

IMMINGHAM & HABROUGH PiP BOARD

Sport & Leisure Strategy Proposal

CONTEXT

With the PiP Business Plan, to be submitted to MHCLG in November, there is the opportunity to consider how PiP funding can support the future provision of sport & leisure within Immingham & Habrough.

This proposal provides:

- 1 Introduction and background
- 2 Overview of proposed deliverables
- 3 Methodology
- 4 Programme & Fee breakdown



INTRODUCTION: JACK SALLABANK

- Founding Director of **FP** - a place based consultancy that specialises in using sport as a catalyst for wider investment and place-based regeneration.
- Consulting on behalf of Grimsby Town FC since 2025.
- Working on similar projects in places including Doncaster, Carlisle, Plymouth and Lincoln.
- Previously worked in Local Government in an Economic Development capacity.
- Spent a number of years working on behalf of the charity sector for Institute of Cancer Research, Nesta, Ark Schools and National Literacy Trust.





Cecilia Lindström

- Urban Designer and nature conservationist.
- Specialises in strategic frameworks, community regeneration and research.
- 18 years' experience of leading complex multi-faceted regeneration projects across the UK.



Katie Mulkowsky

- Urban planner.
- Specialised in the link between health and place.
- Experienced in the delivery of complex active travel and public realm schemes.

PROPOSED DELIVERABLES

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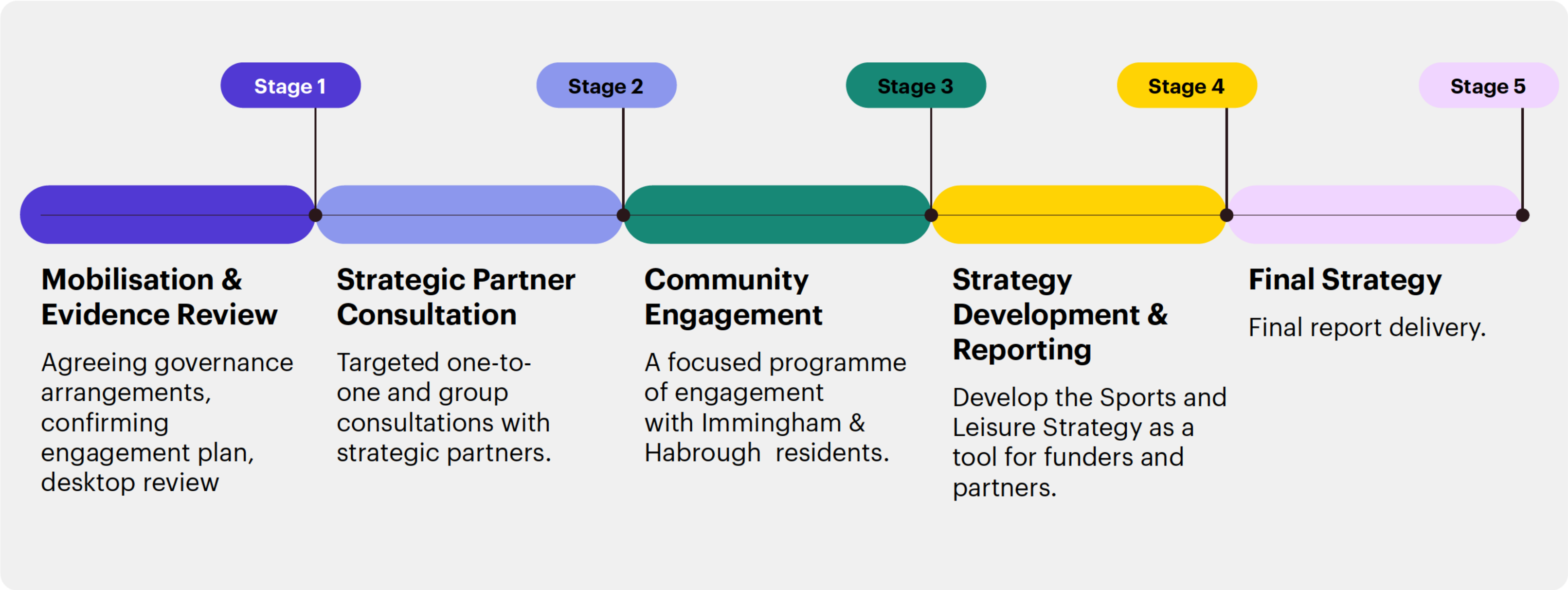
Before making any capital decisions the Board needs a robust, evidence-based strategy that achieves the following:

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- 1 Assesses the current sport & leisure provision and identifies gaps, deficiencies and missed opportunities.
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- 2 Understands the needs, priorities and aspirations of the community and wider stakeholders.
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- 3 Engages with strategic partners including Active Humber, North East Lincs Council, health partners, schools and clubs.
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- 4 Benchmarks Immingham against comparable communities to identify best practice.
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- 5 Identifies a shortlist of priority interventions and a preferred strategic direction.
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- 6 Provides a clear and evidenced foundation for future investment decisions.
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APPROACH & METHODOLOGY

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APPROACH & METHODOLOGY

Phase 1 — Mobilisation & Evidence Review

We will begin by establishing the project on a firm footing, agreeing governance arrangements with the PiP Board, confirming the stakeholder engagement plan and assembling the evidence base. This phase will include a thorough desktop review of existing data, plans and strategies relevant to Immingham and the wider sub-region.

Key activities in this phase include:

- Project initiation meeting with the PiP project lead and key Board representatives
- Review of existing facilities audit data, usage statistics and condition reports
- Review of demographic, health, deprivation and participation data for Immingham
- Review of relevant national, regional and local strategies including the Immingham Town Plan, Sport England's Uniting the Movement, Active Humber's area plan and the North East Lincolnshire Joint Health and Wellbeing Strategy
- Mapping of current sports and leisure provision — facilities, clubs, programmes and informal spaces
- Benchmarking exercise comparing Immingham's provision to comparable towns nationally
- Preparation of a stakeholder engagement plan and consultation materials



APPROACH & METHODOLOGY

Phase 2 — Strategic Partner Consultation

This phase ensures the strategy reflects the priorities and potential contributions of key partners from the outset.

We will undertake a targeted programme of one-to-one and small group consultations with strategic partners including:

- Local schools, colleges and multi-academy trusts — to understand dual-use facility opportunities and young people's needs
- Existing sports clubs and community organisations — to gather intelligence on provision gaps and unmet demand
- North East Lincolnshire Council — including Planning, Public Health, Leisure and Economic Development teams
- Humber Sports Partnership and County Sports Partnership representatives
- National governing bodies of sport with a presence or interest in the area

Each consultation will be structured around a common framework of questions to ensure findings can be synthesised effectively. We will produce a Stakeholder Consultation Summary as a standalone output from this phase.



APPROACH & METHODOLOGY

Phase 3 — Community Engagement

Alongside strategic partner consultation, we will undertake a focused programme of community engagement to ensure the voices of Immingham & Habrough residents are at the heart of the strategy.

Community engagement activities will include:

- A public online survey promoted through the Town Council's channels, community groups and local networks — designed to be accessible and inclusive
- A minimum of two in-person community engagement sessions in accessible venues across Immingham, including sessions targeted at under-represented groups such as young people, older residents and those from deprived neighbourhoods
- Targeted outreach to community and voluntary sector organisations working with seldom-heard groups
- A young people's engagement session, potentially in partnership with local schools or youth organisations

We will use a range of participatory techniques to make engagement as accessible and meaningful as possible, including visual preference exercises, priority mapping and facilitated discussion. All engagement outputs will be analysed and presented as a Community Engagement Summary report.



APPROACH & METHODOLOGY

Phase 4 — Strategy Development & Reporting

Drawing on the evidence review, strategic partner consultation and community engagement, we will develop the Sports and Leisure Strategy. The strategy will be clear, readable and action-oriented, designed to serve as a genuine decision-making tool for the PiP Board and a credible document for funders and partners.

The strategy will include the following components:

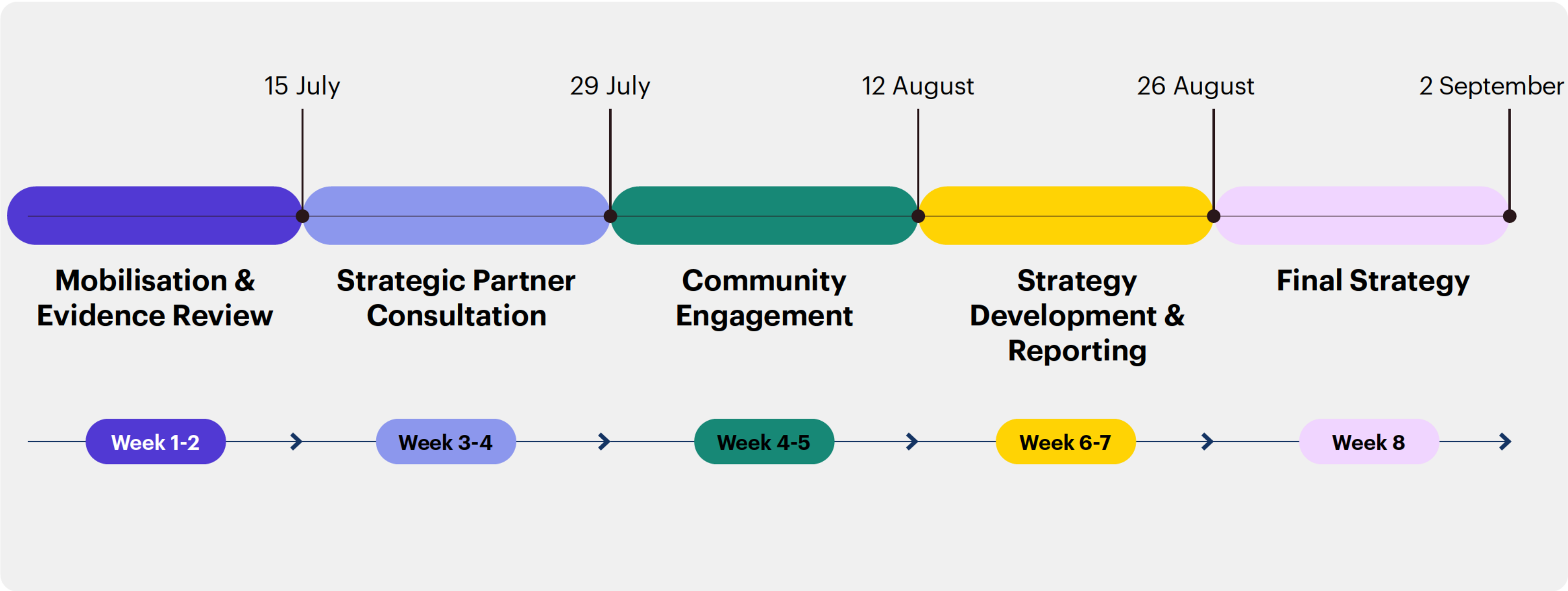
- An assessment of current provision, identifying strengths, weaknesses and gaps
- A synthesis of community and stakeholder needs and priorities
- A strategic vision and overarching ambition for sport and leisure in Immingham
- A set of strategic priorities and enabling themes
- A long-list of potential interventions, with assessment criteria applied to generate a prioritised shortlist
- High-level recommendations on the types of investment that the Pride in Place funding should prioritise
- A framework for future action, including partnership roles, funding pathways and next steps

We will present a draft strategy to the PiP Board for review and comment, incorporating feedback before producing the final strategy document.



PROJECT PROGRAMME

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FEE PROPOSAL

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We propose a fixed fee of £15,000 (excluding VAT) for the delivery of this commission as described in this proposal. The table below sets out how this fee is allocated across the key workstreams.

Item	Days	Cost
Project Management & Mobilisation	2	£1,500
Evidence Review & Benchmarking	4	£3,000
Strategic Partner Consultation (incl. preparation & synthesis)	6	£4,500
Community Engagement (sessions, survey, analysis)	4	£3,000
Strategy Development & Drafting	4	£3,000
TOTAL (exc. VAT)	20 days	£15,000

An aerial photograph of a city, likely London, with a blue overlay. The image shows a dense urban area with many buildings, streets, and green spaces. The blue overlay is semi-transparent, allowing the city details to be visible underneath.

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