

ITEM 5

(Please note that Appendix 2 to this report will be distributed on the day of the meeting)

Cleator Moor and District SRB5

End of Scheme Evaluation

Final Report

June 2005

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EXECUTIVE SUMMARY

The Cleator Moor and District SRB Round 5 Programme, with a value of £1.26million, commenced in 1999 and was completed in 2005. The programme was delivered by Cleator Moor Development Ltd, a community led organisation.

The positive outcomes of the Programme are:

1. The Programme has raised the profile of the area and has given residents a sense of worth.
2. It has developed a local delivery network and encouraged more locally led projects.
3. It encouraged a number of organisations to work together for the benefit of the town.
4. The Programme provided a consultation forum with access to a wide range of organisations.
5. It supported many successful projects; those with the most impact were associated with the local sports clubs, improving the physical appearance of the area, increasing the support available to families and increasing the number of people gaining benefit from community managed financial services.
6. The work carried out by the SRB Programme has highlighted the continuing needs of Cleator Moor and District and has provided the basis for the next bid for funding.

However,

1. The value of the project was too small to stand alone. It was not cost-effective in setting up the processes and procedures from scratch.
2. The fact that the Accountable Body was a community group made it too dependent on volunteers. It lacked continuity and that added to the administrative and management burdens.
3. The importance of marketing, publicity and profile were not addressed at an early enough stage of the Programme.

Recommendations

1. Be realistic about what can be achieved with a relatively small amount of funding.
2. NWDA funding needs to be of a size that can support both administration and development needs.
3. Be realistic about the true costs of administering a regeneration programme. It may be better to have a few key projects and achieve impact, particularly from high profile physical projects.
4. Resist too many demands from small organisations.
5. Simplify the process for small projects, eg by setting up a Community Chest.

1. BACKGROUND TO THE CLEATOR MOOR AREA AND THE DEVELOPMENT OF A BID FOR REGENERATION FUNDING

Cleator Moor is located approximately 3 miles east of the coastal town of Whitehaven, in the Borough of Copeland, west Cumbria. It is a small industrial town surrounded by a mixture of industrial villages (such as Frizington) and agricultural and commuter villages (such as Ennerdale Bridge). Also within “Cleator Moor and surrounding area” are the traditional Lakeland Fells around Ennerdale. The population of the catchment area is approximately 13,000.

The development of Cleator Moor began in the middle of the 19th century with the mining of iron and the coming of the railways. Much of the supply of labour needed for the successful operation of the mines came from Ireland. However, by the late 1930s the iron mines were starting to close; only one mine continues to operate at nearby Egremont. The main employer now is the nuclear processing plant at Sellafield (located about 7 miles southwest of Cleator Moor on the coast) and its support industries and services. There are, however, concerns about future job losses at the plant as the nuclear industry re-structures itself.

The centre of Cleator Moor offers limited shopping facilities although there is a new Co-op store on the road to Whitehaven. Workington and Whitehaven, each with a population of approximately 28,000, are local service centres. Next in the hierarchy is Carlisle, 50 minutes by car to the northeast, offering the full range of national shops, a number of local shops and a good selection of places to eat. Direct train services connect Whitehaven with Carlisle and Manchester Airport.

Sporting facilities within Cleator Moor are well developed and well respected. Cleator Moor Celtic Football Club, Wath Brow Hornets Rugby Club and the Cleator Cricket Club all support large youth groups.

The industrial past and the absence of any major modern form of new employment have resulted in a declining economy and serious deprivation. Low incomes and poor health have contributed to the social problems of the area.

In 1996 a number of concerned people, keen to arrest the decline in the town and its surrounding area, came together to form the Cleator Moor Development Group. This was at the time the Government recognised the need to take a more comprehensive approach to the needs of deprived communities and launched its Single Regeneration Budget Challenge Fund Programme (SRB).

The Group evolved into Cleator Moor Development Limited (CMDL), a Company Limited by Guarantee. This began as a grassroots organisation and has retained its status to the present day. In 1997 CMDL developed a Regeneration Strategy for the area that is known locally as the “Green Book”. The vision statement that underpins the Strategy is:

“To contribute to the regeneration of the economy of Cleator Moor and its hinterland, to reverse the trend of decline of the town as a service centre and to tackle the high levels of disadvantage across the area.”

Subsequently, a bid for funding was submitted and was successful under Round 5 of the SRB Programme. CMDL was offered £1.26 million over 6 financial years, commencing in 1999 and ending in 2005. The SRB Programme has 3 objectives:

1. To strengthen and redefine the service centre role of the town.
2. To address disadvantage and inequality.
3. To broaden the area’s economic base.

2. PREVIOUS REVIEWS AND EVALUATIONS

Two previous pieces of work of a review/evaluation nature have been undertaken.

A. In November 2001 Sue Whittle Associates undertook a Review of Strategy for CMDL. It had been commissioned to help the company to identify the issues that impacted on the ability of the partnership to deliver its regeneration strategy and to identify ways in which CMDL might be more effective in meeting its strategic objectives in the future. A number of recommendations were made covering:

- Consultation with the local community.
- Staffing proposals.
- Relationships with key players and funders.
- Management of the company.

B. During the financial year 2002/03 (Year 4), a Mid-term Evaluation of the Programme was undertaken by Wavehill Consulting. This was an extensive evaluation exercise involving almost 40 face to face interviews with SRB staff, project managers and project beneficiaries, 3 focus groups, 230 street interviews and numerous telephone interviews and questionnaires.

The results are in the published document “Cleator Moor and District SRB 5, Mid Term Evaluation, Final Report”. There were a large number of recommendations which are detailed in their Report.

3. BRIEF FOR THE END OF SCHEME EVALUATION

The brief set two objectives for the End of Scheme Evaluation :

1. To establish the impact of the SRB programme and the extent to which it has met its original outcomes and targets.
2. To review the management, administration and decision-making processes within the programme.

Methodology :

The End of Scheme Evaluation took place between February and April 2005. This involved the following processes :

1. Familiarisation with the area and preparatory research.
2. Review of the original SRB Round 5 bid and subsequent evaluations.
3. Face to face interviews with Partners, Project Managers and Executive and Board Members.
4. Face to face interviews with Funding Partners and the Acting Scheme Manager.
5. Telephone and email discussions with Project Managers.

4. THE IMPACT OF THE PROGRAMME

A. OVERVIEW

The bid had 3 Objectives.

Objective 1: To strengthen and redefine the Service area.

This was linked to the SRB Strategic Objective of promoting sustainable regeneration, improving and protecting the environment and infrastructure.

The projects planned at bid stage clearly reflected this and the Programme has started to arrest the physical decline of Cleator Moor.

- The historic Town Square
This has been improved with a new sett surface and has been defined by the use of cast iron railings and now provides an attractive focal point.
- Council Centre
The increased use of the Council Centre has contributed to the development of community services, although the restricted opening hours (closed between 12.30 and 1.30pm and closed at 4.30pm), may cause difficulties for working residents.
- The Facelift project and the Townscape Heritage Initiative
Together these have led to the physical improvement of a number of prominent buildings including the 3-storey block of commercial property in the High Street opposite the Town Square, the Florist shop in the High Street and the Columba Club.
- Environmental projects
A number of these have been carried out, including Cleator car park and the creation of a Millennium Green and recreation area at Bighill.
- The former Co-op building
This building has been a blight on the town since its closure in 1995.
The need to find a new and secure use for this prominent building formed the cornerstone of the original bid. The lack of progress and the uncertainty over its future has cast a gloom over the Programme. However, it is encouraging to know that at the eleventh hour its future has been secured. Copeland BC have acquired the building and obtained funding from the ERDF Objective 2 Programme (£778,000), the NWDA (£535,000), the Heritage Lottery Fund (£156,000) and have drawn down the SRB contribution of £10,000.

Copeland BC is also investing £91,000 of its own resources into this key project which will provide 630 square metres of office floorspace on 3 floors. 25

individual offices will be created. The building, due for occupation in Summer 2006, will eventually lead to the creation of 40 new jobs.

The very late start on this project, virtually at the end of the Programme, means the loss of outputs for new commercial floorspace, new jobs and construction weeks, together with the loss of matched funding. The important issue for the town, however, is the fact that, at last, this prominent building will have a secure future that will result in increased use of the town centre and will bring in additional spending power. The boost in confidence for the town is expected to be great.

The contract has been let to the Workington-based company Thomas Armstrong Ltd which brings added benefits to the area, as local people are employed and wages and profits feed back into the local economy.

It is proposed that the building will be managed by Cleator Moor Business Centre (CMBC) as Phase 4 of the business centre project, although the long-term financial sustainability of the project may require further detailed consideration.

Objective 2: To address disadvantage and inequality.

This was linked to the SRB Strategic Objective addressing social exclusion and enhancing opportunities for the disadvantaged.

- Healthy Living Centre

Because of comparatively poor levels of health in the area, the original bid placed heavy emphasis on improving public health and well-being. The development of a Healthy Living Centre was seen as a key project. The bid to the New Opportunities Fund (NOF) for the HLC, to be developed in conjunction with Ehenside School, was unsuccessful because rather belatedly, NOF indicated that only one HLC would be developed in each District. A site had already been selected at the Senhouse Centre in Whitehaven. As a result, the number of people using improved health facilities is less than anticipated at bid stage.

To compensate, CMDL has introduced a number of alternative projects into the Programme. A Healthy Communities Worker developed 3 projects aimed at increasing the health and well-being of residents, ie Walking for Health, the Food Coop and the Cardiac Rehabilitation Programme.

In addition, all 3 major sports clubs in Cleator Moor have received SRB support towards the costs of improved facilities, thereby encouraging more people to adopt healthy lifestyles.

- Wath Brow Hornets Rugby Club

This Club is celebrating its 50th anniversary in 2005. Recent extensions to the Club have resulted in new changing rooms and shower facilities plus a gym and fitness suite which will be open to the public from April 2005. The Hornets have been coaching young people since 1987 and provide coaching for 140 boys. The new extensions have enabled the club to coach girls and there are now 2 female teams, one under 14 and one under 16.

In addition there are 2 adult teams; one in the National League Premier Division and the second in the Cumberland League.

The new extensions have cost in the region of £500,000 with the major funding from Sport England. SRB contributed £15,000 and a contribution was also received from Copeland BC.

- Celtic FC

Recent success with a bid to Sport England has enabled Celtic FC to construct a purpose-built clubhouse and changing facilities. They now have 4 segregated changing rooms with shower facilities. The club provides sporting facilities for a wide age range.

Prior to the new buildings, the club had 150 junior members. It now has 300 junior members formed into 9 teams. They also have 3 senior men's teams and a ladies team. There are 12 coaches working at the club. Since the new facilities have been available, the club employs the equivalent of 2 full-time staff and 5 casual bar staff.

The new building cost almost £600,000, with Sport England providing £528,000. The club invested £50,000 of its own funds. The SRB Programme invested £14,000 into the project and the view of the club is that this funding was crucial in securing the Sport England bid.

- Cleator Moor Cricket Club

Improved practice and playing facilities with an emphasis on junior cricket are to be provided at the Cricket Club. SRB has made a contribution of £7000 towards these improvements. Full completion has been delayed as a result of water logging of the pitch during the recent floods.

- Sports Clubs

The contribution that these make to the health and personal development of their members, particularly young people, is tremendous and the commitment and enthusiasm of the coaches and volunteers who give freely of their time is commendable. Because some of the projects are not fully operational (eg the gym at the Hornets) not all of the anticipated outputs and matched funding will fall in to the life of the SRB Programme. However, as with the Coop, it is what is achieved for the people of the SRB area that is important.

Other key projects within this objective that have performed well are:

- The Credit Union and Debt Service

The Credit Union was first registered in 1995. At that time it operated from St. Mary's Church. In 1998 it moved into the Council Centre.

It is run by two paid members of staff and a pool of 18 volunteers. Its Common Bond area is geographically the same as the Cleator Moor SRB area. Its success can be measured directly in terms of its membership (from 250 in 1999 to 705 in 2005), savings (from £40,000 in 1999 to £185680 in 2005) and loans (from 273 in 1999 to an estimated 1800 in 2005). (All 2005 data relates to 31 March 2005).

Whilst these figures are impressive, they do not demonstrate the real impact on

people's lives, such as the families who are now able to borrow at a fair rate (12%) as opposed to much higher rates available commercially elsewhere and the exorbitant rates charged by loan sharks. This results in less cash being used to repay loans and more cash available within the home. Usually, it is the children who benefit from this.

In addition to savings and loan accounts, the Credit Union offer a Debt Rescue and Advice Programme (in conjunction with the CAB), a Funeral Protection Plan and they also run a School Savings Club in 4 local schools. The Credit Union recognises the importance of education with regard to savings.

The Credit Union uses its reputation and recommendations from clients as the main means of increasing membership. They also rely on good press coverage.

The manager has indicated that the SRB grant of £55,510 was crucial in the development of the Credit Union as it provided long-term financial security and enabled them to enhance their services. With the ending of the SRB Programme she is bidding to Children in Need to secure funding for a further 3 years. The chances of success are good, as the Credit Union helps to break the cycle of debt and helps to improve the quality of life for children.

- The Lingla Centre

The Lingla Centre developed from a church in decline that required substantial repairs and needed to find a secure future. A feasibility study and business plan proposed a number of uses within the building that would offer facilities to the wider community of Frizington. The result was a major capital scheme costing in the region of £250,000 which has provided a smaller worship area, an office, a community café and a meeting room. The funders included the EU, NWDA, CCC and the SRB programme which contributed £52,383.

The community café, sited on the first floor, has been very successful. The Centre employs two part-time waitresses and two full-time kitchen staff, together with a manager. The café is open from 11.30am to 1.45pm and serves between 40 and 75 meals daily. People visit from Whitehaven and Workington, as well as the local area. Meals are offered at low cost.

Within the last 18 months the Centre has been able to expand into offering mobile meals to the elderly. Between 35 and 55 people receive a hot meal three times a week. This activity has been funded through a National Lottery grant of approximately £82,000 over 3 years.

The meeting room has been less successful. At the time it was developed there was no other similar facility in the area. Since then, however, other meeting and conference facilities have opened and potential users have decreased. For example, the management had hoped that Sellafield would use the Centre for off-site corporate meetings. They have, however, developed their own.

There would seem no doubt that the SRB grant contributed significantly to the conversion and development of the Centre and to its later expansion in catering. The Manager has commented that she found difficulties with the SRB process, as the funding was anticipated over a period of 5 years. This was subsequently reduced to 2 years at short notice and without consultation, leaving the Linga Centre needing rapidly to find alternative financial resources.

- The Howgill Centre

The Centre successfully delivers support services to 377 families from its base at the Birks Road Centre. As part of the delivery of the Early Years services, the Howgill Centre provides a neighbourhood nursery from 8.30am to 5.30pm for children from birth to age 3. In conjunction with Cleator Moor nursery and Montreal Junior School, they provide “wrap around care” for 3 to 11 year olds through a Breakfast Club and an After School Club.

Other family support services offered by the Howgill Centre include Holiday Play Schemes for 3-5 year olds and 5-11 year olds at all holiday times except Christmas as well as 3 Carer and Toddler Clubs per week.

Several people associated with the delivery of the Programme have commented about the low level of skills within Cleator Moor and the surrounding area, low aspirations, a general reluctance to return to education and training and accessibility problems. Often, the provision of courses in traditional educational establishments is seen as remote and unapproachable and difficult to get to.

It is therefore encouraging that the Programme has been successful in starting to improve skills levels in the area. Changing attitudes can be a long process but a start has been made through the outreach provision by Lakes College West Cumbria (who now employ a Community Development Manager), the Lifelong Learning courses delivered by WEA and the computer courses available at Frizington CDC.

The one missed opportunity in this objective appears to be the proposed Youth Strategy which lost momentum when the County Council decided not to take the lead in its development. As a result, youth provision has been more piecemeal than anticipated and youth projects have developed independently.

Mobex Project

This project was delivered by Groundwork. It provides activity-based training for young people from problem groups and those with low esteem and is delivered by a team of 8, comprising a Manager, 6 youth workers and an admin officer.

Three core groups of 30 to 40 young people in the SRB area are involved in this mobile outreach programme which lasts for a full year. The year is broken down into 6 week segments and the young people plan their activities (for one evening per week and weekends) and their budget over each 6 week period. They are therefore involved in planning 8 full sessions in the year, learning the skills associated with agreeing activities, organising them and budgeting. Accredited training is also provided where appropriate.

The SRB Programme has contributed a total of £68,500 to this project. The Project Manager is clear that without the SRB funding, Mobex probably would not have happened. SRB provided the foundation in the early days to allow Mobex to introduce a different approach to youth provision. Perhaps one indication of its success is the fact that the local police have noticed a reduction in crime figures at the times the Mobex project is operating.

Mobex, as an organisation, has expanded to include work with 13 to 14 year olds in schools (eg Ehenside) under the Young Persons Development Project (YPDY), funded by the DfES. In 2004/05 Mobex, as an organisation, assisted

1500 young people. Mobex has now been set up as a separate company, independent of the Groundwork Trust.

The present turnover of all its projects is approximately £340,000 pa, obtained from a number of funders, including the National Lottery, private trusts, Connexions and Government funding.

Phoenix Project

This youth project has recently been developed by a charitable trust. Youth clubs have been developed at Frizington and Cleator Moor, with a third planned at Arlecdon. As with the Mobex project, the young people are fully involved in choosing their activities. No SRB funding has been involved in this project and the funding has been obtained from Home Housing, Cumbria CC and private trusts.

Objective 3: To broaden the area's economic base.

This was linked to the SRB Strategic Objective to support and promote growth in local economies and businesses.

Whilst it has to be acknowledged that entrepreneurial skills in the area are low, a number of projects in the Programme have made a contribution to the creation and development of new and existing businesses:

- The Linkstart project

Delivered by the West Cumbria Development Agency, this project has created 23 businesses over the 5 years of the Programme. This averages out at almost 5 pa and should be seen within the context of 60 pa created within the combined area covered by Copeland and Allerdale Borough Councils. The cost to the SRB programme over 5 years has been £22,750, which averages out at approximately £1000 per business created. Of the 23 businesses, 19 are still in existence and are one person operations, eg design and printing of cards, painting and decorating, building, childminder, mobile veg. van. A grant of £1000 is available to all successful applicants from the total budget which is funded by the other partners in the project, ERDF and the WCDA.

- The Cleator Moor Business Centre

This Centre manages business workspace in former Coop buildings in the centre of the town.

- Phase 1, in the former office and abattoir, provides 16 workshops for small business start-ups.
- Phase 2, in the former flour mill, and Phase 3 provide office space.

There are 23 businesses operating from the combined premises. These businesses employ 90 directly on site and a further 130 people in the community, offering employment to a total of 220 people.

The business space was created before the SRB Programme came into existence. SRB support has however been available for 2 projects run from the Centre. These are an employment advice and guidance service and The Women

Returners project.

- The employment advice and guidance service

This service is for residents seeking help with redundancy and/or those wishing to start their own business. Approximately 250 people from the SRB area are assisted each year. Also, where appropriate, people are referred to the Linkstart project.

- The Women Returners project

In the past year, this project has helped 50 'hard to reach' women. Of these, 19 are now employed. Employment opportunities have included teaching assistant, hairdresser, carer, working at a call centre and manager of a local heritage centre. SRB was only able to contribute £2000 but this has enabled the project to prove itself and provide the evidence to support a larger ESF bid.

- Training for the Unemployed

Delivered by WEA, this performs well and provides grants of upto £250 for people not covered by New Deal to gain a recognised training accreditation (eg a fork lift truck certificate). Over the lifetime of the project, 35 people have obtained qualifications and, of these, 10 have gone into employment.

- In Biz

This service provides a community approach to start up business training and support for disadvantaged clients. This is very much on a 1 to 1 basis.

- Home to Work Community Enterprise

Home to Work provides work experience and training for the unemployed. It links young people seeking a future in trades such as gardening, decorating and construction with people requiring these services, for which clients pay a subsidised rate.

Originally set up by Home Housing, it provided a grass cutting and decorating service for the Housing Association's tenants. In 1999, a Company Limited by Guarantee was formed and the scope of the project widened. It now operates in both the Cleator Moor and the South Whitehaven SRB areas.

The project is operated by a manager, an admin officer and 2 supervisors / trainers. As at April 2005 there are 2 gardening, 2 decorating and 6 construction trainees. 25 trainees from the Cleator Moor SRB area have taken advantage of the project over its lifetime and the project's records show that 17 trainees (70%) went on to obtain a full-time job. The Cleator Moor SRB Programme has contributed £78,000 to this project. This equates to £4588 of SRB per job created, which considering the high level of support needed for this type of project, probably represents reasonable value for money.

The project is continuing post Cleator Moor SRB with funding from Home Housing, ERDF and South Whitehaven SRB. The project manager plans to

introduce taster sessions for people interested in the range of building and craft trades, to forge training links with West Lakes College and to increase the number of trainees.

- Tourism Development

The proposals for tourism development were, with hindsight, probably too optimistic. A feasibility study into the proposed Cycle Service Centre concluded that its location in Cleator Moor would be too close to the start (or end) of the C2C cycleway and it has consequently not progressed. Cleator Moor tends to be overshadowed by the potential of Whitehaven and the established attraction of the Lake District National Park.

One interesting link that may, however, be worthy of some investigation is with the visits made to the town by L.S. Lowry who painted a number of local buildings, including the original Coop (now the Columba Club) and the Wath Brow Mission Church.

With regard to the SRB Programme, a significant success on the tourism side was the grant of £11,000 towards the installation of a hydro-electric facility at Ennerdale Youth Hostel, detailed below.

- Hydro-electric facility at Ennerdale Youth Hostel

This enabled the YHA to provide electric lights to the hostel and camping barn, replace the old solid fuel unit with a modern efficient gas boiler for heating and hot water and fit carpets to the bedrooms and staircases in the hostel. (Without electricity, a vacuum cleaner was impossible so only hard surfaces were available). The carpets, new boiler and a fire alarm system were additional investments made possible by the hydro-electric scheme.

Overnight stays at the hostel have increased from 2996 in the year to February 2001 to 4360 in the year to February 2005. Installation of the hydro-electric plant was always seen as the first step in an improvement programme at Ennerdale YHA. It is therefore encouraging to note that the YHA are currently trying to put together a £200,000 funding package to enable them to carry out further large-scale improvements at Ennerdale.

B. CONCLUSIONS

Achieving a successful bid under one of the SRB Programmes raises expectations and, in some quarters, can lead to an unrealistic belief that one Programme can turn around the fortunes of an area.

The Cleator Moor SRB Programme is small in financial terms and, with a total spend of £1.26 million over 5.5 years, it could not hope to solve all the problems of an area in decline.

Positive outcomes:

Discussions with various partners have indicated many positive outcomes:

- Through the investment of the SRB Programme, the physical decline of the town has been arrested. There is still a long way to go but a significant start has been made. Progress will take a big leap forward and confidence will be increased in the town once the works on the Coop become visible.
- Perhaps one of the most positive things to have happened during the life of the Programme is the large amount of investment in the sports clubs. Although SRB funding was only a very small percentage of the cost of the improvements at each of the 3 clubs (totaling well in excess of £1million), the existence of SRB funding influenced Sport England and probably other funders to make their investments.
- The Credit Union and Debt Rescue facility have provided an invaluable service to Cleator Moor and District and it has had a significant impact on the lives of many residents.
- Through the work of the Howgill Centre, there has been an increase in the number of families provided with childcare support from 27 to 377.
- What the Programme has done is to raise the profile of the Cleator Moor area and to give local residents a sense of worth. It has helped to tackle low aspirations and change attitudes with the result that some people are willing to diversify for example into service provision. However, encouraging people to change in such a traditional area takes a long time and certainly longer than the 5.5 years of this Programme.
- It has developed a local delivery network and encouraged more locally led

projects. It has provided a means of reaching people who would not normally consider that opportunities, eg training and education, were for them. In doing so, it has helped to increase skills levels.

- It raised awareness in the community of the value of health and well-being and encouraged increased participation in health activities.
- The Programme encouraged a number of organisations to work together for the benefit of the town. Valuable links were established and relations between the County Council and the Borough Council were enhanced. The involvement in the Programme of well-respected members and officers resulted in increased credibility and trust.
- CMDL was seen as an informed pressure group. For example, when the Youth Strategy encountered difficulties, pressure from CMDL resulted in many of the problems being addressed in other ways.
- One of CMDL's strengths was its ability to consult, listen and then persuade the appropriate organisations to get involved. Some organisations found this a helpful route to obtain the views of local residents.
- The work carried out by the SRB Programme has highlighted the continuing regeneration needs of Cleator Moor and District and has provided the basis for the next bid for funding.

Negative outcomes:

- 59 projects received funding over the life of the Programme which meant that, with a budget of only £1.26million, the funding was probably spread too thinly. 27 of the projects received less than £10,000, 17 received between £10,000 and £20,000 and 15 received more than £20,000.
- The large number of projects funded resulted from the nature of the bid. Because it was community-led there were many small organisations expecting to benefit.
- As a result, some of the potential impact of the available funding has been lost. It has also placed a heavy burden on both the administrative staff and on project managers. For the staff running the Programme, the amount of paperwork relating to the appraisal, monitoring and claims for 59 projects has been excessively high. For most project managers, the bureaucracy associated with accessing SRB funds has been out of balance with the amount awarded.
- Some key projects did not happen, for example the Healthy Living Centre and the Cycle Service Centre. The former was dependent on the vagaries of NOF funding and the latter was probably unrealistic. In any long term programme circumstances change over time and CMDL did find alternative opportunities and contingency projects to help deliver the original targets.
- Some of the potential Facelift properties did not proceed to grant stage because of the difficulties experienced by owners in obtaining 3 quotations for the works, particularly at a time of high demand in the building trade.
- Not enough attention was paid, in the early days, to the need for the marketing of, and the publicity for, the Programme and consequently much of its work went un-noticed. This was particularly important at a time when large-scale capital schemes were taking a long time to come to fruition. By the time the marketing issue was addressed, through a dedicated project, a great deal of momentum had been lost.
- Promotion opportunities should have been achieved through individual projects being required to publicise their own work and ensure the use of appropriate logos.

B. RECOMMENDATIONS

6. Be realistic about what can be achieved with a relatively small amount of funding.
7. It may be better to have a few (say 3) key projects with a large spend (£250,000?) and achieve impact, particularly high profile physical projects.
8. Resist too many demands from small organisations.
9. Simplify the process for small projects, eg by setting up a Community Chest, which reduces the paperwork for both admin staff and project managers,
10. Consider a simpler way of achieving small-scale commercial facelift schemes perhaps by using a Partner's in-house architects and direct works department.
11. Recognise the need for publicity and promotion at a very early stage of the Programme.

5. REVIEW OF THE MANAGEMENT, ADMINISTRATION AND DECISION-MAKING PROCESSES

A. OVERVIEW

1. Management

In 1996 Cleator Moor Development Ltd (CMDL) was formed, which was a Company Limited by Guarantee. The company developed and broadened the partnership and in 1999 successfully bid into Round 5 of the SRB Challenge Fund Programme.

This was essentially a community-led bid and, although support had been provided by Copeland BC, in the compilation of the bid, the company decided that they wished to manage the bid themselves. In doing so CMDL took responsibility for delivery and became the Accountable Body for the Programme. It has been suggested that Copeland BC would have been prepared to take on the role of Accountable Body had they been asked to do so as they had such responsibility for other SRB programmes at the time.

This decision by CMDL to take responsibility for the management of the Programme is crucial to understanding the difficulties encountered in delivering it.

The Board of the CMDL depends on a small number of volunteers who have as their main responsibilities:

- Managing the organisation.
- Supporting staff.
- Collecting ideas from the community.
- Promoting CMDL as an organisation.

CMDL saw its role as a means of delivering the Programme and not as a direct deliverer of projects. They contracted with other partners to deliver projects that would achieve the aims of the bid.

The structure of the company also includes an SRB Executive Group and the Administrative Team. The Executive consists of 12 members, with representatives from the NWDA, Copeland BC, Cumbria CC, CMDL, the College, the PCT, Sure Start and local delivery organisations.

Operating as an independent community based organisation resulted in CMDL working somewhat in a vacuum, although there was support from Copeland BC when needed, e.g. Copeland BC provided officer advice particularly in the preparation of bids for funding. The management problems were probably compounded by the fact that the company also saw itself as having just one objective, which was the delivery of the Programme. This meant that the strategic vision of comprehensive regeneration for the wider area was lost.

Both of the previous reviews and evaluations of the Programme (in 2001 and 2003) identified the need to broaden the Executive and attract new partners, thereby introducing different experiences and perspectives. Several comments have been made about the lack of a critical mass of able people in the West Cumbria area who are willing to get involved in the voluntary and community sector. In the

circumstances, CMDL made some improvements but were largely constrained by the shortage of professional people to draw on. As a result, the organisation started to stagnate and the strategic vision did not happen.

Also, CMDL missed the links with the bigger players in the regeneration field and consequently lost opportunities to influence mainstream activities (and spending) and to respond to rapid changes in Government and Regional policy.

As Programmes progress through their agreed timespan, it is difficult to maintain the interest and enthusiasm of directors and members, especially as the funding becomes committed. The Cleator Moor Programme was no exception and there has been a turnover in Board members. Indeed the present Chair of CMDL has held the position for only 12 months.

Not being part of a larger organisation has also meant there were no formal administrative or committee services to support the development of focus groups or to service the meetings. As a result, the groups that did develop, the Youth Strategy and the Healthy Communities Groups, lacked resources. The latter group, chaired by the PCT, operated for approximately 12 months and directed the work of the Healthy Communities Worker.

The Local Strategic Partnership in the area is the West Cumbria Strategic Partnership. CMDL has had one seat on this wider Partnership. In such circumstances, it is difficult to influence the bigger partners.

2. Administration

A range of difficulties was encountered in the administration of the Programme which arose largely from the fact that, in financial terms, it is a small scheme. The 5% admin. fee provided only £63,000 of support over its lifetime of 5.5 years. Even with the approval of the Community Resource Centre project, which provided management and development support for the Programme, the resources were not adequate. This situation was compounded by the large number of projects (59 in total). The workload associated with running a successful Programme relates not to the amount of finance available but to the number and complexity of projects being developed and funded. In this case admin. staff had to balance the bureaucratic demands of the Programme with the developmental role crucial in bringing forward new projects.

The results of these conflicting demands were:

- The priority was to monitor budgets and outputs and to meet NWDA requirements.

- Close community involvement in planning and prioritising need, understandably, came second. Focus groups were seen as a way forward, but lack of resources meant that they never made the necessary contribution.
- Project managers were given little advice re the monitoring requirements associated with their grant. In particular, upfront help is usually needed by community groups to set up robust financial systems that can satisfy audit and guidance is required in the interpretation of output definitions.
- There were gaps in paperwork in some of the project files held in the Partnership office, resulting in unnecessary additional work to satisfy audit requirements.
- No networking arrangements were provided for project managers, which meant many were operating in isolation. Being able to discuss common problems, share good practice and obtain general support are vital for small groups finding their way around complex new programmes.

In the early days, the burden on the SRB staff was great. To begin with, because of the lack of resources, there was little admin. support for the manager and he left in 2002. Copeland BC seconded, at their own cost, one of their Economic Development officers in for a 6 month period to hold the Programme together.

Once additional resources were identified through the Community Resource Project a larger team, including a new Regeneration Manager and 2 assistants, were appointed. This enabled processes and procedures to be reviewed and the Programme was placed on a firmer footing.

However, the fact that the Accountable Body was separate from a statutory organisation again began to impact on delivery. All staff were appointed on time-limited contracts, reflecting the end of funding in 2005. Whilst this is a problem in many SRB schemes, if the team is part of a larger organisation, eg the local council, staff feel less isolated and know there are likely to be job opportunities in other departments. In those circumstances they are more likely to stay to the end of the Programme.

In the case of CMDL, however, there was no staff security and in July 2004 all the experienced staff terminated their employment. Only one part-time secretary is in post (having over-lapped with experienced staff for only 3 weeks). Therefore continuity for the Programme was lost. An Acting Manager was appointed on a

consultancy basis to bring the Programme to a conclusion. Because of the lack of continuity and the fact that there was no handover of records, computer systems etc, she has found managing the Programme difficult. The final 12 months has largely been dedicated to completing the Programme.

The importance of marketing and publicity was not recognised at the outset. Perceived failures were allowed to dominate the local agenda and, despite a later marketing project, it was difficult to reverse some of these perceptions.

The public profile of the Partnership is another major element in successful delivery. Some people have commented that a location for the SRB team in a more visible location in the town (eg a vacant shop) would have been positive for the image of CMDL. Again this is likely to have been a result of tight resources.

The Partnership would probably have benefited from closer liaison with other SRB programmes in the area, such as the South Whitehaven SRB. Whilst the manager was involved in the Cumbria SRB network, the benefits were limited due to time constraints.

3. Decision-making

Operational decisions relating to the Programme were made by the Executive. These appear to be, in the main, decisions on appraisals and areas of work required by the NWDA, eg the submission of Delivery Plans.

Issues relating to the decision-making process are:

- The interim report identified some gaps in the appraisal process, including the need to undertake risk assessments on elements of a proposal other than financial. This has now been incorporated into the appraisal process which is undertaken by 2 to 3 trained Executive members with the relevant experience and with no conflict of interest. A decision on the application is made by the full Executive, thereby ensuring separation between the appraisal and approval process.

- In the past there have been concerns expressed about the same auditor undertaking the audit of a number of projects and also carrying out the audit for the Accountable Body. To address issues of probity, CMDL have now appointed independent auditors.

- There has been some concern that there could be conflict of interest at Executive level caused by the same people being both project managers and Executive members. This could involve conflicts of interest with regard to approval and monitoring issues. The Partnership has addressed this by expanding the Executive and introducing a Code of Conduct for members.
- The Executive arrangements have required that each organisation is represented by a specific named member. Whilst this was introduced in the interests of continuity, in practice it has meant that at times the meetings have not been quorate. Notes of the meetings have been sent out to absent members and written responses invited. This has added to the burden on administrative staff.

B. CONCLUSIONS

The following conclusions should be read in the context of:

- (a) The criteria relating to the Challenge Fund at the time the bid was made. Under Round 5, the NWDA encouraged bids that were community-based in nature, which inevitably led to a large number of small projects from voluntary organisations.

- (b) The acknowledgement by the NWDA of the small amount of SRB funding that was available for the whole of Cumbria. The fact that Round 5 encouraged competitive bids into a fixed pot for the Northwest Region inevitably meant that less populated counties, and their declining areas, received relatively small amounts of funding.
- (c) The undeniable enthusiasm and commitment of the people who freely gave their time and support to CMDL and the Executive through some difficult times.
- The value of the project was too small to stand alone. It was not cost-effective in setting up the processes and procedures from scratch. The financial costs involved were high; 15% of the total value of the Programme was spent on delivery.
 - The fact that the Accountable Body was a community group made it too dependent on volunteers. It lacked continuity and that added to the administrative and management burdens.
 - A small Accountable Body operating in isolation finds it difficult to keep abreast of changes in legislation, eg Employment and Health & Safety, and to keep up with changes in Government policy.
 - Time-limited employment contracts lead to early staff losses. It is easier to avoid this in a larger organisation where there are perceived opportunities in other departments.
 - For SRB Programmes delivered within a Local Authority, audit issues would be overseen by the Audit Commission and possible conflicts of interest would be dealt with by a Members Code of Conduct.
 - A small Executive, with dwindling enthusiasm and changed priorities in the later parts of the Programme, can lead to quorate issues, thereby adding to the workload.
 - The importance of marketing, publicity and profile were not addressed at an early enough stage of the Programme.

C. RECOMMENDATIONS

1. Be realistic about the true costs of administering a regeneration programme.

2. NWDA funding needs to be of a size that can support both administration and development needs.
3. As Government requirements become more demanding and legislation increases, the responsibilities of delivering a regeneration programme need the support of an organisation with a range of expertise and a secure future.
4. Consider optimum times for Executive meetings and maximise attendance by allowing partners to have named substitutes.

6. OUTPUTS AND MATCHED FUNDING

The outputs table included in Appendix 2 shows the position at the end of the Programme and relates to the actual outputs, compared with the updated lifetime targets.

The majority of the outputs are within 10% either way of the target. Special reference needs to be made, however, to the output Jobs Created. This is shown in the

table as an achievement of only 56% of the lifetime target. However, if the Coop refurbishment had been completed on time a further 40 jobs would have been created, thereby achieving 76% of the updated lifetime target.

Outputs, where there has been a significant over- achievement, are:

1G(i)	Number of formerly unemployed people entering self-employment:	117%
1J	Number of young people benefiting from projects: (Results from the Sports Clubs and Mobex projects)	112%
2A	New business start-ups:	152%
7A(i)	Number of people given access to health facilities: (Results from the projects introduced by the Healthy Communities Worker)	122%

Outputs, where there has been a significant under-achievement, are:

1A(ii)	Jobs safeguarded	41%
1A(iii)	Construction jobs: (Results from the late start on the Coop)	89%
2B(i)	Area of new commercial floorspace: (Results from the late start on the Coop)	18%
7A(ii)	Number of people given access to sports facilities: (Results from the loss of the Healthy Living Centre and the late completion of 2 sports facilities)	30%
7B(i)	Number using improved health facilities: (Results from the loss of the Healthy Living Centre)	55%
8E	Number of community enterprises start-ups: (Figures here are very low: 3 anticipated, 1 achieved).	33%

The position, with regard to the amount of matched funding the Programme has levered in, indicates a high level of success. The final figures show the following position:

	Bid	End of Scheme
Public Sector	£3,155,000	£2,825,118
Private Sector	£703,000	£1,253,175

The Programme appears to have under-achieved in respect of the public sector investment (90%). However, it seems only fair to report that further public sector investment of £1,234,485 will be made when the former Coop building is refurbished in the next 2 years.

Additionally, £56,000 has not been included in the final figures, because, although the investment has been made at the Wath Brow Hornets Rugby Club, Sport England has held back a retention payment. If these 2 figures were added, the public sector spend would be 30% higher than the figure anticipated at bid stage.

The amount of private sector investment has been particularly high, at 78% higher than expected.

Conclusion

Given the administrative difficulties in the early and late stages of the Programme, the delay in the refurbishment of the Coop and the loss of the Healthy Living Centre, the Programme has been successful in achieving outputs and matched funding.

7. ASSESSMENT OF BASELINE INFORMATION AND OUTCOMES

The bid that was submitted for funding under the SRB Round 5 Programme contained 3 tables relating to baseline information. The tables below attempt to assess the position now that the Programme has been completed.

However, in the 7 years since the bid document was prepared the methods of

collecting some of the data have changed, definitions have changed and some of the organisations involved at the bid preparation stage have evolved. In these circumstances the direct comparisons are the best available. Where it has been possible to obtain similar information this has been included to help provide a picture of changes in the SRB area and to contribute to a discussion of the outcomes.

OBJECTIVE 1: To strengthen and redefine the Service centre		
Actions	Baseline position	Position at end of bid
Developing the historic town square.	Out of 36 towns in the county, Cleator Moor ranks 32 on general environment, 35 on character, 31 on amenity.	Information not available.
	2 prominent gap sites on the town square.	4 sites improved (14-20 High Street, Columba Club, surfacing and railings in Town Square and the former Coop, due to commence shortly).
Supporting and developing the retail and commercial sector.	Currently 29 domestic and 24 commercial vacant properties.	In 2005 there were 5 retail vacant properties, with a total floor area of 12.66 sq metres.
Developing community facilities.	Current use of council centre approx. 700 per month.	Figures not monitored by Council staff.
Implementing key strategic environmental improvements.	10 Ha of underused, derelict or neglected public space.	8.79 ha of land improved for open space, including sites at Big Hill Millennium Green, Phoenix Bridge Woodland and Keekle Community Park.

OBJECTIVE 2 : To address disadvantage and inequality		
Actions	Baseline position	Position at end of bid

Tackling poor levels of health through a Health Living Centre.	<p>8.8% of patients in Cleator Moor suffer from Ischaemic Heart Disease.</p> <p>SMR for Heart Disease is 122 (UK = 100).</p> <p>HAZ research currently being undertaken to determine public perception of health services.</p>	<p>The Healthy Communities Worker introduced 3 projects: Walking for Health, Food Coop and Cardiac Rehab Programme.</p> <p>2003 figures available only at district level and indicate mortality from CHD in Copeland is 138 (UK= 100).</p> <p>Information not available.</p>
Community managed financial services.	250 credit union members, £40,000 shares, 273 loans.	705 members, £185,680 shares, 1800 loans(estimated), 13 IT literate volunteers, 705 people benefiting from community financial services.
Promoting and enhancing provision for lifelong learning.	Post-16 educational participation of 46% across bid area.	66% of young people in Copeland remain in education at age 16 compared with a Cumbrian average of 70%.
Developing the capacity of communities.	Currently 12 identified community organisations.	SRB has helped to develop the Ennerdale Community Centre, Lingla Centre, the Occupational Centre, Frizington Community Development Centre, Mobex and the 3 Sports Clubs.
Providing for a good start in life through the Family Support Project.	9.7% of births are of low weight	Information not available.
Improved childcare and early years education.	Currently 27 families supported in the area.	Increase in families supported to 1546.

OBJECTIVE 3 : To broaden the area's economic base		
Actions	Baseline position	Position at end of bid
Creating and developing new and existing business.	374 SME's in the area.	79 new businesses created (21.1% increase).
Developing the area's tourism potential.	15,000 total cycleway trips pa, 2,500 visits to the town from cycleway users in 1998.	Information not available.
	The area has: No interpretation, No Tourist Information, No major tourist attraction.	Outcomes were linked to the development of the Cycle Centre, which did not proceed.
Developing the ICT network through CREDITS and genesis terminals with video conferencing in 2 open access sites and 3 local companies.	3 Genesis terminals. Limited knowledge of e-commerce.	Video conferencing equipment was purchased and has been installed at the council offices but it is not advertised or used.

In addition to the above baselines, the original bid contained quantitative data to illustrate the position under each of the 3 objectives. Where data is directly comparable, updates have been provided. In other circumstances, data which give a view of the present position in the area has been included.

OBJECTIVE 1: To strengthen and redefine the Service centre

Between 1991 and 1997 there was a decline in the population of both the bid area and Cleator Moor. Figures from the 2001 Census shows the decline continuing and accelerating over the whole bid area.

Year	Whole bid area	Cleator Moor
1991	12192	7736
1997	12015	7397
% change	-177 (-1.5%)	-339 (-4.4%)
2001	10571	6963
% change	-1444 (-12.0%)	-434 (-5.9%)

OBJECTIVE 2: To address disadvantage and inequality

1996 data from the North Cumbria Health Authority indicated high levels of heart disease and cancers. In Copeland the SMRs were respectively 130 and 115, compared to the UK average of 100.

Data available from Clinical and Health Indicators 2003, using Indirectly Standardised Ratios, provide evidence for Copeland of mortality from coronary heart disease of 138 and of cancers of 98, compared to the UK average of 100.

The SRB Programme sought to make some impact on reducing the incidence of Coronary Heart Disease. Whilst the above figures would suggest this is unlikely, it should be borne in mind that it normally takes a minimum of 10 years for health actions of this kind to have an effect.

Low birth rates were also of concern, often linked to poor parental diet and high smoking rates. It is estimated that, in West Cumbria in 2005, 40% of females in the teenage to early 20s group smoke.

Comparative figures for households in receipt of housing benefit indicate that the figures have decreased from 1245 in 1997 to 1012 in 2005, a decrease of 18.7%. A decrease has also taken place in the numbers of people in the bid area claiming income support (down from 1350 in 1997 to 900 in 2003, a reduction of 33.3%).

DETR figures from 2000 indicate that there is still concentrated deprivation in the Cleator Moor area. The 2000 Indices of Multiple Deprivation show that the ward of Cleator Moor South falls into the worst 10% of wards in England in respect of employment, health and child poverty. Frizington ward falls into the worst 10% of wards in England in terms of employment and education. Clearly, the need for assistance to the Cleator Moor area for regeneration continues and will form the basis of the next stage in the bidding process.

OBJECTIVE 3 : To broaden the area's economic base

Unemployment figures in February 1999 indicated high levels across the area, with the exception of Ennerdale. Data at January 2005 show the levels have fallen broadly in line with national trends (i.e. halved) with an improvement in Frizington where the unemployment rate is 40.1% of the 1999 figure.

Unemployment by claimant count		
	February 1999	January 2005
Cleator Moor South	8.0%	4.0%
Cleator Moor North	8.3%	3.5%
Ennerdale	4.2%	0.3%
Frizington	11.1%	4.5%
Cumbria	5.0%	2.0%
U.K.	4.5%	2.4%

Source: Cumbria Economic Intelligence Partnership Jan 2005

Directly comparable data showing main employment sectors is difficult to obtain. In 1998, 50.1% of employment in the bid area was in manufacturing (UK 18.2%) with 45.4% in the service sectors (UK 76.1 %). The following Nomis information shows changes in employment sector for employees in Cleator Moor during the period 2000 to 2003. During that time, employment fell in the manufacturing sector and increased in the service sector.

Employees in Employment - Cleator Moor

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Nomis on 15 April 2005]*

2000	2001	2002	2003
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Industry	No.	%	No.	%	No.	%	No.	%
Agriculture and fishing	19	1.3	21	1.4	19	1.1	18	1.0
Energy and water	46	3.2	53	3.5	85	4.9	47	2.5
Manufacturing	404	27.7	372	24.6	283	16.2	295	15.7
Construction	70	4.8	37	2.4	57	3.3	55	2.9
Distribution, hotels and restaurants	395	27.1	379	25.0	613	35.1	588	31.3
Transport and communications	28	1.9	17	1.1	22	1.3	25	1.3
Banking, finance and insurance, etc	126	8.6	106	7.0	108	6.2	161	8.6
Public administration, education & health	295	20.2	416	27.5	406	23.2	506	27.0
Other service	73	5.0	112	7.4	155	8.9	184	9.8
Total	1,458	100.0	1,513	100.0	1,748	100.0	1,877	100.0

Note 1: These figures are aggregates from which agriculture class 0100 (1992 SIC) have been excluded.

Note 2: These figures exclude the self employed

Access to services is often an issue in areas suffering from deprivation, particularly where levels of car ownership are low. Although Cleator Moor is well served by public transport from Whitehaven, there are less frequent services to Frizington. Whilst the following table indicates a reduction in the number of households without a car, there are still almost one-third of households in Frizington who have to rely on public transport.

	Households without a car	
	1991	2001
Cleator Moor South	43.8%	38.2%
Cleator Moor North	37.0%	32.4%
Ennerdale	12.5%	5.1%
Frizington	39.4%	32.2%

Source: Census 1991 and Census 2001

Conclusion:

Many of the baselines show an improvement over the 5.5 year period that the SRB Programme has been operating. Although it is difficult to say how much of this is a direct result of the Programme, the total investment of £5.3million will have made a significant contribution. However, other indicators, such as the Indices of Multiple Deprivation, show the continuing need for regeneration funding in the bid area.

8. EXIT STRATEGY

There is a determination that the regeneration of the Cleator Moor area, which started with the SRB5 Programme, should be continued and enhanced.

Work to identify future issues and priorities has been carried out through the Regeneris Strategy, the Community Consultation Project and the Parish Plans. This is presently being developed into a Community Strategy and Action Plan that will be submitted to the West Cumbria LSP for endorsement. The Plan will cover the same geographical area as the Cleator Moor SRB Programme.

A new Delivery Group has been formed with the following membership:

- Cumbria County Council (who will take the Chair).
- Copeland Borough Council.
- Cleator Moor Town Council.
- Cleator Moor Business Centre.
- PCT.
- Connexions.
- Home Housing.
- Parish Councils.

The increased profile and role of the County Council and Copeland BC in the new Delivery Group recognizes the need for a bigger group to scale up the regeneration activity in the Cleator Moor area.

There are 2 Development Companies in Cumbria:

- (a) West Lakes Renaissance (WLR), responsible for the coastal area including Whitehaven, Workington and Barrow. It also includes Cleator Moor.
- (b) Rural Regeneration Cumbria, responsible for the whole of Cumbria except the urban coastal fringe and Carlisle.

Cleator Moor would be eligible to bid to both for funding.

Within the WLR Business Plan, £2.4 million has been earmarked for the Cleator Moor area over a 7 year period. With the Business Centre leading, the Delivery Group intends to submit funding bids to WLR and the European Regional Development Fund in order to appoint a Regeneration Manager on a 3 year contract. It is anticipated the post could operate from late 2005/early 2006. New projects will be encouraged and supported by the Regeneration Manager. Momentum will be maintained in the meantime by the preparatory work being carried out by the Delivery Group.

It is proposed that the Regeneration Manager's post would be hosted by Cleator Moor Business Centre, with line management provided by the Chair of the Delivery Group. Admin and office support would be provided by the Business Centre.

The main responsibilities of the Regeneration Manager are likely to be:

- Agreeing the programme of works.
- With delivery partners, working up the detail of projects.
- Assisting with funding packages.

Delivery partners will bid directly to the WLRC for funding. Whilst the Regeneration Manager will not be responsible for the financial aspects and the monitoring of the new programme, there are some similarities with the existing programme's management arrangements that are worthy of consideration:

- The value of the new Programme at £2.4 million over 7 years is small and the cost effectiveness of a free- standing dedicated post has to be considered.
- The problems associated with managing short-term employment contracts will again be experienced.
- If the post is hosted by the Cleator Moor Business Centre, it will operate, to some degree, in isolation. If, as anticipated, many of the projects in the new programme are of a "bricks and mortar" nature, there will need to be close working arrangements with many of Copeland BC's departments such as planning, building control, architects and highways.
- Regeneration officers appointed to the Market Towns Initiative for Egremont and Millom are hosted by Copeland BC. Consideration needs to be given to the idea of attaching the Regeneration Manager's post to these two other posts, thereby allowing for support, cross-fertilisation of ideas and problem-solving and providing cover for leave, sickness etc.

Cleator Moor and Area Regeneration Delivery Group contacts:

Joanne Crowe:	Cleator Moor Business Centre:	01946 813555
Brian Kirkbride:	Copeland Borough Council:	01946 598437
Dave Smith:	Cumbria County Council:	01946 855022

APPENDIX 1 : INTERVIEWS and DISCUSSIONS HELD

A number of face to face interviews were undertaken as part of the evaluation and thanks are offered to the following contributors for their time and enthusiasm:

Ian Barry,	Wath Brow Hornets and Board Member, CMDL.
Judith Brown,	Acting Scheme Manager, Cleator Moor SRB Programme.
Joanne Crowe,	Cleator Moor Business Centre.
Tracey Edwards,	Credit Union.
Shelly Gambles,	Linkstart.
Christine Harrison,	West Cumbria PCT and Exec Member, CMDL
Tony Jackson,	Mobex.
Brian Kirkbride,	Copeland BC and Exec Member, CMDL
Cllr Simon Leyton,	Member, Cumbria CC and Board Member, CMDL.
Dianne McCracken,	Linkstart.
Bob Metcalfe,	Chair, CMDL Exec and Chair, Cleator Moor Business Centre.
Sheila Moffat,	Home to Work.
Richard Mulholland,	Chair, CMDL Board.
Cath Smith,	Howgill Centre.
Dave Smith,	Cumbria CC.
Cllr John Seddon,	Town Council and Exec Member, CMDL
Lynne Singleton,	Frizington CDC.
Cllr Bill Southwood,	Member, Copeland BC.
Andrew Sproat,	NWDA.
Penny Weatherall,	Lakes College and Exec Member, CMDL

Telephone and email discussions were held with:

Angela Alston,	Lingla Centre
Bob Barnby,	Youth Hostel Association
Barry Close,	Cleator Moor Celtic Football Club