young people, carers, designated teachers, and social workers to ensure that the electronic PEPs are consultative and responsive to the young person's needs as well as recording their educational journey from the point they become looked after.

The Virtual School ensures that the PEP review process is undertaken within appropriate timescales and has aspirational targets, whilst addressing social and emotional needs.

PEPs use SMART targets and provide a pathway to achieve successful outcomes and regularly reviews the PEP to ensure it is aspirational and demonstrates how the pupil premium enhances the child's attainment.

Welfare Call collects the daily attendance for all our looked after children. An analytics tool has been developed which provides us with statistical data that can be utilised during meetings and included in reports.

Additional quality assurance meetings are held termly and more recently to monthly to focus on Fischer Family Trust estimates. Senior leads and the Virtual Headteacher attend this meeting and key year groups are allocated a focus at specific meetings to support best outcomes, challenge to schools and transition arrangements for that group.

The Virtual School is directly responsible for:

- Quality assuring the documents and RAG rating accordingly
- Holding to account those with responsibility for ensuring that the agreed objectives, actions and support are delivered
- Monitoring the use of pupil premium spend and pupil progress
- Ensuring a termly quality assurance meeting is held and supported by social care, education and schools randomly selecting a number of EPEPs for QA.
- Monthly audits of looked after children also takes place which feeds into the Access and Inclusion Case Audit meeting
- Challenge to schools where there is evidence that an Education, Health and Care Plan application should be made

Supporting High Quality PEPs

Measuring Virtual School Impact

- A consistently high completion rate of Initial PEPs within 10 school days, and PEP reviews within the new termly timescales
- Clear evidence that PP+ is used effectively through monitoring of individual PEP targets.
- Targets have clearly identified outcome/improvements and are RAG rated before new targets are set
- PEPs are submitted for sign off at the meeting as a result of good preparation
- Pupil views are clearly considered and taken into account during the PEP meeting
- There is a clear progression pathway identified, taking account of the young person's ability, hopes and aspirations in all PEPs
- Agreed actions are clearly followed up and reviewed at subsequent PEP meetings
- All PEPs are quality assured and where necessary appropriate challenge is made and/or action is taken
- All PEPs have all appropriate sections completed before sign-off.

Training

Training continues to be provided by the Virtual School and a selection of courses are offered to Designated Teachers, Social Workers, Adopters and SGOs, Foster Carers and those registered to become a 'Caring2Learn' school.

On Line training:

These courses can be accessed and completed in own time: the role of the Designated Teacher, supporting children with unmet attachment needs, understanding trauma and the impact on young people, and raising attainment.

Facilitated/Virtual Training:

Prior to Covid-19 our facilitated training calendar included an introduction to Restorative Practice, Social Pedagogy Introduction, Kids Skills, supporting children with adverse childhood experiences (a trauma lens perspective), understanding secondary trauma in ourselves and those around us, PEP overview, the role of adopters, SGOs, foster carers in education and raising attainment. The Caring 2 Learn team from Lincolnshire has supported our efforts during Covid-19 and allowed us access to their virtual training courses which include those listed and additional courses such as mindfulness. This training will incorporate joint opportunities for schools, carers and professionals to learn together and share experiences.

Other Tools/Resources

Guidance leaflets have been issued to Designated Teachers around SMART target setting, how to complete the attainment section of the PEP at each key stage and self evaluation for Designated Teachers.

Creating Success for Children in Care Conference

The Virtual School held its first Children in Care Conference in October 2019. Our focus was creating success for our children in care and we invited a key speaker – Jaz Ampaw-Farr to host the majority of the day for us. Jaz is a care leaver herself, inspirational speaker and successful business woman. Key messages about underlying need, early life trauma, emotional wellbeing and inclusive approaches were the focus for the day which was well received by our audience of school staff and leaders, governors, social care and health and wellbeing colleagues and carers. The conference was opened by the ‘One Voice’ Children in Care Choir who did an amazing rendition of songs for our audience and set the scene for the whole day.

Feedback for the whole day was positive.

Page 85

“Amazing speaker – the best I’ve seen by far”

“It was excellent, thought provoking and engaging”

“Great conference with fantastic speakers”

“This was the best training day I have been in”

“Absolutely amazing conference. Jaz Ampaw-Farr was inspirational”

“Jaz’s story could be viewed as a tragedy of abuse, neglect and poverty. Instead, she focuses on the life-altering impact a handful of everyday heroes had on her trajectory. Through celebration and provocation, she invites audiences into deep narratives that translate beyond her own powerful journey of overcoming obstacles, to the stories of those whose lives we seek to impact. Jaz speaks with humility, honesty and humour and has a disarming ability to persuade people to let their guard down. In a nutshell, Jaz is transformational.”

<https://www.jzampawfarr.com/>

Due to Covid-19 the November 2020 Children in Care Conference has been cancelled and will be rescheduled to the Autumn Term of 2021.

Partnership & Collaborative Work

In keeping with the One Family Approach, the Virtual School functions with services for children's social care and health. The collaboration and sharing of information, resources and service works best for our children and we continue to support each other to drive forward outcomes. We are proactive in building relationships with our Designated Teachers in order to improve outcomes for our looked after and previously looked after children and champion the Designated Teacher role as set out in the statutory guidance (Feb 2018).

The Virtual School has met with the Adoption Team and identified ways of further supporting our previously looked after children by developing a booklet for designated teachers outlining responsibilities. A Virtual School representative has attended events and drop sessions for adopters and special guardians offering support. 'Caring2learn' training has been offered to adopters, special guardians, foster carers, designated teachers, support staff, social workers and education officers. This has created a collaborative learning environment enabling the sharing of good practice and promoting good networking and feedback opportunities.

S had an EHCP, a number of recent exclusions from primary school and a care plan to restore him to his birth mum during the Covid-19 pandemic. There were concerns from the birth parent and the FaSST Team that his educational needs were not fully being met during this time of uncertainty and the school struggled to manage his emotions/behaviour during the partial school closure resulting in exclusions and isolation. The case was discussed at the Covid-19 daily school support meeting where Special Educational Needs and/or Disabilities (SEND), Educational Psychology, Education Inclusion and FaSST staff identified a plan of support and clarity on the school situation. A professionals' meeting was held, additional support was provided by the behaviour team and SEND and additional Pupil Premium + was provided to the school to fund Creative Therapy for short term emotional support whilst the EHCP was reviewed. The collaborative working ensured S was being supported appropriately, challenge provided to the school around exclusions and additional support put in place in school to support S which prevented further exclusions.

Pupils educated outside North Lincolnshire

Our continued drive will always be to have our children educated in mainstream settings within North Lincolnshire. We have a small minority of children who require settings outside of our boundary, however, we endeavour to ensure they attend good or better schools. Attendance of these pupils is also tracked by Welfare Call on behalf of the local authority and progress and attainment data is collected termly.

Pupils with an EHCP will have additional monitoring visits undertaken by the SEND Provision Monitoring Officer and will be subject to reporting to Complex Care for such children. Wherever possible, an Education Inclusion Officer will attend out of county PEPs for those children where needs are greater and may require more input to support.

Pupil Voice

Education Inclusion Officers, alongside Designated Teachers and Social Workers endeavour to ensure that children and young people are consulted via the PEP process, regarding their views on their education.

The Virtual School has consulted with looked after children and previously looked after children through their foster carers, Adopters/SGOs via a Learning Conversations questionnaire to gain their and their child's experiences of education during the Covid-19 pandemic and how things could be improved if we experience a second wave of partial or full lockdowns.

This young person had a significant number of address moves and in the last term of year 5 primary education moved to an out of county school. School staff were extremely proactive in seeking the relevant emotional support whilst trying to maintain good levels of attainment. His benchmark FFT20 targets were above nationally expected but due to traumatic events, he was working below expected levels. The school and carer recognised the potential and an application was made for a local grammar school where he sat his 11+ entry exams. Sadly, he narrowly missed the pass mark, so the school, foster carer and other professionals worked together to appeal the decision, which was successful. This young person will now transition to a secondary grammar school where he will be supported to achieve his aspirations of being a "You-tuber or footballer" and encouraged to consider other options through appropriate careers advice.

Impact of Covid-19 since March 2020

Our work as corporate parents is essential in order to fulfil our collective responsibility of ensuring our looked after and previously looked after children achieve their potential and have the best possible educational outcomes.

This year has been a challenging one for all with the Covid-19 pandemic and the impact this has had on our children's education.

We have seen full and partial closures of some of our education, training and nursery providers but have worked together to provide and create positive learning experiences for our children

Vulnerable children not attending school during lockdown were provided with innovative ways to learn and ongoing support so that wherever possible they could continue with their learning.

Some feedback from our education colleagues on how they are working with our children:

- Weekly assemblies with top tips on virtual learning and preparation of mindset for lockdown
- Weekly emails to parents containing useful support information
- Differentiated work packs sent home
- Vulnerable Children contacted or visited at least once a week
- Teaching Assistants linked to virtual classes to support individual students with work as required
- Transition plans in place and transitioning schools working closely together to support our looked after children

Our Response to Covid-19

- Prior to the government scheme, but during Covid-19, 18 new laptops were provided to Unaccompanied Asylum Seeking Children (UASC). Following a government scheme this extended to Care Leavers and other looked after children. Significant feedback from the young people has been received indicating their gratitude for the laptops.
- All Personal Education Plans continued to take place virtually during the pandemic, and there has been an improvement in sign off time.
- Welfare Call developed a tab within the Personal Education Plan system for schools to complete which assisted in identifying which children were attending school, the communication between home and school and what education was being undertaken.
- The daily tasking group identified looked after children for whom it was felt that school attendance would be beneficial during this time. A multi-agency approach was taken to ensure looked after children in this category had the opportunity to attend school on a regular basis.
- Education Inclusion staff continued to make contact with looked after children during this period and offered additional support.
- The Children In Care Education and Employability Group continued to meet as a multi-agency on a monthly basis to seek assurance on all aspects of looked after children e.g. attendance, school moves, support in place.
- School moves were kept to a minimum. Changes in school places were discussed and agreed at the CICEEG to avoid unnecessary disruption for looked after children. This group has continued to meet throughout Covid-19.
- On line training and virtual workshops was offered to Designated Teachers, Foster Carers, Adopters and staff working with looked after children during the Covid-19 pandemic.

Innovative ways of teaching

- Advice given to parents/carers about other appropriate activities including wellbeing and mental health support
- School Inclusion team phoning vulnerable families regularly so that they can check that they have food, need support or advice etc.
- Different learning platforms used to teach
- A variety of on line resources used to support learning activities

Headteacher comments

“We have carried out home visits and increased these for families wanting more contact”

“Our children have coped with a huge amount of change in a short amount of time”

“We were ready, quickly bought in books we could send home and staff put together a PowerPoint of a week’s worth of lessons. This has continued and are now on week 10”

Examples of support during Covid-19

- Alternative Education Provision was provided and funded through the Virtual School to enable three UASC new entrants in March 2020 to access education during the Covid-19 pandemic. These students progressed on to a college course in September 2020.
- Three further looked after children who were attending a local college required an individualised program of learning during the Covid-19 pandemic. 2 of these students returned to college with support and the other student was provided an alternative education placement which best met his needs funded by the Virtual School. All three students continue to do well in their education placements.
- Additional funding has been provided for therapeutic and creative therapy to support some looked after children during the Covid-19 pandemic.
- A desk and chair has been purchased to enable a previously looked after student create a study area for his post-16 on-line learning.
- GCSE resit and tuition offered to enable looked after children who achieved a grade 3 in maths or English at GCSE to resit in November 2020 to give them the opportunity to boost achievement to a grade 4.

'Pledge2Learn' case study through Covid-19

- A is an Arabic speaking UASC who arrived in the UK during March 2020 and started at Pledge2Learn's Alternative Education Provision during the Covid-19 lockdown.
 - A had good literacy skills in Arabic and had learned English as a modern foreign language. A stood looking at the ceiling, the walls, anything she could focus on to avoid eye contact or conversation with anyone else. A was not speaking or understanding the language, and so we allowed A to focus on her passion for art/craft.
 - Initially A claimed that she did not like art, but she could not hide her passion and she was soon lost in the moment. A likes to listen to her own music whilst she is working, we allowed this as it really helped build relationships between us.
- Page 91
- Whilst at the provision A has completed Northern Association of Support Services for Equality and Achievement (NASSEA) assessment, Rosetta Stone, Phonics, Maths, English and Science - all helping to build the foundations of learning in preparation for her post-16 journey.
- A's key workers have also spent time completing career quizzes, helping to identify choices of career paths and routes she may need to take. They have also looked at backup options. This helped prepare A's mindset in readiness for starting post-16 education.
 - A stated that she had enjoyed her time at the provision and has enjoyed the learning. A has also enjoyed the arts/crafts and sports.
 - The work on careers and exploring post-16 options helped A prepare for college.

Learning Conversations

We consulted with Foster Carers/Adopters and special guardians about their experiences during Covid-19. Here are some examples....

- “Can I just first of all say a massive thank you to all the staff who are still available for the children. R and R are enjoying their days and it is hugely beneficial for their mental health... Please pass on our thanks to everyone – this has been a harder week with a lot of people starting to feel some stress from the situation that we haven’t really seen previously. I’m sure it is likely to be the same for your team but the children are certainly feeling safe and well which is great.”

Page 92

“We’ve had lots of support from Melior, uniforms, booklets etc. have been sent. Opportunities for online meetings with new teachers etc. Feel well supported for his move.”

- “My child has found it challenging with the isolation from her friends and the routine. As a result there has been an effect on her mental health. Therapy has been put in place via the adoption service which is greatly appreciated”
- “Feedback from any work sent has been fantastic”

On line learning provided

- Promoting the achievement of looked after children
- Positive Parenting
- Healing Environments
- The Role of the Designated Teacher
- Adoption, post permanence and the school role
- Understanding trauma and the impact on Young People
- ADHD
- Emotion Coaching
- Supporting pupils with unmet attachment needs
- Supporting young people leaving care

Caring 2 Learn

The project aims to improve the learning outcomes for our children by ensuring learning communities in which our children and young people feel safe and believe they belong by:

- upskilling and supporting our educators and carers
- encouraging participation and improve attendance
- promoting good practice to support the wellbeing, emotional and mental health of all vulnerable children at home or in their education setting
- reducing the number of fixed-term and permanent exclusions
- having fewer post-16 NEET young people by promoting higher aspiration and self esteem.
- hosting Caring Schools Awards
- providing on-line training

Our plans for the next 12 months

We will

- Continue to roll out 'Caring 2 Learn' to our schools
- Organise a follow-on conference for Creating Success for Children in Care (2021)
- Enhance the quality of the PEP with particular focus on the attainment and SMART target sections
- Continue to ensure that all schools are using the FFT20 as a benchmark target for attainment in the PEP
- Ensure that all transitions between key stages are successfully sustained
- Continue to focus on achievement at key stage 4 in English and Maths
- Continue the improvement of RWM combined at KS2
- Continue to improve attendance by further reducing persistent absenteeism
- Continue to challenge fixed and permanent exclusions
- Ensure PEP's are completed and signed off at least four weeks prior to the end of a term
- Continue to increase proportion of looked after children in mainstream education
- Ensure that all children in care's individual needs in education are reviewed following and during Covid-19, to ensure they remain on track to achieve their outcomes
- Continue to identify and assess SEND needs at the earliest point for looked after children and ensure all looked after children are engaged in and attending suitable education that meets their needs
- Develop further access to employers and bespoke apprenticeships and raise incentives and support to encourage young people to engage with and remain in education, employment or training

Follow us:



@NorthLincsCNews



Northlincscouncil



@northlincolnshirecouncil



North Lincolnshire Council



This page is intentionally left blank

NORTH LINCOLNSHIRE COUNCIL

CABINET

CARE LEAVING SERVICE FINANCIAL POLICY

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To inform and seek Cabinet's approval of the Care Leavers Financial Policy.

2. BACKGROUND INFORMATION

- 2.1 North Lincolnshire Council has adopted a "One Family Approach" and an ambition for children to live within their home, attend their school and be a part of their community. North Lincolnshire Council, under the auspice of Corporate Parent, works to support improved outcomes for children in care and care leavers and we will enable them to maximise their life chances.
- 2.2 The Multi-Agency Children in Care and Care Leavers Plan 2020-2022 sets out our key priorities, promise and commitment to children in care and care leavers. It builds on our success and sets out an ambitious agenda for further improvement, and to support young people to live successful lives in our community.
- 2.3 The Children Act 1989 Guidance and Regulations *Volume 3: Planning Transition to Adulthood for Care Leavers* sets out the requirement for Local Authorities to have a 'clear written and transparent financial policy' that 'sets out what entitlements young people have'. This includes setting out how the local authority will assist the young person with financial support to achieve economic well-being and make a positive and successful transition to adulthood.
- 2.4 North Lincolnshire's financial policy to care leavers is therefore a key component in successfully delivering the outcomes identified within the Multi-Agency Children in Care and Care Leavers Plan 2020-2022.

2.5 The revised policy builds on previous iterations which have articulated the Council's commitment to financially supporting care leavers through a robust scheme of allowances. It also includes prior decisions made via Cabinet i.e. in relation to council tax benefits for care leavers. The revised policy contains more detail regarding the financial support available to young people to raise ambitions and maximise life chances and provides clarity regarding the financial weight to specific allowances to best reflect current costs, needs and circumstances. This includes financial support to young people to access further and higher education to promote education and career opportunities.

3. **OPTIONS FOR CONSIDERATION**

3.1 **Option 1**

Approve the revised financial policy, which provides financial support to young people to support their ambitions and promote positive outcomes.

3.2 **Option 2**

To require revisions to the report prior to approval.

4. **ANALYSIS OF OPTIONS**

4.1 **Option 1**

This is the preferred option as the policy supports care leavers to maximise their life chances by providing the necessary financial support and is in line with the ambition set out in the Multi-Agency Children in Care and Care Leavers plan 2020-2022.

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

5.1 Financial – the financial support to care leavers and overall costs of £225k for delivering the revised financial policy are contained within the current budget.

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

6.1 Maximising the life chances of our care leavers will have significant benefits for them and the wider community:

- Prosperous - supporting young peoples confidence and aspirations, success and engagement with education, employment and training. This will also support our young people to gain and sustain employment opportunities, ensuring they are prosperous within our community.

- Safe and Well - enabling young people to live safely within their home and their community, and choose positive lifestyles It will also help support these young people as they become parents. We will support young people to have the necessary resources to participate in their communities of interest to promote good emotional health and wellbeing.
- Connected – young people have access to and are engaged in education and training opportunities alongside their peers, leading to young people being an active part of their communities through voluntary and paid employment. Care Leavers have access to and benefits of digital technology .

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

7.1 Not required.

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

8.1 The voice of our young people who have left care has been central to the development of the services provided and of the offer from the Care Leaving Service. Care leavers were engaged in a bespoke consultation exercise in early 2020, and their views, feedback and ideas continue to be sought on a regular basis.

9. **RECOMMENDATIONS**

9.1 That Cabinet approves the revised Financial Policy.

DIRECTOR OF CHILDREN AND COMMUNITY RESILIENCE

Church Square House
 SCUNTHORPE
 North Lincolnshire
 Post Code
 Author: Ben Dent
 Head of Children's Social Care: Ann-Marie Brierley
 Date: 09/10/2020

Background Papers used in the preparation of this report –

- Revised Financial Policy Sept 2020

North Lincolnshire Council

Integrated Service for Care Leavers Financial Policy and Procedure

DRAFT

Status	DATE	By Whom
Approved	9 th September 2020	Ann-Marie Brierley
Last Updated	September 2020	
Review Date	September 2021	

Policy

To ensure that all young people in receipt of services under the Children (Leaving Care) Act 2000 and The Children Act 1989 Guidance and Regulations, Volume 3: Planning Transition to Adulthood for Care Leavers, receive their entitlement to financial support whether it be through service or external funding, to ensure that young people's income is maximised and are no worse off than they would be on state benefits.

All financial arrangements must be recorded in the young person's Pathway Plan and reviewed accordingly.

Scope

This policy applies to all young people who have left the care of North Lincolnshire Council who have a legal status of eligible and live in the community, relevant, former relevant or qualifying, as defined by the Children (Leaving Care) Act 2000. This policy does not replace young people's entitlement to welfare benefits, where financial support can be met through young people's entitlement to appropriate benefits, grants and bursaries the young person must be supported to access these.

All financial support will be assessed and identified within the Pathway Plan and agreed by the responsible Practice Supervisor.

Scheme of Allowances

Personal Allowances

The council will provide a personal allowance for all young people aged 16 and 17, and young people who do not have access to public funds, who are supported to live in the community. The amount provided is based on benefit levels as at April each year and will not be less than that amount. The amount will be reviewed on an annual basis in line with benefit levels. (Exceptions to this will be lone parents and young people who have a disability, who are both entitled to claim the appropriate state benefits).

North Lincolnshire Council may provide additional incentive allowances for young people receiving a service aged 16 – 21 to support and encourage their employability/training activities.

A personal allowance will not be paid to young people who earn in excess of the agreed threshold.

Accommodation costs

North Lincolnshire Council will meet the rental costs for 16 – 17 yr old Care Leavers when placed in supported housing within the community. The allowances are based on the young persons assessed need and market rental prices per week, these will be reviewed by April each year. Young people aged 16-17, and those young people who do not have access to public funds (i.e. UASC), who are living in semi-independent accommodation provided by

NLC will make a financial contribution to the costs of utilities within their accommodation. This will be deducted from the living allowance prior to this being provided to the young person.

Young people aged 18 – 25 who do not have an income from employment will have their housing costs met by Housing Benefit where appropriate. Such young people will be responsible for the utility costs (Gas, Electric and Water) for the accommodation. In exceptional cases where young people are engaging in FE at age 19/20 and Housing Benefit does not apply, the council will determine, on the basis of individual need, what level of financial support may be offered.

Young people aged 21 – 25 who are engaging in Higher Education courses should have their individual needs assessed through the Pathway Plan Review process, and financial support may be offered to ensure a young person is supported to complete their HE course. Access to financial support will be discretionary and based upon individual circumstances and will be approved by the responsible Practice Supervisor.

Council Tax

The Council are committed to enabling Care Leavers to successfully progress to living within their own accommodation and there is ongoing political support to achieve this. To help Care Leavers manage their finances whilst they make this transition, they are exempt from Council Tax up to their 25th birthday. For those who are earning a living wage or above and those who live with a non-care leaver, the level of support will be reduced based on the household circumstances.

Setting up home allowance

North Lincolnshire Council will provide setting up costs to support young people who are moving from care or supported accommodation into their own independent accommodation. The amount will be based on individual need and size of accommodation. Young people may choose to save some of their setting up home allowance for future accommodation options.

Setting up financial support may be provided for the young person until their 21st birthday, this will be based on individual need and previous setting up expenditure. Clause 3 of the *Children and Social Work Act 2017* and the *Extending Personal Adviser support to all care leavers to age 25 Statutory Guidance 2018* extended the requirement to provide Personal Advisors and support to Care leavers up to the age of 25.

In line with this, where a care leaver has requested support after their 21st birthday, in exceptional circumstances payments of this allowance may be made up to the age of 25. This should be based on their assessed needs, authorised by a Practice Supervisor and recorded within their Pathway Plan. Examples of when these circumstances could apply may be (but not limited to):

- A Care Leaver who has been in custody before being able to access their grant
- A Care Leaver accessing Higher Education and therefore not ready to move into independent accommodation.
- Care Leavers who chose to remain in a Staying Put arrangement
- Care Leavers who are experiencing financial and/or accommodation difficulties that require immediate support to establish them within accommodation

North Lincolnshire Council may provide further assistance to support young people where there is genuine need in exceptional circumstances, in these circumstances this will be determined by the responsible Service Manager.

Young People in Higher Education (HE), Further Education (FE), Training or Employment

Young people entering into FE are entitled to a bursary from the college of £1,200. Young people will be supported to access this provision via the college, the bursary is intended to support young people financially with expenses associated with attending FE courses, such as travel, books, lunches. (This is paid on a weekly basis)

The council may provide financial support to young people who are in full time FE or those in HE to assist them in maintaining their attendance. The Council will not make payments as an alternative to a FE bursary, any payments made will be based on individual need and circumstances and may include:

- Travel costs (term time only)
- Stationery
- Laptop and printer if required
- Incentive for attendance when in FE or training
- Travel costs when in employment for the first month
- Job interview
- Limited Rent top up when in FE or an apprenticeship and there is a shortfall in housing benefit
- Connectivity – including equipment and Wi-Fi access

Rent top ups may be in the form of a direct payment to the landlord, rather than an issue of cash to the young person.

No young person who enters into employment should be worse off financially. A financial assessment will be carried out and recorded in the pathway plan provided for all young people entering into employment. Employers must pay at least the relevant minimum wage, where this is not the case young people will be supported to challenge the employer.

The council recognises the importance of promoting consistent attendance at FE provisions, and the impact that this can have on a young person's future. To support this, a termly incentive payment will be made to any young person who achieves 95% attendance or higher.

Bursaries for Higher Education

Many Universities provide bursaries and free accommodation for young people who have left the care of the local authority. The council will support young people to access bursaries where available and ensure that a full financial assessment is carried out and documented within the pathway plan. Any bursary gained will form a part of the agreed allowance if the young person chooses not to apply for bursaries, the council will not make payments to replace any bursary that may have been available.

The council will provide a bursary of £2000 which is over and above any other bursary gained. The £2000 can be spread over the length of the Higher Education course or may be paid in a

lump sum, the £2000 will only be paid once. The payment details will be agreed with the young person and detailed within the pathway plan.

Young Parents

All young parents will receive a full welfare rights assessment and information on the maternity benefits available to them. All young people will receive direct support from their Personal Advisor to make applications for grants and benefits that they may be entitled to.

North Lincolnshire Council will also provide a grant payment to any care leaver aged under 21 who is expecting a child, over and above any other grants available to the young person, to support them with provisions for the arrival of their child. Payments of this grant will normally be paid through the purchase of provisions, but in exceptional circumstances may be made in cash, following approval by the responsible service manager.

North Lincolnshire Council may also provide as a discretionary payment, where this has been needs assessed via their Pathway Plan, an additional annual payment to any care leaver who is a parent under 21 years of age – up to 25 in exceptional circumstances - to support them with the maintenance of their child. Payment of this grant will normally be through the purchase of provisions, but in exceptional circumstances may be made in cash, following approval by the responsible service manager.

Christmas and Birthdays

North Lincolnshire Council will provide care leavers with a gift at Christmas or other celebrated religious festival annually, and at each birthday up to the age of 21 years. In exceptional circumstances, in line with their assessed needs, this can continue up to 25.

Clothing

The council will ensure all young people who leave care have adequate suitable clothing, this should be arranged prior to the young person leaving care. Particular focus will be given on ensuring young people have adequate winter clothing. An annual clothing allowance will be provided to care leavers each year to ensure they have access to suitable clothing up to the amount . This may be provided in cash, or via supported purchasing, however, this will be clearly outlined in the young person's pathway plan and in line with their individual needs.

This allowance will be split into two parts

- A guaranteed winter clothing allowance to ensure that a young person has suitable clothing for the winter periods.
- An additional allowance that will be needs assessed through the Pathway Plan review process, to enable care leavers to purchase other seasonal clothing.

North Lincolnshire Council may make payments for additional clothing on an individual basis in exceptional circumstances.

Connectivity

The council recognises the importance of ensuring our young people remain connected to their support networks, their peer groups and with ourselves. To support this, we will ensure all young people aged 16 and 17 years who leave move to supported accommodation have

suitable means of keeping in touch, including the purchase of a pay-as-you-go mobile phone up to the value detailed in the Schedule. It will also include ensuring all young people have connectivity through access to Wifi/Mifi and suitably enabled equipment. This should be arranged prior to the young person leaving care.

We will also continue to ensure that care leavers aged 18+ are able to keep in touch including the provision of Wifi/Mifi and, in exceptional circumstances in line with their plan the provision of a mobile phone.

The council may also support young people to acquire additional mobile phones in exceptional circumstances, such as if a mobile phone is stolen, damaged or lost, and the provision of a mobile phone and/or connectivity enabled equipment is essential in ensuring the safety and wellbeing of the young person.

Accessing Leisure facilities

The council's Leisure Services will, where appropriate, make available free leisure access to young people. Other associated costs for gym, football leagues etc will be based on individual need and agreed via the Pathway Plan.

Social activities

The council recognises the impact that attendance at social activities is a vital component in ensuring that young people do not experience social isolation, and that their emotional wellbeing and mental health is actively promoted.

To support our young people, an annual allowance for social activities will be provided to young people to ensure they have the opportunity to engage in activities and events, in line with their peers. This could be used, for example, to attend a football match, a concert, a meal or any other activities with peers.

Passports

All young people who leave care should have a passport, this should be arranged prior to the young person leaving care at the age of 18 by their carer in conjunction with the young person's Social Worker. In the case of unaccompanied or refugee children, suitable travel documents will be sourced where required, if a passport cannot be obtained.

Exceptional payments

North Lincolnshire Council may provide exceptional payments in the event of circumstances detrimental to the young person's welfare, these may include:

- Theft or Fire
- Pregnancy (clothing)*
- Severe cold weather payments
- Support with utilities/essential items in exceptional circumstances.

*Maternity grant must be applied for at the relevant time and access to a full welfare rights assessment provided.

Young people aged 18 and over should apply to the Crisis Fund in the event of:

- Theft of cash carried on the person or burglary of dwelling
- Flooding of dwelling
- Fire of dwelling

Incentives

Incentives may be provided to encourage and support young people to attend employability and consultation activities; these may include;

- Mobile top up
- High street vouchers
- Cash payments where appropriate and in exceptional circumstances
- Activities

Young people detained within the Youth Justice system or the Adult Criminal system

Any young person who is detained will be expected to participate in work within the custody provision. A postal order payment will be provided to young people in detained, to support them to purchase essential items, and for them to be able to contact family/support networks whilst in custody.

Discretionary payments

Some young people may on occasion require financial support that is not itemised within this policy, on these occasions a discretionary payment may be made, any payment will be based on assessed need and agreed with the young person Pathway Plan.

SCHEDULE OF PAYMENTS

Accommodation

Independent living	Up to £120 per week
Supported Lodgings	Up to £198 per week
Family home for Young Parents	Up to £130 per week
Utility financial contribution by YP (if required as above)	£15 per week, deducted from weekly living allowance

Setting up home Allowance

Single occupancy (1 bed flat)	Up to £2000*
Young parents accommodation	Up to £2500*

*Based on agreed minimum standards for furnishing and equipment

Personal Allowance

Personal Allowance Threshold	£87.90
Personal allowance	£57.90

Young People in Further Education

Laptop & Printer	Up to £350 based on individual needs
Stationary for the start of an educational course	Up to £20 each academic year
Travel/bus pass (where not eligible for a pass via the educational provision)	Up to £20 per week, based upon positive attendance.
Clothing / equipment (eg College Bag, safety equipment etc)	As required up to £100 per year
Incentive Payment for attendance (95% or higher)	Up to £100 per term
Excursion/Trip (if support not available via the educational provision)	Up to £100 per academic year
Graduation/completion celebration for worker & young person	Up to £50

Young People in Higher Education

Vacation periods	Reasonable accommodation costs
Laptop & Printer	Up to £450 based on individual needs
Books stationary etc	Up to £200 based on individual needs
Travel	Rail or bus fare paid for return journeys home for contact with family, based on assessed need
LA Bursary – one off payment throughout university studies.	£2000 - arrangements for payment must be detailed in the pathway plan
Graduation costs	Hire of gown and photographs based on individual needs
Graduation/completion celebration for worker & young person	Up to £100
Other expenses starter payment Social & Leisure activities	Up to £100 Based upon individual needs

Young Parents

Maternity Grant for expectant parents	Up to £300
Annual support/maintenance Grant for child	Up to £150 per year

Clothing Allowance

Winter Clothing payment	Up to £100 per year
Seasonal clothing payment (needs assessed)	Up to £200 per year

Social/Leisure Activities

Support to access social opportunities	Up to £50 per year
--	--------------------

Christmas and Birthday Gifts

Recognised Religious Festival (Christmas, Eid etc)	Gift up to £50
Birthday	Gift up to £50
18 th Birthday	Gift up to £75
21st Birthday	Gift up to £75

Driving lessons

10 driving lessons with a recognised instructor	Up to £200.
Contribution to the cost of up to 2 theory tests	Up to £80
Contribution to the cost of up to 2 Practical tests	Up to £140

Incentives

Mobile Phone	Up to £100
Attendance at employability activities (including work experience, voluntary work, training courses etc)	Up to £20 per day of attendance

Young people in custody

Postal Order	Up to £20 per month
--------------	---------------------

Administration of payments to young people within this financial policy

All payments to be made under this Policy will be made via the designated Softbox system. This ensures that a clear and accurate record of all payments is kept.

In all cases, payments will be made via electronic means. This includes BACS transfers to young people's bank accounts or prepaid debit cards (if they don't have access to a bank account). In exceptional circumstances, and when agreed by the responsible Practice Supervisor, payments can be made in cash.

All payments to be made should be recorded within the *Care Leaver Payment Request* CareFirst form. This form should be reassigned to the responsible Practice Supervisor who will then authorise the request. No payments will be made without this form being authorised.

Review of Scheme of Allowances

The Scheme of Allowances will be reviewed each year as a minimum.

This page is intentionally left blank

NORTH LINCOLNSHIRE COUNCIL

CABINET

CARE CALL SERVICE ANNUAL REPORT

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To present the *Care Call* Service Annual Report 2019/20
- 1.2 To seek Cabinet approval to publish the Annual Report on the Council Website.

2. BACKGROUND INFORMATION

- 2.1 North Lincolnshire Council is committed to ensuring that people who live, work, and visit North Lincolnshire, enjoy good community wellbeing and prosperity, and are safeguarded when they are vulnerable.
- 2.2 The Council provides a dedicated Care Call Service to vulnerable people across North Lincolnshire. Currently the service supports around 4000 clients and receives and responds to 93,000 calls per year. The service is provided from the North Lincolnshire Council Security Control Centre and gives cover and support 24 hours per day, 365 days per year.
- 2.3 The provision of the Care Call Service, provides support, friendship and help to all our service users and provides “peace of mind” to families and carers. Care Call also provides an essential service maintaining independence, reducing stays in hospital and helps people stay safe in their own homes and out of care facilities.
- 2.4 Care Call is funded both through an internal contract with Adult Social Care but is also predominantly funded through private contracts with service users and their families who contribute to the service through our subscription service.
- 2.5 North Lincolnshire Council is an accredited provider of Care Call Services through its membership and registration with the Telecare Services Association (TSA). The TSA undertake a yearly accreditation process with the Council and approve the Council as an accredited provider of Care Call Services.

2.6 To provide an overview of the Care Call Service an Annual Report has been produced for 2019/20. The Annual Report provides information on the service as well as an update on our responses during the Covid 19 period. Key highlights are as follows:

- Call handling and feedback statistics have exceeded Telecare Services Association accreditation scheme standards for the third consecutive year
- Customer satisfaction feedback is overwhelmingly positive
- Care Call has continued to operate 24 hours a day throughout COVID-19 and there have been more welfare calls made to service users during the pandemic
- Installation Team have continued to work throughout COVID-19, including out of hours, to facilitate hospital discharges at short notice
- Maintained a working partnership with Humberside Fire and Rescue Service and continues to refer vulnerable people for a safe and well check which considers health and lifestyle as well as fire safety
- Works collaboratively with social care and health professionals as part of the rehabilitation and reablement scheme
- Staff representation on 'Telecare Champions' panel which brings together different agencies to promote and develop the use of telecare systems in the community

2.7 On receipt the Annual Report will be published on the Council Website and shared with relevant organisations and partners.

3. OPTIONS FOR CONSIDERATION

3.1 Option 1: To receive the Care Call Annual Report and agree publication.

3.2 Option 2: To require revisions to the report prior to publication.

4. ANALYSIS OF OPTIONS

4.1 Option 1 - This is the preferred option as publication of the report will provide, clients, families and carers and partners with an overview of the work of the Care Call Service and highlight the excellent work undertaken by the service in 2019/20

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

5.1 There are no financial implications associated with this report

5.2 There are no other implications associated with this report.

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

6.1 The provision of the service ensures that vulnerable people in North Lincolnshire are supported and protected and is central to the delivery of the Council Plan ensuring people are Safe, Well, Connected and Prosperous.

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

7.1 Not required.

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

8.1 The Care Call Service undertakes yearly evaluation and consultation with services users and their families and carers, this is detailed in the Annual Report.

9. **RECOMMENDATIONS**

9.1 That Cabinet approves the Care Call Annual Report 2019/20

9.2 The Cabinet approves the Publication of the Report on the Council Website.

DIRECTOR OF CHILDREN AND COMMUNITY RESILIENCE

Church Square House
SCUNTHORPE
North Lincolnshire
Post Code
Author: Stuart Minto
Date: 21 October 2020

Background Papers used in the preparation of this report:

- Care Call Annual Report 2019/20



North Lincolnshire Council Care Call Service

2019/20

Annual Report

EXECUTIVE SUMMARY

North Lincolnshire Council is committed to supporting elderly, disabled and vulnerable people living in the region. The Care Call Service has operated from the Security Control Centre for almost 25 years, during which time there has been a lot of change and new developments to meet the ever changing needs of our service users.

Care Call works closely with other support services and agencies across North Lincolnshire, to provide telecare systems to safeguard vulnerable people and enable them to live independently within their local community. People need support at different times in their lives; some may need permanent solutions, while others may need temporary support to help them adjust after an injury or illness.

The Care Call Service has been a member of the Telecare Services Association (TSA) accreditation scheme since 2017. Our call handling and feedback statistics have exceeded TSA targets for the third consecutive year.

We contacted some of our service users over the Easter period this year and received very positive responses from our feedback cards.

This report will provide an overview of the Care Call Services' performance from April 2019—March 2020. It will also focus on how the service has adapted to continue fully supporting its users during the COVID-19 pandemic.

CONTACT US

If you have any concerns or queries, you may contact us at any time by simply activating your pendant alarm, or by telephone or online:

01724 276444 (Control Centre – 24 hours)
01724 849768 (Care Call Administration)

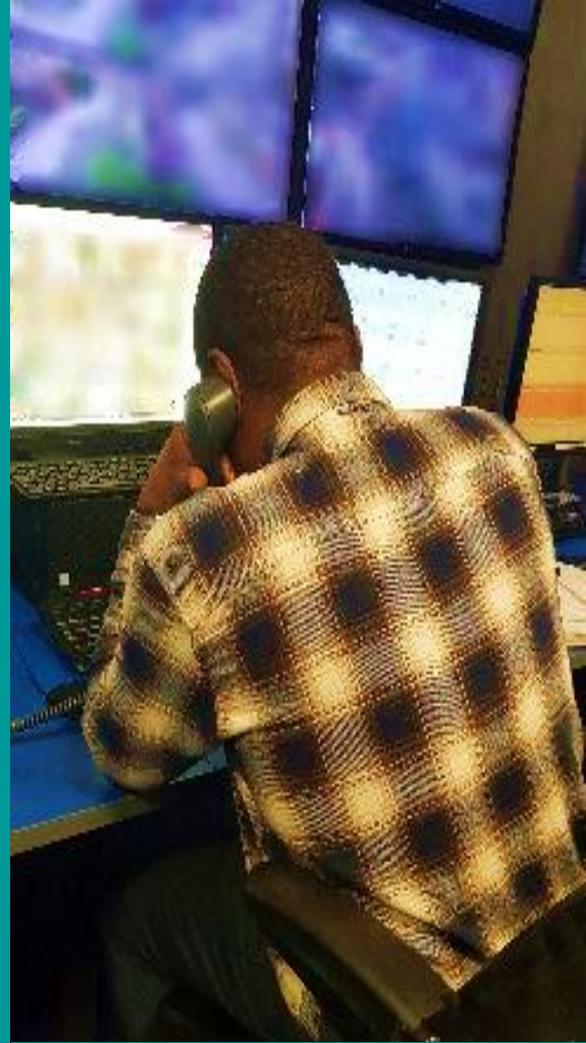
carecallservice@northlincs.gov.uk
www.northlincs.gov.uk/carecall

THE CARE CALL SERVICE

North Lincolnshire Council's Care Call service provides and monitors telecare assistive technologies to enable elderly, disabled and vulnerable people to live healthy, independent lives. Telecare equipment sends an emergency call signal to the Control Centre when triggered. Operators are prepared and ready to deal with any situation, from simple accidental activations to life threatening emergencies.

The Care Call service provides;

- Affordable safety alarms and devices which are simple to use.
- 24 hour accredited monitoring and assistance.
- Reassurance, welfare and reminder calls.
- Peace of mind – even if a service user is unable to speak to operators; someone will always be contacted.
- Greater independence in the home and community by providing remote support and reassurance that help is always available at the touch of a button.
- Friendly and experienced operators who are trained to deal with a wide range of issues and spot potential safeguarding needs.
- Flexible support packages which can be tailored to suit the needs of individual service users.



SERVICE USER FEEDBACK

Many of our service users have complimented us on the services and responses they received this year. Care Call values all service user feedback as it helps us to identify new ways in which we can assist people.

If you have any feedback for us, you may contact us at any time by pressing your pendant alarm, or by using the contact details on page one of this report.

There were 49 compliments received from April 2019 - March 2020.

One official complaint was received from April 2019 - March 2020.

We distributed our yearly customer satisfaction survey earlier this year and the feedback was overwhelmingly positive. Last year, service users suggested that the service would benefit from better advertising. As a result of this; Care Call has advertised its' services on GP appointment cards over the past twelve months.

This year, some of our service users suggested that we try to contact people more often during the COVID-19 pandemic. We have made over 1,300 welfare calls to service users in the past two months and have noticed an increase in the number of people calling for reassurance during the pandemic.

There is more information about this and the other work we have been doing to support our service users on page four of this report.

EASTER 2020: CUSTOMER SATISFACTION SURVEY

Care Call distributed 1,200 customer satisfaction cards to service users during Easter 2020. We asked:

1. Do you feel safe with the system installed?

YES – 99.5%

2. Do you feel confident that you know how to use the system?

YES – 100%

3. Do you think the service is good value?

YES – 99.5%

4. If you have had a problem, was it resolved quickly?

YES – 99.1%

5. Out of 10, how friendly have you found our staff to be?

AVERAGE SCORE: 9.9/10

6. Out of 10, how would you rate the quality of our service?

AVERAGE SCORE: 9.8/10

CALL HANDLING AND MONITORING

From March 2019 – April 2020:

The Care Call service handled **93,283** calls (over 5,000 more than last year).

Our target for answering calls within one minute was 97.5%. We achieved **99.41%**.

Our target for answering calls within three minutes was 99%. We achieved **99.95%**.

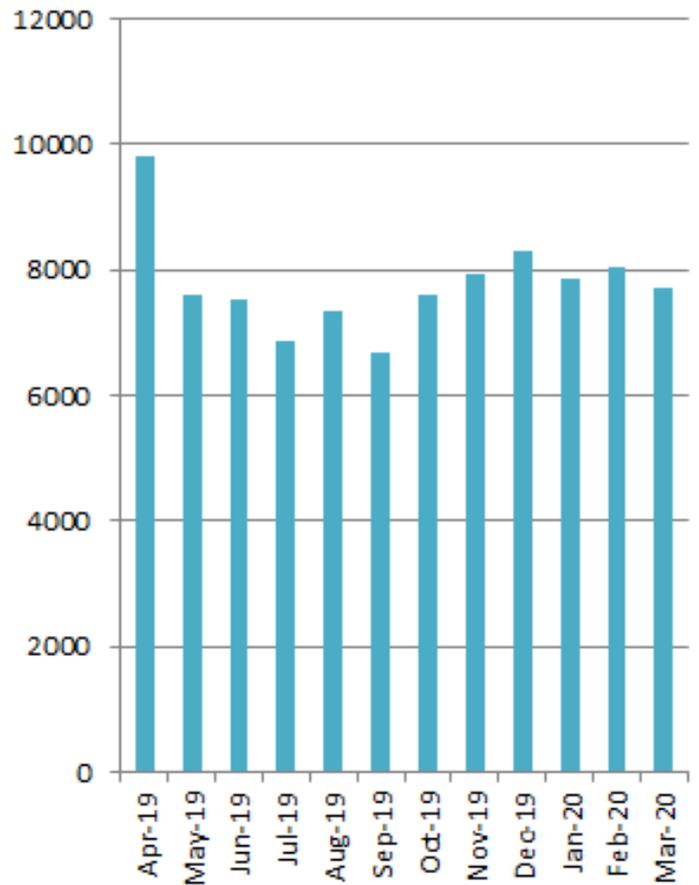
There were **1,677** requests for assistance from the NHS (NHS 111, Ambulance, District Nurses and Doctors).

Humberside Police were contacted **131** times, and Humberside Fire & Rescue **24** times, to assist service users.

12,892 test calls were completed. It is very important for all service users to test their equipment on a weekly basis to ensure there are no faults or interruptions to the service.

There were only **25** exceptional calls throughout 2019/20. Exceptional calls are incoming calls which take over 180 seconds (3 minutes) to accept.

MONTHLY CALL TOTALS



EMERGENCY CALL HANDLING

Here is a recent example of our response to an emergency call in May 2020:

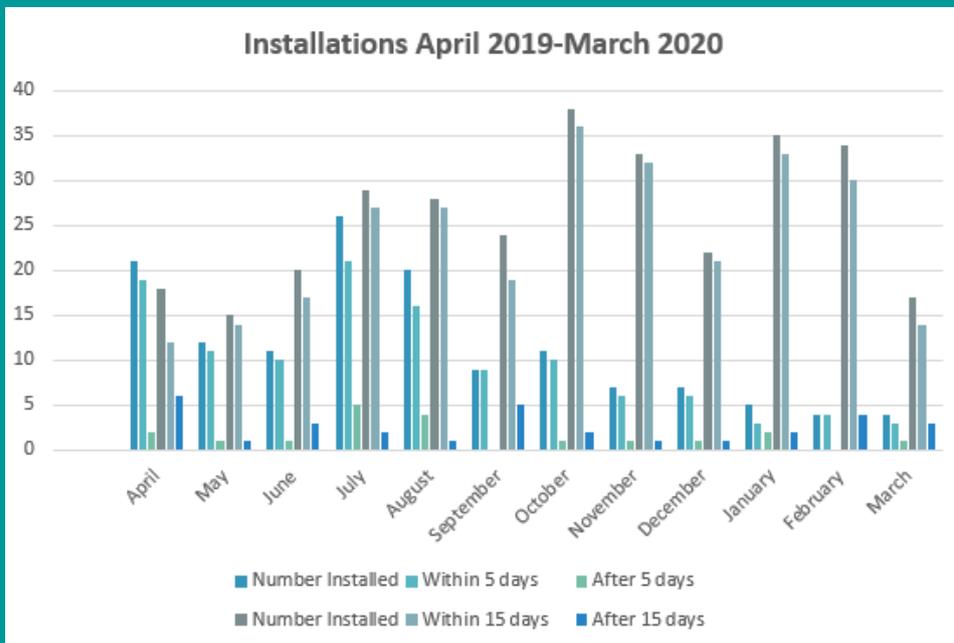
An automatic signal was received from a service users' smoke detector alongside a manual pendant alarm activation. Our records showed that the service user has some memory impairment. When we spoke to them it became apparent from their distress that there was a genuine fire at the property.

It transpired that the service user had incorrectly disposed of a cigarette. An operator encouraged the service user to leave the property whilst another operator contacted the emergency services.

The fire brigade arrived within a couple of minutes and were able to extinguish the fire before it caused any serious damage to the property. Carers from the council's Homefirst team attended, along with an ambulance to take the service user to hospital. Fortunately, they were unharmed following the incident, and were able to return home later that evening. Care Call liaised with the service users' social worker who has since devised a care plan to prevent reoccurrence.

INSTALLATION AND MAINTENANCE

We aim to complete all demonstrations, installations and maintenance in a professional, timely manner. Our installers regularly undertake training to keep up to date with new technologies, and the ever changing needs of our service users. One member of staff has joined the 'Telecare Champions' panel. The panel meets regularly and is designed to bring different agencies together to promote and develop the use of telecare systems in the community. Our installation team have continued to work throughout the COVID-19 crisis, including during 'out of hours' periods to facilitate hospital discharges at short notice.



INSTALLATION

From April 2019-March 2020 we received 457 referrals for new alarm systems. There were 149 urgent installations and 307 non-urgent installations.

TSA standards require that urgent referrals should receive a demonstration and installation within 5 working days, and non-urgent referrals within 15 working days.

We completed 86.13% of urgent installations and 82.35% of non-urgent installations within these periods.

MAINTENANCE

We responded to 840 maintenance reports, of which 297 were classified as 'critical' faults (e.g. lost pendant or faulty unit) and 543 as non-critical (e.g. low battery).

TSA standards require that critical faults should be resolved within 48-96 working hours, and non-critical faults within 10-15 working days. 25 reports were resolved outside of these time frames. Reasons for late resolutions vary, quite often it is because a service user is away from home for a temporary period.

Critical Faults:

91.24% resolved within 48 hours.
8.4% resolved within 96 hours.

Non Critical Faults:

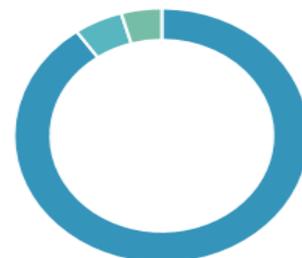
90.23% resolved within 10 working days.
5.34% resolved within 15 working days.

Critical Fault Report Response Times



■ Within 48 hours ■ Within 96 hours ■ Exceptions

Non-Critical Fault Report Response Times



■ Within 10 working days ■ Within 15 working days ■ Exceptions

COVID-19: OUR RESPONSE

'Care Call has continued to operate 24 hours a day, 365 days a year throughout the pandemic, protecting our most vulnerable resident and giving families' peace of mind during these unprecedented times. When people may be feeling isolated at this time, our Scunthorpe based monitoring centre offers a range of services to provide emergency help as well as contact and reassurance.'

- *Service Manager*

IMPORTANT INFORMATION

If you have coronavirus symptoms, please make one of our operators aware at the earliest opportunity. Should you need assistance, it is important that we relay any coronavirus related information to responders to reduce the risk of transmission and infection. If you are concerned about coronavirus symptoms, contact the dedicated NHS coronavirus line by dialling 119. **If in doubt, activate your pendant alarm to seek guidance from one of our operators.**

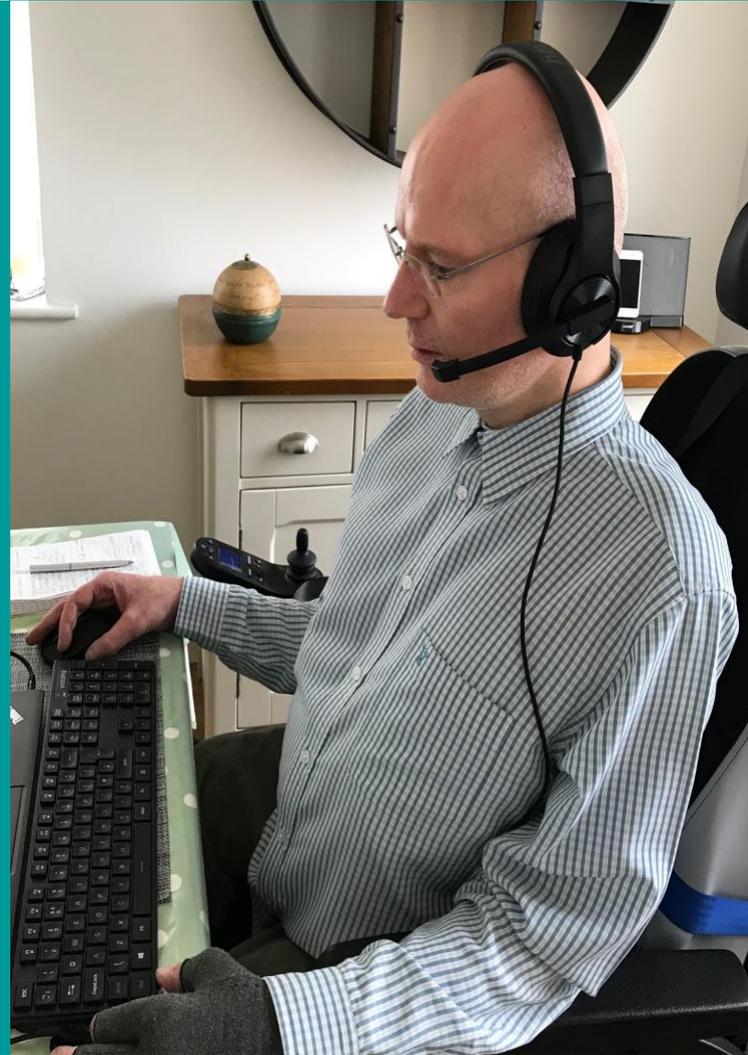
SHIELDING AND HOME WORKING

Over the past few months, you may have received a telephone call from Mark, one of our Control Centre Supervisors. Although Mark has been shielding throughout the COVID-19 pandemic, he has continued to work alongside the Security Control Centre, providing vital reassurance and assistance to our service users.

'I have been contacting service users who do not regularly test their pendant alarm system to enquire about their welfare and encourage them to test their equipment. Most have successfully tested, but on occasions where the equipment has not worked, our installation team have been notified and the faults have been rectified as soon as possible.

I have helped vulnerable people in obtaining emergency assistance during the pandemic by signposting them to others who can help with things such as shopping and collecting medication.

I am looking forward to coming back to work once it is safe for me to do so, but will continue working from home in the meantime.'



EMERGENCY PLANNING

Members of the Council's Safer Neighbourhoods team were deployed to support Control Centre staff and operations during the height of the pandemic.

Sandra and Elisha (pictured) trained in emergency call handling and reporting. Both ladies were on hand to assist in the event of high levels of demand for service during this critical period.

Both have expressed interest in continuing with their training in the Control Centre. This will better prepare us for any unexpected critical incidents that may occur in the future.



WORKING PARTNERSHIP: HUMBERSIDE FIRE AND RESCUE SERVICE (HFRS)

The Care Call service has maintained a working partnership with HFRS since January 2019. The strategic objectives of the partnership are:

1. To prevent the loss of life and injuries from emergency incidents.
2. To reduce risk in communities.
3. To make the best use of HFRS and Care Call resources.

This year, Care Call has referred 167 vulnerable people to HFRS for a 'Safe and Well' check. 'Safe and Well' checks are free home safety checks provided by the fire service. The primary focus is fire safety, but the assessments also consider health and lifestyle choices. Advice is given on smoking cessation, social isolation, falls prevention, escape plans and winter warmth. If you feel that you, or someone you care for, would benefit from a 'Safe and Well' check, contact the Care Call service. Alternatively, you can contact HFRS directly using the details on the right.

Website: www.humbersidefire.gov.uk

Email: safeandwell@humbersidefire.gov.uk

Telephone: 01482 565333 (General Enquiries)

ALWAYS DIAL 999 IN THE EVENT OF A LIFE THREATENING EMERGENCY



HOMEFIRST COMMUNITY SUPPORT

Care Call works closely with North Lincolnshire Council's Homefirst Community Support Team. Homefirst provides short term rehabilitation and reablement support to adults across North Lincolnshire. They work in partnership with other social care and health professionals to prevent avoidable hospital admissions, and to facilitate appropriate early discharge. Care Call provides telecare systems free of charge for up to six weeks for people who have recently been discharged from hospital under the rehabilitation and reablement scheme.

Homefirst responds to around 140 calls a month from the Care Call service to assist service users. Calls for assistance include personal care, minor medical issues and lifting uninjured people who have fallen. Their response can often negate the need for ambulance attendance, thus reducing pressure on the emergency services.

For more information about Homefirst, visit the North Lincolnshire Council website (www.northlincs.gov.uk) or contact Adult Social Services on 01724 297979.

REASSURANCE AND SAFEGUARDING

Safeguarding duties apply to anyone who:

1. Has needs for care and support (whether or not the local authority is meeting any of those needs).
2. Is experiencing, or is at risk of abuse or neglect.
3. Is unable to protect themselves from either the risk of, or the experience of abuse and neglect.

If a safeguarding, welfare concern or care need is identified during an alarm call, operators will discreetly ask questions to ascertain an understanding of what is happening.

Concerns are then raised with the relevant authority or agency on the same day.

If there is an immediate threat to life or risk of serious harm, the emergency services will be notified.

Operators can also assist service users who are feeling lonely, or those who have concerns which do not necessarily meet safeguarding criteria. If Care Call cannot resolve an issue directly, operators can recommend other agencies who can help. A list of contact details for various services can be found on page eight.

Some service users request regular reassurance calls from Care Call – this can be for any reason from medication reminders to welfare checks. We also offer short term reassurance call solutions which are ideal if a service user's primary carer is temporarily away.

FUTURE DEVELOPMENT

Care Call endeavours to develop its services to meet the continually changing and diverse needs of its service users. Our administration team will receive training on Carefirst (a system used by Social Services) to improve communication and information sharing between the departments. Jontek provide our call handling platform and are scheduled to visit the Control Centre in August 2020 to update and upgrade our hardware and software. New technology is being trialled in some service users' homes so that we can offer our service users simpler and more effective methods of communication. Technologies include:

Sound Boost: Sound Boost devices are currently being used to increase the range and sound capabilities in service users' properties. This will benefit service users who have hearing problems, and those who live in larger properties.

Sensors: Our installers have introduced improved sensors to our telecare packages. This includes improved Alertit Companion epilepsy sensors and Vibby fall detectors.

DEMONSTRATION/INSTALLATION

All of our no obligation demonstrations are free. Installers will demonstrate how the equipment works, collect information including relevant medical history, carer arrangements and details of responders. Service users are usually asked to provide details of at least two people who can respond to their pendant alarm in an emergency. Responders should ideally live within 45 minutes travelling distance to service users' properties.



CARE CALL SERVICE: PACKAGES AND PRICING*

Home Based Lifeline Alarm

Installation - £30

Monitoring & Rental - £3.30 p/week

One-off lifetime payment - £799.00

Home Based Lifeline & Mobile Service

Installation & Programming - £50.00

Monitoring & Rental - £7.00 p/week

M-Call (Home Based)

Programming - £20.00

Monitoring - £1.25 p/week

M-Call Plus (Anywhere in the UK)

Monitoring - £4.00 p/week

M-Call SOS (Personal Mobile Unit)

Monitoring & Rental - £6.00 p/week

Safety Package

Installation & Programming - £45.00

Monitoring & Rental - £5.50p/week

includes home based alarm unit, 2 smoke detectors, and 1 carbon monoxide detector.

Security Package

Installation & Programming - £45.00

Monitoring & Rental - £6.70 p/week

includes home based alarm unit, 2 door sensors and PIR sensors.

Care Package

Installation & Programming - £45.00

Monitoring & Rental - £6.60

includes home based alarm unit, bed sensor, fall sensor and chair sensor.

Unit Prices (Per week)

Smoke Detector - £0.55

PIR Sensor - £0.60

Bed Sensor - £1.25

Fall Detector - £0.85

Carbon Monoxide Sensor - £1.10

Flood Detector - £0.90

Flashing Beacon - £0.85

Property Door Sensor - £1.40

Radio Epilepsy Sensor - £3.60

Chair Sensor - £1.20

Heat Detector - £0.70

Enuresis Sensor - £1.70

Other Services

Supra C500 Keysafe - £99.00

Call Blocker - £45.00

**Prices exclude V.A.T.*

USEFUL CONTACTS

North Lincolnshire Council

01724 297000 – General Enquiries
01724 849768 – Care Call Administration
01724 276444 – Control Centre (24hrs)
01724 297979 – Adult Social Services
01724 296607 – Adult Information Service
01724 298393 – Carers Support Services
01724 244637 – Safer Neighbourhoods
01724 297460 – Bus Passes
01724 297418 – Shopmobility
01724 297777 – Housing Advice Team

Health and Social Care Support Services

0800 470 8090 – Silverline (Support lonely, elderly people)
0808 808 0000 – Macmillan Support Line
0300 330 3322 – British Heart Foundation
0800 055 6112 – Age UK
0808 800 4050 – Arthritis Care
0808 808 1677 – Cruse Bereavement Services
0300 123 3393 – Mind
01724 848594 – Alzheimer's Society
01652 650585 – Carer's Support Centre
01724 271381 – Foresight
01724 851203 – Stroke Association
01724 840211 – TFN Talking Newspaper (For the blind)
01724 808108 – Peggy's World (Dementia Support)
01494 601400 – Epilepsy Society
116 123 – Samaritans

Domestic Violence Support Services

01724 278908 – The Amber Project
0800 197 4787 – It's My Right
0808 200 0247 – National Helpline
0800 197 4787 – Blue Door

Other Useful Numbers

01724 279900 – Ongo Homes
01302 366666 – Doncaster Royal Infirmary
01724 282282 – Scunthorpe General Hospital
01482 875875 – Castle Hill Hospital
01482 328541 – Hull Royal Infirmary
01724 382000 – Great Oaks Hospital
101 – Police (non-emergency and enquiries)
111 – NHS 111 (non-life threatening ailments and illnesses)
999 – Police, Ambulance, Fire Bridge (emergencies)
0800 111 999 – Gas emergencies



This page is intentionally left blank

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 –

Page 128

SCUNTHORPE TOWN

INVESTMENT PLAN



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 leveraging 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.

Page 129



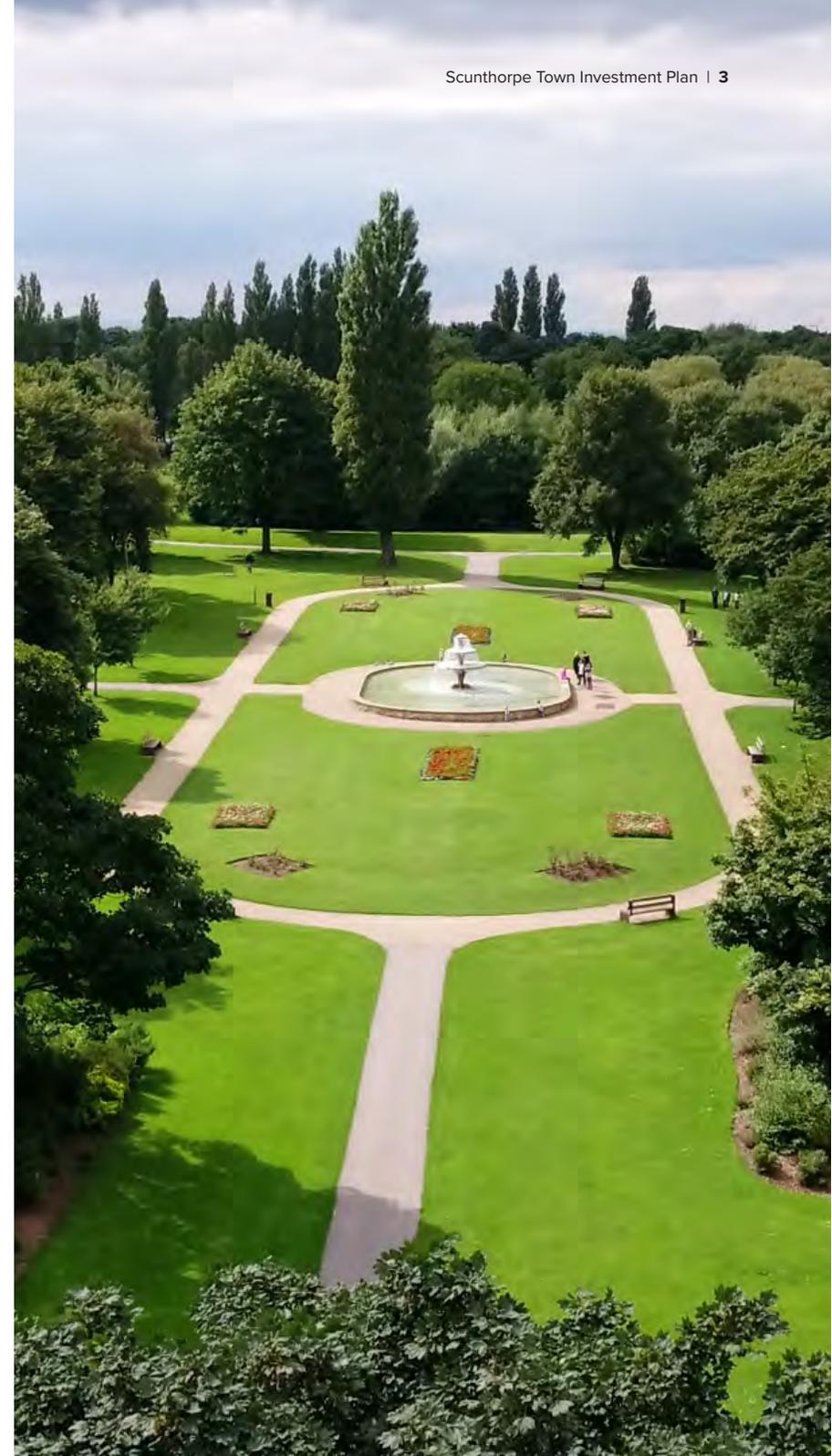
Rob Waltham MBE
Leader of North Lincolnshire Council



Mary Stuart CBE
Chair of the Scunthorpe Towns Fund Board

Contents

Executive Summary	4
<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/>	
Acknowledgments	116



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 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 390,000m² 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.

- Page 132
- **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
Foreword	
Executive Summary	
TIP Section 1 (Maximum of 10,000 words)	
2 – Introducing Scunthorpe	<ul style="list-style-type: none"> • Map of agreed town boundary and related content • The town’s assets and strengths
3 – Town Issues and Opportunities	<ul style="list-style-type: none"> • Main challenges facing the town • Key opportunities for the town
4 – Scunthorpe’s Vision	<ul style="list-style-type: none"> • Town vision and headline outcomes
5 – The Town Investment Plan	<ul style="list-style-type: none"> • Prioritisation process • Project summaries • Mapping of all strategies, partnerships, programmes and investments • Intervention framework and Theory of Change
6 – Project details	
7 – Strategic Alignment	<ul style="list-style-type: none"> • Engagement statement • Projects – high level business plans and appraisals • High level delivery plan
8 – Approach to delivery	<ul style="list-style-type: none"> • Engagement statement • Projects – high level business plans and appraisals • High level delivery plan
9 – Acknowledgements	
TIP Section 2	
Project proformas (x7):	
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	

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.

Page 139

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.

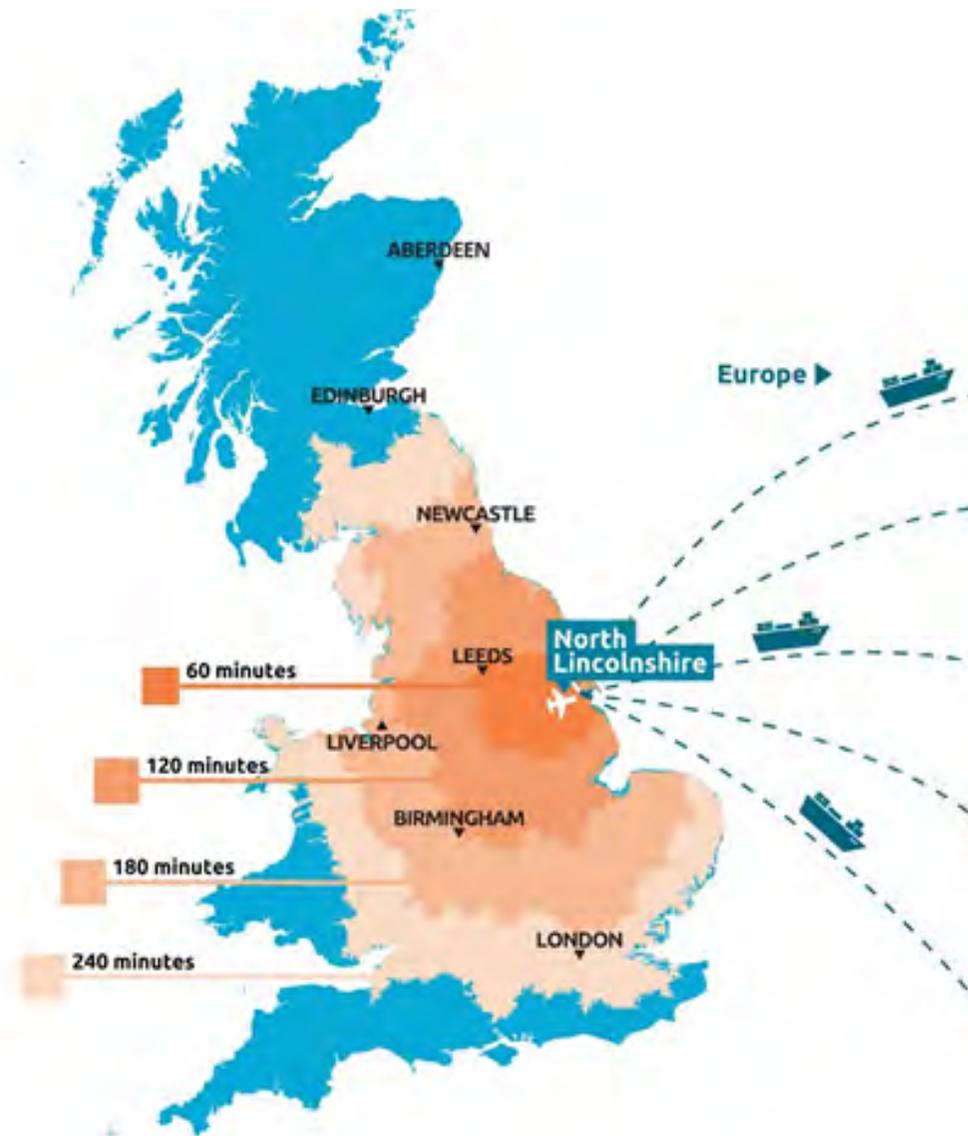


Figure 2.1: Location

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.

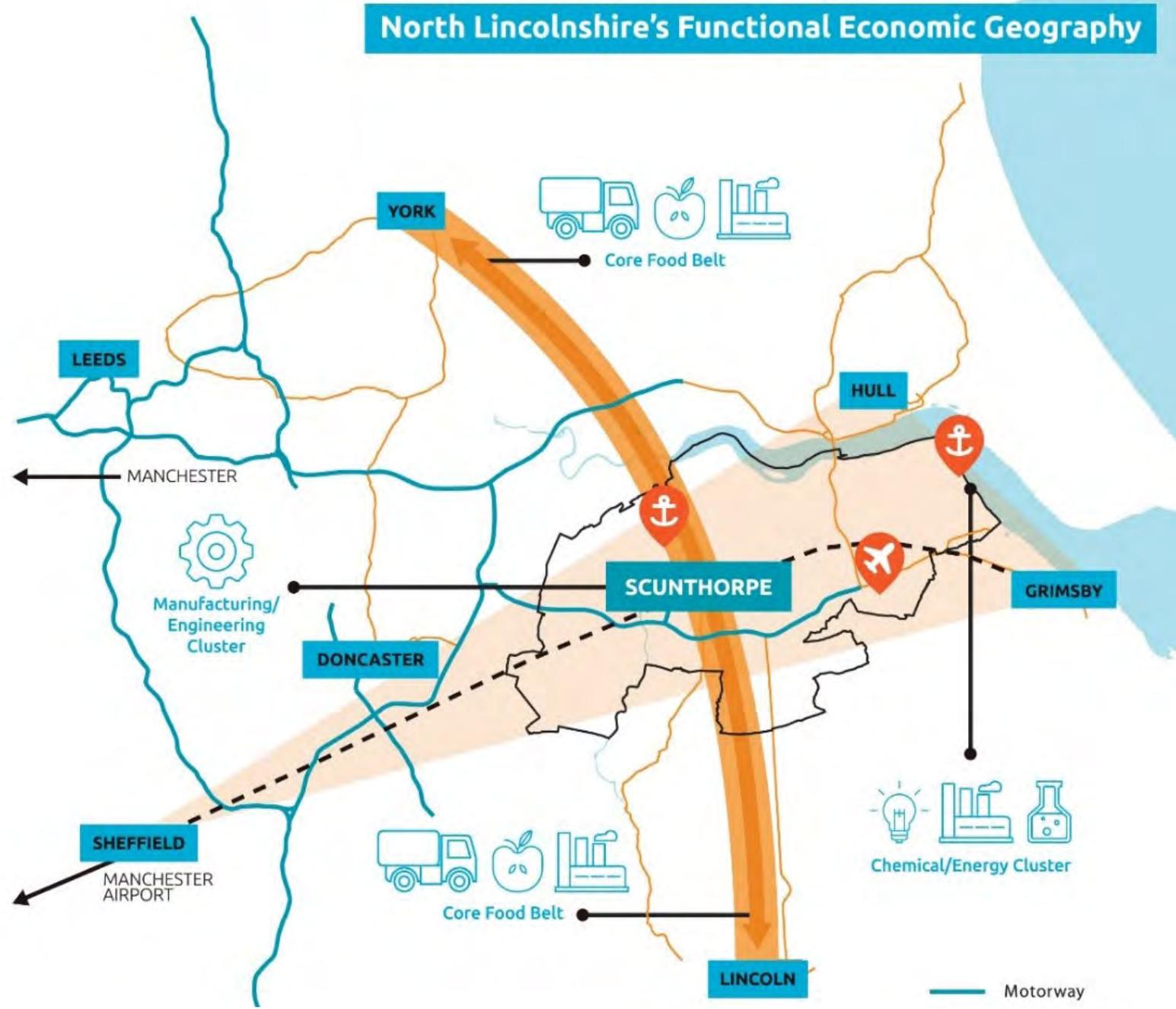
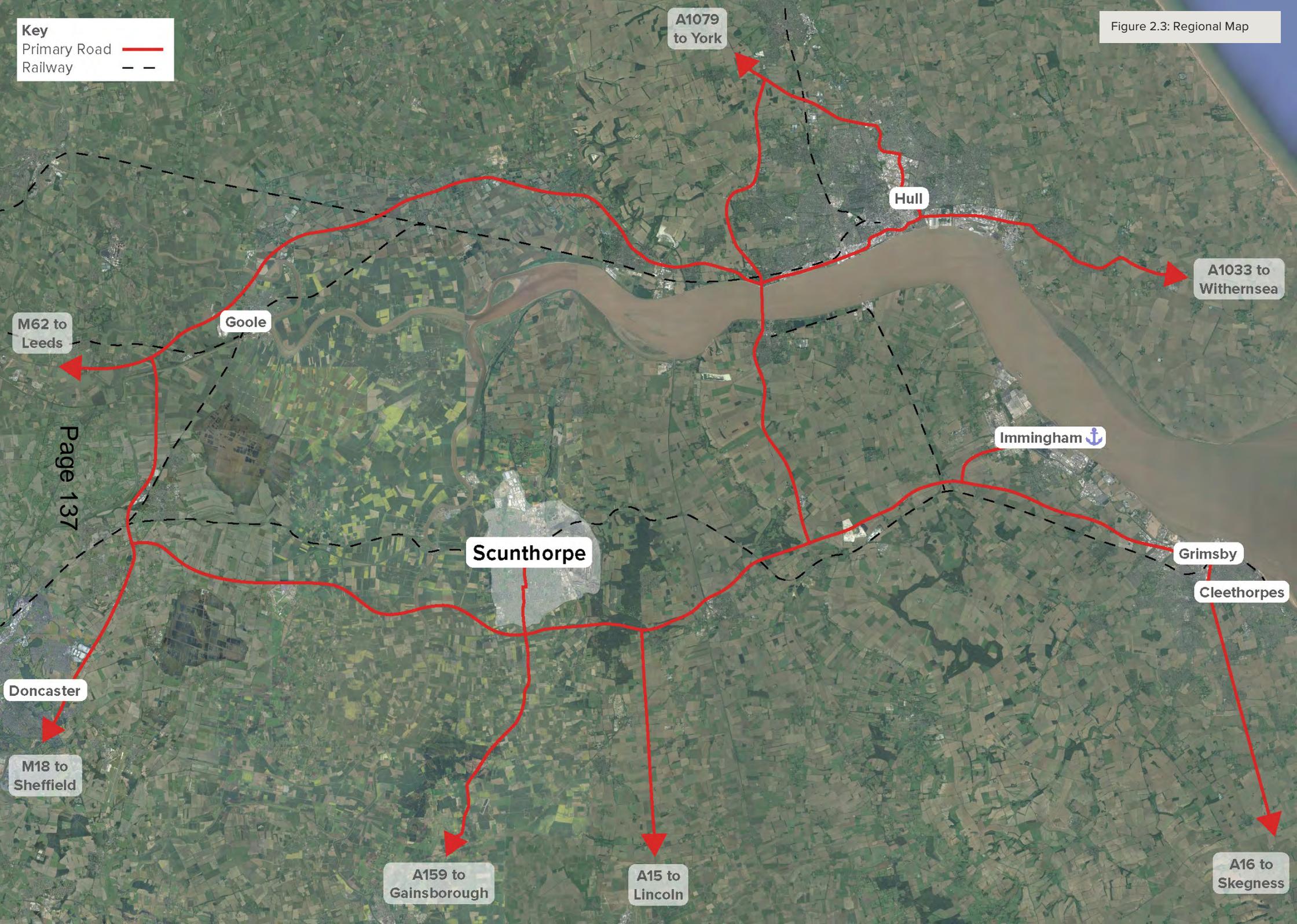


Figure 2.2: Functional Economic Geography
Source | North Lincolnshire Economic Growth Plan, 2018

Figure 2.3: Regional Map

Key
Primary Road ———
Railway - - -



M62 to Leeds

Goole

A1079 to York

Hull

A1033 to Withernsea

Immingham 

Scunthorpe

Grimsby

Cleethorpes

Doncaster

M18 to Sheffield

A159 to Gainsborough

A15 to Lincoln

A16 to Skegness

Page 137

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.



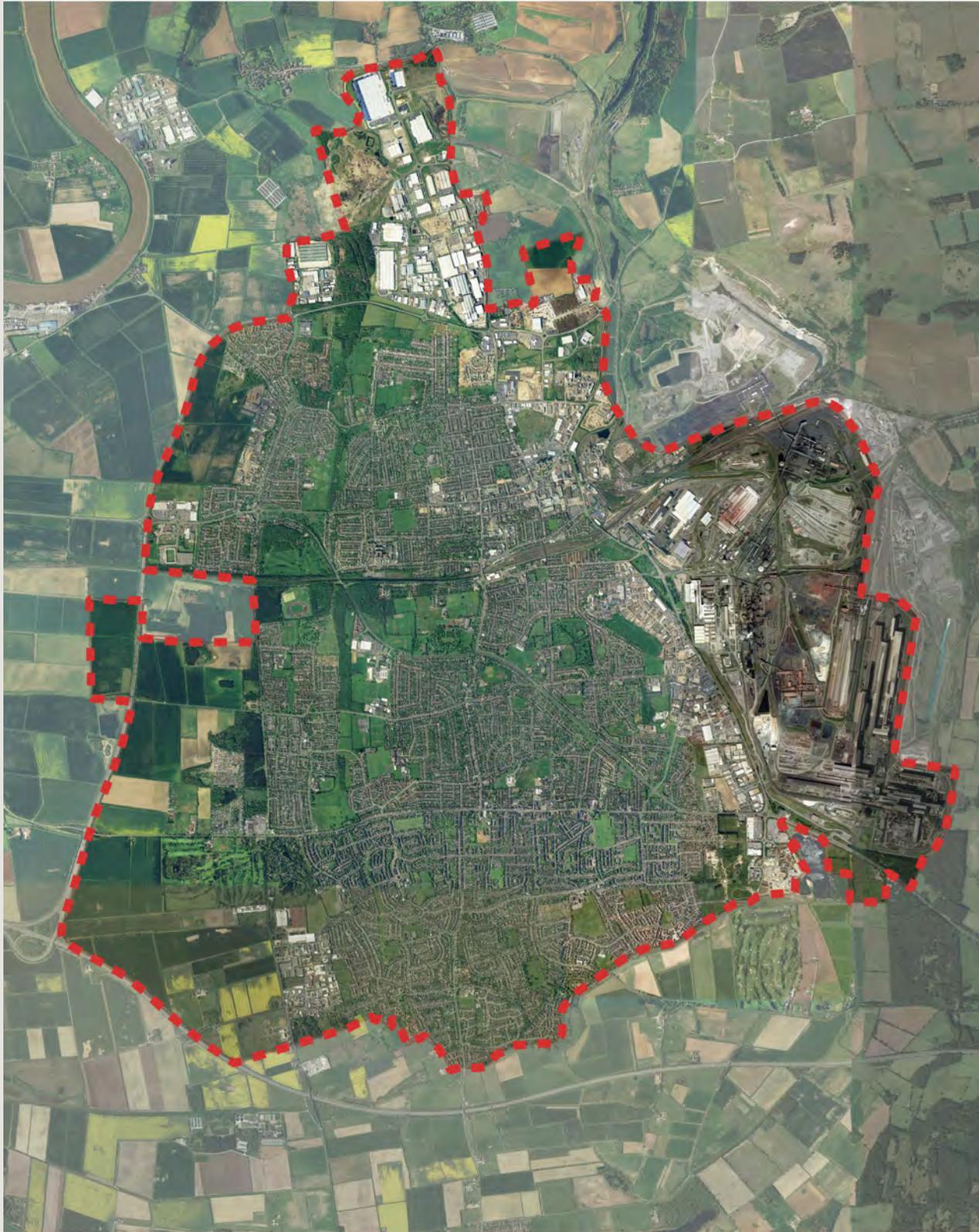
North Lincolnshire's 3.63m tourism visits during 2018 generated 4.2m visitor days spent within the area. This is a decrease of 0.3% since 2017 and an increase of 13.7% since 2009. The industry supports approximately 2,400 jobs, an increase of 0.9% since 2017 and 16.3% since 2009.



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.

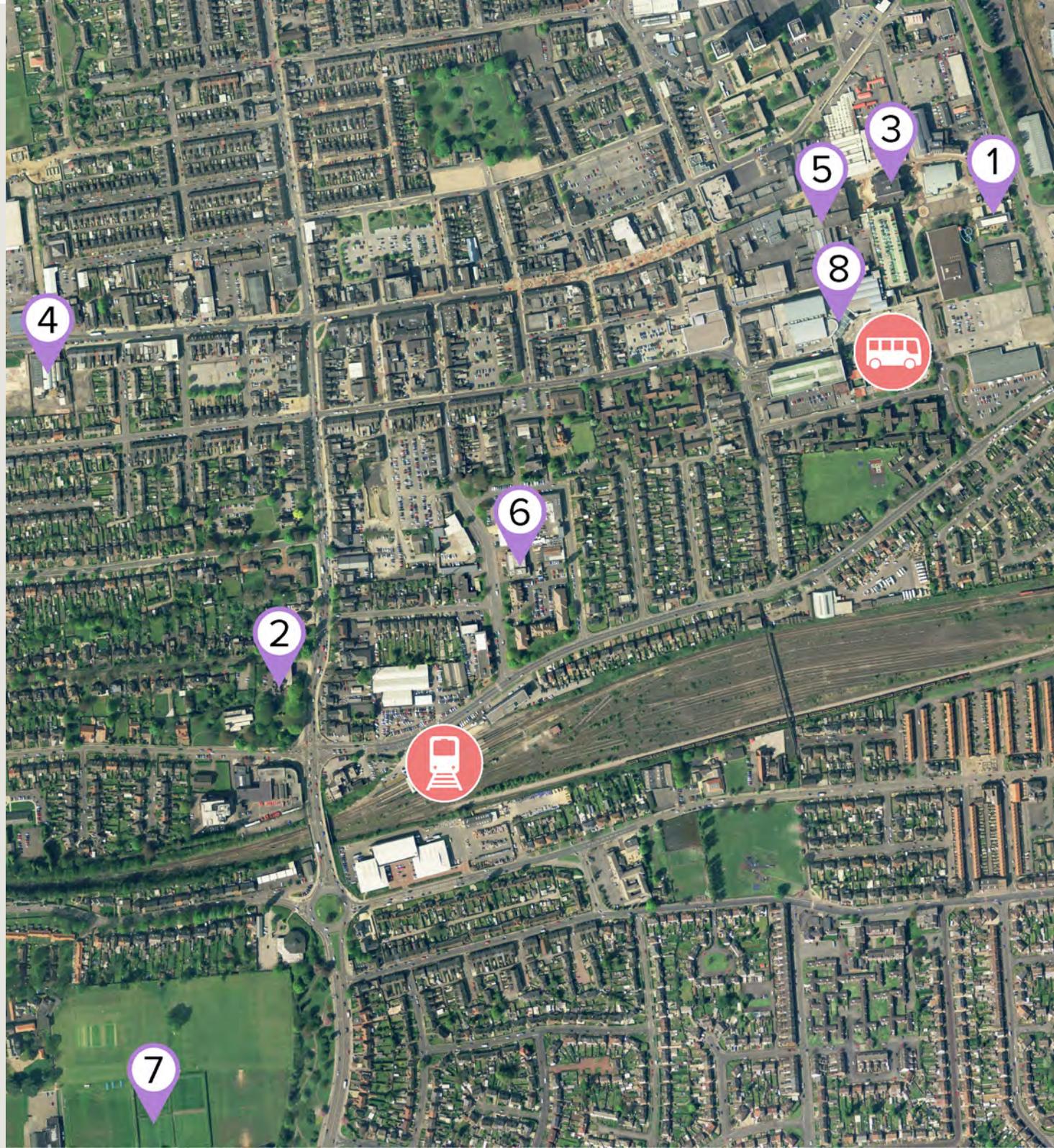
The map adjacent indicates the location of key assets in the town centre. Principal clusters are proximate to the train and bus stations but are dispersed over a relatively large area.

Transport

-  Train Station
-  Bus Station

Attractions

-  20-21 Visual Arts Centre
-  North Lincolnshire Museum
-  Scunthorpe Central Library
-  The Baths Hall
-  The Foundary Shopping Centre
-  The Plowright Theatre
-  The Pods Leisure Centre
-  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'.

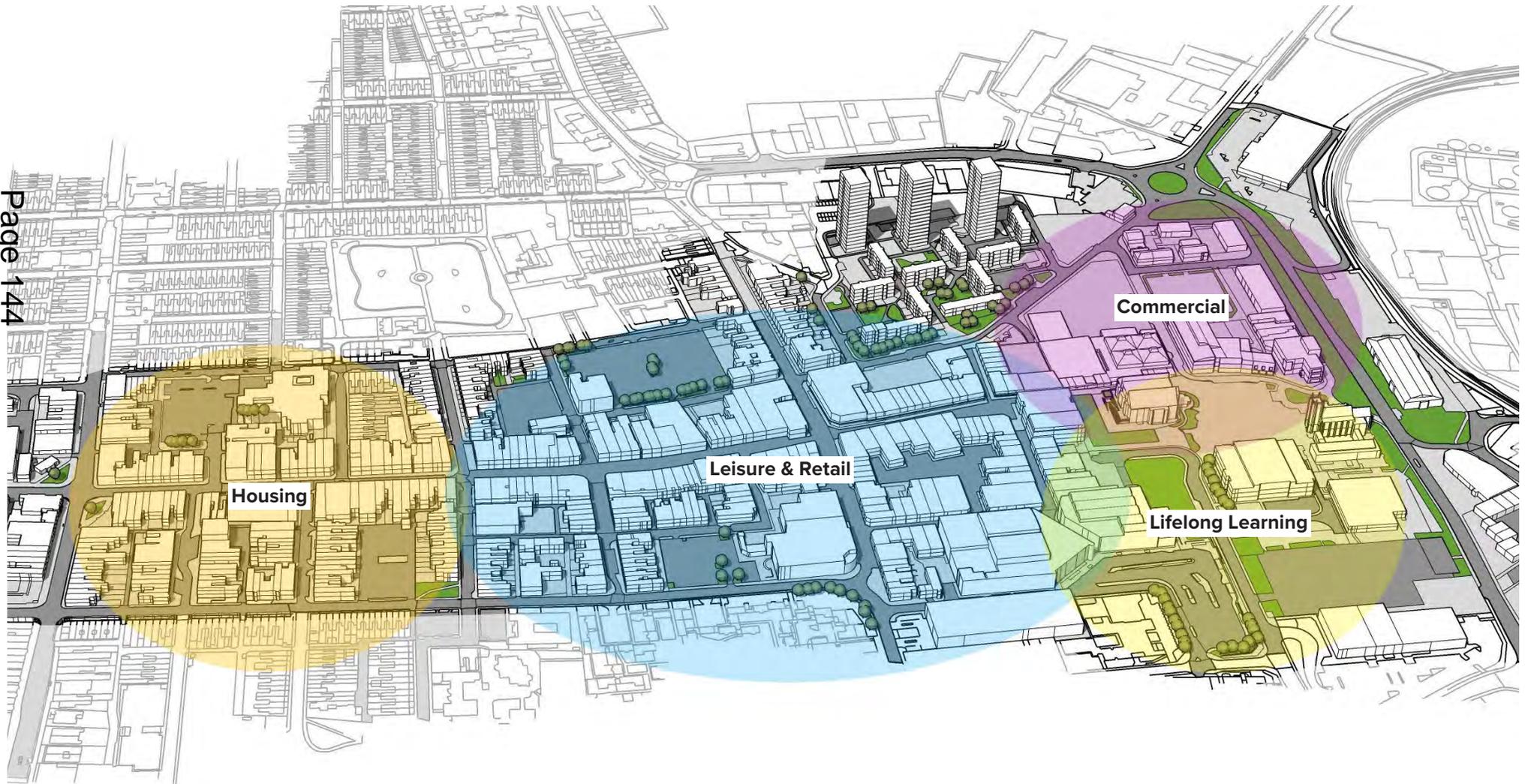
Key arterial routes such as the M180 and M181 distribute traffic to the commercial and residential centres, in addition to connecting the employment centres on the fringes of the town as well as the substantial logistics hub to the north east.

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

Page 145



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



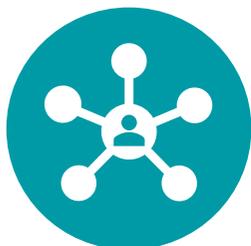
North Lincolnshire benefits from excellent connections to a variety of transport networks including the port and wharf facilities on the River Humber, major roads such as the M180, M18, A1 and M1, rail services provided by the North East Trans-Pennine rail route as well as Humberside International Airport.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

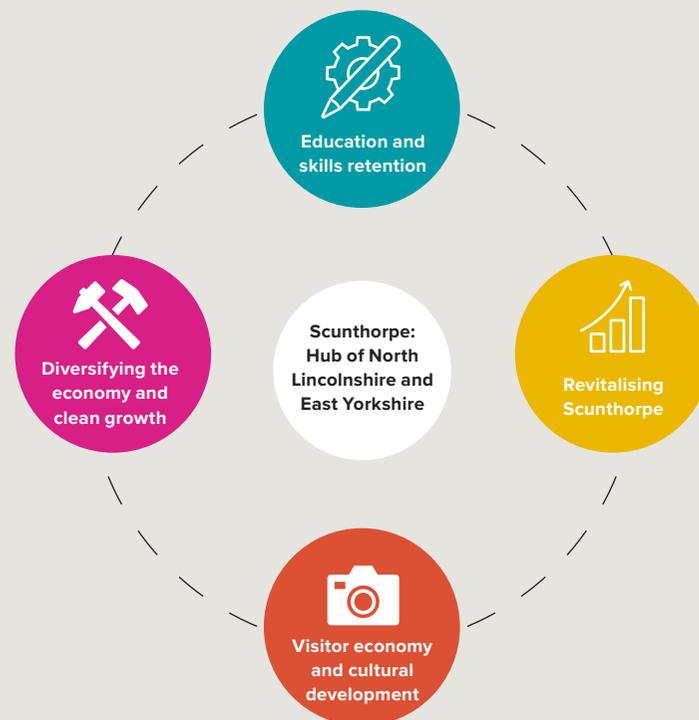
Although significant regeneration and development gains have been made in Scunthorpe, reversing decades of economic decline and persistent issues around perception requires sustained investment. To build on recent successes and exploit opportunities to improve residents’ quality of life offer and industrial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

Page 149

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.

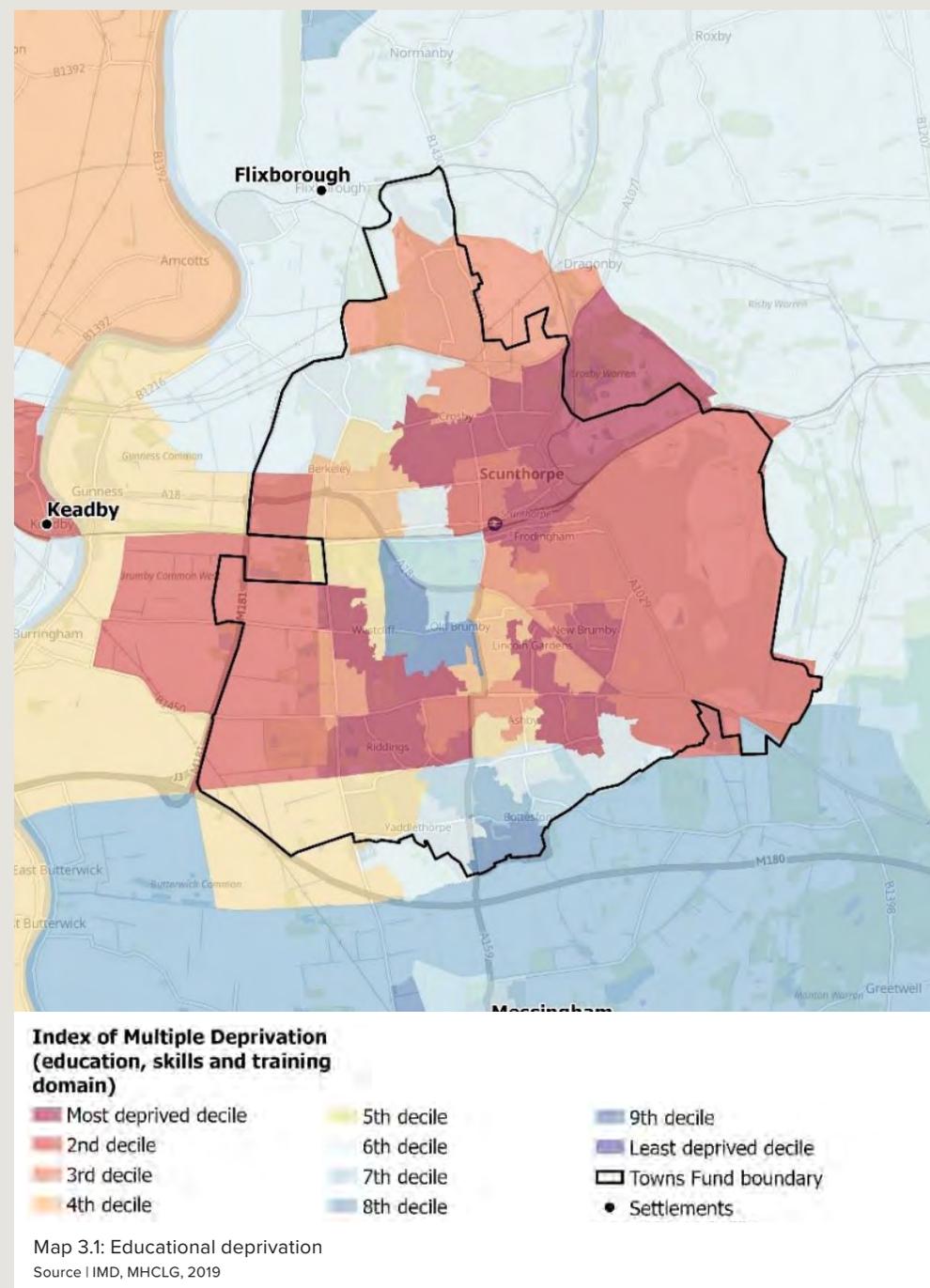
Despite increasing levels of qualifications in the working age population, within the town centre, levels of education attainment and skills are low. This is concentrated within the city centre, with key wards mostly in the more deprived deciles of the education index, set against much higher skilled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

Page 152

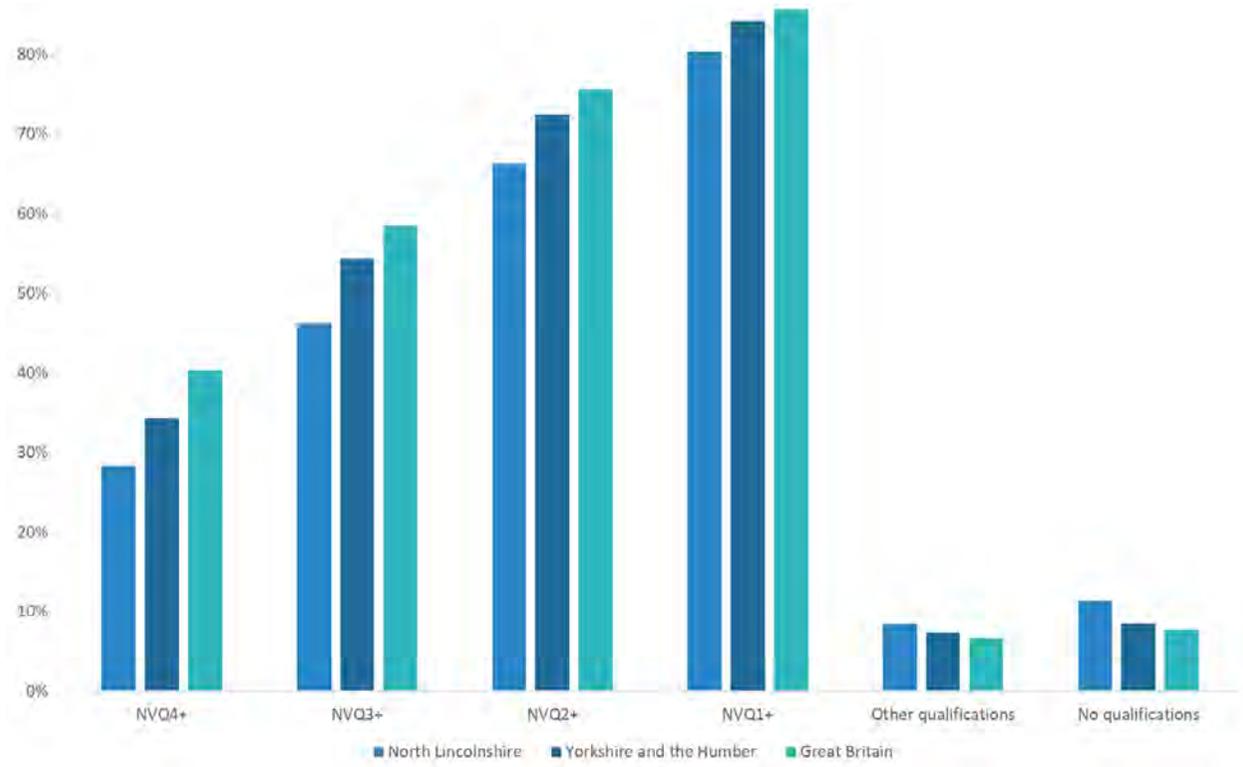


Figure 3.1: Cumulative level of qualification, as a proportion of the working age population, 2019

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
Production (A-B,D-E)	1.6%	3.1%	1.9%	2.1%
Manufacturing (C)	26.1%	22.7%	11.8%	8.1%
Construction (F)	4.9%	6.7%	4.1%	4.7%
Wholesale and retail trade (G)	15.2%	13.3%	14.9%	15.1%
Transport and storage (H)	7.6%	9.3%	5.5%	4.8%
Accomm & food services (I)	4.9%	6.0%	7.2%	7.5%
Professional services (J-N)	13.0%	13.6%	23.3%	26.9%
Public sector (O-Q)	26.1%	23.0%	27.7%	26.2%
Other services (R-U)	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.

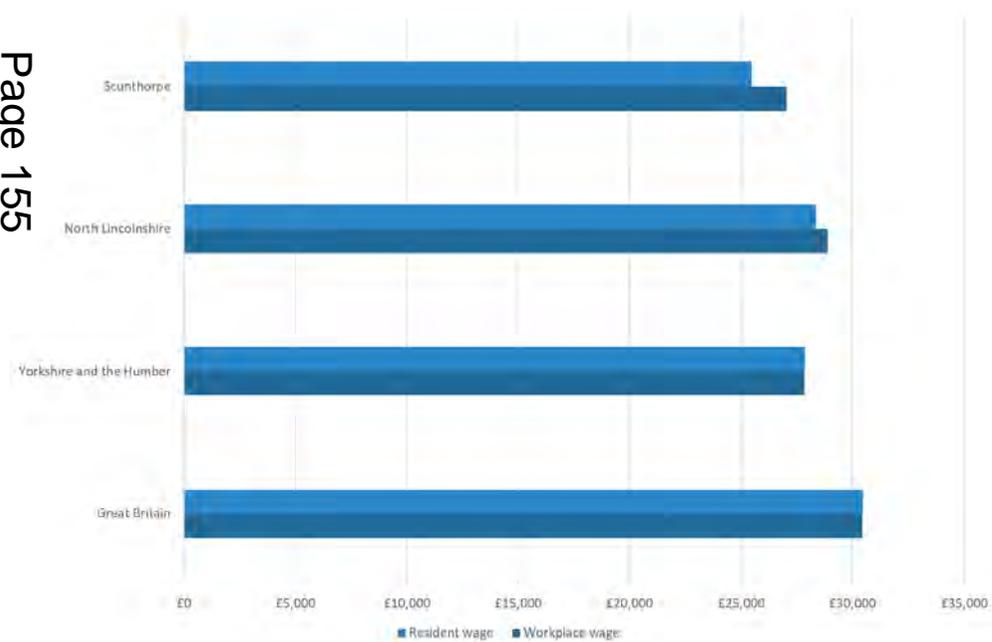


Figure 3.2: Resident and Workplace wages

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

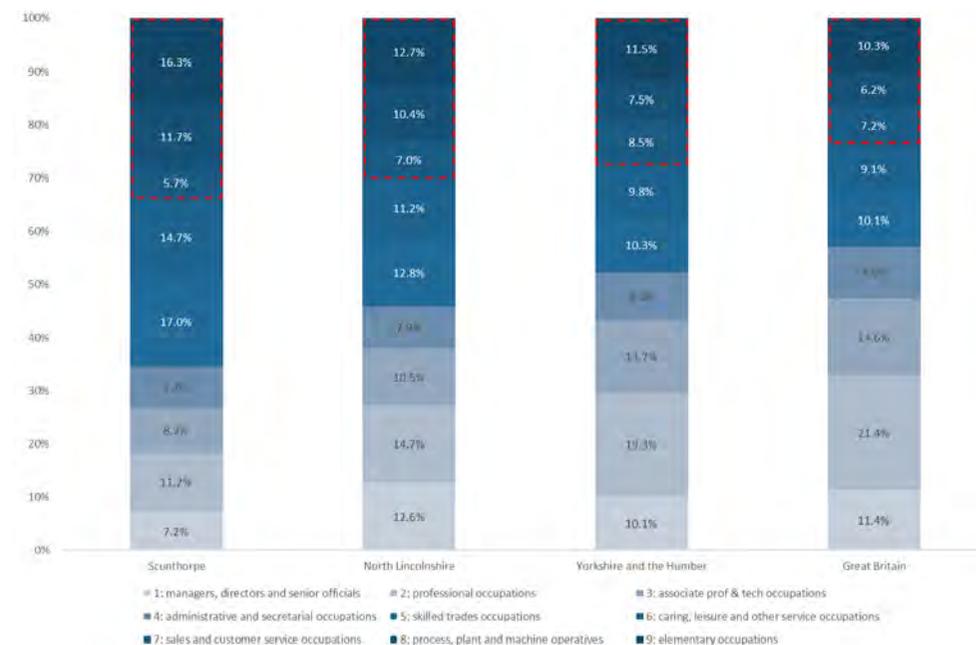


Figure 3.3: Occupational structure, 2019

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:

Page 156 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.



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.

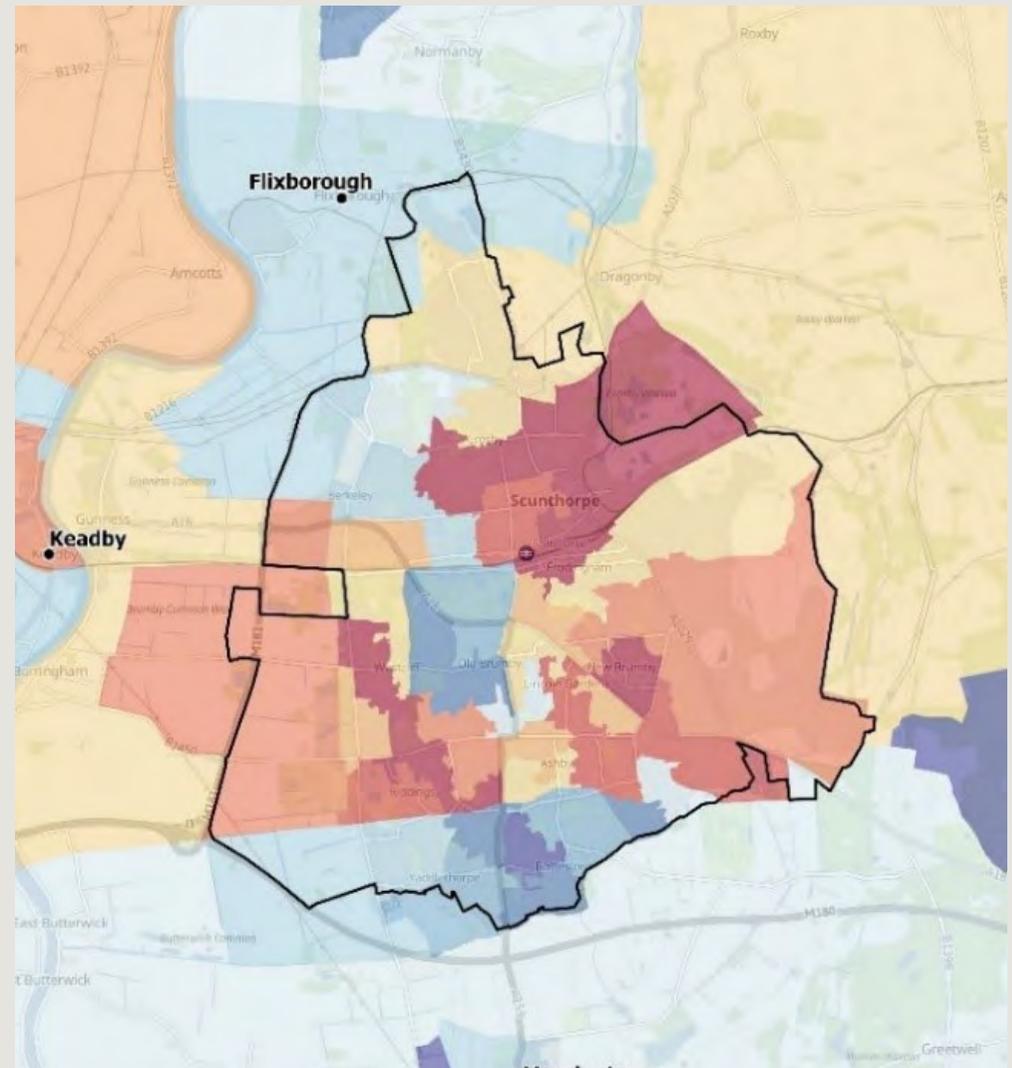
The high street has, however, struggled in recent years and was characterised by a vacancy rate of 20% in 2019, which is almost double the national average (11%) and could worsen given the current situation and anticipated recession. The sharp fall has created the sense of a “ghost town”, negatively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

Supporting deprived communities

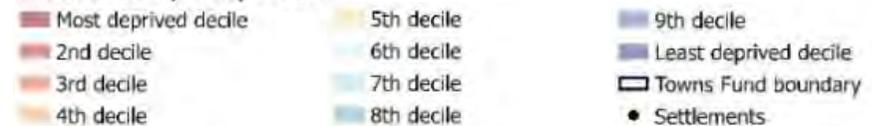
Job losses and the post-industrial town aesthetic (i.e. visible industrial landscape and vacant retail units along the high street) have contributed to negative perceptions of the town, underlining the need to invest and to diversify Scunthorpe's town centre offer.

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.

Scunthorpe is 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

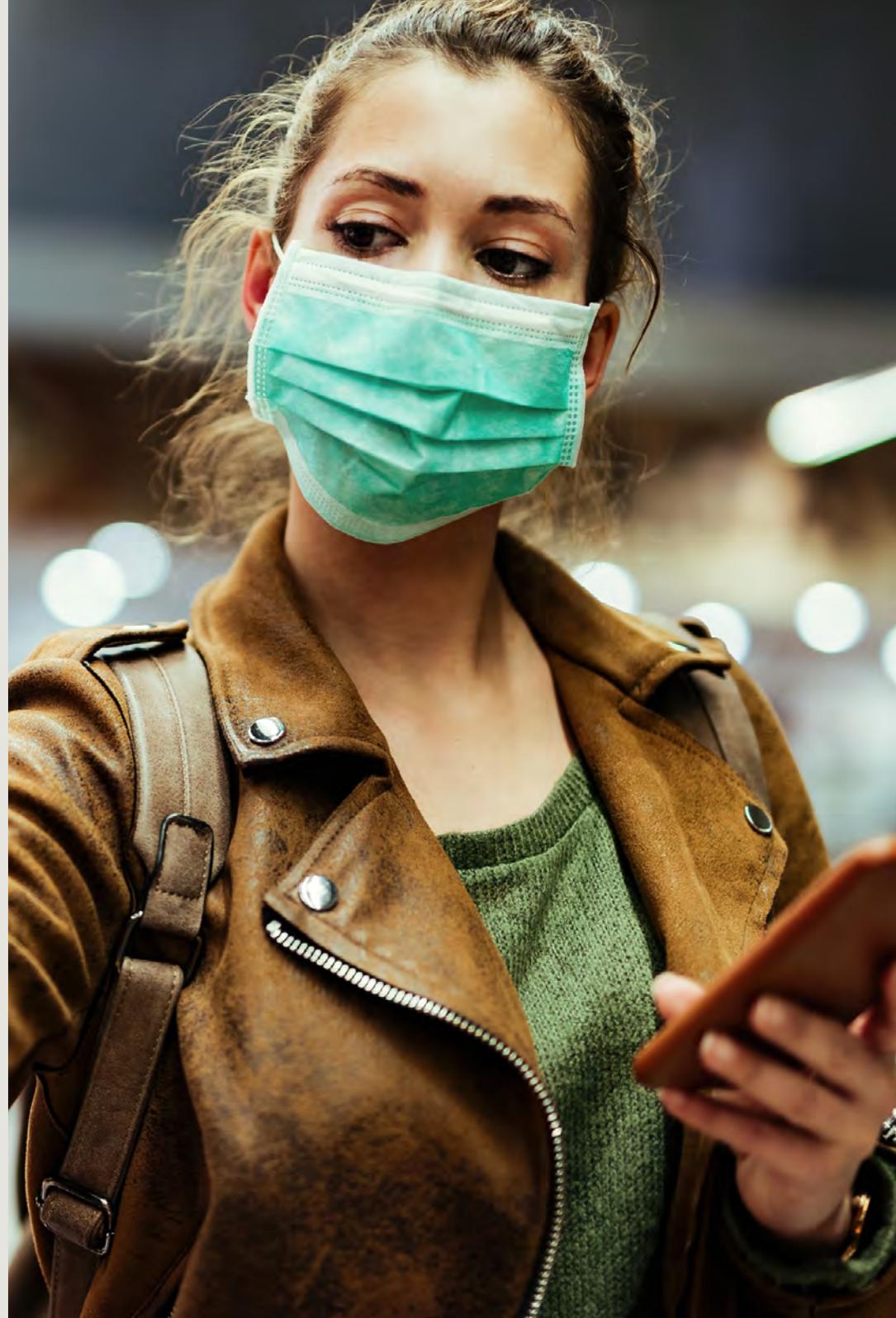
For our TIP to tackle the fundamental barriers to growth and develop a long-term strategy for change, the interventions identified must also be responsive to the impacts of COVID-19. NLC have undertaken dedicated analysis to understand the impact the pandemic has had and will continue have on the local 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 (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
North Lincolnshire	21,700	76,600	28.0%
Greater Lincolnshire LEP	138,100	480,300	28.8%

Table 3.2: Furloughed employment, June 2020

Source | Gov.UK June 2020

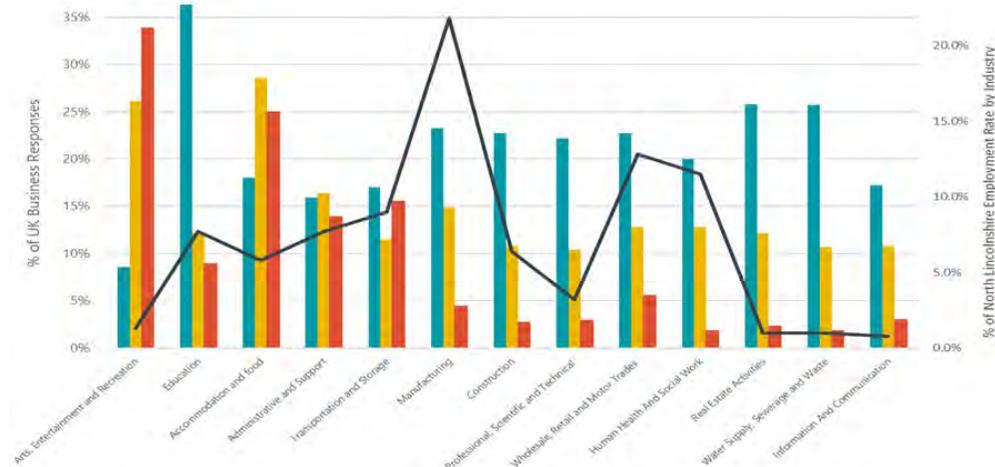


Figure 3.4: Business impacts of Covid-19

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.

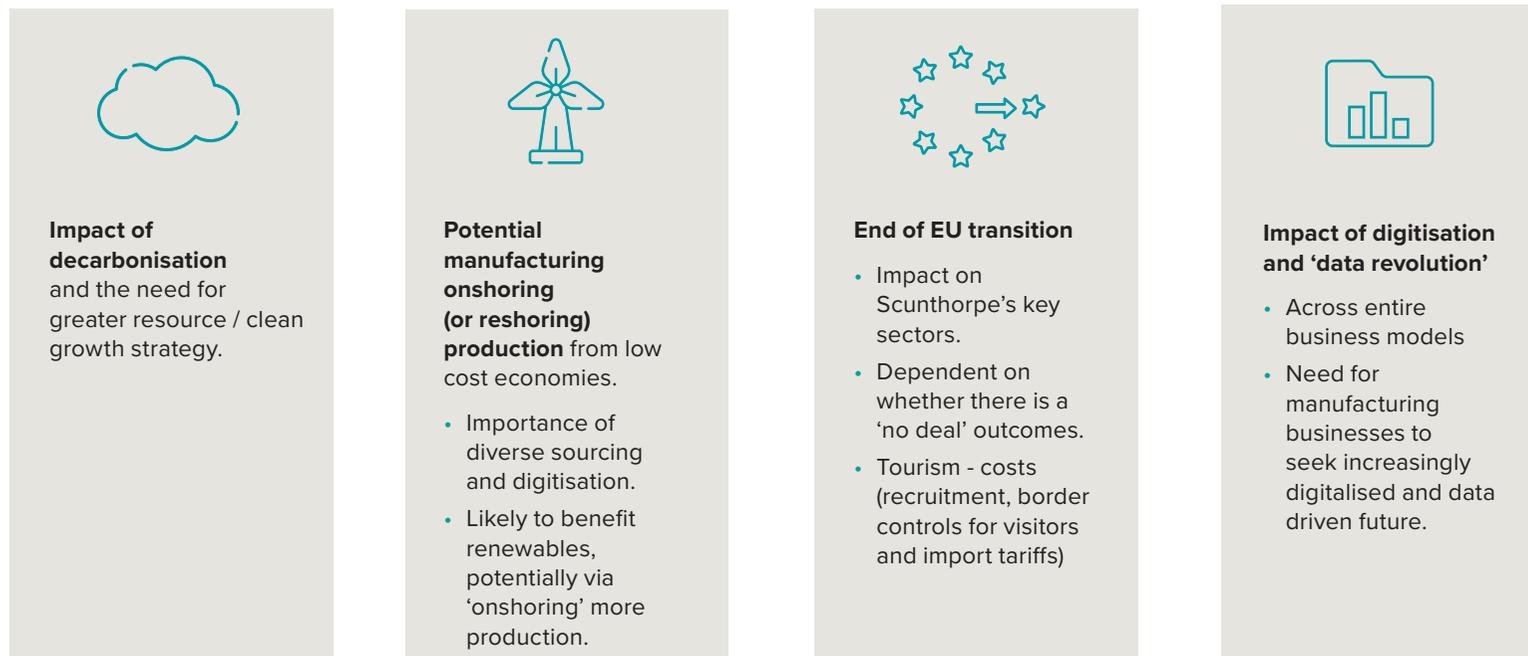
Increased opportunities for home working and the increase of holidays closer to home may present an opportunity for the area as people may increasingly look to move to a more affordable, rural, part of the country. The extremely affordable house prices in North Lincolnshire, currently £151,074 (August 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.

Page 169 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 390,000m² 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.



Transforming the Housing Market



Integrated Health, Innovation and Emergency Services hub



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.

Page 172

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 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 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.

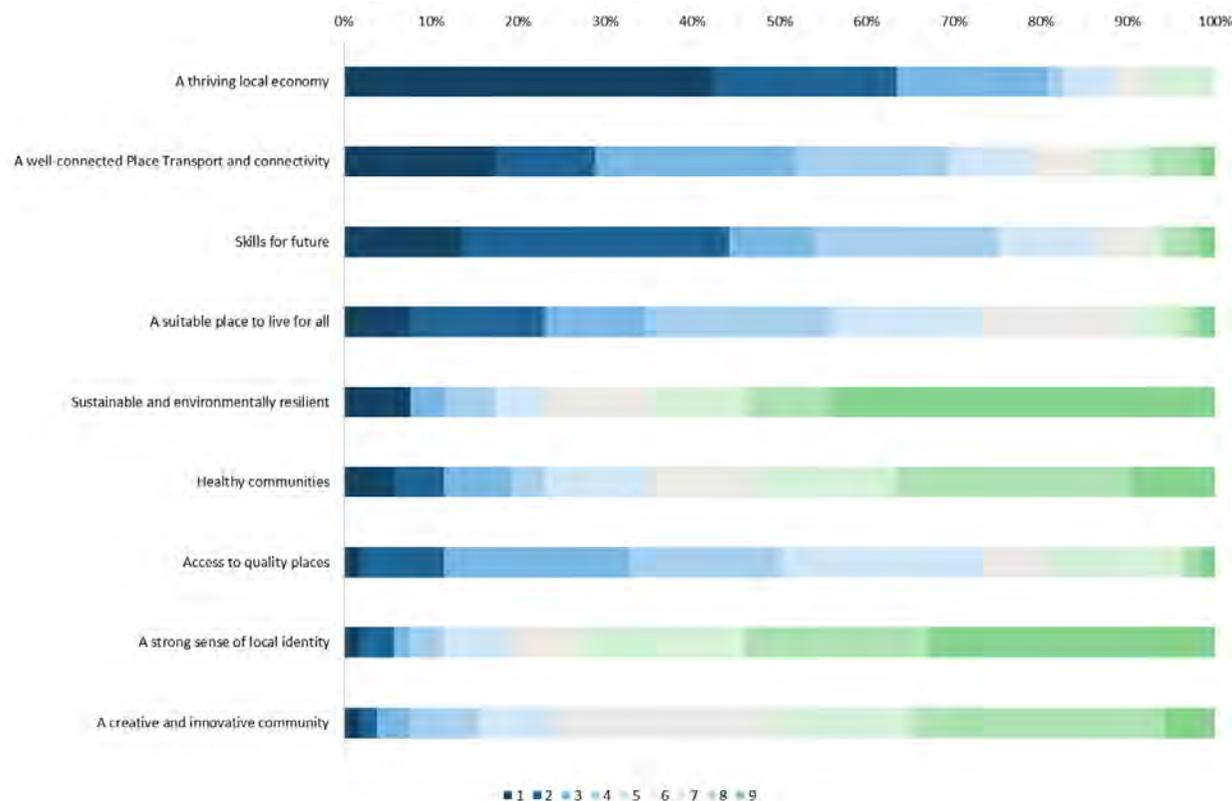


Figure 5.2: Online resident survey results

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
What do you think are Scunthorpe's best features?	<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>
What makes Scunthorpe distinctive to you?	<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>
What would you like Scunthorpe Town to become?	<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

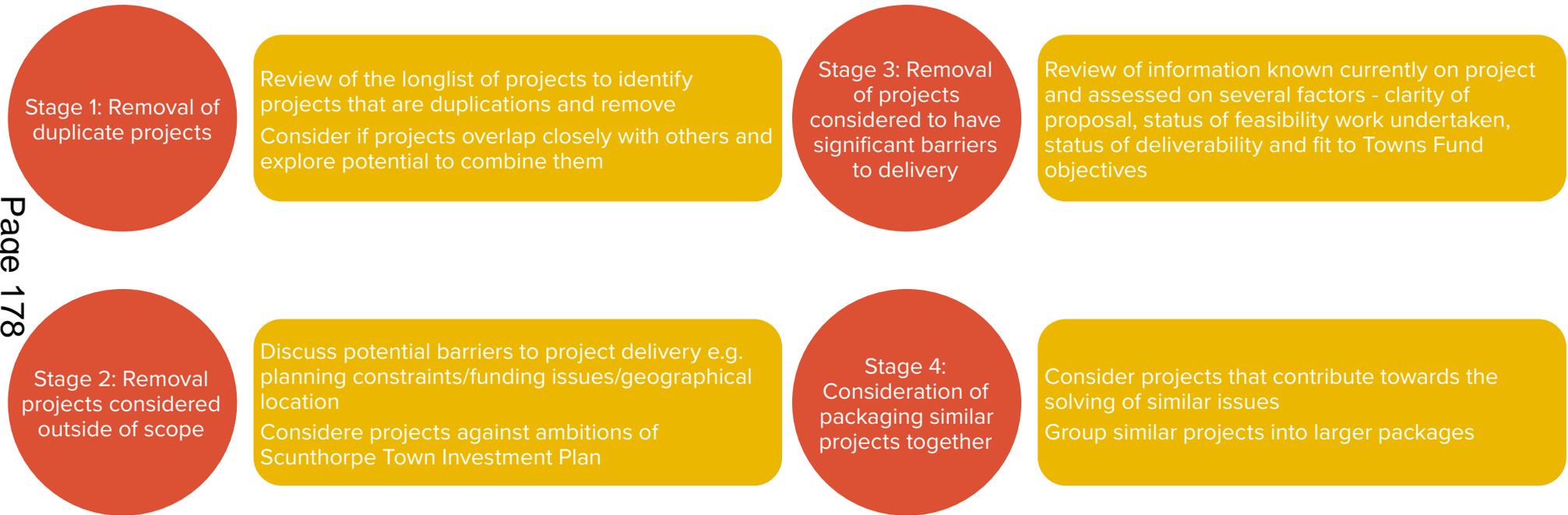


Figure 5.4: Initial sift methodology



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.

- 390,000m² of new commercial space on the Advanced Manufacturing Park at Lincolnshire Lakes
- 3,000m² 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
Advanced Manufacturing Park	<ul style="list-style-type: none"> • Important growth of sectors identified to develop the local and to the wider region economy, increasing jobs and economic productivity.
Enabling a future for Clean Growth in Scunthorpe	<ul style="list-style-type: none"> • Building on North Lincolnshire Council's track record and furthering their environmental policies, aims and objectives by investing in the green growth agenda.
Developing Scunthorpe's New Cultural, Arts and Heritage Offer	<ul style="list-style-type: none"> • Supports the development of a new cultural sector in Scunthorpe while also providing direct employment along with indirect and induced economic benefits.
Developing Our People and Communities Project	<ul style="list-style-type: none"> • 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.
Integrated Health, Innovation and Emergency Services Hub	<ul style="list-style-type: none"> • Health and welfare of local population could be improved in the long term through the delivery of better health facilities. • Will create additional employment opportunities within the health sector.
Creating 21st century digital connectivity	<ul style="list-style-type: none"> • Ensuring digital connectivity is fast and reliable enabling the meeting of both local resident and business requirements. Important means of attracting businesses to Scunthorpe. • Future importance of digital connectivity has been shown during current COVID-19 pandemic.
Transforming the Scunthorpe Housing Market	<ul style="list-style-type: none"> • Support NLC housing need requirements for the local authority.

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

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.

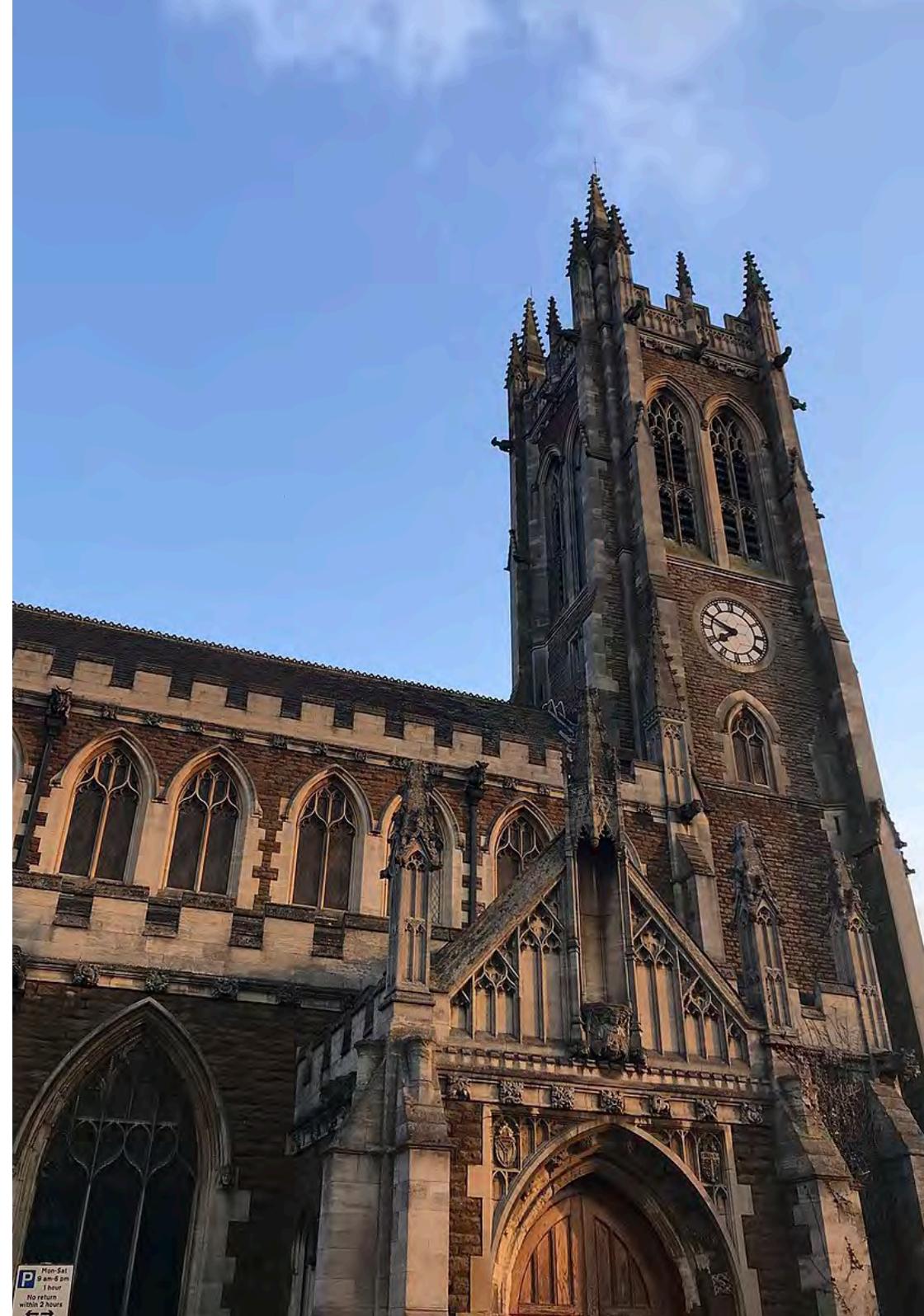
The delivery of the land and conditions for the creation of an **Integrated health, innovation and emergency services hub** in Scunthorpe, including blue light centre, innovation and development centre and business park for supply chain will have an

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.

Page 182





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 21st 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 390,000m² 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



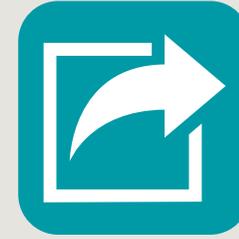
Links to Towns Fund objectives

- 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 390,000m² 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.

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



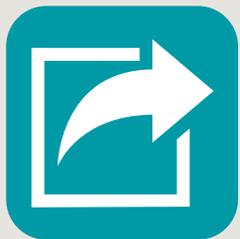
Major Interdependencies

- 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

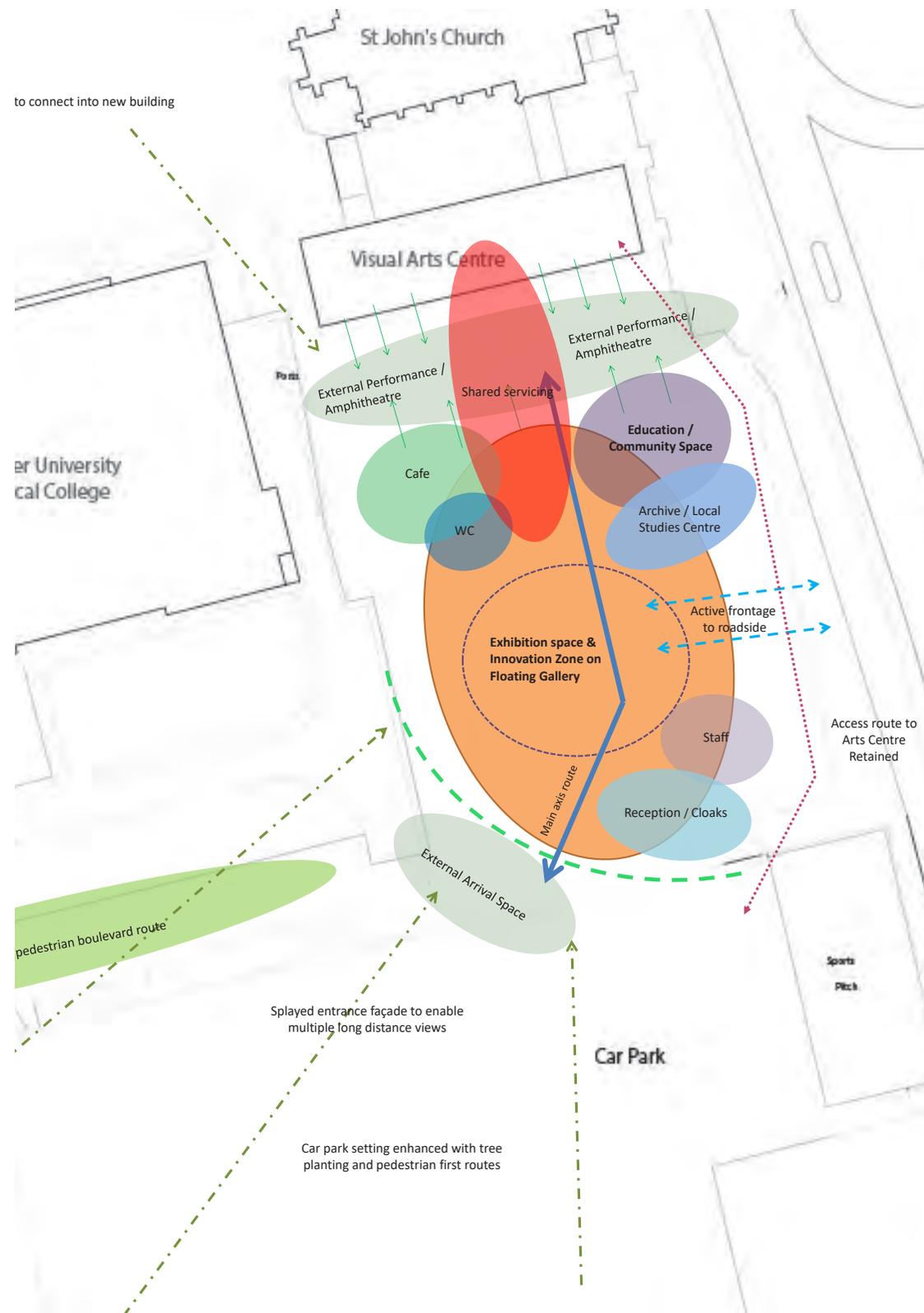
Together with the support of the Towns Fund, North Lincolnshire Council, HLF, private sector and the Arts Council, this project can act as one of the anchors in creating the new economic future for Scunthorpe, showcasing how the past has created our future and beyond

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.



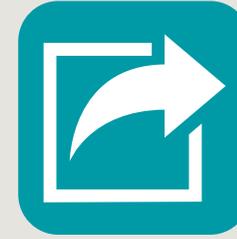
Links to Towns Fund objectives

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



Timescales for Delivery

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



Outputs

- Provision of 3,000m² 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”

Page 206

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. 639m² 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)

Page 208



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





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.



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.



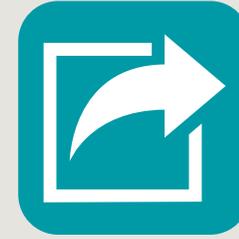
Links to Towns Fund objectives

- 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.

Page 214



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.

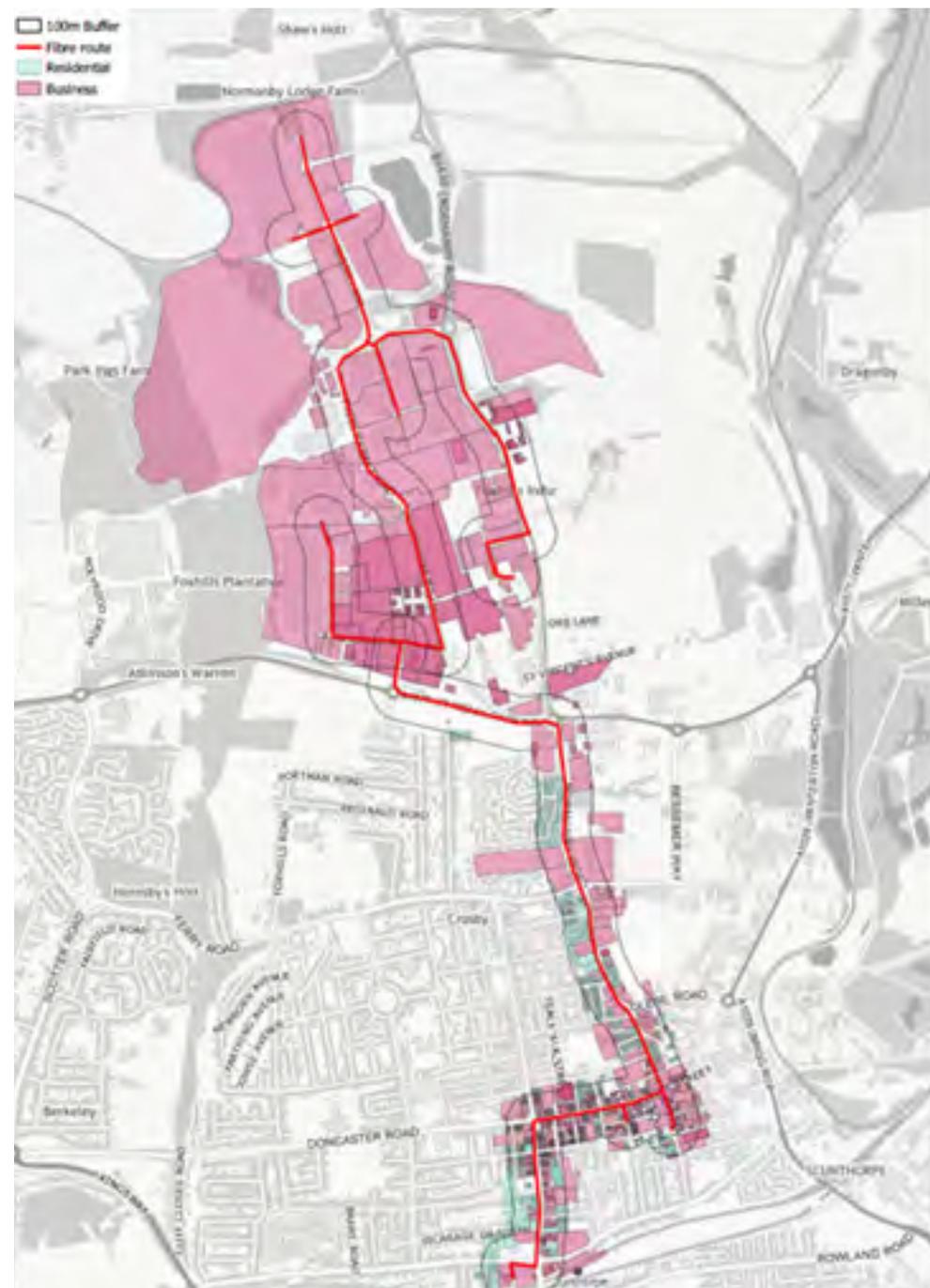
Covid-19 has exacerbated network demands with many businesses experiencing increased connectivity issues.

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

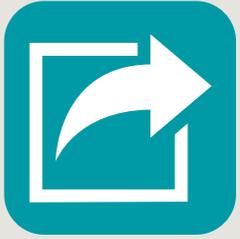
Continued support from Government to accelerate FFTP roll out.



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.

Page 220



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 keys 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.



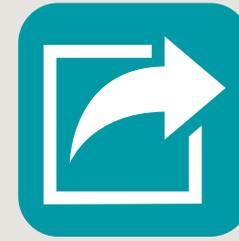
Links to Towns Fund objectives

- 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
Advanced Manufacturing Park	<ul style="list-style-type: none"> • Strategic discussions with Homes England to ensure the availability of the land for development. • Strategic discussion with UKDIT, BIES to ensure that the site is brought forward to potential investors. • Facilitate Innovate UK to ensure strategic links and access to appropriate Catapult Centres 	<ul style="list-style-type: none"> • Lack of progression by Homes England in making the site available for development. • Lack of inward investment opportunities in Advanced Manufacturing. • Failure to bring forward Solar 21 Development
Enabling a future for Clean Growth in Scunthorpe	<ul style="list-style-type: none"> • Strategic Support from BEIS Clean Growth Team to enable this project to progress. • Enabling approach from Secretary of State in determining DCO applications in a timely manner. 	<ul style="list-style-type: none"> • DCO Application not approved in a timely manner. • State Aid
Developing Scunthorpe's New Cultural, Arts and Heritage Offer	<ul style="list-style-type: none"> • 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. • 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. 	<ul style="list-style-type: none"> • Match Funding is not secured
Developing Our People and Communities Project	<ul style="list-style-type: none"> • Proactive dialogue with the Department for Education on greater flexibility to enable skills providers to deliver a greater range of skills for employability programmes. 	<ul style="list-style-type: none"> • Unable to secure suitable provider to deliver skills programme.
Integrated Health, Innovation and Emergency Services Hub	<ul style="list-style-type: none"> • 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. • 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. 	<ul style="list-style-type: none"> • Capital for development of new hospital not made available.
Creating 21st century digital connectivity	<ul style="list-style-type: none"> • Continued support from Government to accelerate FFTP roll out 	<ul style="list-style-type: none"> • Market does not continue to develop. • State Aid.
Transforming the Scunthorpe Housing Market	<ul style="list-style-type: none"> • Strategic discussions with Homes England to access additional funding streams to support complex sites to be unlocked that support enabling works across NL. • Better alignment between housing, health and social services to ensure we can determine optimum solutions to support our older and other vulnerable residents. • Access to investment programmes to support the development of the Scunthorpe Transport Hub and Active travel routes. 	<ul style="list-style-type: none"> • Developer and housing market failure. • Sites are not vacated as other projects are not progressed or delayed.

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

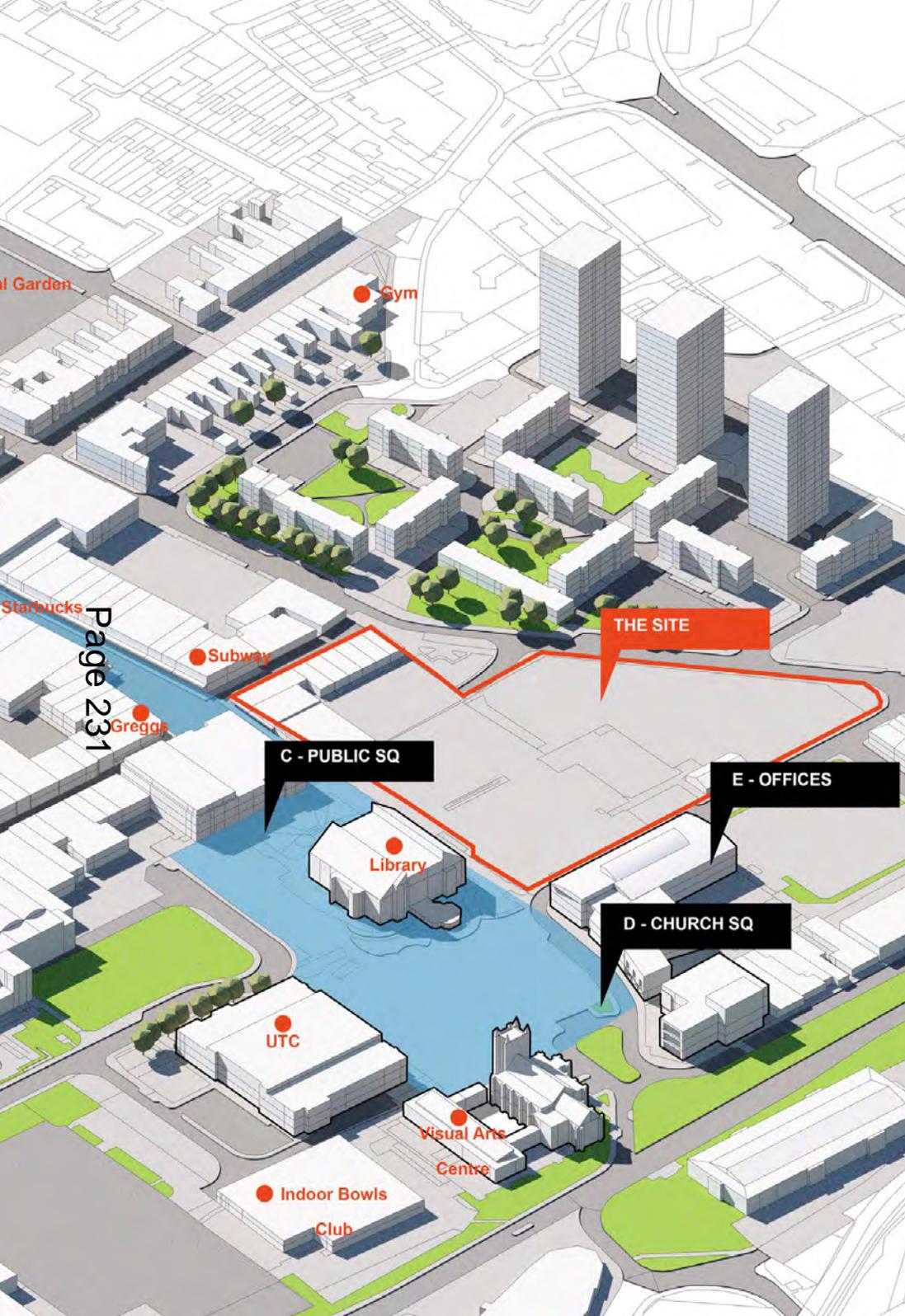
Despite representing the most substantial, centrally located public space in Scunthorpe, Church and Library Squares each feel listless and empty. A lack of functions, missing enclosure at the squares' edges, poor-quality urban landscape and ground instability limit the spaces' ability to attract and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

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.

Page 233



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



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 390,000m² 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

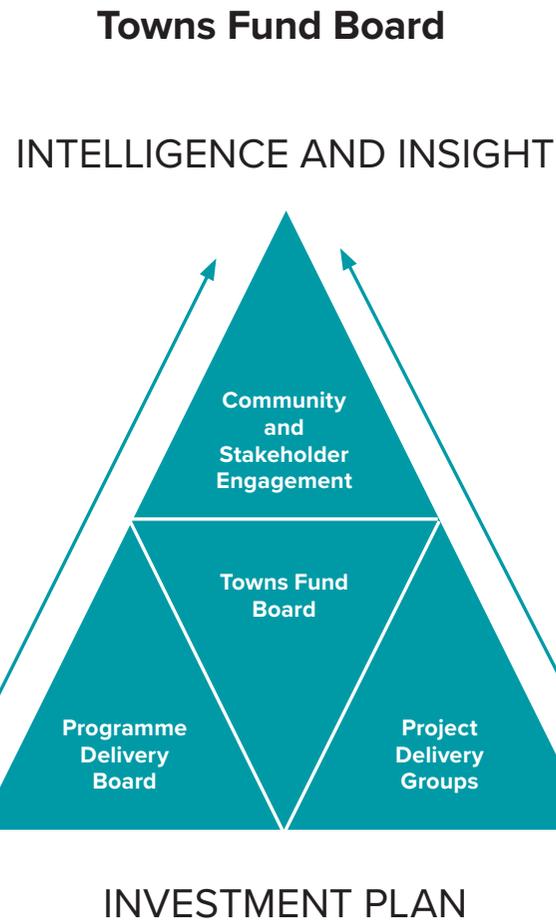
Governance Structures

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.

Page 240

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
1A	12/11/2020	A Bennet	S Donlon	V Hurst	Draft of Scunthorpe TIP
1B	16/11/2020	A Bennet	S Donlon	S Cox	Updates from NLC
1C	16/11/2020	S Donlon	L Potts	M Stuart/M Mumby-Croft	Sign off

NORTH LINCOLNSHIRE COUNCIL

CABINET

KICKSTART SCHEME

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek support from Cabinet to become a Kickstart Gateway.
- 1.2 To update Cabinet on the scheme and the benefits for businesses and young people in North Lincolnshire.

2. BACKGROUND INFORMATION

- 2.1 Launched on 8 July as part of the Chancellor's Plan for Jobs, the government has introduced a new Kickstart Scheme, a £2 billion fund to create hundreds of thousands of high quality 6-month work placements aimed at those aged 16 to 24 who are on Universal Credit and are deemed to be at risk of long term unemployment. The job placements should support the participants to develop the skills and experience they need to find work after completing the scheme.
- 2.2 Funding for each job placement will cover:
 - 100% of the relevant National Minimum Wage for 25 hours
 - the associated employer National Insurance contributions
 - employer minimum automatic enrolment contributions

For each placement, Kickstart employers will also receive a £1500 initial payment for set up costs and employability support.

The job placements created with Kickstart funding must be new jobs. They **must not**:

- Replace existing or planned vacancies
- Cause existing employees or contractors to lose or reduce their employment

The roles must be:

- A minimum of 25 hours per week, for 6 months
- Paid at least the National Minimum Wage for their age group should not require people to undertake extensive training before they begin the job placement

- A support package around future employability skills is required giving the young person the tools to gain further employment on completion of the placement

A Kickstart Scheme application must be for a minimum of 30 job placements. If a single employer cannot provide this many job placements, they can find a Kickstart gateway, such as a local authority, charity or trade body for help applying.

3. **OPTIONS FOR CONSIDERATION**

- 3.1 North Lincolnshire council is looking to make an application to the Kickstart Scheme as a Kickstart Gateway to enable small firms who are unable to offer 30 placements the opportunity to participate in the scheme and grow their business and support our North Lincolnshire young people.

4. **ANALYSIS OF OPTIONS**

- 4.1 North Lincolnshire currently has a high claimant count for the 18-24 year olds. It has been consistently higher than regional and national claimant rates.
- 4.2 The Kickstart programme will support young people currently claiming out of work benefits to access employment with training.
- 4.3 The Council will look to utilise the kickstart programme to support employment opportunities for young people, in addition, we will make an application to the Kickstart scheme as a Kickstart Gateway to enable small firms who are unable to offer 30 placements the opportunity to participate in the scheme and grow their business and support our North Lincolnshire young people. As a Kickstart Gateway, the council will receive £300 per external job placement to cover administration costs, and will be responsible for administering and paying the wages and costs to employers on a monthly basis, plus the £1500 set up costs to employers.
- 4.4 In conjunction with AECL, we will also offer an 'Employability Support Package' to those employers not able to provide their own employability support to participants, for which we will retain £300 of their £1500 set-up payment.
- 4.5 We are also asking our own Departments if they can offer a placement to a local young person to enable them to experience the world of work and support the start of their employment journey.
- 4.6 The Kickstart scheme application is being prepared for external placements on behalf of employers and internal placements. We have received we have received EOIs from 43 which equates to 63 jobs, for the first application we will be progressing a total of 44 jobs.

4.7 We will submit our application in early December for January placement starts. Further applications can be made for starts until December 2021 if the required 30 placements are requested.

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

5.1 The council will receive £300 per external job placement and an additional £300 of the setup payment for the wrap around employability support.

5.2 The scheme will be administered by the Economic Development Team. It is essential that the council has in place robust programme management and financial processes and procedures. It will require the processing of a large number of additional financial transactions on a monthly basis, together with the requisite systems to perform the necessary checks and balances associated with these transactions. It is proposed that the £300 per job placement is utilised to provide additional capacity where required.

The delivery of the scheme will require resources to be drawn from across the council including finance, audit and HR. Significant input is also required by AECL to deliver the employability support package.

5.3 In terms of the council's own internal placements, staffing implications arise from the likely need to provide additional management time for supervision and support than would normally be required for new starters. There are also the usual IT and financial implication associated with IT hardware and software requirements, other equipment and PPE for example.

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

6.1 As per the Kickstart Scheme Grant Funding Agreement Terms and Conditions for Gateways, there are some risks to the council in becoming a Gateway organisation.

6.2 The Terms and Conditions make it clear that it is incumbent upon the gateway to make some checks regarding the compliance of the employers with the grant agreement. It will also be the responsibility of the council, as Gateway to reclaim any grant monies paid to employers if it is deemed they have not acted in accordance with the attached Terms and Conditions.

6.3 Specifically, the terms and conditions stipulate that "The Grant Recipient will be the sole recipient of the Grant. The Grant Recipient shall be responsible for managing the Grant as between itself and the Employers involved in performing the Funded Activities.

6.4 This includes securing the re-payment of the Grant if requested by DWP in accordance with this Grant Agreement. Onward payment of the Grant to

Employers does not relieve the Grant Recipient of its obligations under this Grant Agreement”

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 An impact assessment will be undertaken once the Council has been approved as a Kickstart Gateway.

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 Consultation and engagement has taken place with businesses across North Lincolnshire.

9. RECOMMENDATIONS

9.1 That Cabinet supports the submission of the application to government and supports the delivery of the programme.

DIRECTOR OF BUSINESS DEVELOPMENT

Civic Centre/
Church Square House
SCUNTHORPE
North Lincolnshire
Post Code
Author: Lesley Potts
Date: 17/11/2020

Background Papers used in the preparation of this report –

Kickstart Briefing note.

NORTH LINCOLNSHIRE COUNCIL

CABINET

GREATER LINCOLNSHIRE JOINT STRATEGIC OVERSIGHT COMMITTEE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To invite the Cabinet to consider and approve establishing a strategic joint committee with Lincolnshire County Council and North East Lincolnshire Council to be known as the 'Greater Lincolnshire Joint Strategic Oversight Committee.' The Joint Committee will only relate to the discharge of member authorities' executive functions as referred to in paragraph 3.
- 1.2 An urgent decision is required to enable the Joint Committee to meet formally as soon as possible. Individual member authorities are required to approve its establishment, membership and terms of reference beforehand, as there is not another scheduled meeting of the Cabinet until 25 January 2021.

2. BACKGROUND INFORMATION

- 2.1 North Lincolnshire Council continues to work alongside North East Lincolnshire Council, Lincolnshire County Council and the Greater Lincolnshire Local Enterprise Partnership (LEP), strengthening partnership working to deliver growth and prosperity across the region.
- 2.2 Establishing a joint committee of upper tier authorities will provide a formal, and visible collaborative working arrangement, ensuring high levels of strategic alignment. It builds upon the existing working relationships and will provide the forum for exploring opportunities to work strategically together to improve service quality and bring benefits to our outcomes for residents. This also has the potential to enable funding to be utilised more effectively where scope and scale would be advantageous.
- 2.3 North Lincolnshire Council and North East Lincolnshire Council are part of a similar committee across the Humber – the Humber Leadership Board.

3. **OPTIONS FOR CONSIDERATION**

- 3.1 **Establish a strategic joint committee** with Lincolnshire County Council and North East Lincolnshire Council, as set out in the report, to be known as the 'Greater Lincolnshire Joint Strategic Oversight Committee.
- 3.2 Subject to the required approval of each of the three member upper tier authorities, the joint committee will exercise purely executive functions. It is not a decision making body, but will explore and promote greater levels of collaboration, alignment and integration of upper tier authority responsibilities. Any proposals that are developed by the joint committee will be approved through each member authority's executive decision making processes and associated overview and scrutiny functions.
- 3.3 **Approve and adopt the Terms of Reference** in Appendix 1. It is proposed that the joint committee will consist of the Leader and one Executive Member from each of the three member authorities. It is therefore for the Leader of the Council to appoint the executive member to the joint committee and decide their duration of office.
- 3.4 The Joint Committee will be chaired on a rotating basis, by the Leader of each of the three local authorities. There will also be attendance by a co-opted representative from the Greater Lincolnshire Local Enterprise Partnership (GLLEP). The involvement of a representative from the GLLEP ensures the committee takes account of the needs of businesses within Greater Lincolnshire, as well as bringing a detailed understanding of the Greater Lincolnshire region. The Chief Executive of each authority, or a nominated substitute, will also attend the Joint committee.

4. **ANALYSIS OF OPTIONS**

- 4.1 Establishing the joint committee will ensure that there is a coherent strategic focus, alignment and further collaboration across upper tier functions, creating opportunities to work at scale and providing leadership for Greater Lincolnshire. Associated executive decisions will be taken by member council's through their own executive decision making processes, which also maintains local transparency, scrutiny and accountability.
- 4.2 Not establishing and being a member of the proposed joint committee, may undermine the strategic position, role and leadership of North Lincolnshire Council within Greater Lincolnshire and detract from the advantages and benefits to the area already described in paragraph 2 above.

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

- 5.1 There are no resource implications associated with this report.

5.2 The Local Government Act 1972, as amended, enables local authorities to establish joint committees to support joint working across different local authority areas. Like all such joint committees, this joint committee will be subject to access to information requirements and, more particularly, the Local Authorities (Executive Arrangements) (Meetings and Access to Information) Regulations 2012.

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

6.1. By establishing and being a member of the joint committee aligns with the Council Plan, maximising the opportunities for North Lincolnshire as part of a Greater Lincolnshire, to be the best place for our residents.

7. OUTCOMES OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

7.1 Not applicable

8. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

8.1 Consultation has been ongoing, through strategic partnership working by the three upper tier local councils on proposals to establish the joint committee.

8.2 There are no conflicts of interest.

9. RECOMMENDATIONS

9.1 That the establishment of a strategic joint committee with Lincolnshire County Council and North East Lincolnshire Council as set out in the report, to be known as the 'Greater Lincolnshire Joint Strategic Oversight Committee' be approved.

9.2 That the strategic joint committees' Terms of Reference as set out in the appendix to the report be approved and adopted.

DIRECTOR: GOVERNANCE AND PARTNERSHIPS

Church Square House
SCUNTHORPE
North Lincolnshire
DN15 6NL
Author: R A Mell
Date: 4 December 2020

Background Papers used in the preparation of this report – None

APPENDIX 1

Summary of Greater Lincolnshire Joint Strategic Oversight Committee arrangements

The core functions of the Greater Lincolnshire Strategic Oversight Committee are to:

1. Facilitate cooperation and collaboration between Lincolnshire County Council, North Lincolnshire Council and North East Lincolnshire Council, in so far as it relates to their executive functions on the following themes:
 - a) The development and application of strategy across the Greater Lincolnshire economic region
 - b) The development of opportunities to gain greater alignment across Greater Lincolnshire, where scale and scope are required and can enhance upper tier functions
 - c) The strategic alignment of investment across Greater Lincolnshire
2. Consider strategic use of public funds across the common functions and activities of the Councils, to benefit the economy and support the collective ambitions of the three councils and the region.
3. Act as a formal link between the three upper tier local authorities in Greater Lincolnshire on activity related to the above themes

Terms of Reference

1. Develop and recommend for consideration by each of the authorities, proposals relating to the core functions of the committee.
2. Act as an advocate for investment in the sustainable economic development of Greater Lincolnshire and maintain oversight for delivery arrangements relating to the core functions.
3. Align and make recommendations on capital expenditure programmes that operate across Greater Lincolnshire, to ensure the strategic ambitions are effectively delivered in relation to the core functions.
4. Consider reports from sub-regional groups, or other such body or subcommittee/committee and refer recommendations back to the three Councils for further attention.
5. Consider and make recommendations in relation to strategic funding for activities aligned to the core functions.

6. The committee shall comprise of the Leader and one Executive Member from each Council. The committee will be chaired on a rotating basis by the Leader of each of the three local authorities. A co-opted representative from the Greater Lincolnshire Local Enterprise Partnership will be in attendance as a non-voting member.
7. Any recommendations made by the joint committee must be referred back to each of the three authorities for consideration through existing democratic processes.
8. The Secretariat of the Greater Lincolnshire Joint Strategic Overview Committee is Lincolnshire County Council. Meetings are open to the press and public, and agendas, minutes and papers are published by the Secretariat, in line with the requirements of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) Regulations 2012.

This page is intentionally left blank

NORTH LINCOLNSHIRE COUNCIL

CABINET

NORTH LINCOLNSHIRE COUNCIL COVID-19 UPDATE

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To update Cabinet on the COVID-19 position for North Lincolnshire in respect of:
- The Government's Winter Plan and Local Alert Levels from 2 December 2020
 - Current epidemiology information
- 1.2 The prevalence of the virus is still high locally and nationally, therefore measures to restrict its transmission within the community must continue. The precautions that people have taken during national lockdown are now being seen through the reduction in cases but the numbers need to reduce even further to minimise the risk of further spikes.
- 1.3 The report is urgent in order to provide the Cabinet with the most up to date position following the end of the second lockdown period on 2 December 2020.

2. BACKGROUND INFORMATION

- 2.1 The Government published its Winter Plan on 23 November 2020, which sets out the national programme for suppressing the virus, protecting the NHS and the vulnerable, keeping education and the economy going and providing a route back to normality. The Government's objectives are:
- Suppress the virus – bring the R number below 1 and keep it there. Measures include the use of restrictions. Local Tiers will resume on 2 December 2020.
 - Finding new and more effective ways of managing the virus and enabling life to return closer to normal. This includes:

- Vaccines – subject to regulator approval a UK wide vaccination programme is scheduled to commence in December
- Treatment – effective treatments will continue to be vital to manage the virus even as vaccines are rolled out
- Community testing – strengthened community testing is being rolled out nationally to support the identification and isolation of people who do not have symptoms but are unintentionally spreading the virus. This will be implemented locally according to need and impact.
- Minimise damage to the economy and society, jobs and livelihoods. This means ensuring the right support is available for jobs and that early years settings, schools, further education providers and universities continue their excellent work in ensuring a safe environment for students to learn.

2.2 The COVID-19 Winter Plan also sets out a targeted approach of how national restrictions will be lifted. On the 2 December, England moved back into a regional tiered approach. The tiers are detailed in Appendix 1. Regardless of tier:

- The stay at home requirement will end, with travel being permitted again subject to guidance in each tier
- Shops, personal care, gyms and the wider leisure sector will reopen
- Collective worship, weddings and outdoor sports can resume, subject to social distancing guidance
- People will no longer be limited to seeing only one other person in outdoor public spaces – the rule of 6 will now apply outdoors as it did in the previous set of tiers

2.3 The Secretary of State for Health and Social Care confirmed that North Lincolnshire is in Tier 3 following the end of national restrictions. The local alert level is based upon a number of factors that are considered by Public Health England and the Joint Bio Security Centre for areas across England, including:

- a. Case detection rates in all age groups;
- b. Case detection rates in the over 60s;
- c. The rate at which cases are rising or falling;
- d. Positivity rate (the number of positive cases detected as a percentage of tests taken); and
- e. Pressure on the NHS, including current and projected occupancy

2.4 A summary of the latest epidemiology for North Lincolnshire is shown in Appendix 2. It can be seen that the impact of the national lockdown is now reflected in the reduction in cases. The rate of transmission needs to come down further and it is important that we continue to observe the Tier 3 restrictions. The COVID-19 Winter Plan describes

how the government will review the tiering allocations every 14 days to maintain a balance between reducing transmission and impact on lives and businesses, with areas moving up and down based on the government's analysis of each area, so the lower the numbers the faster North Lincolnshire can move down the tiers.

- 2.5 The Council's response to the COVID-19 Winter Plan is included in the mid-term recovery plan update report on this agenda.

3. OPTIONS FOR CONSIDERATION

- 3.1 Cabinet are asked to consider the report and note the current position in respect of COVID-19 restrictions as set out in the national COVID-19 Winter Plan.
- 3.2 Cabinet are asked to note the concurrent running of business continuity and emergency planning, outbreak management and prevention, and response to Winter Plan as part of ongoing recovery.

4. ANALYSIS OF OPTIONS

- 4.1 The report provides an update based upon the latest national policy, regulation and guidance.
- 4.2 The epidemiology information is taken from the latest Public Health England and Joint Bio Security information that is published.

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

- 5.1 The COVID 19 pandemic and response is posing significant financial challenge for the Council. This is outlined in more detail in the Q2 Financial Position report on the agenda.
- 5.2 The COVID-19 Winter Plan identifies additional Contain Outbreak Management Funding for Tier 3 areas following lockdown at a rate of £4 per head of population per month.

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

- 6.2 Actions and decisions have been taken in accordance with the Coronavirus Act, associated statutory instruments including The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 and national guidance.

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

7.1 Not applicable to this report

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

8.1 Throughout the period of the pandemic there continues to be enhanced communications with residents, business, providers, partners, stakeholders and the workforce. Public Health messages have been a key feature in our public communications.

9. **RECOMMENDATIONS**

9.1 That Cabinet notes the current position in relation to the pandemic and the local implications arising from the COVID-19 Winter Plan.

DIRECTOR OF PUBLIC HEALTH

Church Square House
SCUNTHORPE
North Lincolnshire
DN15 6NR
Author: Becky McIntyre
Date: 4 December 2020

Background Papers used in the preparation of this report –
HM Government COVID-19 Winter Plan

Appendix 1 Local Alert Levels - Restrictions

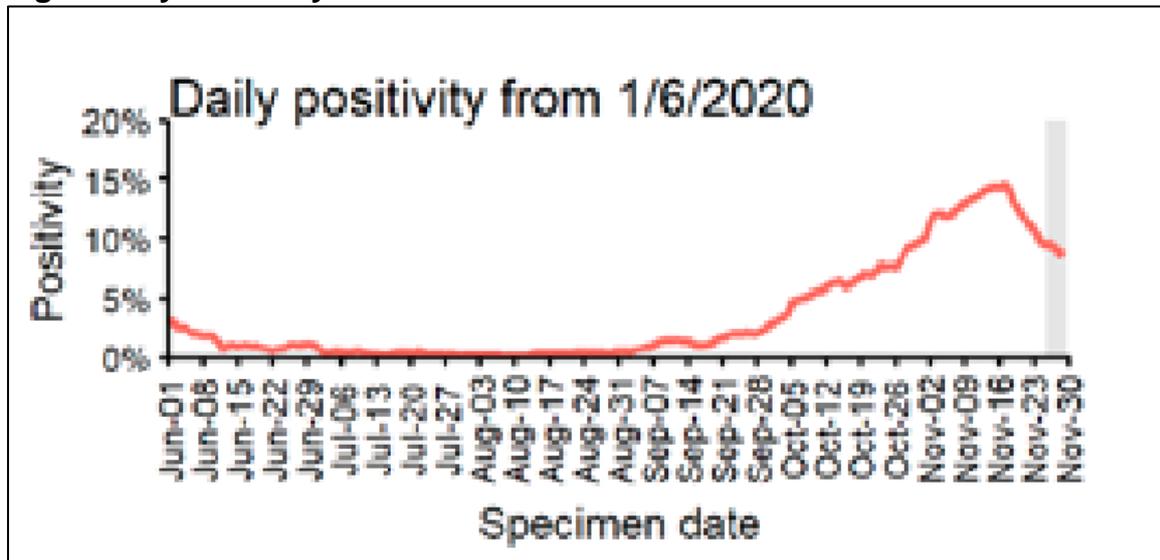
Tier 1: Medium Alert	Tier 2: High Alert	Tier 3: Very High Alert
Meeting family and friends		
Maximum of six indoors or outdoors, other than single households or support bubbles	No mixing of households indoors, apart from support bubbles. Maximum of six outdoors.	No mixing of households indoors, or most outdoor places, apart from support bubbles. Maximum of six in some outdoor public spaces (e.g. parks, sports courts, public gardens)
Bars, pubs and restaurants		
Venues must be table service only. They must stop taking orders at 10pm and must close by 11pm	Pubs and bars must close, unless operating as restaurants. Hospitality venues can only serve alcohol with substantial meals. Last orders at 10pm and must close by 11pm.	Hospitality is closed, with the exception of sales by takeaway, drive through or delivery.
Retail		
Open	Open	Open
Entertainment		
Open	Open	Indoor venues closed
Personal Care		
Open	Open	Open
Travelling		
Walk or cycle in possible. Avoid travel into Tier 3 areas (except where necessary, such as for work, education, medical attention, youth services or caring responsibilities).	Reduce the number of journeys made where possible. Avoid travel into Tier 3 areas (except where necessary, such as work, education, medical attention, youth services or caring responsibilities).	Avoid travelling out of the area, other than where necessary such as for work, education, youth services, medical attention or because of caring responsibilities. Reduce the number of journeys made where possible.
Overnight Stays		
Permitted, with household, support bubble or up to 6 people.	Permitted, with household or support bubble.	No overnight stays outside of local area, unless necessary for work, education or similar reasons.
Accommodation		
Open	Open	Closed (with limited exceptions such as work purposes or where people cannot return home)
Work and Business		
Everyone who can work from home should do so		
Education		
Early years settings, schools, colleges and universities open Registered childcare, other supervised activities for children, and childcare bubbles permitted.		
Places of Worship		
Open, but cannot interact with more than six people	Open, but cannot interact with anyone outside household or support bubble	Open, but cannot interact with anyone outside household or support bubble.
Weddings and funerals		
15 guests for weddings, civil partnerships, wedding receptions and wakes, 30 for funerals.	15 guests for weddings, civil partnerships, wedding receptions; 30 for funerals.	15 guests for weddings, civil partnerships and wakes; 30 for funerals. Wedding receptions not permitted.

Exercise		
Classes and organised adult sport can take place outdoors but must follow the rule of six indoors. Organised activities for elite athletes, under 18s and disabled people can continue.	Classes and organised adult sport can take place outdoors but cannot take place indoors if there is any interaction between people from different households, Organised activities for elite athletes, under 18s and disabled people can continue.	Classes and organised adult sport can take place outdoors, but people should avoid higher risk contact activity. Group exercise activities and sports indoors should not take place, unless with household or bubble. Organised activities for elite athletes, under 18s and disabled people can continue.
Indoor leisure e.g. gyms and swimming		
Open	Open	Open
Large Events – Elite Sport, Live Performances and Business		
Open to the public, but limited to 50% capacity, or 4000 outdoors / 1000 indoors (whichever is lower). Social contact limits apply.	Open to the public, but limited to 50% capacity, or 2000 outdoors / 1000 indoors (whichever is lower). Social contact limits apply.	Events should not take place; Drive-in events permitted

APPENDIX 2 - Epidemiology (at time of report publication, rates are based upon the 7-day period November 22 2020 to November 28 2020). Up to date figures will be presented at the meeting

Measure	North Lincolnshire	Humber Average	England Average
Weekly case rate per 100,000, All ages	228.1	222.4	155.4
7-day change in case rate, all ages	-38.7%	-41.2%	-25.4%
Weekly case rate per 100,000 60+ yrs	156.4	174.7	117
7-day change in case rate 60+ yrs	-53%	-35.3%	19.5%

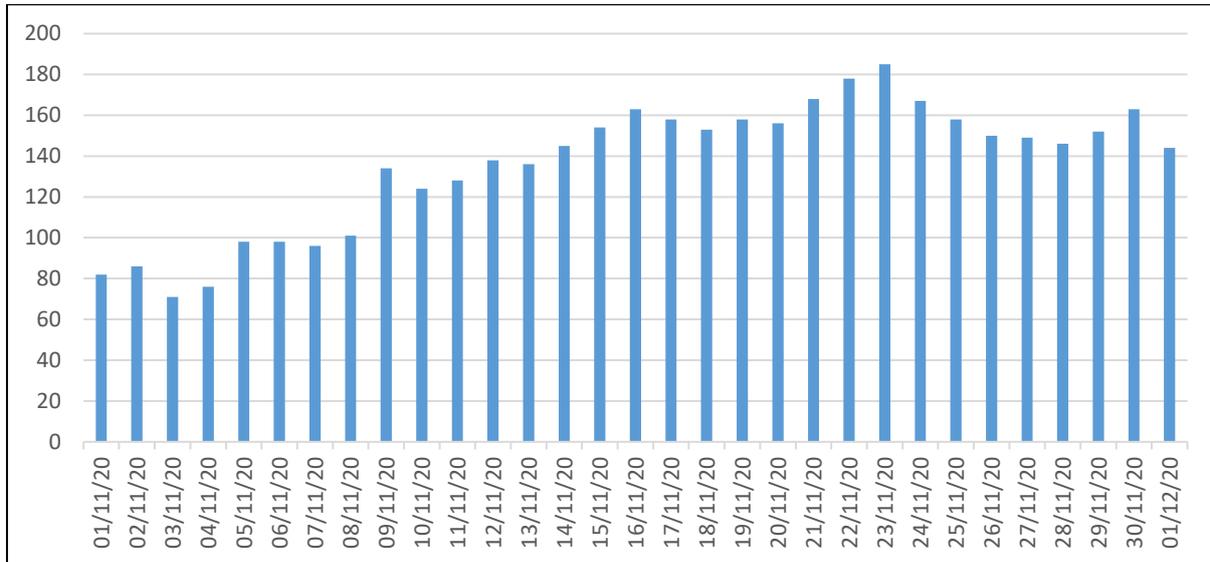
Fig 1: Daily Positivity as a % of tests: North Lincolnshire



Source: [Yorkshire and Humber: lower tier local authority watchlist – epidemiological charts](https://publishing.service.gov.uk) (publishing.service.gov.uk). Grey area is likely to change as the most recent tests are processed.

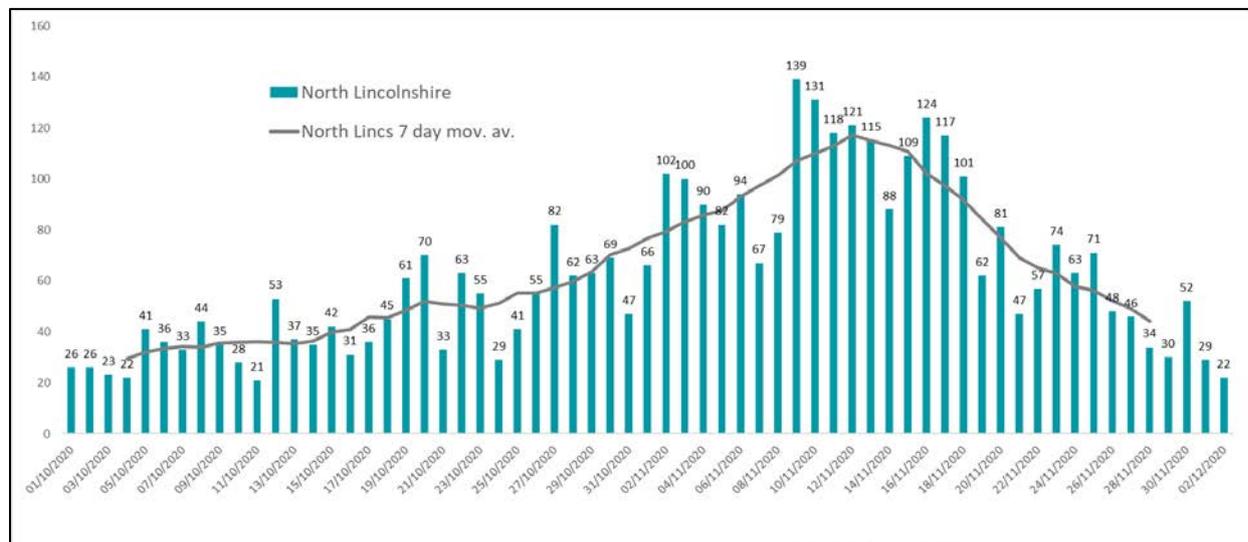
Fig 2: COVID-19 daily situation report COVID-19 beds figures in NLAG

Total beds - occupied by confirmed COVID-19 patients (as at 08:00)



Source: [Statistics » COVID-19 Hospital Activity \(england.nhs.uk\)](https://www.england.nhs.uk/statistics/statistics-doctors/covid-19-hospital-activity/)

Fig 3: Daily positive cases North Lincolnshire



Note: The data from 28th November is likely to change, as this period of time is required to process ongoing test results.

Fig. 4 Cases by rolling 7 day period and rolling 7 day rate

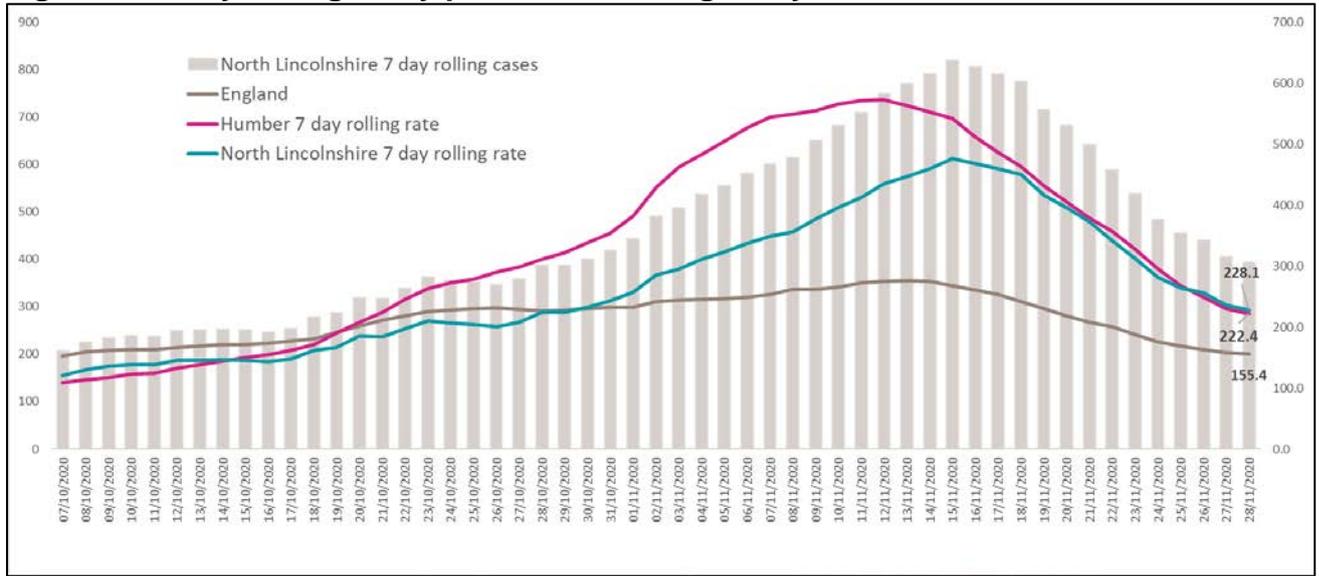


Fig. 5: % change in case rate compared to previous 7 days

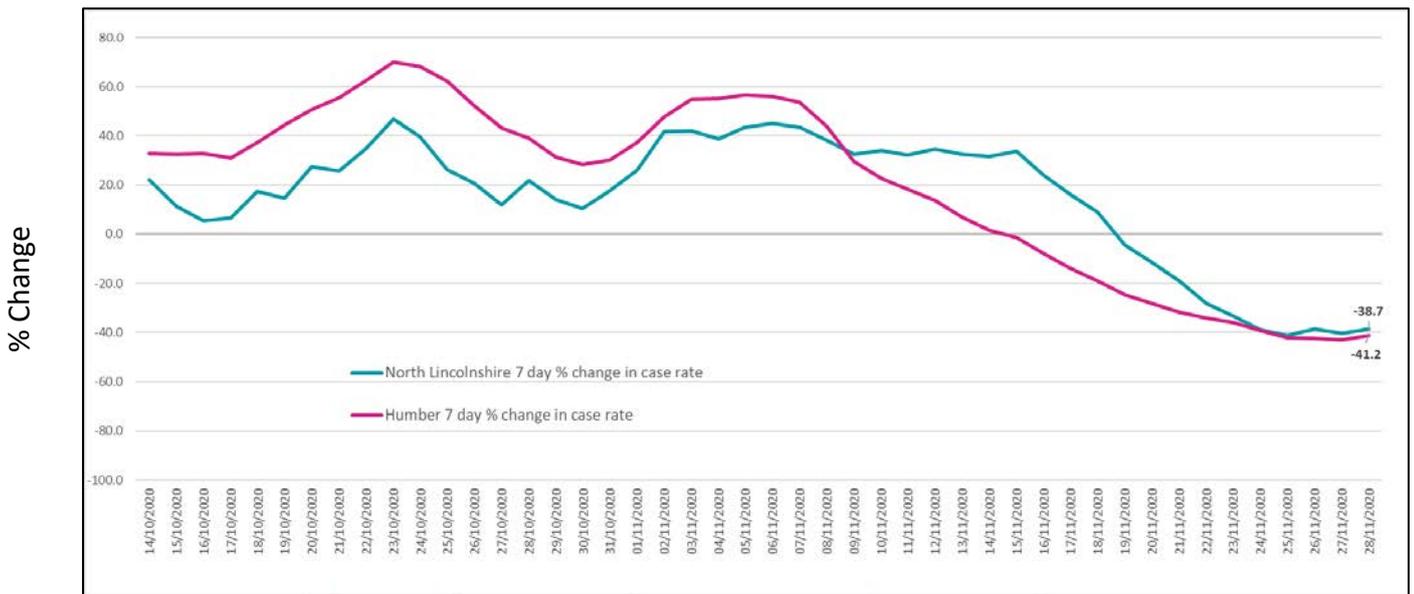


Fig.6 Case detection rate (60+)

