

8. Approach to Delivery

Town Deal accelerator funding

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

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

Future engagement plan

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

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

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

Key Milestones

Table 8.4 -Funding secured to date

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

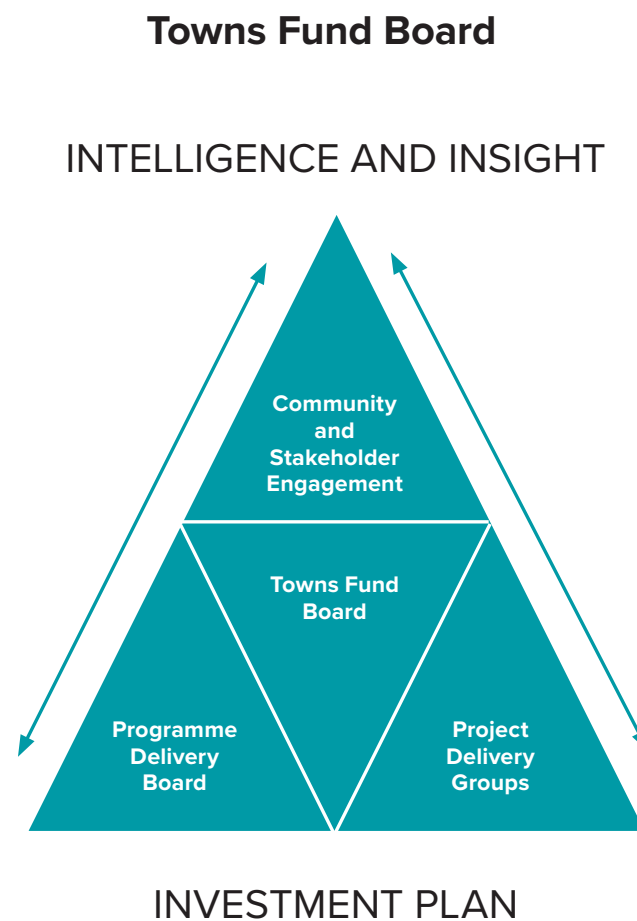
Governance Structures

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

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

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

The proposed governance structure is depicted in Figure 8.1 below:



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

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

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

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

Business case development plan

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

Areas for development through the business case process include:

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

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

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

Assurance and scrutiny process

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

This role will include:

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



9. Acknowledgments

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



Revision	Date	Originator	Checker	Approver	Description
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

