



## CLEATOR MOOR TOWN DEAL BOARD

### AGENDA

**Venue:** This meeting will be a virtual meeting

**Date:** Tuesday 1<sup>st</sup> December 2020

**Time:** 10am

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1. **Meeting protocol**
2. **Attendances and apologies for absence**
3. **Minutes of meeting held on 20<sup>th</sup> October 2020 – attached**
4. **Declarations of interests in Agenda items**
5. **Town Investment Plan Prioritisation Assessment – paper attached**  
*For the Board to agree shortlisted project proposals to form the basis of the Town Investment Plan.*
6. **Updated Workplan – paper attached**  
*For the Board to note timescales.*
7. **Stakeholder Insight Report – paper attached for information**  
*For the Board to note completion of phase 1 activity.*
8. **Date and time of next meeting:** Thursday 17<sup>th</sup> December 2020 @ 9am

**Contacts:**

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Website: <https://www.copeland.gov.uk/regeneration-projects>





## **Cleator Moor Town Deal Board**

Minutes of Board Meeting held on Tuesday 20 October 2020 at 10am

### **1. Meeting Protocol**

All participants were reminded of the virtual meeting protocol, to remain on mute unless speaking and to use the 'hand up' function to indicate a wish to speak.

### **2. Attendances and Apologies**

#### **In attendance**

##### **Board Members**

- Kayleigh Daniels – Chair – REACT Engineering
- Bob Metcalfe – Vice Chair – Regen North East Copeland
- Oliver Dorgan – Deputy for Trudy Harrison – Parliament Assistant
- Corrine Watson – Deputy for Jo Lappin – Cumbria LEP
- Joanne Crowe – Operations Manager, Phoenix Enterprise Centre
- John Murphy – Chairman, Cleator Moor Celtic
- Paul Rowe – Project Manager, Phoenix Enterprise Centre
- Jim Youdale – Deputy for Rev Nicki Pennington – Faith Representative
- John Bamforth - Finance Director, Brannan & Sons Ltd
- Jo Martin - Head of Energy & Funding, BEC
- James Varah - Operations Manager, Home Group
- Cllr Frank Morgan – Cumbria County Council

##### **Also Present**

- Gillian Elliott – Cumbria County Council
- Michael Barry – Cumbria County Council
- Suzanne Cooper – Cumbria County Council
- Eleanor Farrell – Cumbria County Council
- Lauren Newby – Hatch Associates
- Julie Routledge - DWP
- Naomi Hollows – BEIS
- Damien Morris – ACT
- Marc Watterson – ARUP

- Mark Foster - OPEN
- Pat Graham – Chief Executive – Copeland BC
- Sarah Mitchell– Copeland BC
- Diane Ward– Copeland BC
- Stephanie Shaw– Copeland BC
- Clive Willoughby– Copeland BC
- Rose Blaney– Copeland BC

**Apologies:**

Apologies were received from Jo Lappin, Mark Telford and Hugh Branney

**3. Minutes of the Meetings held on 29<sup>th</sup> September & 6<sup>th</sup> October 2020**

There were no comments made on the minutes.

**AGREED:** – That the minutes of the meetings held on 29<sup>th</sup> September & 6<sup>th</sup> October 2020 were unanimously agreed as a true record.

**4. Board Governance - Temporary SME representative**

Following a brief discussion, David Farrell (a small business owner from Moor Sports) was nominated by Bob Metcalfe (Vice Chair) and seconded by Paul Rowe to join as a temporary SME representative. A vote was taken to determine the Board's agreement and the result was eleven for and one abstention (due to technical issues and being unable to ascertain their vote).

**AGREED:** – That;

- a) David Farrell be contacted regarding being a temporary SME representative and should he agree,
- b) David Farrell be invited to sit on the Board at the next meeting

**5. Declarations of Interest in Agenda Items**

There were no Declarations of Interest made.

**6. Project Prioritisation Sift 1 Report**

An overview and update was given by Lauren Newby, Hatch Associates, on the Project Prioritisation Sift 1 Report. The main highlight was the creation of the 12 sub-theme grouped around common project ideas to facilitate concept development. This enabled the Board to focus on the concept form approach and roles for both support partners and Board

Members. The following discussion was to determine the Board Representative for each Intervention Theme's sub-theme group, with the below agreed, although each are available for review should it be needed.

- Local Transport
  - **Active and Sustainable Travel** – Cllr Frank Morgan & Bob Metcalfe
- Digital Connectivity
  - **Investing in enhanced connectivity** – Joe Martin, John Bamforth & Cllr Arthur Lamb
- Urban Regeneration, planning and land use
  - **Public Realm, Town Square and Building Use** – Joanne Crowe, Jim Youdale & Oliver Dorgan
  - **Housing** – James Varah & Cllr Frank Morgan
- Arts, Culture and Heritage
  - **Investment in sports infrastructure** – John Murphy & Cllr Michael Eldon
  - **Community Spaces** – Paul Rowe & Cllr Michael Eldon
  - **Arts & Culture** – David Farrell & Rev Nicki Pennington
  - **Tourism Development** – John Murphy & Joe Martin
- Skills Infrastructure
  - **UCLan Medical School** – Education/Health Representative & Oliver Dorgan
  - **Skills Hub** – Paul Rowe, Joanne Crowe & Mark Telford
- Enterprise Infrastructure
  - **Investment in existing and new incubator and grow on space** – Mark Telford, Bob Metcalfe & Joe Martin

During the discussion, there was clarification on the possible conflict of interest that had been brought up at the last meeting regarding James Varah's involvement with the Housing sub-theme group. It was clarified that there was no longer a conflict of interest as Home Group had been removed as the concept lead, this is now Copeland Borough Council.

It was also noted that should there be any other areas of interest for Board Members, other than the sub-themes that they are involved with, there will be opportunities to offer support and network with different groups and members. It was also noted that Active Cumbria would be involved as a support partner.

A vote was taken on the Project Prioritisation Sift 1 Report and the result was unanimous.

**AGREED:** – That;

- a) The Board would agree project removal where they are statutory, revenue or outside of the Town Deal boundary.
- b) The Board would note project groups under themes and sub-themes to aid concept development.
- c) The Board would agree Town Deal Board representatives against themes/sub-themes.

*[James Varah left the meeting at 11:01 due to other commitments]*

## **7. Town Investment Plan Design Concepts**

An overview was given by Lauren Newby and Mark Foster (a consultant from OPEN) as to the design concepts and the reasons behind each decision. It was highlighted that while there may be a word limit, there is no limit as to the number of pages allowed, meaning that there can be numerous photos within the plan to highlight the town. Focusing on the idea that a picture can paint a thousand words, enabling the project to show the clear need for intervention.

It was noted that there is currently an ongoing competition within Cleator Moor – Past, Present and Future – that will help bring in more photos for the Plan design, as well as drone footage that had been gained. It was mentioned that the imagery should be more than just buildings or views, the photos chosen should also include people and show not only the beauty of the area but the reason for the Towns Fund Bid – the need for intervention. This is not a brochure.

Lauren highlighted that this was only the design concepts, so information such as road infrastructure and socio-economic narrative was not included at this moment in time and would be expanded on once more information is available. The current text is just a placeholder.

It was pointed out that the image on the current front page is of a Griffin rather than a Phoenix. Mark noted this point and agreed that this would be changed.

A main discussion point was on the colours chosen for the design. The colours chosen came from the One Town, Our Town logo which is based on the three sports team in Cleator Moor. Members felt as though the colours were fairly muted and not vibrant enough to capture the attention as well as showcase the energy of the town. A member mentioned that the team shouldn't constrain themselves to those three colours if they aren't going to highlight the town.

**AGREED:** – That OPEN will amend the image on the front of the design to a Phoenix and continue to work on the draft incorporating images once they are received and working on improving the vibrancy of the colours.

## **8. Engagement update by Hatch Associates and ACTION for Communities in Cumbria**

Lauren provided the Board with an update, including the 23 consultations with partners and businesses to understand the need and opportunity, as well as informing the Board that a Phase 1 Stakeholder Report was going to be produced.

Damien Morris from ACT provided the Board with an update from the Information & Engagement sub-group which involves multiple people with the knowledge and expertise to involve as many different members of the community as possible. The update highlighted; Board member communication, Phoenix Youth Centre (plus part 2), comments from Gov.UK under Cleator Moor Towns Fund, Cleator Moor Chamber of Trade, the Past, Present & Future Competition and the seven Cleator Moor Facebook Groups.

*[Corrine Watson left the meeting 11:28 due to other commitments]*

The idea for a Cleator Moor Matters Newsletter has been expanded and created, as was a survey both online and with 500 hard copies printed and being distributed. An exhibition is also being created for the Phoenix Centre to highlight the Board and the work they are doing. A lot is being done to capture feedback and comments in as many ways as possible, whether via social media or in the less technical methods of the newsletter and exhibition.

The chair noted that there was an upcoming meeting of the sub-group that would cover some more recent comments from Facebook and the survey that had been found since the report was created. There had also been some clarification issued on the Towns Fund social media page regarding the key idea of speaking with one voice that encouraged more interaction.

It was noted that further engagement was being planned with the business community through the Chamber of Trade and Phoenix Enterprise Centre who had contact 30 businesses in their local area. Another point was the idea of looking into which businesses would be able to comment due to Covid-19, were they currently in business and would they still be in the future. This highlighted the importance of Broadband connectivity in being able to reach all businesses.

Also noted was the need to include considering the amount of financial deprivation there is in the area, as referenced in the vision, and the impact this may have on getting as many of the community as involved as possible, to enable those who wished to participate involved in the pipeline. It was confirmed that the concept form will make this tie-back as the purpose of the fund is economic growth and intervention. The updated socio-economic draft also highlights this, as well as the integrated nature of the project and community engagement.

**AGREED:** – That the Information and Engagement sub-group will keep the board informed of their progress and if there needs to be any further help from the Board to encourage engagement.

*[John Murphy and Oliver Dorgan left the meeting at 11:53]*

A question was raised as to whether the Accelerated Funding Projects should be an item on the next agenda, however, due to times constraints, it was suggested that another separate meeting be set up in the following few weeks.

It was noted that, as the next meeting is a key milestone in selecting the short listed projects that the length of the meeting should be extended from one and a half hours. The Chair will

work with the team to organise this. The work programme was also highlighted to give members a clear idea on the key dates for the Towns Fund, the submission date for the Plan being 31<sup>st</sup> January 2021, so the next three weeks will be key in keeping on track.

### **9. Date and Time of Next Meeting**

The next Cleator Moor Towns Fund Board Meeting will take place on Tuesday 1st December 2020 at 10am via virtual meeting.

**Meeting closed** at 11:55am



## **Item 5 – Cleator Moor Town Deal Board Town Investment Plan Prioritisation Assessment**

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### **Why is this report coming to Cleator Moor Town Deal Board?**

Since the previous Board meeting, the Cleator Moor Town Deal Board has been working with partners to assess the range of potential interventions collated under the different themes to develop project concepts. Board members have supported facilitators to complete project concept forms that have been passed to Hatch Associates to assess.

The TIP Prioritisation Assessment has evaluated the concept forms against the Towns Fund criteria and alignment with Cleator Moor's objectives towards recommending:

- Where good ideas can be strengthened through project development;
- How a package can be pulled together for slightly more than £25M to build in resilience to change before submission;
- How schemes can be amalgamated;
- Whether schemes can be scaled up or down, and
- Whether projects can realistically be funded through alternative means.

This paper has been compiled to allow a facilitated discussion to agree a shortlist of project proposals for inclusion in the Cleator Moor Town Investment Plan.

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### **Recommendation:**

That Cleator Moor Town Deal Board:

- a) Agree shortlisted project proposals to form the basis of the Town Investment Plan.



Prioritisation Assessment Report

# Cleator Moor Town Investment Plan

Report – November 2020

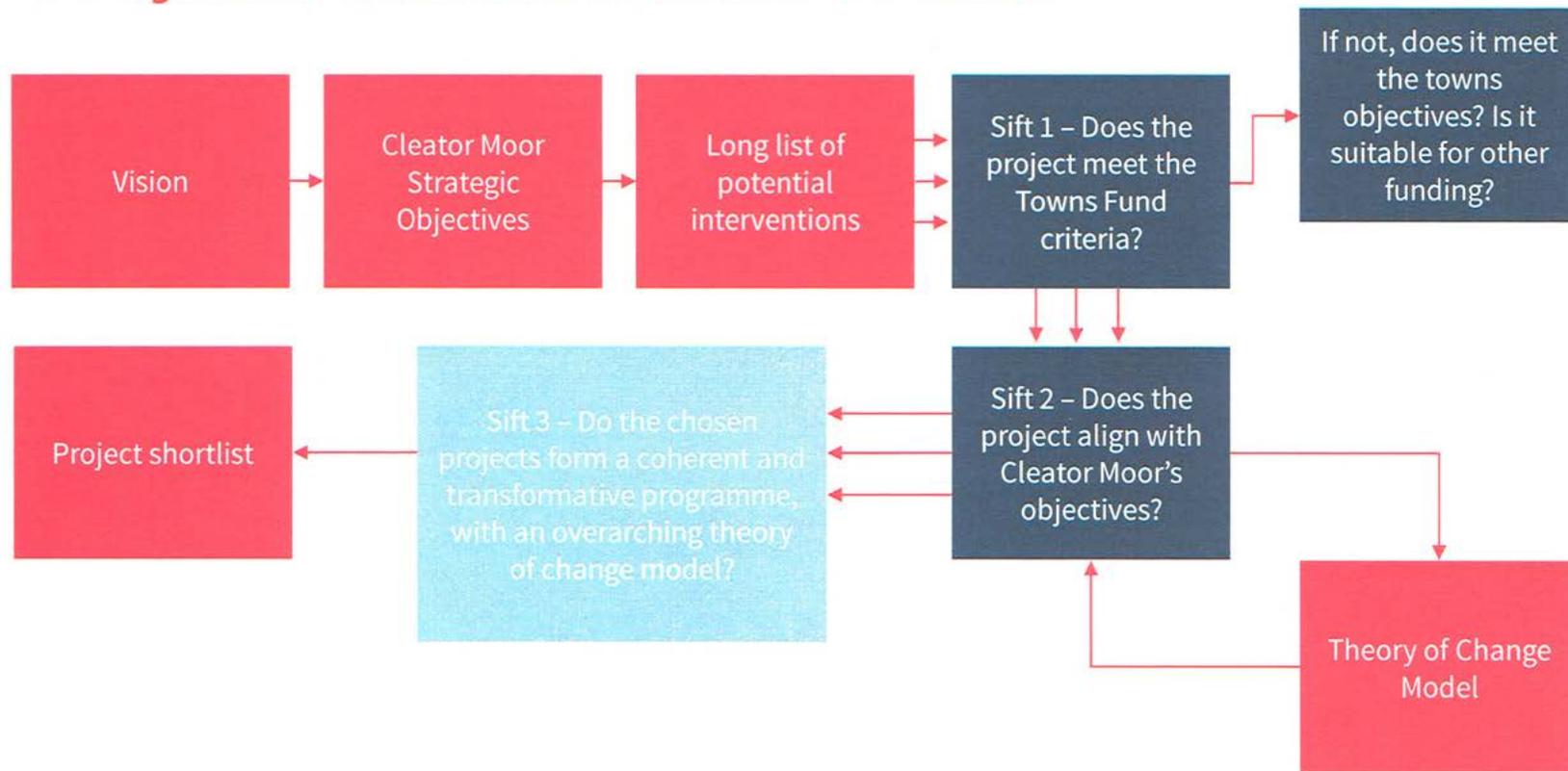


# Outline

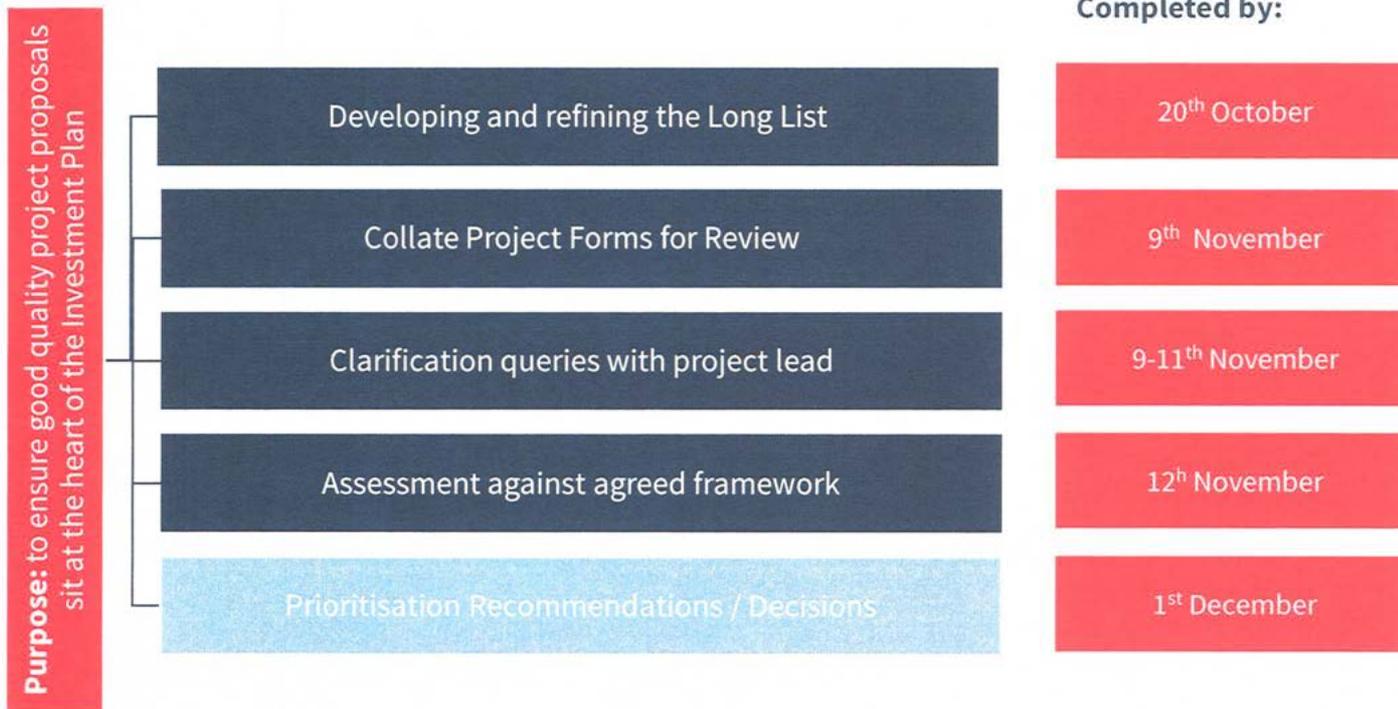
- + Prioritisation Process
- + Overview of the Long List of Projects
- + A Way Forward

# +Prioritisation Assessment Process

# Project Prioritisation Process



# Prioritisation Process



# Critical Success Factors

CSF1	Alignment with Strategic Framework	Cleator Moor Specific
CSF2	Clear evidence of market failure	MHCLG Criteria
CSF3	Extent to which it will improve quality of life	Cleator Moor Specific
CSF4	Extent to which it delivers inclusive growth	Cleator Moor Specific
CSF5	Extent to which it delivers clean growth	Cleator Moor Specific
CSF6	Extent to which it supports productivity gains	Cleator Moor Specific
CSF7	Extent to which it will deliver transformational change	MHCLG Criteria
CSF8	Extent to which it provides value for money	MHCLG Criteria
CSF9	Financial sustainability beyond STF investment	MHCLG Criteria
CSF10	Extent to which it is supported by a robust delivery plan	MHCLG Criteria
CSF11	Strength of community support	MHCLG Criteria

# Strategic Framework

1. To grow and diversify the economy by providing a range of new employment opportunities and stimulating business start-up and growth
2. To create a town which benefits from much higher levels of investment in skills, innovation and R&D
3. To reduce deprivation and improve community health and well-being
4. To enhance the quality of life by investing in an improved cultural, sports and leisure offer set within attractive places and spaces including an animated town centre
5. To deliver investment in a diverse and attractive housing offer through new build and renewal to attract and retain residents
6. To enhance digital connectivity and inclusion to enable residents and businesses to participate fully in the modern economy
7. To secure sustainable movement and accessibility through active travel and improved transport connections

# +Project Overview

# Total Project Pipeline- Longlist

Total TIP ask of £44.6 million



# Thematic and Spend Split



Project asks are  
99.4% capital  
0.6% revenue

# Concept 1

## Overview

Project seeks funding to deliver energy efficiency improvements to privately owned/rented homes, specifically targeting vulnerable households and areas of higher deprivation. BEC will work with partners e.g. social housing providers to identify vulnerable and low-income residents and establish energy efficiency requirements of the building and wider support. Project also seeks to collaborate with Lakes College Construction Skills Centre.

## Concept Strengths:

- + Good alignment to inclusive and clean growth objectives
- + Clear evidence of need and good economic outcomes expected around diversification of supply chain
- + Potential links between skills providers

<b>Project Name</b>	<b>Retrofit</b>
<b>Project Type</b>	Urban regeneration, planning and land use
<b>Total Cost &amp; TIP Funding Request</b>	Total – tbc TIP request – tbc
<b>Location</b>	Various locations, Cleator Moor
<b>Direct outputs</b>	Homes receiving energy efficiency improvements Reduction in fuel poverty Creation of community energy hub
<b>Wider impacts</b>	Reduced carbon emissions Diversification of local economy Improved wellbeing

## Concept Weaknesses:

- + Project appears to be at an early stage of development with limited detail
- + Unclear costings and potential for revenue implications
- + Unclear scope of community energy hub as a physical presence

# Concept 2

## Overview

Project seeks funding to develop a new centre for young people for recreation and learning. The centre will provide a range of facilities including:

- + Workshop space for informal education and art
- + Sports space for football/ netball – informal sports
- + Kitchen so young people can also cook and learn key life skills
- + Office space to manage site
- + Digital services inc. computer suite or a cyber café for developing digital skills
- + Skills development through Skills 4U
- + Additional flexible space to rent

## Concept Strengths:

- + Project is inclusive and would strengthen Cleator Moor's quality of place and role as service centre
- + Good alignment with strategic objectives - improve quality of life scores highly and will help retain young people in the town

<b>Project Name</b>	<b>Phoenix Youth Zone</b>
<b>Project Type</b>	Skills infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £4,500,000 TIP request - £4,000,000
<b>Location</b>	Cleator Moor
<b>Direct outputs</b>	Community space for young people including workshop, IT hardware provision, sports space
<b>Wider impacts</b>	Positive impact on health and educational attainment Number of new learners assisted Perceptions of the place by residents

## Concept Weaknesses:

- + Project appears to be at a relatively early stage. Specific components of the project not clear and requires technical support to inform the detail and finalised costings of the project.
- + Alignment with Stronger Towns Fund priorities could be made clearer.
- + Demand/rationale for proposed investment could be stronger
- + Location of centre not yet confirmed

# Concept 3

## Overview

The proposal is for the current Cleator Moor Activity Centre to be rebuilt to provide a quality, multi purpose sports facility and to develop the adjacent outdoor spaces, walking and cycling routes.

An additional element of the project is to provide a changing facility/small hall which will serve Cleator Cricket Club and Cleator Moor Celtic FC but also provide a community space for the community e.g. yoga, social functions. There is potential to link this to walking routes.

## Concept Strengths:

- + Applicant presents clear case of need for enhanced leisure and sporting facilities in the town centre
- + Strong alignment with strategic objectives
- + Deliverability aspects clearly articulated

<b>Project Name</b>	<b>Sporting Infrastructure for Cleator Moor</b>
<b>Project Type</b>	Arts, Culture & Heritage
<b>Total Cost &amp; TIP Funding Request</b>	Total - £5,000,000 TIP - £5,000,000
<b>Location</b>	Area of Memorial Ground, CA23 3AA Cleator Moor Activity Centre, CA25 5AN
<b>Direct outputs</b>	Delivery of a new multi-purpose sports facility and improvements to existing sports infrastructure
<b>Wider impacts</b>	Improved participation in sports and physical activity Positive impact on health and wellbeing

## Concept Weaknesses:

- + Quantifiable direct impacts of the project likely to be relatively low
- + Project is at a relatively early stage and more detail is required on how priority areas will be identified, detailed costing and the works to be undertaken
- + Detailed costing and architects plans still to be undertaken
- + Ongoing financial sustainability may be a challenge
- + No risk assessment undertaken

# Concept 4

## Overview

This project will see the development of a new/upgraded cultural venue for the town, strengthening its cultural offer and creating new jobs. The proposed venue is a Grade II listed church building. The venue will provide combine arts, heritage and skills development. The space will:

- + House REACTion labs which provides an exploration of STEM subjects through creative arts in a practical and stimulating environment for children
- + Provide gallery, workshop and creative studio space
- + Gallery for the Horrible History of Cleator Moor to tell the stories of the mining boom of the River Ehen valley

<b>Project Name</b>	<b>Cumbria/Cleator Moor Curiosity Centre</b>
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<b>Project Type</b>	Arts, culture and heritage
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<b>Total Cost &amp; TIP Funding Request</b>	Total - £5,100,000 TIP request - £5,000,000, Match - £100,000 from National Lottery Heritage fund (unsecured)
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<b>Location</b>	Cleator Moor town centre – multiple site options considered
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<b>Direct outputs</b>	A creative/learning/heritage asset for community use
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<b>Wider impacts</b>	Improved arts, cultural and heritage offer Perceptions of the place by residents/businesses/visitors
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## Concept Strengths:

- + Strong links between town centre land use/regeneration, heritage, leisure offer and skills development
- + Potential for some direct employment generation
- + Good level of demand and appetite from schools, education providers and STEM clubs demonstrated
- + Clear delivery plan and strong capabilities of the lead applicant to deliver
- + High level risks and mitigations suggested

## Concept Weaknesses:

- + Potential issue of revenue funding and ongoing maintenance requirements. Expected to be met by match funding but as yet unsecured.
- + Demand for creative and cultural space not well established
- + A number of potential locations considered and no formal discussions have taken place

# Concept 5

## Overview

Develop a trail centre for Fell running at a low-cost entry cost point to capitalise on the area's fell, trail and adventure running heritage and appeal of Cumbria/the Lake District as a tourist destination. The centre would include:

- + Trail Centre featuring café, indoor track, equipment hire / repair
- + Routes for all levels
- + Improve mountain bike routes for all levels
- + Pods & glamping

Without public sector investment the opportunity to develop a financially sustainable commercial enterprise whilst supporting improved community health would be missed. The long-term ambition would be to allow a locally developed management company with a passion for the product (Running) to become an independent operator of the facility.

<b>Project Name</b>	<b>Fell running, walking &amp; cycling centre</b>
<b>Project Type</b>	Arts, Culture & Heritage
<b>Total Cost &amp; TIP Funding Request</b>	Total - £4,000,000 TIP request - £3,600,000
<b>Location</b>	Cleator Moor
<b>Direct outputs</b>	Development of a new activity centre and additional trails
<b>Wider impacts</b>	Increased visitors to Cleator Moor Increased leisure opportunities Support for health and wellbeing Increase in the attractiveness of town as a place to live and visit.

## Concept Strengths:

- + Project presents clear case of need for enhanced leisure facilities in the town centre and closer links to the National Park.
- + Potential for moderate jobs creation and broader social and economic benefits

## Concept Weaknesses:

- + Project is at a fairly early stage of development and further detail around costing and the works to be undertaken
- + Market failure argument fairly weak for some aspects of the project and lack of feasibility or market testing

# Concept 6

## Overview

Towns Funding is sought to deliver housing suitable for the elderly, including bungalows and/or extra care housing, at the Ehenside site in Cleator Moor. The site is owned by Cumbria County Council who are seeking a delivery partner.

## Concept Strengths:

- + Delivers new quality housing that meets the needs of the local population
- + Investment in creating a more diverse and attractive housing offer
- + Evidenced need and demand for housing to support an ageing population
- + Transformational physical change of a brownfield derelict site
- + Council owned site and capability to deliver
- + Alignment with strategic objectives

Project Name	Ehenside Site
Project Type	Urban Regeneration, Planning & Land Use
Total Cost & TIP Funding Request	Total - tbc TIP request - tbc Match funding - tbc
Location	Ehenside Site, Cleator Moor
Direct outputs	Improved and diversified housing offer Remediation of derelict site Up to 40 new homes and new public spaces
Wider impacts	Attracting and retaining residents in town Meeting the needs of an aging population

## Concept Weaknesses:

- + The market failure and rationale for public investment is not established – assumed to be owing to low market values and high costs of delivery
- + Project is at an early stage of development - work needs to be undertaken to firm up components of investment and delivery plan
- + No cost estimates provided and unknown TIP request
- + Challenge of procuring a development partner able to deliver
- + Strength of community support is unclear

# Concept 7

## Overview

The project comprises two key components:

- + New gateways and corridor improvements - Improving gateways into the town and enhancing/upgrading the main road. Scheme will also provide better linkage to key economic location at Leconfield.
- + Improving cycleways - Upgrading the cycling and walking connectivity, particularly from the C2C cycleway that passes almost hidden through the town centre and along the main corridor.

Interventions seek to create a better ambience for businesses, residents and visitors. It aims to capture the potential value of the C2C cycle route with better links from it into the heart of the town, including localised public realm works.

## Concept Strengths:

- + Town wide intervention that is very deliverable and applicant has experience of delivery. Majority of scheme is readily deliverable (e.g. control over land, willing partners)
- + Creates significant change in the nature of place –seizing opportunity of proximity to Leconfield, Sellafield and other employment locations and uncaptured existing market of people passing through Cleator Moor by bike as well as bringing new users.
- + Fits with national agendas on health, sustainability, greening and significant emphasis on sustainable modes.

<b>Project Name</b>	<b>Cleator Moor Integrated Transport Town</b>
<b>Project Type</b>	Local Transport
<b>Total Cost &amp; TIP Funding Request</b>	Total - £6m TIP request - £6m Match funding
<b>Location</b>	Town Wide
<b>Direct outputs</b>	New & Upgraded Cycle & Walking Routes, better public realm space and upgrade in road infrastructure along core route
<b>Wider impacts</b>	Access to employment sites, sustainability benefits, ambience, health and safety benefits across the town.

## Concept Weaknesses:

- + Scheme at an early stage of development (but regularly done by CCC and felt to be deliverable)
- + No suggested match funding – but highlights potential for aligned investment

# Concept 8

## Overview

Project will focus on (1) expanding the commercial space offer within the town and (2) improving the appearance of properties in the town centre.

- + The first will be giving financial assistance to owners of larger empty or underutilised dilapidated buildings to make the space fit for purpose where tenants or leases of 10 years have been agreed. This is expected to target 4-6 properties.
- + The second will be small scale building improvement grants to improve the appearance of commercial properties in the town centre and high street.

## Concept Strengths:

- + Project presents good opportunity to enhance the character of the town whilst improving workspace provision
- + Clear case for investment and market failure argument presented
- + Good degree of detail around project management and delivery, with evidence of delivering similar schemes successfully in the past, strong plan for ongoing maintenance
- + Detailed risk assessment provided

<b>Project Name</b>	<b>Commercial Building Improvement Scheme</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £967,000 TIP request - £680,000 Match funding - £287,000 (unsecured)
<b>Location</b>	Cleator Moor Town Centre
<b>Direct outputs</b>	Remediation of 4-6 dilapidated premises and provision of commercial space External improvements to 10 commercial units
<b>Wider impacts</b>	Improved perceptions Improved land values

## Concept Weaknesses:

- + Potential demand/likely uptake testing at an early stage
- + Match funding not yet committed
- + Target buildings yet to be identified

# Concept 9

## Overview

Refurbishment of 3 publicly owned buildings in the centre of Cleator Moor market square: Towns Library, The Cleator Moor Town Council Offices, CBC Council Chambers.

Complete physical refurbishment and realignment of access to and between the buildings (with the exception of the library which has recently had work done) as well as improvements to the square to encourage expanded use.

The refreshed buildings will provide a vibrant community hub local residents, students and visitors can access a range of services, including community services, a café, visitor information, leisure space and arts/ culture hub.

## Concept Strengths:

- + Project has the potential to deliver health and wellbeing impacts for Cleator Moor, alongside enhancing quality of place
- + Market failure argument can be inferred
- + Strong capabilities of the lead applicant to deliver
- + Project has the potential to deliver wider economic and environmental impacts
- + High level risk assessment provided

<b>Project Name</b>	<b>Town Square redevelopment - including Community Hub and public realm</b>
<b>Project Type</b>	Urban Regeneration, Planning & Land Use
<b>Total Cost &amp; TIP Funding Request</b>	Total - £4,500,000 TIP request - £4,300,000 Match funding - £182,500 (secured)
<b>Location</b>	Market Square, Cleator Moor, CA25 5AP
<b>Direct outputs</b>	Enhanced new public spaces and heritage assets Delivery of commercial space Delivery of new training/meeting spaces
<b>Wider impacts</b>	Improved perceptions of place

## Concept Weaknesses:

- + Ongoing sustainability linked to future occupation of the building.
- + Additional technical support to inform the detail of the project required.
- + Quantifiable direct impacts of the project likely to be medium/low

# +Leconfield Proposals

# Concept 10

## Overview

Towns Funding is requested to redevelop Leconfield Industrial Estate in order to locate Sellafield Ltd supply chain firms that are planning to move off the existing site. The kick-starting of a campus on Leconfield is aimed at creating a cluster-effect for local businesses. The first phase of build on Leconfield will deliver two facilities. One of the two facilities proposed will be designed to attract a high profile 'anchor organisation' to the site, to add credibility to the initiative and support future marketing of the site. With a smart and creative design, the second 'hub' facility is an opportunity to meet some of the objectives for skills, arts and culture, including adult and public education.

## Concept Strengths:

- + Creation of a cluster of high value sectors linked to advanced manufacturing and decommissioning through strong commercial partnership with Sellafield Ltd
- + Market failure argument strongly articulated with good supporting evidence
- + Creation of floorspace and redevelopment of a dilapidated site
- + Experienced project team and robust project management in place
- + Key risks identified by the applicant and mitigation measures
- + Alignment with strategic objectives

<b>Project Name</b>	<b>Leconfield Enterprise Campus Kickstart</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £10m TIP request - £5m Match funding - £5m (unsecured)
<b>Location</b>	Leconfield Industrial Estate
<b>Direct outputs</b>	4,000– 6,000m2 commercial floor space Increase in the amount of shared workspace or innovation facilities Availability of new specialist equipment
<b>Wider impacts</b>	Improved diversification and sustainability of local economy Jobs and skills development

## Concept Weaknesses:

- + Detailed scheme designs and costings still to be undertaken
- + Match funding unsecured
- + Strength of community support is not known

# Concept 11

## Overview

Project seeks funding to deliver a blend of office, creative shared workspace and larger spaces for prototyping, testing and product development. The main facility will act as an innovation incubator with flexible space for up to 40 SMEs. The focus is on developing new products in engineering, manufacturing (including robotics, augmented reality and AI) and clean growth sectors (nuclear and offshore renewable energy generation. The centre provides a range of facilities and support services to enable the creation of new business start-ups and spin-outs e.g. mentoring access to funders and business support. The centre will also have space for conferences and exhibitions as well as close links to local schools.

<b>Project Name</b>	<b>SPARK Centre</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - tbc TIP request - tbc Match funding - tbc
<b>Location</b>	Leconfield Industrial Estate
<b>Direct outputs</b>	Increase in the amount of shared workspace or innovation facilities
<b>Wider impacts</b>	Number of start-ups and/or scaleups utilising business incubation, acceleration and co-working spaces Job creation

## Concept Strengths:

- + Project presents good opportunity to add to Cleator Moor's innovation infrastructure, with good alignment to advanced manufacturing sector
- + Capable and experienced lead applicant
- + Links to local skills development and clean growth agenda embedded throughout project

## Concept Weaknesses:

- + Limited detail provided on proposed route to delivery or programme given early concept stage.
- + Rationale for public sector investment is not clear
- + Match funding currently unsecured
- + Demand for project is anecdotal but BEC has experience of occupier requirements from operating other premises.

# Concept 12

## Overview

Towns Fund is requested to deliver 100,000 sqft facility to enable Forth Engineering Ltd to scale up and enable the firm to develop prototypes for the manufacture of consumer products.

The facility will accommodate product development, design and engineering uses, a tool shop, a machine shop, electronic laboratory, space for welding and fabricating and AI and AR suites. Space will also be provided for collaborative workspace.

The investment will enhance the firm's local capabilities, enabling them to provide local employment and training.

## Concept Strengths:

- + Creation of new employment space and regeneration of a brownfield site
- + Detailed concept and case for investment presented
- + Evidenced demand for the space from applicant as end occupier
- + Clean growth agenda embedded throughout project
- + Alignment with strategic objectives
- + Deliverable approach that takes into account the capabilities of the applicant

<b>Project Name</b>	<b>TIME Centre</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £5m TIP request - £3m Match funding - £2m (unsecured)
<b>Location</b>	Leconfield Industrial Estate
<b>Direct outputs</b>	100,000 sq ft commercial and innovation floorspace
<b>Wider impacts</b>	Job creation Apprenticeships Clean growth innovation IP creation

## Concept Weaknesses:

- + Rationale for public sector investment undeveloped and project may be suitable for other funding sources
- + Scale of economic outputs currently unspecified
- + Match funding currently unsecured
- + Project delivery and management procedures less well developed
- + Limited consideration of risks and mitigation

# +Workspace Proposals

# Concept 13

## Overview

Project seeks funding to repurpose BEC's underutilised office space on Cleator Moor High Street to develop a range of small offices, shared workspace, meeting rooms etc. particularly for start-up and early-stage companies. The concept is based on that of the Bus Station, currently being built by BEC in Whitehaven and which is nearing completion.

## Concept Strengths:

- + Project would provide a good addition to the innovation and workspace infrastructure in Cleator Moor
- + Applicant already owns and occupies the building
- + Applicant demonstrates experience in both delivering and on-going management of similar projects
- + Key risks identified by the applicant and mitigation measures
- + Alignment with strategic objectives

<b>Project Name</b>	<b>The Bus Stop</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £150,000 TIP request - £112,500 Match funding - £37,500
<b>Location</b>	17 High Street, Cleator Moor
<b>Direct outputs</b>	Commercial floor space created
<b>Wider impacts</b>	Business start-ups Business growth Job creation Apprenticeships

## Concept Weaknesses:

- + Relatively small ask given project description
- + Evidence of stated anecdotal demand would be beneficial
- + Rationale for public sector investment considered at high level
- + Unrealistic programme of delivery for given project stage – completion stated for January 2021
- + Strength of community support is not known

# Concept 14

## Overview

Phoenix Court occupies a key position in the centre of Cleator Moor. Phase 3 provides 6,500sq ft of commercial space but currently suffers low occupancy due to outdated condition of the building (39% compared to 90% in other buildings managed by Phoenix enterprise centre). Investment is required to complete physical refurbishment and re-alignment of the accommodation in the building.

<b>Project Name</b>	<b>Phoenix Court Refurbishment</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £1,040,000 TIP request - £1,030,000 Match funding - £10,000 (half is confirmed)
<b>Location</b>	Phoenix Court phase 3
<b>Direct outputs</b>	6,500 sq ft of commercial floorspace 30 new jobs 5 new small businesses
<b>Wider impacts</b>	Number of enterprises utilising high quality, affordable and sustainable commercial spaces

## Concept Strengths:

- + Project offers a good opportunity to refresh workspace in a central location
- + Applicant has experience and capability in undertaking similar schemes
- + Applicant already occupies and operates the building
- + Evidence of demand can be imputed from the existence of a waitlist
- + Headline risks and project management approach outlined
- + Alignment with strategic objectives

## Concept Weaknesses:

- + High proportion of total project cost (99%) requested from funding ask
- + Includes revenue project costs - this is not currently covered by the proposed match funding
- + Project may struggle to demonstrate value for money as no additional space proposed
- + The proposal would be strengthened by evidence of potential end users
- + The rationale of public sector intervention is not currently evidenced
- + Strength of community support is unclear

# Concept 15

## Overview

Graphskills Ltd and AS Designs currently own property on the Old Brewery site and operate out of those premises. Project seeks investment to purchase land on the wider site which currently suffers from contamination issues, to remediate the site and create a series of new workshop units with supporting facilities.

## Concept Strengths:

- + Project presents opportunity to remediate a derelict contaminated site
- + Creation of new small business workspace units
- + Market failure can be inferred around existence of abnormal costs
- + Alignment with strategic objectives

<b>Project Name</b>	<b>Old Brewery</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £1.64m TIP request - £1.19m Match funding - £450k from AS Designs & Graphskill
<b>Location</b>	Old Brewery, Birks Road
<b>Direct outputs</b>	15 - 20 new business workshop units
<b>Wider impacts</b>	Redevelopment of currently derelict site Number of enterprises utilising high quality, affordable and sustainable commercial spaces

## Concept Weaknesses:

- + Proposed site has yet to be acquired by the applicants
- + Funding request from Towns Fund is unclear. Case for public sector investment depends on what portion of the project TF would be spent on
- + No evidence of demand from potential end users
- + Capability and experience of the applicant to deliver is unknown
- + Project is at an early stage of development - significant work needs to be undertaken to firm up components of investment and delivery plan
- + Project risks have not been considered
- + Strength of community support is not known

# Concept 16

## Overview

Project seeks funding from the Stronger Towns Fund to refurbish the former sandstone mill buildings and redevelop this longstanding brownfield site. Works will include demolition, site clearance and construction of a secure site compound and initial repairs of existing flood defence infrastructure. The project will deliver flexible business space with strong IT infrastructure. Provision of ancillary uses such as café, restaurant, and retail space will be explored and well as the potential to combine key worker accommodation.

## Concept Strengths:

- + Project presents opportunity to remediate a contaminated site and offer small business workspace units
- + Evidence of market failure can be imputed from abnormal costs associated with site assembly
- + Project lead is part of a group of property companies with track record of delivery
- + Some high level delivery aspects considered

<b>Project Name</b>	<b>Cleator Mills</b>
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<b>Project Type</b>	Enterprise Infrastructure
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<b>Total Cost &amp; TIP Funding Request</b>	Total - £6m TIP request - tbc Match funding - tbc
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<b>Location</b>	Cleator Mills, CA26 3SN
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<b>Direct outputs</b>	50,000 sq ft commercial space
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<b>Wider impacts</b>	Number of enterprises utilising high quality, affordable and sustainable commercial spaces Land values
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## Concept Weaknesses:

- + Project is at an early stage of development, with significant work required to firm up the specific components of the project, deliverability, risks and costing
- + Marketing exercise to establish types of demand underway but not available for 3-6 months. Some evidence about of demand from engineering, workshop and warehousing sectors
- + Unclear what proportion of the total cost will be sought from the Towns Fund and what aspects of the project this deliver

# Concept 17

## Overview

Development of a creative hub for businesses in the creative, media and digital industries. Phoenix Enterprise Centre currently lets units to 6 creative microbusinesses and recognises that currently facilities do not provide opportunities for interaction and collaboration. The hub will provide access to space, resources, tools and selling platforms and a common brand for users to sell products under e.g. 'Made on the Moor'. Potential also to deliver a café/bistro supporting space. The project also recognises that access to cultural and creative facilities is limited, particularly in deprived communities. The project would focus on engaging deprived communities, recognising the creative activity that takes place amongst the unemployed.

## Concept Strengths:

- + Project would make a strong contribution to Cleator Moor's current workspace provision for creative and digital businesses and space for idea creation.
- + Connection to deprived local communities and skills development is embedded in the scheme.
- + Some high level delivery aspects considered including project management approach, risks and mitigations.

<b>Project Name</b>	<b>Phoenix Media and Creative Hub</b>
<b>Project Type</b>	Enterprise Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £720,000 TIP request - £715,000 Match funding - £5,000 - Phoenix Enterprise Centre
<b>Location</b>	Crowgarth House or alternative location
<b>Direct outputs</b>	4,000 sq ft of refurbished commercial space 5 jobs created 5 new start-up businesses
<b>Wider impacts</b>	Expanded cultural, retail and leisure offer Improved access to cultural and creative facilities

## Concept Weaknesses:

- + Project has significant ongoing revenue element linked to the need for a Creative Hub Manager. This is not currently met by proposed match funding but may be covered by letting the space
- + Evidence of market failure could be stronger.
- + High level evidence of demand highlighted but project would benefit from more detailed feasibility studies.

# Concept 18

## Overview

Project seeks funding to deliver a 7,000 sqm specialist training centre to provide the space and tools to accommodate training for a variety of trades. These include bricklaying, plastering, plumbing, carpentry, painting and decorating, floor fitting, motor vehicle mechanics.

The programme targets support for individuals who are returning to the labour market and new entrants. It will offer practical skills development with a choice of activities and address employment needs, expectations and progression routes. Initial phases of the project have been delivered in existing premises but this does not have sufficient capacity to deliver the proposed activity.

<b>Project Name</b>	<b>Skills 4 U Trade Hub</b>
<b>Project Type</b>	Skills Infrastructure
<b>Total Cost &amp; TIP Funding Request</b>	Total - £1,330,000 TIP request - tbc Match funding
<b>Location</b>	Cleator Moor town centre
<b>Direct outputs</b>	7,000 sqm training floorspace 300 learners supported per annum
<b>Wider impacts</b>	Number of new learners assisted % of learners gaining relevant experience

## Concept Strengths:

- + Project would enable skills development for young people and those looking to retrain
- + Applicant has track record of delivering similar schemes
- + Some high level delivery aspects considered including risks and mitigations

## Concept Weaknesses:

- + Significant revenue element associated with the project to deliver the training programmes but potential to seek through Copeland Community Fund
- + Project objectives may be better met through alternative funding sources and/or delivered in existing premises
- + Concerns about future use of the property after training programmes delivered
- + Unclear what proportion of the total cost will be sought from the Towns Fund

# Concept 19

## Overview

This project seeks to develop c.50 units of flexible, fit for purpose accommodation through either a new build, or redevelopment of existing buildings.

The provision of appropriate and fit for purpose accommodation that can operate in a flexible manner to meet the needs of these different groups is a barrier to UCLAN's expansion. The university relies on holiday let, hotel or private sector facilities for users, however these do not provide the experience that appeals to different demands of the student cohort. In particular, UCLAN is seeking to expand opportunities around medical science. The project would also explore provision of additional space for teaching, with the potential to add a new dimension in dental teaching in West Cumbria and a digital health hub.

Project Name	UCLAN Accommodation Infrastructure
Project Type	Skills Infrastructure
Total Cost & TIP Funding Request	Total - £5m TIP request - £5m Match funding – tbc
Location	Cleator Moor- site(s) to be agreed
Direct outputs	Student accommodation
Wider impacts	Number of new learners assisted Perceptions of the place by residents/visitors

## Concept Strengths:

- + This project would support the expansion of UCLAN, enabling the university to provide fit for purpose accommodation. It also presents the opportunity for Cleator Moor to become a campus town if an appropriate location was available.
- + University's estates management team have experience of delivering and managing similar projects.

## Concept Weaknesses:

- + Project is at an early stage of development, with significant work required to firm up the specific components of the project, deliverability, risks and costing
- + No match funding identified to date
- + Unclear what proportion of the total cost will be sought from the Towns Fund and what aspects of the project this would deliver

# +A Way Forward

# Deriving a shortlist

- The Board meeting on the 1<sup>st</sup> December will include a facilitated discussion to agree a shortlist of projects which should be developed further for inclusion in the Town Investment Plan.
- In considering the shortlist, the Board should consider:
  - The ability for good ideas to be strengthened through project development, i.e. we shouldn't lose good ideas just because they don't score as well on the basis of current development provided a robust project can be developed by January 2021
  - The need for the shortlist to slightly exceed the £25m funding cap to build resilience to change
  - How schemes could be amalgamated
  - Whether they could be scaled (up or down)
  - Whether projects could realistically be funded through alternative means
- Following agreement on shortlisted projects, a working group around each project will be formed to develop the project detail to present a robust investment proposition within the Town Investment Plan.

# A reminder of need & opportunity

The focus of the Town's Fund is on **sustainable economic growth** which will support the levelling up agenda...

- + **Nuclear and engineering strengths present opportunities** = *Cleator Moor needs to tap into nearby assets to fuel growth*
- + **Loss of young people** = *Cleator Moor needs to diversify and grow the economy to retain talent*
- + **Continuing decline of town centres** = *Cleator Moor needs to repurpose and revitalise the town centre*
- + **Need for enabling investment** to support quality of life and social mobility = *match need and opportunity in Cleator Moor*

# Step 1 – Identify projects for further development/alternative funding

- + C1 ‘Retrofit’ (utilising existing funding sources)
- + C5 ‘ Fell running, walking & Cycling’ (tie into Copeland Coastal Programme Adrenaline Feasibility Work and also ‘Revitalised Town’ proposals)
- + C6 ‘Ehenside’ (needs further development)

## Step 2 - Some repositioning, amalgamation and scaling

- + **‘Revitalised Town’**: combine C9 public realm improvements with repurposing commercial and historic buildings (C2, elements of C4, C8, C16, C17, C19)
- + **‘Healthy Town’**: combine C3 recreation investment with community health and well-being including investment in health provision (C19) and alignment to C7 active travel aspirations
- + **‘Learning Town’**: combine elements of C4, C17, C18, C19 around inspirational careers, employability and skills including HE provision (alignment to Revitalised Town)

## Step 2 - Some repositioning, amalgamation and scaling

- + **‘Connected Town’**: gateway/corridor and active travel enhancements (C7 aligned to ‘Revitalised Town’ and key sites)
- + **‘Enterprising Town’**: capital grant programme to facilitate investment in sites/premises/equipment to support growth aspirations (C8, C12, C15, C17)
- + **‘Campus Town’**: refurbishment and redevelopment of Leconfield Industrial Estate to support ISH vision (C10, C11, C12)

## A Potential Shortlist?

Theme	Project	Market Failure to be addressed	Notional Town Deal Allocation?
Urban Regeneration, Land Use and Planning	Revitalised Town	Poor physical town centre environment, vacant commercial buildings in prominent location, viability gaps	£8m
Arts, Culture & Heritage	Healthy Town	Lack of quality recreation and leisure facilities and gaps in tourism infrastructure	£3m
Skills Infrastructure	Learning Town	Low aspiration, skill shortage and gaps, employability issues	£3m
Local Transport	Connected Town	Lack of active travel provision and poor connectivity within the town and to employment, education and health provision outside the town	£6m
Enterprise Infrastructure	Enterprising Town	Gaps in incubator and grow on space, viability gaps	£2m
Enterprise Infrastructure	Campus Town	Dilapidated site and viability gaps and latent demand in nuclear/engineering sector	£6m
			<b>£28m</b>

# Parts

Theme	Project	To be inspired by original concept ideas including
Urban Regeneration, Land Use and Planning	Revitalised Town	<ul style="list-style-type: none"> <li>C9 – Town Square redevelopment – including Community Hub and public realm</li> <li>C8 – Commercial Building Improvement Scheme</li> <li>C2 – Phoenix Youth Zone</li> <li>C4 – Cleator Moor Curiosity Centre</li> <li>C13 – The Bus Stop</li> <li>C16 – Cleator Mills</li> <li>C17 – Phoenix Media and Creative Hub</li> <li>C19 – UCLAN Accommodation Infrastructure</li> </ul>
Arts, Culture & Heritage	Healthy Town	<ul style="list-style-type: none"> <li>C3 – Sporting Infrastructure for Cleator Moor</li> <li>C19 – UCLAN Dental School</li> <li>C7 - Integrated Transport Town</li> </ul>
Skills Infrastructure	Learning Town	<ul style="list-style-type: none"> <li>C4 – Cleator Moor Curiosity Centre</li> <li>C17 – Phoenix Media and Creative Hub</li> <li>C18 – Skills 4 U Trade Hub</li> <li>C19 – UCLAN Accommodation Infrastructure</li> </ul>
Local Transport	Connected Town	<ul style="list-style-type: none"> <li>C7 - Integrated Transport Town</li> </ul>
Enterprise Infrastructure	Enterprising Town	<ul style="list-style-type: none"> <li>C8 - Commercial Building Improvement Scheme</li> <li>C12 – Time Centre</li> <li>C15 - Old Brewery</li> <li>C17 – Phoenix Media and Creative Hub</li> </ul>
Enterprise Infrastructure	Campus Town	<ul style="list-style-type: none"> <li>C10 – Leconfield Enterprise Campus Kickstart</li> <li>C11 - Spark Centre</li> <li>C12 – Time Centre</li> </ul>

## Next Steps

- The Board meeting on the 1 December will include a facilitated discussion to agree a shortlist of projects which should be developed further for inclusion in the Cleator Moor Town Investment Plan.
- In considering the shortlist, the Board should consider whether the projects could be amalgamated, whether they could be scaled (up or down) and whether they could be realistically funded through alternative means. The key outcome is to arrive at a coherent set of project proposals which will deliver economic growth, clean growth and support COVID recovery.
- Following agreement on shortlisted projects, a working group around each project led by the consultant team will be formed to develop the project detail to present a robust investment proposition within the Town Investment Plan. Further savings will be required to arrive at a £25m ask through developing detailed costings, exploring match funding opportunities and testing demand.

# +Appendix

# Scoring against Critical Success Factors

Project Number	Project Name	Applicant	CSF1: Combined Score	CSF1: Combined Score											Total Score	TIP Request
				CSF 2	CSF 3	CSF 4	CSF 5	CSF 6	CSF 7	CSF 8	CSF 9	CSF 10	CSF 11			
1	Retrofit	BEC	2.3	3.0	4.0	4.0	4.0	3.0	3.0	2.0	2.0	2.0	3.0	32.30	tbc	
2	Phoenix Youth Zone	Cleator Moor Youth and Community Centre	2.4	2.0	4.0	4.0	3.0	3.0	3.0	3.0	2.0	2.0	3.0	31.40	£ 4,000,000	
3	Sporting infrastructure	Strategic Leisure Limited	2.3	3.0	4.0	4.0	3.0	3.0	3.0	2.0	2.0	3.0	4.0	33.30	£ 5,000,000	
4	Cleator Moor Curiosity centre	REACT Foundation	2.3	2.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	4.0	3.0	31.30	£ 5,000,000	
5	Fell running, walking and cycling centre	Copeland Borough Council	2.5	2.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0	2.0	3.0	29.50	£ 3,600,000	
6	Ehenside site	To be confirmed	2.2	3.0	3.0	3.0	3.0	2.0	3.0	3.0	3.0	3.0	3.0	31.20	£ -	
7	Cleator Moor Integrated Town	Cumbria County Council	3.4	3.0	4.0	4.0	5.0	3.0	4.0	3.0	4.0	3.0	3.0	39.43	£ 6,000,000	
8	Commercial Building Improvement Scheme	Copeland Borough Council	3.3	4.0	3.0	3.0	3.0	4.0	3.0	4.0	4.0	4.0	3.0	38.29	£ 680,000	
9	Town centre community hub and public realm	Copeland Borough Council	3.3	4.0	4.0	4.0	3.0	3.0	3.0	2.0	3.0	3.0	4.0	36.29	£ 4,300,000	
10	Enterprise Campus Kickstart	Copeland Borough Council	3.4	4.0	3.0	3.0	3.0	5.0	5.0	5.0	3.0	4.0	3.0	41.43	£ 5,000,000	
11	SPARK Centre	BEC	3.7	3.0	3.0	3.0	3.0	5.0	3.0	4.0	2.0	2.0	3.0	34.71	tbc	
12	TIME centre	Forth Engineering Cumbria	3.4	2.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	3.0	33.43	£ 3,000,000	
13	The Bus Stop	BEC	3.3	3.0	3.0	3.0	3.0	4.0	3.0	3.0	2.0	4.0	3.0	34.29	£ 112,500	
14	Phoenix Court Phase 3 Refurbishment	Phoenix Enterprise Centre Graphskill Ltd and AS	3.1	3.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	34.14	£ 1,030,000	
15	Old Brewery	Design	3.1	3.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	2.0	3.0	33.14	£ 1,190,000	
16	Cleator Mills	Gen8ed Limited	3.1	3.0	3.0	3.0	3.0	4.0	3.0	4.0	3.0	2.0	3.0	34.14	tbc	
17	Phoenix Media and Creative Hub	Phoenix Enterprise Centre	3.7	2.0	3.0	4.0	3.0	4.0	3.0	3.0	3.0	3.0	3.0	34.71	£ 715,000	
18	Skills 4 U Trade Hub	Home to work	3.6	3.0	4.0	4.0	3.0	4.0	3.0	3.0	1.0	2.0	3.0	33.57	tbc	
19	UCLAN Accommodation Infrastructure	UCLAN	3.6	2.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	2.0	3.0	30.57	£ 5,000,000	
<b>Total</b>														<b>£</b>	<b>44,627,500</b>	

# Summary Scores

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Project Name	Total Score	TIP Request
Enterprise Campus Kickstart	41	5,000,000
Cleator Moor Integrated Town	39	6,000,000
Commercial Building Improvement Scheme	38	680,000
Town centre community hub and public realm	36	4,300,000
SPARK Centre	35	tbc
Phoenix Media and Creative Hub	35	715,000
The Bus Stop	34	112,500
Phoenix Court Phase 3 Refurbishment	34	1,030,000
Cleator Mills	34	tbc
Skills 4 U Trade Hub	34	tbc
TIME centre	33	3,000,000
Sporting infrastructure	33	5,000,000
Old Brewery	33	1,190,000
Retrofit	32	tbc
Phoenix Youth Zone	31	4,000,000
Cleator Moor Curiosity centre	31	5,000,000
Ehenside site	31	-
UCLAN Accommodation Infrastructure	31	5,000,000
Fell running, walking and cycling centre	30	3,600,000

# + Cleator Moor Town Investment Plan

For more information,  
please visit [www.hatch.com](http://www.hatch.com)

## **Item 6 – Cleator Moor Town Deal Board Updated Workplan**

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### **Why is this report coming to Cleator Moor Town Deal Board?**

This report has come to the Board to note the timescales for tasks to be completed to enable the submission of a Town Investment Plan to Government by 29<sup>th</sup> January 2021.

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### **Recommendation:**

That Cleator Moor Town Deal Board:

- a) Note the timescales within the updated workplan.

Week beginning	16/11	23/11	30/11	07/12	14/12	21/12	28/12	04/01	11/01	18/01	25/01
Week No.	13	14	15	16	17	18	19	20	21	22	23
Draft Socio-Economic Narrative											
Exec meeting											
One-to-one engagement - Issues & Opportunities / Assets & Strengths											
Input into community consultation plan											
Mapping of strategies, partnerships, programmes & investments											
Testing the draft strategic framework against the evidence											
Refining and finalising the strategic framework											
Draft Prioritisation Framework											
Draft Project Long List - Sift 1											
Town Deal Board Meeting / Exec meeting											
Concept Development & Receipt of Project Concepts											
Stakeholder and Social Media Engagement											
Feedback and Due Dilligence of Project Concepts											
Appraisal of Concept Forms - Sift 2											
Draft Prioritisation Report											
Town Investment Plan Framework Development											
Town Deal Board Meeting											
Exec meeting											
Project stakeholder engagement											
Development of Short Listed Projects to meet TIP Section 2 requirements											
Community and social media engagement											
Developing Draft Town Investment Plan											
Town Deal Board Meeting											
Stakeholder Engagement Findings Report & Preparation of Draft Future Communications Engagement Report											
Exec meetings											
Finalisation of Town Investment Plan submission											
Town Deal Board Meeting / Exec meeting											
Town Investment Plan - Submission											

Key	
Work in progress	
Town Deal Board	
CBC Executive	
Output	
Plan Development	
Scheme Development	
Communications and Engagement	

## **Item 7 – Cleator Moor Town Deal Board Stakeholder Insight Report – phase 1**

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### **Why is this report coming to Cleator Moor Town Deal Board?**

This report has come to the Board to acknowledge the outputs of stakeholder engagement undertaken by Hatch Associates Ltd which involved strategic and delivery partners and key businesses, complemented by the community engagement led by ACTion for Communities in Cumbria (ACT).

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### **Recommendation:**

That Cleator Moor Town Deal Board:

- a) Note the completion of Stakeholder Engagement Phase 1 activity.



# HATCH



## Cleator Moor Town Deal - Stakeholder Insight Report - Phase 1

A Draft Report by Hatch  
19 November 2020

# Cleator Moor Town Deal Board

## Cleator Moor Town Deal - Stakeholder Insight Report - Phase 1

19 November 2020

[www.hatch.co.uk](http://www.hatch.co.uk)

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**Appendix A - Cleator Moor Town Deal Board**

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**Appendix B - Cleator Moor Town Investment Plans - Aide Memoire**

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**Appendix C - Cleator Moor Consultation**

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# 1. Introduction

- 1.1 This report collates all stakeholder engagement to date by Hatch to support the development of the Town Investment Plan for Cleator Moor and Cleator (hereafter referred to as 'Cleator Moor'). Hatch focused their stakeholder engagement on strategic and delivery partners, including key businesses and intermediaries. The target list of consultees was provided by the Town Deal Board. The report also analyses existing online sentiment about Cleator Moor.
- 1.2 This report is complemented by the ACTION with Communities in Cumbria (ACT) community engagement findings.

## Cleator Moor Town Deal Board

- 1.3 The Cleator Moor Town Deal Board will be responsible for developing the vision, strategy and Town Investment Plan for Cleator Moor (see Figure 1.1 for the Town Deal Boundary Area), in consultation and collaboration with the communities of Cleator Moor.

Figure 1.1 Town Deal Boundary



- 1.4 The Town Investment Plan will respond to the challenges and opportunities relevant to Cleator Moor in order to create and enhance a sustainable future for Cleator Moor, its communities, businesses and people.

- 1.5 It will operate as an advisory body to Copeland Borough Council, the Lead Council for the Cleator Moor Town Deal, helping to develop a clear programme of interventions which align with the objectives of the Towns Fund. Full membership of the Cleator Moor Town Deal Board and Roles / Responsibilities can be seen in Appendix A.

## Stakeholder Engagement Plan

- 1.6 The aim of the stakeholder engagement plan is to outline the approach to stakeholder engagement to inform the development of the Town Investment Plan for Cleator Moor.
- 1.7 The strategy for the Stakeholder Engagement Plan is to:
- **Inform:** What are people being told about the project and how are they being told
  - **Involve:** How are we reacting to community inputs
  - **Engage:** How are we taking these inputs to feed into the work to ensure co-production of the Town Investment Plan
- 1.8 The Town Board will own messages issued and agree all processes used.
- 1.9 The objectives of the stakeholder engagement plan are as follows;
- Inform the community of a successful TIP application
  - For people in the town and surrounds to know there is a Town Investment Plan process happening
  - For those with an interest to feel they can inform the process
  - For stakeholders, both locally and further afield to be able to inform and add value to the TIP
  - For Board Members to engage in a worthwhile and productive process of informing, involving and engaging their community and stakeholders.
- 1.10 Methods for Stakeholder Engagement methods include;
- Using popular local communication channels i.e. Whitehaven Academy/ local primary school Newsletters
  - Articles added to local publications
  - Posts added to Town Council social media channels
  - TIP Facebook created by Copeland – to be used for twice weekly messaging, with other social media driving visits
  - My Town portal for comments.
- 1.11 The board has identified a number of hard to reach groups based on the population profile of the area. Specific Sport and community groups will be targeted to reach these stakeholders. Another method is to enlist support of local shopkeepers and use word of mouth to spread updates.
- 1.12 Overall communication will adhere to National Guidance including early engagement, be open about plans throughout engagement and monitor / evaluate update engagement approach. A list of questions that will be asked at each stage have been added below.

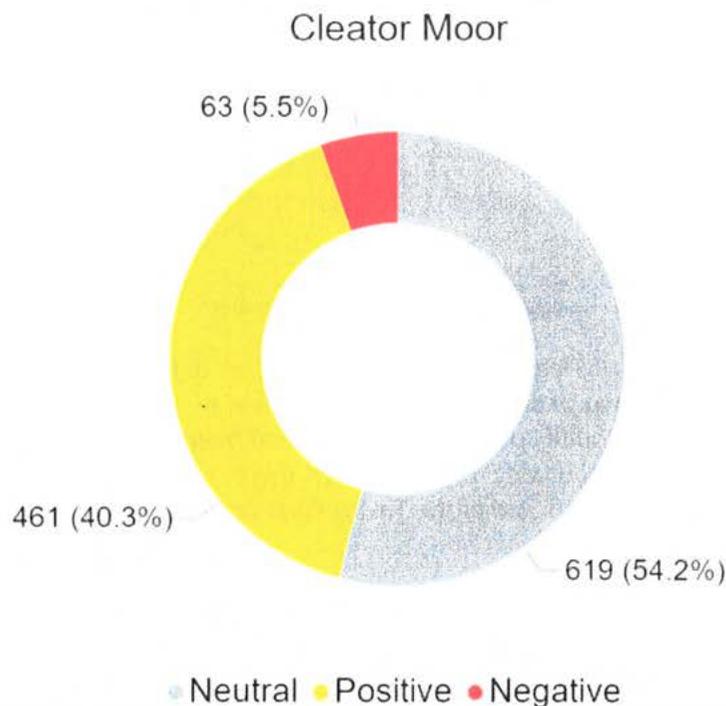
Table 1.1 Consultation stages	
Stage	Questions to be answered
Early data gathering	Identifying issues and opportunities, likes and dislikes about the area.
Draft vision, strategy and emerging project proposals	Testing the draft vision and objectives – do they have broad agreement and support? Sharing information on the potential long list of projects to identify broad areas of support / feedback.
Draft Town Investment Plan	Project level stakeholder engagement – working up project details with relevant stakeholders/delivery partners and carrying out bespoke project-specific consultation.
Post submission of Town Investment Plan	Communicating updates regarding submission, next steps and the outcome of the assessment of the Town Investment Plan.
Once Heads of Terms are agreed	Engagement in developing detailed projects and business cases. Engagement in project delivery.

- 1.13 ACT are working with the Town Investment Plan Board to implement the stakeholder engagement plan.

## 2. Community Sentiment Analysis

- 2.1 This section of the report explores current sentiment in Cleator Moor drawing on digital engagement findings including online activity which references the town through the Meltwater AI tool, in addition to analysis of comments posted on the #MyTowns page. This digital engagement provided early insight into positive and negative views of the town to inform the early stages of Town Investment Plan development.
- 2.2 Hatch performed a web-trawling analysis of online activity (in social media and blogs) related to a set of keywords relating to Cleator Moor and some of its major assets. The web-trawl found 400 hits referring to key assets in Cleator Moor or Cleator between September 2019 and September 2020.
- 2.3 Online discussion of the town of Cleator Moor itself is mostly neutral or positive, with a smaller minority being negative in sentiment.
- 2.4 Positive posts include related to Cleator Moor frequently reference sport (especially Cleator Moor Celtic FC) and celebration of sporting achievements. Of negative posts, of which there was a much smaller number, politics is a frequent topic.

Figure 2.1 Sentiment of Cleator Moor



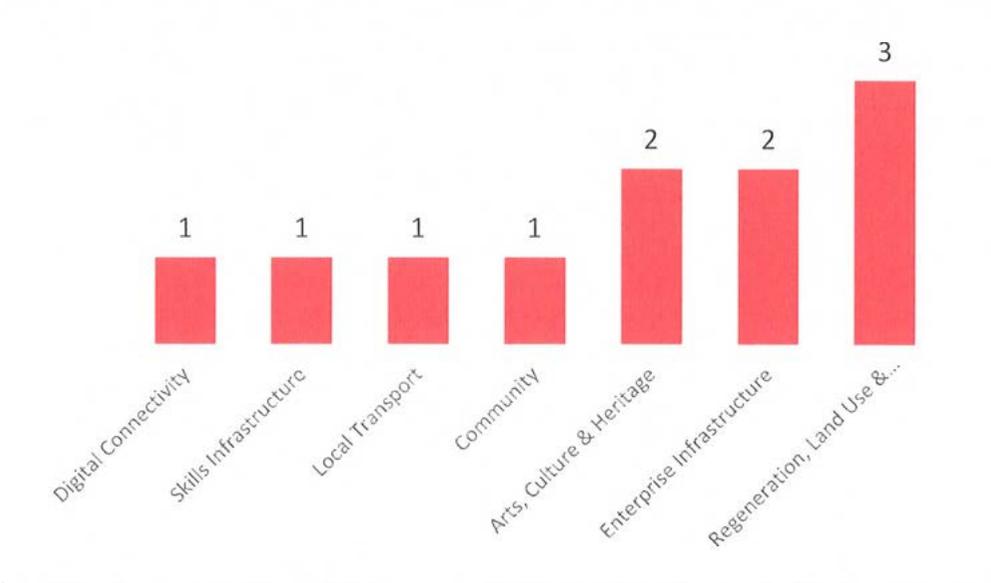
Source: Meltwater AI, 2020

### #MyTown Sentiment Analysis

- 2.5 The #MyTown portal for Cleator Moor, on the Gov.uk website contains 16 posts primarily from Cleator Moor residents which discuss issues in Cleator Moor and how the Towns Fund could be used.



Figure 2.3 Themes of Cleator Moor #MyTown posts



Source: <https://mytown.communities.gov.uk/town/cleator-moor/> as analysed by Hatch

- 2.9 Whilst it should be noted that many posts covered a number of themes, predominant among these themes was Regeneration, Land Use & Planning, with a plurality of posts focussed on this theme. It was suggested by several posts that the visual appearance of Cleator Moor ought to be improved, both for the benefit of residents and visitors to the town, who may be deterred by general untidiness and a 'tired' look.
- 2.10 Suggestions for sports facilities were included under the theme of Arts, Culture & Heritage as per the Towns Fund guidance. Such suggestions appear frequently, with people calling for all-weather sports facilities (e.g. 4G astro turf pitch). Whilst the explicit focus of just two posts was for this theme, one of those posts received 9 comments – largely endorsing the suggestion for an all weather sports pitch – which was the largest discussion in a single thread on the Cleator Moor #MyTown portal.
- 2.11 Three posts discussed the need to address the high number of shop vacancies and general declining retail offer – which one resident said compelled Cleator Moor residents to travel to Carlisle in order to buy decent clothes.
- 2.12 Local Transport, Community, Skills Infrastructure and Digital Connectivity each had one submission to the Cleator Moor #MyTown portal. The Local Transport submission discussed the potential benefits of electric vehicle charging stations, of which the town is lacking. The Community post discussed the need for more CCTV to reduce crime in the town centre. The post focussing on Skills Infrastructure highlighted the positive impact of Works4You on Cleator Moor, and suggested the Towns Fund could be used to help them expand their work in employing and training local residents. The Digital Connectivity suggestion included an adult internet education centre, and general help with rollout of high-speed broadband in Cleator Moor.

## Further community engagement

- 2.13 ACT have been engaging with Cleator Moor residents and stakeholders directly to gauge their views on the challenges and opportunities facing Cleator Moor and how any investment from the Towns Fund should be put to use.
- 2.14 Due to the pandemic, consultation with Cleator Moor residents has largely been digital. For instance, there has been the promotion of the online #MyTown portal through partner social media channels.
- 2.15 In September and October 2020, each Cleator Moor Town Board member asked 12 associates a specific question about economic regeneration for the town. 29 responses were received from a cross section of the community through this exercise. The key ideas to result from this engagement were:
- **A skills and employability programme for under or unemployed residents** – this should be locally based, within the community, in order to leverage the greatest possible benefit for Cleator Moor residents. This idea is supported by St Mary's and St Joseph's Parish Pastoral Council as well as 13 individual board members.
  - **Physical renewal of the Town Square** – capital investment to improve the appearance of Cleator Moor, with a view to making the centre a more attractive location to start a business and restoring pride in the town. This idea is supported by the Crosslacon Team.
- 2.16 In addition to the Town Board Member consultation, a Business Forum zoom event was held with four member representatives of the Chamber of Trade on 28<sup>th</sup> September 2020. The discussion focused on the architectural heritage of Cleator Moor as one of the outstanding features of the town, particularly the Town Square and its historic Carnegie Library, the Stirling Fountain, as well as the original sandstone Town Hall. These assets must be cared for. Participants also touted the possibility of a new community recreational space, a business park/incubator space, support for businesses at the Old Brewery and collaboration with Sustrans over an enhanced cycleway in and around Cleator Moor.
- 2.17 Views have also been sought from the community via Facebook, with a post entitled '*What is the one thing you would change about Cleator Moor to increase trade and job opportunities – and promote economic regeneration?*' 107 comments were received. Common themes that emerged were:
- **Heritage and culture:** many comments reflected on the superb heritage of Cleator Moor, ranging from its industrial past, Victorian architecture as seen on Wellington Street, and association with LS Lowry – who regularly visited Cleator Moor, painting scenes such as the Westminster Bank and Market Square. This heritage and culture could be leveraged with murals or a museum centre in the town
- "Culture and Heritage Visitors Centre, depicting the Moor area from day one to nowadays – industry, mining, famous people past and present, arts and culture, sport and recreation"*
- **Town Centre appearance and shop frontage:** with many pointing out the 'unloved' look of many shops in Cleator Moor, a co-ordinated colour painting scheme, like those seen in other towns, was advocated by a number of commentators. Another popular suggestion to improve the appearance of the Town Centre is to remove the railings at Market Square and to tackle littering with more bins especially around Market Square, High Street and Ennerdale Road

*"I like [the] suggestion for having a colour scheme for buildings surrounding the square, [it] would enhance the look of the place. If you go to Grasmere, a lot of the building and cafes etc are painted in national trust colours, they look so smart"*

- **Leisure/activity facilities:** it was also pointed out that Cleator Moor lacks modern leisure facilities, especially those suitable for children. One commentor mentioned how, since the Working Men's club of Cleator Moor was never replaced, the town lacks a venue for parties/celebrations

*"The town needs an attraction to bring people in from the Lakes, there's around 50 million visitors to the Lakes and to attract a small percentage would be beneficial to many businesses in the town"*

- **Anti-social behaviour and policing:** linked to the issue of litter noted above, anti-social behaviour was a concern echoed by a number of commentarors. There was a desire voiced for greater police presence in the town, and even the suggestion of a nightly curfew

*"Working cctv cameras linked to the police station. Might help to curb some of the anti-social behaviour we are currently seeing which in turn might lead to cleaner streets and a nicer place to live in again"*

- Other ideas included improving bus connections in Cleator Moor and with neighbouring towns.

2.18 Specific outreach was made to young people, whose views were sought about for their future based on the Towns Fund initiative offer. With a dozen comments citing sports and leisure facilities, such as sports pitches, outdoor gym equipment and a climbing or soft play area, it is clear that there is a large desire amongst young people in Cleator Moor for physical activity. Other popular suggestions included a youth centre with a programme of events of interest to young people, and regeneration improvements to the town centre such as shelter from the rain, CCTV, bins and improved lighting.

2.19 As part of Towns Strategic Framework and Vision consultation, a community newsletter 'Cleator Moor Matters' was designed. 500 copies were distributed around the town and also posted on Social Media through partner channels. On the newsletter, a Survey Monkey Link was created that asked the community if they supported or don't support the Vision and Strategic framework. 152 responses were received, with 142 agreeing with the Strategic Framework and Vision/Direction (93%) with just ten (7%) expressing disagreement.

2.20 Some respondents elaborated on the Towns Deal initiative when given the opportunity at the end of the survey, suggesting support for skills provision, physical regeneration, and enterprise support:

*"I would like to see development using some of the existing initiatives we have in place. E.g. using Works4You/Skills/Home2Work, grounds maintenance, painting buildings, updating the Square"*

*"I would like to see how the dots join up, how the training and job opportunities have purpose in that they tie in directly with the vision(s) and the plan in place for ongoing long term development and innovation"*

Figure 2.4 Towns Fund Newsletter at Phoenix Centre, Cleator Moor



Source: ACT

- 2.21 In order to maximise contact with those residents not active on social media, alongside the Cleator Moor Matters newsletter, the group created a noticeboard display which advertised and explained the Cleator Moor Towns Fund. Copies of the newsletter, and a comments book where also made available at the noticeboard, based in the Phoenix Centre.
- 2.22 Following these efforts at engagement, clear themes and popular ideas have emerged regarding how the Town Fund ought to be used in Cleator Moor. The top priority is the physical regeneration of the town, characterised by high vacancy rates and degraded shop frontages and facades. Cleator Moor’s cultural and industrial heritage is also of great value both to residents and the wider community, it is clear any investment in these areas would be hugely welcomed, and support for cultural activity can also serve to increase visitors to the town and retain residents seeking recreation elsewhere – all boosting the local economy. Lastly, providing residents of Cleator Moor with proper access to skills training is seen as a priority for several stakeholders, both as an intrinsic end and to make Cleator Moor more attractive to business investment.

### 3. Phase 1 – Strategic Insight

- 3.1 Hatch has held over 20 one-to-one consultations with a range of stakeholders including; Community Groups, Education Groups, Councillors and Local Businesses in the last month. A full list of consultees can be seen in Appendix C.
- 3.2 The consultations were carried out over Microsoft Teams video conferencing due to the COVID 19 situation. All calls followed a standardised Aide Memoire that can be seen in Appendix B. The aide memoire was used as a guide and where necessary adapted to tailor to the consultee's local community and business knowledge.
- 3.3 The purpose of the consultations was to gain insight and understanding into what stakeholders perceive as Cleator Moor's biggest opportunities, threats and distinctive characteristics. The consultations also gave an opportunity to hear how COVID 19 was directly affecting all areas of the community and the community appetite for incorporating a 'Green' approach within the crisis response.
- 3.4 These topics are explored below with consideration given to the broad Town Deal themes of Urban Regeneration and Land Use Planning (which includes art, culture and heritage), Skills and Enterprise, and Connectivity (digital and transport).

#### Distinctive Cleator Moor

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- 3.5 Distinctive features of Cleator Moor were identified by stakeholders, including:

- The town is situated in areas of outstanding natural beauty close to the fells, lakes, national parks and the coast.
- An old iron ore mining town with a strong sense of heritage.
- People in the town are one of its main strengths: there is a high degree of pride and commitment
- Community is very strong and close-knit in the town. The COVID response in Cleator Moor has been remarkable, with 600 volunteers supporting the work of the COVID Volunteer Network.
- There is a strong sense of belief in the town that it will do very well. This is sometimes hampered by the reality for a lot of people who find themselves faced with barriers to the labour market. If this persist or increases as a result of Covid-19 there is a risk that faith and aspirations are clouded.
- The main gather place is the town square which is full of attractive heritage buildings. Many buildings are run down and in need of development.
- There are a number of sports clubs in the area, that add to the sense of community spirit.
- Dependency on one major employer is a distinct aspect of the town's economy, this brings with it advantages and disadvantages but on a social level it often reinforces social cohesion within the town.
- Affordability and cost of living should be a major draw

## Challenges for Cleator Moor

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- 3.6 Table 3.1 groups the summary points made by consultees in respect of identified challenges facing Cleator Moor structured around the Town Deal thematic areas.
- 3.7 In addition, some general points which don't readily fit into the Town Deal thematic areas were made including:

- Employment in the area is relatively high, however the town does not capture this spending power, with the majority of residents traveling to Whitehaven for retail or leisure purposes.
- There is a geographical divide between deprived and more affluent areas which can create polarised communities.
- Cleator Moor has an ageing population which is especially evident within the local workforce.
- Loan sharks are common in Cleator Moor which can led to uncontrollable debt cycles among some community members.
- There are a large number of buy-to-let landlords in Cleator Moor who are based in other major towns. They purchase cheap properties at rent at cheap rates, but accommodation is poorly managed and not fit for purpose.
- Residents of Cleator Moor feel that the town is often overlooked and development opportunities are instead given to Whitehaven.
- There is poor energy efficiency in many of the buildings and homes in the town which often causes challenges when trying to consider sustainable and environmentally conscious growth.
- There is a lack of visitor accommodation with only one hotel after another hotel (The Grove) closed. A particular gap is self-catering accommodation.

Table 3.1 Thematic Challenges for Cleator Moor

Theme	Description
Urban Regeneration and Land Use	<ul style="list-style-type: none"> <li>• Cleator Moor experiences low footfall throughout the town centre. Retail outlets are in decline, most residents shop outside of the town in areas such as Whitehaven. The recent West Cumbria Retail Study concluded that Cleator Moor had a very low footfall compared to other areas in the district.</li> <li>• The SHMA highlights gaps in the housing offer include an identified need for larger detached homes, homes for single people and older person housing.</li> <li>• There are challenges in bringing sites forward for development as the mining legacy creates viability issues.</li> <li>• Public Realm in Cleator Moor is poor with many streets in disrepair i.e. Ennerdale Road. There are vacant derelict sites throughout Cleator Moor e.g. Montreal School.</li> <li>• The major food outlets Co-op and Nisa are a long way from the town centre, residents often travel by car and the town centre does not benefit from associated passing trade.</li> <li>• Previous attempts to develop regeneration projects have not had the desired effect. This has undermined trust in the community.</li> <li>• Vacant properties are an issue with landlords not bringing them back into use leaving them to deteriorate.</li> <li>• There is a poor nighttime economy offer. The area does not feel safe at night as street lighting is poor.</li> <li>• Previous attempts at weekly markets in recent years have not proved to be sustainable.</li> </ul>
Skills and Enterprise	<ul style="list-style-type: none"> <li>• Although there are a lot of entrepreneurs in Cleator Moor, there are not many low rent commercial spaces for them to operate from. Since the start of the COVID-19 Pandemic the Phoenix Enterprise Centre has received applications from six tenants waiting for space. There is a lack of grow on space for expanding businesses. One tenant recently left Cleator Moor due to the lack of grow on space with an unmet requirement for 7,000 sq ft.</li> <li>• Most residents work for large employers out of town i.e. Sellafield. The dependency on the nuclear sector is a challenge and the business base needs to diversify.</li> <li>• There are issues of aspirations in some of the town's population. This often starts in schools; many individuals do not see high skilled work as something that is "for them". As a result there are issues with generational unemployment .</li> <li>• There are gaps in local further education and training provision which is a clear barrier to skills development. The area has a low skills profile, with few holding qualifications above a level 4.</li> <li>• There is unmet demand for business support advice. It is difficult for new businesses to access local business support within the town. Local providers include the Chamber and Inspira.</li> <li>• The Leconfield Industrial Estate is now owned by an offshore pension fund. The change of landlord can make it difficult for tenants to communicate with them about their needs.</li> </ul>

Connectivity	<p data-bbox="521 199 645 231">Transport</p> <ul data-bbox="521 271 2098 406" style="list-style-type: none"><li data-bbox="521 271 2098 335">• There are no reliable public transport connections to surrounding towns or cities nearby. COVID 19 has further reduced public transport services. Those without a car in Cleator Moor are isolated.</li><li data-bbox="521 343 2098 406">• The rural roads surrounding Cleator Moor are full of potholes, partly as they share the surface with lorries travelling to quarries nearby.</li></ul> <p data-bbox="521 478 616 510">Digital</p> <ul data-bbox="521 550 2098 686" style="list-style-type: none"><li data-bbox="521 550 2098 614">• Digital connectivity is poor in areas for example some households cannot access an adequate WIFI connection and 4G coverage is patchy.</li><li data-bbox="521 622 2098 686">• Digital poverty is a huge issue in Cleator Moor as many do not have access to Laptops or WiFi. The outbreak of COVID 19 meant nearly all services moved online. Members of the community without adequate resources or digital skills will be left behind.</li></ul>
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## COVID Impact

3.8 All stakeholders were asked how the national and local lockdowns have impacted Cleator Moor. The summary below outlines the main issues outlined by stakeholders.

- There have been large levels of redundancies, job losses and company closures throughout the town.
- The true Mental Health impacts are only just being felt in the town for example job seekers have increased anxiety trying to find a role in such a difficult period of unemployment.
- Any adult training courses or apprenticeships in the area had to temporarily close for approximately six months. Providers faced difficulty setting up remote working procedures as digital poverty is a large issue in the area.
- Copeland Borough Council started the Employment Fund, partners can purchase equipment or enrol onto an extracurricular course.
- The Citizens Advice Bureau has experienced service demand from new customers who have never needed to claim benefits. Debt queries temporarily reduced as lenders allow for payment holidays. Housing queries reduced due to tenant eviction bans. Demand for all services is likely to rise as the main furlough period ends and eviction bans are lifted.

## Opportunities for Cleator Moor

3.9 Table 3.2 groups the summary points made by consultees in respect of identified opportunities for Cleator Moor with the Town Deal thematic focus. Some broad reflections on opportunities which don't readily fit into the thematic areas include:

- There is an opportunity to open a dentist in Cleator Moor as there is a gap and identified need in this area
- Where applicable regeneration and transport connection schemes should link with the proposed conservation area.
- The size of the town is a distinct feature and provides great opportunity to scale activity at the appropriate level.
- COVID recovery is also crucial and presents an opportunity for transformational change. Cleator Moor needs to respond to new trends and drivers such as the rise in home working to tap into opportunities for growth.

Table 3.2 Thematic Opportunities for Cleator Moor

Theme	Description
Urban Regeneration and Land Use	<ul style="list-style-type: none"> <li>• There is an opportunity to improve the night time economy of the area especially around the town square. Improvements will help to increase footfall and visitor spend in the area.</li> <li>• Improvements to the look of the town e.g. improved lighting, paintwork or cladding, could make the town more attractive for visitors. This could help to make the most of strong architecture around the Town Square.</li> <li>• Deliver promenade lighting, street art, and develop the square especially around the fountain. If suitable vacant sites could be turned into pocket parks.</li> <li>• There is an opportunity to develop student accommodation in Cleator Moor linked to the National Centre for Remote and Rural Medicine. The University of Central Lancashire campus and accommodation in Burnley is a good example illustrating how university investment can help to boost a town.</li> <li>• Conservation area designation may help to unlock additional heritage funding. Development should complement the areas around heritage assets.</li> <li>• Key buildings within / near to the town square are currently unoccupied and could be brought back into use as community or leisure assets.</li> <li>• There is an opportunity to better incentivise landlords to attract tenants.</li> <li>• There is an opportunity to develop an extra care scheme at the old school site (Ehenside).</li> <li>• Create market events around specific times of year i.e. Christmas Market, Easter Market, Summer Food etc.</li> </ul>
Skills and Enterprise	<ul style="list-style-type: none"> <li>• The engineering cluster based at Leconfield Industrial Estate was once known regionally but has been in decline in recent years. Many of the businesses that were once based at the Leconfield Industrial Estate supported Sellafield and its associated supply chain. With investment the Leconfield Engineering cluster could return to former levels of success. Sellafield are already researching possible investment ideas for the site. The Engineering Cluster could focus around Green Technologies making use of the many renewable energy firms, autonomous technology firms in the area. Leconfield’s potential is identified in its proposed designation as a strategic employment site.</li> <li>• There is evidence within recent Government Energy White Papers to suggest major energy supply firms want to relocate to Cumbria.</li> <li>• The UCLAN ‘National Centre for Remote and Rural Medicine (NCRM)’ has proved successful with 150 students due to be on campus next year. Students have been impressed with the sense of community spirit and warm welcome felt in the town. There is an opportunity to develop placements at surgeries within Cleator Moor especially for dental therapy. There is also scope to develop teaching space in Cleator Moor as overspill for the main Whitehaven campus.</li> </ul>

	<ul style="list-style-type: none"> <li>• The NCRM is looking to develop a part time medical degree for Military Veterans on the campus in Whitehaven. The degree will include a community outreach programme in local towns such as Cleator Moor.</li> <li>• Sellafield are looking to develop a Project Management Academy with the University of Cumbria focusing on educational change and leadership. Students and those in training within Cleator Moor could link up with the centre e.g. a certain number of courses places reserved for local people.</li> <li>• There is an opportunity for small businesses attracted to the town to benefit from the supportive and loyal local community. The focus should be on attracting independent businesses in, with locally made products.</li> <li>• Landlords of vacant units in the town could give incentives for small businesses to take out a lease and bring the premise back into use.</li> </ul>
Connectivity	<p>Transport</p> <ul style="list-style-type: none"> <li>• The coast to coast cycling network cuts through the Leconfield Industrial Estate and the town centre following the old quarry railway line. This is a strong infrastructure asset that needs some improvements and maintenance and better connection to the town to maximise benefits.</li> <li>• Improved wayfinding on the Coast to Coast cycle path will help to signal visitors to Cleator Moor, in turn increasing spend and footfall.</li> <li>• Improve and integrate the walking and cycling infrastructure to ensure the road can be shared with cars safely.</li> <li>• Improve connectivity to major employers such as Sellafield and community assets such as the hospital. Upgrade rail station hub and gateway including the development of new platforms and lifts.</li> </ul> <p>Digital</p> <ul style="list-style-type: none"> <li>• A successful engineering cluster at Leconfield will need gigabite fibre as opposed to the 25 mb fibre BT offers nationally. B45F Farm in Lancashire used a community initiative to bring in gigabite fibre.</li> <li>• Forward thinking digital connectivity capabilities could help attract businesses into the town.</li> <li>• Digital upskilling is needed for young people, in deprived areas and the ageing workforce. REACT Foundation and Skills for You already have training programmes but further capacity could be added.</li> </ul>

## Clean Growth Opportunities in Cleator Moor

- 3.10 The MHCLG Guidance outlines the need for Clean Growth to be a key consideration in the Town Investment Plan. This approach aligns well with local and sub-regional policy which set out strategic targets in support of the national net zero target by 2050.

All consultees were asked how Cleator Moor has already incorporate Green Growth into development and how it can build on these measures in the future. The stakeholders identified the following general opportunities for the incorporation of Clean Growth in Cleator Moor:

- REACT Engineering have already set up a successful autonomous technology business to serve offshore renewable sector. Many companies supporting the nuclear supply chain are based at Leconfield Industrial Estate. The estate can be developed as a Green Technologies hub to support Sellafield and its associated supply chain.
- Copeland Borough Council are developing an electrical vehicle fleet. Electric charging points could be added to the town square.
- A hub of electric bikes could be added to Leconfield Industrial Estate or the Town Square.

## Aspirations for the Town Investment Plan

- 3.11 Consulted stakeholders explored their priorities for action in the Town Investment Plan and there was consistent messaging about aspirations for the Town Investment Plan including:

- Upskill and raise aspirations for the young people of Cleator Moor
- Develop the Town Square as the true meeting place of the town by bringing vacant properties back into use to improve the retail and night time economy offer.
- Develop Leconfield Industrial Estate as an engineering hub supporting the Nuclear / Renewable energy sector.
- Build on the community outreach programmes already running successfully in the town. Link outreach programme to successful companies in Leconfield Industrial Estate.
- Enhance Cleator Moor's role as a key service centre attracting residents and visitors to the town, building on the surrounding areas of natural beauty and historical assets in the town.
- The plan should be future facing and benefit the local people e.g. by helping to provide jobs which local people are likely to deliver or introducing measures which increase spend in the town centre.

## 4. Next Steps

- 4.1 The results of the Phase 1 Stakeholder Engagement has been used to inform the draft Strategic Framework for Cleator Moor. The results have also informed the development of a set of critical success factors that will be used to assess the project long list.
- 4.2 ACT are leading wider stakeholder engagement which will be incorporated into subsequent updates of the Stakeholder Insight Report. This insight will be used to shape the development of the proposed interventions and the Town Investment Plan.
- 4.3 The #MyTowns portal will continue to remain open over the next few months and Hatch will continue to draw down analysis if appropriate at future board meetings.

# Appendix A - Cleator Moor Town Deal Board

## Role of the Town Deal Board

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### PURPOSE

The Cleator Moor Town Deal Board will be responsible for developing the vision, strategy and Town Investment Plan for Cleator Moor and Cleator, in consultation and collaboration with the communities of Cleator Moor and Cleator.

The Town Investment Plan will respond to the challenges and opportunities relevant to Cleator Moor and Cleator in order to create and enhance a sustainable future for Cleator Moor and Cleator, its communities, businesses and people.

It will operate as an advisory body to Copeland Borough Council, the Lead Council for the Cleator Moor Town Deal, helping to develop a clear programme of interventions which align with the objectives of the Towns Fund.

### ROLES AND RESPONSIBILITIES

The Board will:

- 1) Complete an evidence review for Cleator Moor to ensure that the Town Investment Plan is fully evidential.
- 2) Complete a visioning exercise, building on existing plans, to ensure that a vision is developed, which is both ambitious and grounded in Cleator Moor, so that it is authentic and of place.
- 3) Develop the Cleator Moor Town Investment Plan, which outlines the actions that will be necessary to deliver transformatory change by increasing a range of identified issues relevant to the sustainability of the town and including economic growth, regenerating neighborhoods, improving transport and digital (broadband and mobile) connectivity, health and wellbeing, developing skills and talent and strengthening the cultural offer.
- 4) Ensure that the Town Investment Plan aligns with District and County plans for the area, Cumbria's Local Industrial Strategy, Cumbria Infrastructure Plan and Town Council and other local partnership and partners relevant to Cleator Moor and support the Government's commitment to net zero greenhouse gas emissions by 2050.
- 5) Develop a programme of interventions to effectively deliver the Town Investment Plan, which are specific, measurable and fully costed.
- 6) Identify as relevant and support the commissioning of underpinning plans and interventions as the Town Investment Plan is implemented.
- 7) Develop responses to new and emerging government policy in relation to towns and the associated themes of the towns sustainability and wellbeing.

- 8) Identify emerging best practice from other Town Deals and town investment planning and ensure that this informs the future activities of the Board.
- 9) Develop a community engagement strategy that implements the priorities of the MyTown campaign alongside other local engagement methods available to the Town Deal Board.
- 10) Ensure complimentary with other Copeland and Cumbria Towns Deal and Future High Street Fund areas.

## **Investment**

- 1) Identify planned public sector investments in Cleator Moor and ensure alignment opportunities are identified and implemented.
- 2) Identify planned private sector investments in Cleator Moor and ensure alignment opportunities are identified and implemented.
- 3) Support the lead council to ensure that the investment aspects of the Town Investment Plan are effectively delivered and that contingency arrangements are in place should any wider public or private sector investment not materialise.
- 4) Identify appropriate investment sources and develop proposals to access these.

## **Delivery and Co-ordination**

- 1) Support Copeland Borough Council to develop investment guidance and appraisal mechanisms, which are compliant with the highest standards of public accountability.
- 2) Support Copeland Borough Council to develop effective appraisal and programme management arrangements.
- 3) Support the development of a project pipeline that effectively delivers the Cleator Moor Town Investment Plan.

## **Advocacy**

- 1) Act as ambassadors in championing Cleator Moor as an excellent location to live, work and invest.
- 2) Ensure that the Cleator Moor community's voice is involved in responses to national, regional and local consultations, Select Committees, All Party Parliamentary Groups etc. on issues that are relevant to the Towns Deal initiative and the opportunities and challenges relevant to Cleator Moor.

## **Community Engagement**

- 1) Implement the community engagement strategy ensuring that all communities can become involved in the Towns Deal.

## Risk

- 1) Develop and oversee a risk register that identifies key relevant delivery risks and the necessary actions to mitigate these.

## Standards and Compliance

- 1) Ensure that the Board and all its members comply with Copeland Borough Council's policies on whistleblowing, conflict of interest, complaints and other policies pertinent to the development and operation of the Town Deal and Board. Board members and co-optees will be expected to complete and sign a declaration of interest form before attending the Board Meetings after the first inaugural meeting.
- 2) Upholding the Seven Principles of Public Life (the Nolan Principles).

## MEMBERSHIP

### Appointment

Members of the Cleator Moor Town Deal Board will be appointed for a 1-year period in the first instance with a review following the submission of the investment plan in advance of a second year. The initial invitation to join the Board will be by Copeland Borough Council. MPs and representatives from private sector businesses will be invited in a personal capacity; whereas invitees from other bodies will attend in a representational capacity. The Board is looking to ensure a strong mix of skills, knowledge and experience.

### Membership

The membership of the Board is as follows:

- Private Sector Chair
- Member of Parliament for Copeland
- One Officer from the Cumbria Local Enterprise Partnership (CLEP)

### Public Sector Representation x 5

- One local Councillor representing Copeland Borough Council, Lead Council
- One member of Copeland Local Area Committee representing Cumbria County Council
- One Town Councillor representing Cleator Moor Town Council
- One public sector representation for education and skills (Representative of anchor institutions)
- One member of Cleator Moor based Copeland Integrated Care Community, public sector representation for health (Representative of anchor institutions)

## Private Sector Representation x 5

- One Large Business resident in Cleator Moor representative
- One Medium Business resident in Cleator Moor representative
- One Small Business representative nominated through the Cleator Moor Chamber of Trade
- One Social Housing representative from Home Group
- One Investment Organisation representative

## Community Representative x 5

- One representative from Regeneration North East Copeland, the Community Regeneration Partnership embracing the Cleator Moor area (unanimously agreed as vice chair at the inaugural meeting)
- One representative from Phoenix Enterprise Centre (PEC), a community umbrella group championing community regeneration and wellbeing in the Cleator Moor area
- One representative from sports and recreation facilities in the Cleator Moor area
- One representative from Phoenix Youth, the major youth sector provision in Cleator Moor
- One representative from the community

The initial list of Cleator Moor Town Deal Board members will be updated regularly as required. Profiles of Board Members will be published on Copeland Borough Council's website alongside Town Deal Board information.

Each Board representative is encouraged to nominate a deputy who attends when they are unable. This deputy nomination must be received in writing. All deputies who attend meetings must provide a completed and signed declaration of interest to be able to actively participate in the Board meeting.

## Appendix B - Cleator Moor Town Investment Plans – Aide Memoire

### Background:

Hatch Regeneris was appointed by Copeland Borough Council to support the Boards in the preparation of comprehensive Town Investment Plans (TIP). The stages involved include:

- Developing a persuasive socio-economic narrative: why does Cleator Moor need Town Deal investment?
- Developing a strategic framework for the TIP (vision and objectives)
- Developing a long list of possible priority investments
- Appraising the long list of interventions against a series of Critical Success Factors
- Developing a short list of prioritised investments which demonstrate value for money and deliverability
- Developing a compelling Town Investment Plan to secure a share of the Towns Fund and enable Cleator Moor to move at pace to reach Heads of Terms

### Issues and Opportunities

- 1) What do you identify as distinctive about Cleator Moor? i.e. physical characteristics, sense of identity and community etc
- 2) What do you see as the:
  - Key opportunities for Cleator Moor now and in the future?
  - Main socio-economic challenges facing Cleator Moor now and in the future?
  - Considering the current COVID-19 situation what do you see as the main threats posed to the future prosperity of Cleator Moor?
- 3) The MHCLG prospectus identifies three themes (urban regeneration, skills and enterprise, and connectivity) should underpin the TIP.
  - Can you summarise your perspectives on the headline issues and opportunities presented by each theme for Cleator Moor?
- 4) The MHCLG guidance highlights the importance of the principles of clean growth and COVID response to the Town Deal. What are your thoughts on the importance of these principles in Cleator Moor context? i.e. clean growth assets/opportunities and understanding of how COVID has impacted on Cleator Moor and the implications arising for restructuring.

- 5) The Town Investment Plan needs to support, add value to and consolidate Cleator Moor's existing development, regeneration and investment plans.
  - Please can you highlight any relevant key developments/initiatives your organisation is aware of/involved in
  - What are your views on these existing plans? What will they deliver if they can be funded?

## Strategic Framework

A draft Strategic Framework is currently being developed to provide a vision and a set of strategic objectives for the Cleator Moor Town Investment Plan.

- 6) What do you see as the main priorities the plan should focus on?
- 7) How do you think the plan should be aligned with other plans and funding for Cleator Moor?
- 8) What do you see as the most important theme (if any)? This question relates to the Town Deal thematic focus on urban regeneration, skills and enterprise, and connectivity.
- 9) Are there any other themes which you think need to be considered as part of the investment plan?

## Project Prioritisation

- 10) Do you have any views on project ideas for inclusion in the Town Investment Plan? What opportunities/challenges do these ideas respond to?

## Stakeholder Engagement

- 11) Recognising that the COVID19 restrictions will be a constraint, what are your preferences and recommendations for stakeholder engagement over the next 1-2 months?
  - Specific businesses, organisations and groups
  - Forums and mechanisms (e.g. Chamber)
  - Methods (e.g. social media, online consultations etc).

Many thanks for your time.

## Appendix C - Cleator Moor Consultation

The stakeholder tables below list all consultees for Cleator Moor to date.

Stakeholder	Position	Name
Copeland Borough Council	Mayor	Mike Starkie
	Chief Executive	Pat Graham
	Economic Development Officer	Sarah Mitchell
	Planning Strategy Officer	Chris Hoban
	Development Control	Nick Hayhurst
	Housing Manager	Amanda Starr
	Work and Skills Programme Officer	Chris Pickles
Cumbria County Council	Area Manager	Gillian Elliot
	Senior Manager Economic Development and Infrastructure Planning	Alison Hatcher
	Local Area Network Manager Highways	Kevin Cosgrove
UK Parliament	MP Aide	Oliver Dorgen
Cumbria LEP	CEO	Jo Lappin
UCLAN	Executive Dean, Faculty of Clinical & Biomedical Sciences and Head of The School of Medicine	Cathy Jackson
University of Cumbria	Strategic Adviser Enterprise and Engagement	Andrew Atherton
Citizens Advice Bureau Copeland	Bureau Manager	Shelley Hewitson
Cleator Moor Town	Board Chair	Kayleigh Daniels
Home to work / Skills for you	Managing Director	Karen Jones
Cumbria Education Group		Emma Jackson
REACT Foundation and R3i	Chairman	Pete Woolaghan
Phoenix Enterprise Businesses	Operations Manager	Joanne Crowe
	Brannans	John Bamforth

	Lakeland Lights	James Long
Sellafield Ltd	Head of Corporate Affairs	Jamie Reed

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