



## CLEATOR MOOR TOWN DEAL BOARD

### AGENDA

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

**Date:** Tuesday 29<sup>th</sup> September 2020

**Time:** 10am

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1. **Meeting protocol**
  2. **Attendances and apologies for absence**
  3. **Confirmation of Terms of Reference and previous minutes for publication – papers attached**
  4. **Declarations of interests in Agenda items**
  5. **Presentation by Hatch Associates on Socio-Economic narrative**
  6. **Draft Town Vision and Strategic Objectives – paper attached**  
*For the Board to endorse both to go out to engagement*
  7. **Project Prioritisation Sift 1 Report – paper attached**  
*For the Board to endorse the initial sift for concept development (noting that that the current engagement may add additional opportunities)*
  8. **Project Prioritisation Criteria – paper attached**  
*For the Board to discuss and sign-off criteria to enable short-list evaluation*
  9. **Engagement update by Hatch Associates and ACTION for Communities in Cumbria**
  10. **Programme update – paper attached**
  11. **Date and time of next meeting: Tuesday 20<sup>th</sup> October @ 10am**

**Contacts:**

Email: [towns.fund@copeland.gov.uk](mailto:towns.fund@copeland.gov.uk)

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



## **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.

## **TOWN DEAL AREA**

The Cleator Moor Town Deal will undertake its activities within the area set out in Appendix A. This embraces the Cleator Moor Town Council boundaries including both Cleator Moor and Cleator. Throughout the document and work references will be made to Cleator Moor to include this wider boundary in recognition of the benefits that will accrue in adjacent rural communities and back into the town. Any detailed reference will be made to Cleator Moor and Cleator as required.

## **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 neighbourhoods, 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***

11. Identify planned public sector investments in Cleator Moor and ensure alignment opportunities are identified and implemented.
12. Identify planned private sector investments in Cleator Moor and ensure alignment opportunities are identified and implemented.
13. 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.
14. Identify appropriate investment sources and develop proposals to access these.

#### ***Delivery and Co-ordination***

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

## **Advocacy**

18. Act as ambassadors in championing Cleator Moor as an excellent location to live, work and invest.
19. 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**

20. Implement the community engagement strategy ensuring that all communities have the opportunity to become involved in the Towns Deal.

## **Risk**

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

## **Standards and Compliance**

22. Ensure that the Board and all of its members comply with Copeland Borough Council's policies on whistle-blowing, 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.
23. 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 is attached at Appendix B and will be updated regularly as required. Profiles of Board Members will be published on Copeland Borough Council's website alongside Town Deal Board information.

## **Optional Co-optees**

- To be determined by the Town Board during its work as it requires specific skills, knowledge and input to its work. The Town Board will agree the invitee and length of co-option. Co-optees are generally not full Board members and are expected to act more as advisers whilst adhering to the code of conduct and register of interest requirement. The Board can if required agree to a co-optee being considered as a full Board Member on appointment or at any time through their co-option. Any co-optee invite, term or agreement will be minuted from the Board.
- Cleator Moor Town Board have agreed to one advisory co-optee in the first instance to assist with the town investment planning phase. The advisory co-optee is Jobcentre Plus.

## **RESPONSIBILITY OF BOARD MEMBERS**

Members will be expected to represent the views of their organisation / sector, whilst ensuring that any potential conflict of interest is effectively managed, and that the code of conduct and conflict of interest policies are adhered to at all times. During the meetings all members will be expected to operate in the best interests of Cleator Moor, its economy, its businesses and people.

## **CHAIR, VICE CHAIR**

The Inaugural chair of the Cleator Moor Town Deal Board will be nominated by the Lead Authority and may or may not be endorsed by the Town Deal Board. The Cleator Moor Town Deal Board will invite nominations and vote on the position of Vice Chair. Both the Chair and Vice Chair roles will be reviewed as part of the first annual review of the Board and work of the Board and the election and term for future chair and vice chair will be confirmed at this point. The Chair will deal with any matters between meetings and be given delegated

## **QUORATE**

The Cleator Moor Town Board will enforce a minimal quorate to ensure all sectors of the Community of Cleator Moor are represented. This quorate will be one representative from each of Community, Public and Private Representatives and the Chair or Vice Chair.

## **MEETINGS**

### **Frequency**

Formal Board meetings will take place on a bi-monthly basis. The Chair of the Cleator Moor Town Board will determine whether these need to occur more or less frequently as business determines. It is anticipated that during the development phase there will be both additional working Board meetings alongside focused workshops and task and finish groups. For the latter

the Chair and/or Board will agree the arrangements, membership, scope and reporting as part of the decision to set them up.

### **Meeting Papers**

The Secretariat function for the meeting will be undertaken by Copeland Borough Council as Lead Council or as agreed with the Chair. Meeting papers will be circulated at least 5 working days in advance of the meeting.

A note of the meeting will be produced by the secretariat and circulated publicly by Copeland Borough Council and through local communication routes as agreed with the Chair and/or Board. This will record the key points of discussion, decisions made and actions agreed. The note of the meeting will ordinarily be circulated in 14 working days, following agreement by the Chair. There will then be a 7 day response period for members to raise any issues with accuracy or content. The Board will be able to move a meeting into a confidential discussion with notes taken which will not be publicly available but circulated to Board Members and Copeland Borough Council as the lead authority. This confidentiality will need to be a unanimous decision by the Board members present.

### **Written Procedures**

Occasionally, it may be necessary to seek the views of the Town Deal Board on an urgent basis, outside of the ordinary meeting cycle. In these circumstances a paper will be issued, which provides a minimum of 5 working days for a response.

### **Attendance Policy**

All members will be expected to attend meetings, other than in exceptional circumstances. Those members acting a representative capacity may be able to nominate a Deputy to attend, subject to the agreement of the Chair. Any member failing to attend for three consecutive meetings will be invited to consider their ongoing membership of the Town Board.

### **Conduct**

All members will be expected to operate in line with the Town Deal Board's Code of Conduct and in a professional, courteous and productive manner and in a way that is consistent with building consensus and fostering productive partnership working. Members who do not adhere to these standards will be invited, by the Chair, to consider their ongoing membership of the Town Deal Board.

### **Conflict of Interest**

Although the Town Deal Board does not have decision making responsibilities in setting policy, it does have significant responsibility in that it is an advisory body to Copeland Borough Council as Lead Council. It also has access to privileged information about future investment opportunities. It is therefore essential that any member who may have pecuniary or non-pecuniary benefit from any discussions in the Town Deal Board declare these in line with the Declaration of Interest policy.



## **Delegated Authority**

The Town Deal Board does not have any delegated financial authority, as project investment decisions are the responsibility of Copeland Borough Council. It may request and if approved by the Lead Authority be given delegated authority. The Town Deal Board will however have responsibility for supporting the development of the Investment Plan, projects, work programme etc. which will include local decision making on plan development, priorities and agreeing to the draft investment plan and implementation proposals and as such will need to adhere to the Declaration of Interest policy.

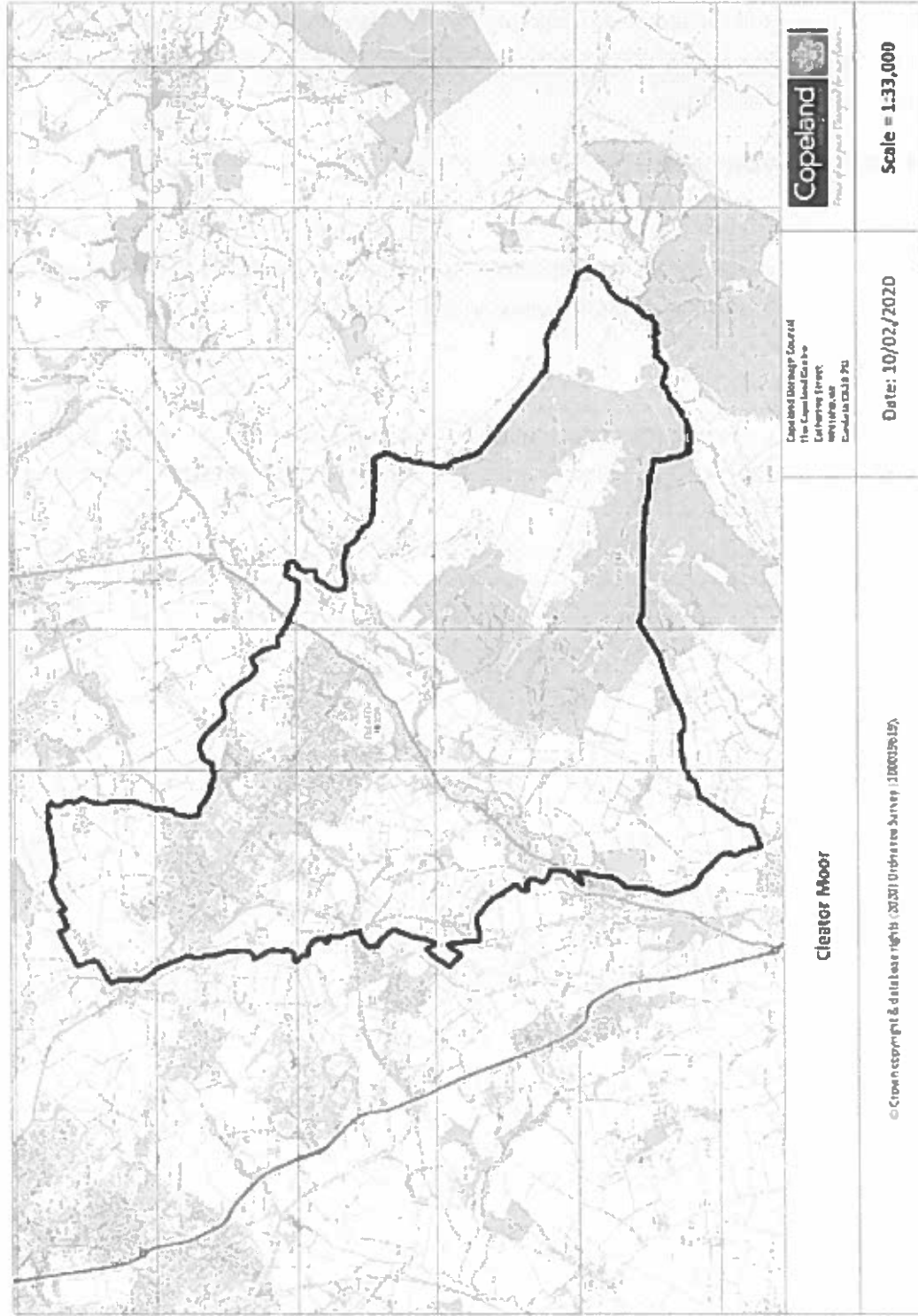
## **COLLABORATIVE WORKING**

The Town Deal Board will work collaboratively with all local bodies and organisations and with other Town Deal Boards across Cumbria to ensure that commonality of challenges and opportunities are identified and joint working takes place on shared issues.

## **ACCOUNTABILITY**

The Town Deal Board is directly accountable to Copeland Borough Council as the Lead Council. The Board is accountable to its communities and residents of the area in developing a bid that engages local stakeholders.

**Appendix A**



## Appendix B

### Cleator Moor Town Deal Board Members

<b>Private Sector Chair</b>	Kayleigh Daniels – REACT Engineering
<b>MP</b>	Trudy Harrison MP for Copeland
<b>Cumbria LEP</b>	Jo Lappin – CEO
<b>Community Representation</b>	
	Joanne Crowe – Operations Manager, Phoenix Enterprise Centre
<b>Vice Chair</b>	Bob Metcalfe – Regen North East Copeland
	John Murphy – Chairman, Cleator Moor Celtic
	Paul Rowe – Project Manager, Phoenix Youth Project
	Rev Nicki Pennington – Faith Rep
<b>Private Sector Representation</b>	
	John Bamforth – Finance Director, Brannan & Sons Ltd
	Jo Martin, Head of Energy & Funding, BEC
	Martin Statter, Managing Director, Graphskill
	James Varah – Operations Manager, Home Group
	Mark Telford – Managing Director, Forth Engineering
<b>Public Sector Representation</b>	
<b>Town Council</b>	Cllr Michael Eldon
<b>Borough Council</b>	Cllr Hugh Branney
<b>County Council</b>	Cllr Frank Morgan
<b>Health</b>	TBC
<b>Education</b>	TBC
<b>Advisers &amp; Co-optees</b>	
<b>BEIS</b>	Sami Falou – Assistant Director, Area Lead – Cumbria, Cities & Local Growth Unit
<b>Copeland BC</b>	Mike Starkie – Elected Mayor/ Mike Graham – Political assistant Sarah Mitchell – Economic Development Manager
<b>County Council</b>	Gillian Elliott – Copeland Area Manager
<b>DWP</b>	Elaine Herbert - Senior Partnership Manager
<b>Youth</b>	Nathaniel Dougan
<b>CVS</b>	(TBC)



**Cleator Moor Town Fund Board**  
**Inaugural Meeting Minutes**  
**Phoenix Enterprise Centre**  
**Thursday 30<sup>th</sup> January, 16:30-18:30**

- **Introductions & Apologies**

- Kayleigh Daniels (KD) – Town Fund Chair
- Lauren Rowlands (LR) – Town Fund Secretary
- Paul Bowden (PB) – Brannan Thermometers
- Martin Statter (MS) – GraphSkill
- Joe Martin (JM) – BEC
- Richard Wood (RW) – Cleator Moor Town Council
- Gillian Elliot (GE) – Copeland County Council
- Jo Lappin (JL) – CLEP
- Barry Close (BC) – Sports representative (Cleator Moor Celtic)
- Joan Hully (JH) – Copeland Borough Council / Town Council / Blue Skies
- Dave Banks (DB) - Phoenix Enterprise Centre (PEC) (Standing in for Joanne Crowe)
- Sarah Mitchell (SM) – Copeland Borough Council
- James Verner (JV) – Home Group
- Gwyneth Evens (GEv) – Copeland Brough Council Representative
- Joanne Pears (JP) – Phoenix Youth Project (standing in for Paul Rowe)
- Oliver Dorgan (OD) – Parliamentary Assistant (representing Trudy Harrison)
- Bob Metcalf (BM) – Regeneration North East Compound (RNEC)
- Hugh Branney (HB) – Town Councillor
- Frank Morgan (FM) – Cumbria County Council/PEC
- Julie Betteridge (JB) – Copeland Borough Council

- **Introduction from Interim Chair**

KD presented an initial paper for discussion on the high level aims and objectives of the Town Fund Board. This was agreed in principal and some changes were advised. This will be developed and approved at the next meeting for circulation.

- **Draft Terms of reference**

The terms of reference for the Cleator Moor towns deal board were agreed with some slight wording adjustments.

Discussed the boundary for the Towns Deal Board, it was clarified that this covers the OS Parish Boundary for the town.

Noted that this Town Deal Board should look to build on the existing initiatives and schemes in place, to prevent unnecessary rework and maximise the return on investment. BM agreed to provide an understanding of the existing initiatives through his work with RNEC.

Given there are a number of individuals with multiple roles it was determined there was clarification required as to who they are representing on the Town Deal Board, and where this is representational or individual.

**ACTION** – Provide clarity for the next meeting as to the roles and representation – KD

**ACTION** – Wording adjustment within Draft Terms of Reference. Appointment section: change appointment period from 2 years to 1 year – JB

Under Appointments the board then elected the roles of Chair and Deputy Chair.

**Kayleigh Daniels** – Nominated as chair by Dave Banks, seconded by Barry Close,

**Bob Metcalf** – Nominated as chair by Hugh Branney, seconded Julie Betteridge

Quorate – It was decided in order for the meetings to take place, at least one member from each of the following sectors needs to be present (could be through dial-in or substitution):

- Chair
- Public Sector Rep
- Private Sector Rep
- Community Rep

With regards to the community vacancies three organisations were put forward with an interest for the position:

- Faith Representative (Covering Churches Together)
- Blue Skies – Mental Health Representative
- CMCIC

It was agreed by the board that it would be beneficial to have a Faith representative on the board for a number of reasons:

- In order to ensure the communication strategy is inclusive – faith groups represent an important element in communicating with some of the more isolated older generation within the town.
- It was discussed how there are a number of key areas within town that might form part of the Town Deal Board – Cleator Moor Square, Leconfield Industrial Site, Cleator Mills (Kangol Site). There are key connection routes that impact on either parish lands, or pass close to faith sites (i.e. St Mary's Church). Therefore having them engaged as part of the process will be important.
- Churches Together is an already established forum that can be used to gain wider representation from all required faiths.
- Blue Skies can be represented through a Health co-opted working group that will have a nominated lead to feed into the board. This was agreed by all parties and JH will still be involved as the blue skies representative through the health sub group.
- CMCIC will still have many opportunities to be involved with the development, through working groups and the public engagement strategy.

**ACTION** – Wording to be updated regarding quorate as above in the terms of reference - JB

Meeting frequency – it was agreed the main board meetings would be held monthly, with ongoing discussions/sub meetings taking place throughout. The date and time will be set for this to best accommodate the boards availability.

**ACTION** – Clarity required in Conflict of Interest section: ‘financial’ to be added before ‘decision making responsibilities’ in the first sentence – JB

**ACTION** – wording adjustment in accountability section: ‘and to the residents of Cleator Moor’ to be added to end of the sentence.

- **Draft Code of Conduct & Declaration of Interest Policy**

No comments on the policy.

**ACTION** – The code of conduct is to be reissued to the board. 1 week (7<sup>th</sup> February) – JB.

**ACTION** – Board members to return completed forms by the next meeting (13<sup>th</sup> February) – All members

Some clarity required relating to the Securities section.

**ACTION** – Seek clarification and advice and feed back to the board. – JB

- **Town Fund Position update (Phase 1)**

The draft terms of reference and code of contact are to be uploaded onto the Copeland Borough Council Website by 31<sup>st</sup> January 2020.

It was agreed the monthly meetings would take place at Phoenix Enterprise Centre (PEC)/REACT Engineering Ltd. The meetings will alternate between Wednesdays/Thursdays on the 2<sup>nd</sup> week of the month.

There is £140k of funding availability to achieve the required outcomes. The funding could potentially be used for the following:

- Public Engagement Sessions
- Allocated resource for delivery – pulling together data etc.
- Business Case Support

**ACTION** – Send over draft role descriptions - JB

- **Engagement Planning**

The board discussed the need to communicate with all members of the town to ensure it develops an inclusive growth strategy. This will be discussed in more detail at the next meeting.

- **Communication Approach and Plan**

Discussed communication opportunities:

- Social Media Strategy – Key to engaging younger members and digitally active members of the community.
- Printed Press
- Public Engagement forums

**ACTION** - Engage with the council's communications and engagement manager, Andrew Clarke to outline a communication strategy.

- **AOB**

N/A

- **Date of Next Meeting**

Thursday 13<sup>th</sup> February 2020, 16:30-18:30



**Cleator Moor Town Fund Board****Meeting Minutes****Phoenix Enterprise Centre****Thursday 14<sup>th</sup> January, 16:30-18:30****• Introductions**

- Kayleigh Daniels (KD) – Town Fund Chair
- Lauren Rowlands (LR) – Town Fund Secretary
- Martin Statter (MS) – GraphSkill
- Joe Martin (JM) – BEC
- Michael Eldon (ME) – Cleator Moor Town Council
- Joanne Crowe (JC) - Phoenix Enterprise Centre (PEC) (Standing in for Joanne Crowe)
- Sarah Mitchell (SM) – Copeland Borough Council
- James Verner (JV) – Home Group
- Elsa Brailey (EB) – Home Group
- Gwynneth Everett (GEv) – Copeland Brough Council Representative
- Paul Rowe (PR) – Phoenix Youth Project (standing in for Paul Rowe)
- Oliver Dorgan (OD) – Parliamentary Assistant (representing Trudy Harrison)
- Bob Metcalf (BM) – Regeneration North East Coplend (RNEC)
- Hugh Branney (HB) – Copeland Borough Council Representative
- Frank Morgan (FM) – Cumbria County Council/PEC
- Dave Farrell (DF) – Chamber of Trade Representative
- Mark Telford (MT) – Forth Engineering
- John Balmforth (JB) - Brannan & Sons Ltd

**• Apologies**

- Gillian Elliot (GE) – Cumbria County Council
- Julie Betteridge (JB) – Copeland Borough Council
- John Murphy – Sports representative (Cleator Moor Celtic)
- Jo Lappin (JL) – CLEP

**• Agree minutes of the previous meeting**

The meeting minutes of the previous meeting were agreed, with some minor change in job roles to be updated.

**• Discuss Position Paper**

The position paper was presented to the board by KD. Some points to note were raised during the run through:

- One problem identified is that we currently do not have enough large/good quality office space. Businesses that are hoping to expand in the town are being forced to look elsewhere. This needs to be acknowledged within the business plan as it links directly to economic growth within the town.
  - Start-up companies struggle to thrive within Cleator Moor and the surrounding area; a statistic that needs to be investigated throughout the business plan. The local Council have previously gathered evidence on this subject that can be feed into this.
  - It was noted that County Council have plans currently in motion for the town that are required to be collated and presented to the next board meeting – **ACTION (SM)**
  - It was agreed that the key point for success would be to demonstrate co-funding and return on investment within the business plan, alongside the quality of the empirical evidence gathered to underpin it.
  - It was noted that the position paper was more focused around business than 'community' initiatives. KD discussed the Town Prospectus and starting off the process in a direction directly linked to economic growth, there are factors around pride of place and community that will come into play once the economic arguments have been established.
- **Funding – resource requirements**

SM presented an outline budget strategy that has been drawn up for the £14,000 fund for generating the business plan and costs associated with this.

The council have added an additional £20,000 to contribute to their cost of supporting the plan.

It was agreed within the meeting that the 'technical support' role would be advertised the following week via the council. The interview panel for this role would include the chair and a representative from the board. The final decision on appointment of this role would be brought back to the board for decision. This role will be divided between Cleator Moor, Millom and Egremont on current bid work.

There is £30,000 in the budget for the Regeneration Officer role. This role is a fixed 9-month role that will assist the community in developing the town deal bid. It was agreed that PEC would employ this candidate under RNEC, and their place of work would be provided by PEC. Again, it was agreed that the council would advertise this role next week, with an encouragement to board members to publicise. It was decided that the interview panel for this would consist of the chair, a member from PEC or RNEC and an additional board member. Anyone who would like to sit on the interview panel were encouraged to contact KD/BM.

Sellafield have yet to commit to any social impact funding but talks with members of the council and Sellafield are currently ongoing regarding this.

- **Agree plan for initial activities**

### **Communications Strategy**

KD is to talk to Andrew Clarke (Communications and Engagement Manager – Copeland Borough Council) regarding strategy going forward – ***ACTION (KD)***.

It was agreed that engaging the public via a social media outlet that we could control the narrative of would be a beneficial way of communicating. It was decided to give the ownership of this to a youth representative who has been co-opted onto the bid; Nathaniel Dougan (ND). ***ACTION – KD to further engaged with ND and discuss running social media page(s)***.

It was highlighted that engagement with the younger generation via youth clubs & school interaction is key. To discuss the best way forward for this, KD, PR and ME will hold a meeting – ***ACTION - LR to set up meeting***.

It was noted that the education and health rep still need to be identified to be efficient in engagement – ***ACTION KD to appoint board members for these two areas***.

It was suggested that adult education needs to be a point to be addressed within the bid. This feeds into the economic growth of the town. ***ACTION, KD and JC to meet to discuss way forward with skills and learning for adults***.

As previously discussed, Churches Together will make up the final place on the board for the community representation. It is important to engage early with Churches Together to keep the older members of the community in the loop with the bid. ***ACTION – SM to send over Churches Together contact. KD to engage***.

Looking at alternative ways of engaging the older community, it was agreed that JV and EB would use their connections through Home Group at Stafford Court, and also at the consultation session for the development plans for the old Ehenside site in March.

### **Public Engagement Session**

It was agreed that there would be an engagement session for the members of the public to be informed of the bid and allow a chance to share ideas. It was proposed that this session would be a structured session to collate ideas that fall in line with the brief. It was suggested that this would be held in the Civic Hall.

***ACTION – KD to confirm date of the public engagement session and produce an agenda***.

### **Business Engagement Session**

The Cleator Moor Chamber of Trade had the idea of an engagement session with the local business to identify barriers of growth and collect ideas for the town fund. This was originally scheduled to take place w/c 10<sup>th</sup> March but was postponed due to poor uptake. It

was agreed that this session be opened wider to the other local business and promoted via the board. This meeting will be rescheduled for w/c 9<sup>th</sup> March.

***ACTION – KD to discuss with JC and DF regarding the most efficient way of gathering business strategies etc. from local businesses.***

- **AOB**

- Offline working – is there a central point to share ongoing work? – ***ACTION – KD/LR to look into this.***
- The council have received a letter to saying the guidance will be issued soon.
- Following on from the previous meeting, it was found that the boundary for the bid doesn't include the parish boundary. The council have requested this is updated.
- The Cumbrian Local Enterprise Partnership (CLEP) are pulling together a chairs board, where all 5 chairs can attend. ***ACTION – SM to send over CLEP business case ahead of this meeting.***
- CLEP are offering strategy development workshops that are bespoke for Cleator Moor.
- The council and CLEP are providing a programme of support.

**Cleator Moor Town Fund****Microsoft Teams Meeting****Wednesday 3<sup>rd</sup> June 2020****10:00-12:00****Attendance:**

- Kayleigh Daniels (KD) – Town Fund Chair
- Lauren Rowlands (LR) – Town Fund Secretary
- Pete Burns (PB) – Cleator Moor Town Council
- Joanne Crowe (JC) - Phoenix Enterprise Centre (PEC)
- Sarah Mitchell (SM) – Copeland Borough Council
- James Varah (JV) – Home Group
- Elsa Brailey (EB) – Home Group
- Gwynneth Everett (GEv) – Copeland Brough Council Representative
- Paul Rowe (PR) – Phoenix Youth Project
- Oliver Dorgan (OD) – Parliamentary Assistant (representing Trudy Harrison)
- Bob Metcalf (BM) – Regeneration North East Copeland (RNEC)
- Frank Morgan (FM) – Cumbria County Council/PEC
- John Balmforth (JB) - Brannan & Sons Ltd
- Andrew Clarke (AC) - Copeland Borough Council
- Jo Lappin (JL) – CLEP
- Mitchell McCombe (MM) - Copeland Borough Council
- Mike Starkie (MS) – Copeland Mayor
- Rev Nicki Pennington (NP) – Faith Representative

**Apologies:**

- Joe Martin (JM) – BEC
- Mike Graham (MG) – Copeland Borough Council

The meeting was opened with an update from SM regarding the council's contact with BEIS to date. Contact with BEIS has been limited, and no definite answer relating to extension.

JL contacted BEIS during the call and got the response that guidance will be with us w/c 8<sup>th</sup> June, and this will include timescales of requirements which might be phased.

Although it was noted that CBC (Copeland Borough Council) are freeing up officers to go full force with the bid, KD raised concerns that the Town's Regeneration Officer role was unfulfilled and therefore creating a large gap with pulling together the relevant information key for the bid. It was noted that the ideas were coming in and a coherent argument was coming together, however without dedicated resource, working to pull together the elements from the board the overall quality of the bid will be compromised.

There have been no further entries on 'My Town' from the public. It was suggested the link was shared round by all board members again.

***ACTION: SM to send out the My Town link, and all board members to share.***

Discussion commenced relating to impact of COVID on the use of business spaces. Discussion around the potential to look at alternative fit for purpose professional spaces to align with projected demands.

Discussion around whether the property leads within the board were considering the changing face of offices, focusing on secure hot desking and collaborative working spaces and alternative lease agreements.

***ACTION: KD / JC / BM to discuss options in this space.***

This would get people back into the heart of the town and promote walking/cycling routes to encourage fitness and wellbeing within the community.

Bob Allison contacted KD to discuss how the town fund bid could incorporate 'Preston Model of Economics' into the bid. KD to engage.

***ACTION: KD to engage with Bob Allison regarding the town fund bid ideas coinciding with the Preston Model of Economics and link up with the relevant board members.***

SM gave an update on the town square regeneration project (Public Realm Funding) that is running alongside the Town Fund Bid. This was planned to go ahead this summer. SM will check on the timescales of this now and see if this has been affected due to COVID-19.

***ACTION: SM to check on timescales for town square regeneration project (Public Realm Funded).***

A point raised by several board members was to look forward at how local businesses will adapt to life after COVID-19 and include this within the bid, but not have the whole bid focus on this.

Another point that was raised was to include in the bid was the rate of failure of new start-ups, as this is particularly high in West Cumbria.

OD raised the question of how the board would engage with the local businesses and the public after the engagement sessions were postponed due to COVID-19. This is an important element of gaining vital information needed to develop an accurate problem definition phase of the bid.

JC noted that redundancies are likely to skyrocket after COVID-19 and suggested a flexible lease system e.g. 1 month turnaround, to encourage anyone who's been made redundant to investigate creating a start up business without the long term financial commitment of a long lease. This also feeds into nurturing new start-ups, as Copeland has one of the worst rates for new business failure.

KD fed into the board the outcome of the meeting held with Chris Pickles (Copeland Borough Council) and Shane Byrne (Job Centre Plus) on 14<sup>th</sup> May. Chris suggested using some space within the town (potentially on Leconfield) to create a work unit where people could learn hands on, practical skills, whilst generating income for the property/workers by bidding for short term jobs such as assembling cardboard boxes etc. This would generate opportunities for temporary entry level positions, whilst providing vital skills and work experience for further employment.

BM noted that properties on Cleator Moor were selling that had previously been discussed (i.e. The Commercial) and it would be wise to keep an eye on who's buying what to avoid empty properties around the town centre, which has previously been an issue.

BM was also contacted by the owners of Cleator Mills (previously Kangol Site) to discuss how their site can play a part in the bid. The site itself has good access, is close to Sellafield and is now owned by a Cumbrian based development company.

***ACTION – BM to set up meeting with Ceator Mills owner. Meeting to include, KD/BM & SM***

Digital connectivity via faster broadband as previously discussed was mentioned. This is seen as a quick win. Confirmation on the specification of the broadband – pushing for synchronous broadband is key to future proof for future digital businesses. An update on the status of this project is required and the below action was generated:

***ACTION – JC to set up an update meeting on the status of the digital connectivity project with JM (BEC), GE (County council – has some previous knowledge) and DF (chamber of trade).***

It was agreed that an update meeting regarding the status of the plans for Leconfield Industrial Estate was required to evaluate where this sits within the bid.

***ACTION – SM to set up meeting to discuss Leconfield Industrial Estate plans with KD, PR, BM, JC, JB and Chris Pickles.***

SM will talk internally to the heritage hub that has previously been set up and feed any information back into the board at the next meeting.

***ACTION – SM to organise heritage hub meeting, and feed update back into the next board meeting.***

There has been no communication with UCLAN since pre COVID-19 shut down. KD is to engage with Cathy (UCLAN) to reconfirm interest of using Cleator Moor as base for the project, and set up meeting.

***ACTION – KD to engaged with Cathy (UCLAN) and set up meeting to discuss potential ways forward.***

***ACTION – NP to chase up Whitehaven hospital contact in line with UCLAN piece.***

It was discussed how some of the initiatives for the local clubs WBH, CMC had been successful through other funding routes – indoor training facilities for WBH and pitch improvements for CMC. Further work needed to engage with GLL and other clubs to understand their future strategies.

***ACTION – SM to engage with sports clubs (Cleator Cricket and Boxing Club) and GLL to understand how it aligns to the councils sports funding agenda.***

KD discussed a number of private sector opportunities that had been discussed with the town board (e.g. Graphskill, Birks Road Brewery Site, Grove Court Hotel). From initial discussions there were robust business cases for interventions that clearly demonstrated additional economic activity within the town. SM noted that experience from the Whitehaven High Street fund suggested private sector funding was not an option and had been directly excluded by the government. BM suggested an SME (Small to Medium Enterprise) fund available for businesses within the town that to support planned investments that increase economic opportunity within the area could be an option. This essentially could be an assessed mechanism for the 'scale-up' element of the strategy. It was agreed that we would look in to this following the issuing of guidance from BEIS.

If this can be issued out through the bid, it should be given consideration.

***ACTION – JC to set up a meeting with KD and BM to look discuss further.***

An update on the costal tourism work ongoing via CBC is to be fed back into the board to see if this is applicable to use within the bid.

***ACTION – SM to set up meeting with Eric and Katy (CBC) and feed back in to the next board meeting.***

GE and Kevin Cosgrove (KC) – County Council are looking at connectivity routes; cycle ways etc. It was agreed a meeting to feed into the board any updates was needed. It was reiterated that given the businesses are quite spread out across the town the connectivity through safe walking cycling routes is a key element of the strategy and needs to be considered as part of the vision.

KD asked whether some of the existing CBC schemes to be had considered implementation strategy, and the economic principles of the could be applied, using local expertise and skills to deliver these initiatives. It was discussed how the contracting and procurement of the services to deliver the vision needs to be another important element.

***ACTION – BM to send over contact details for himself and KD to Kevin Cosgrove. Kevin to set up meeting.***

***ACTION – EB to contact Julie (council) and BM to discuss what the bid is going to include going forward regarding housing. Meeting to be set up.***

***ACTION - Set up next board meeting w/c 29.06.20 - KD***



**Cleator Moor Town Fund****Microsoft Teams Meeting****Wednesday 1<sup>st</sup> July 2020****10:00-12:00****Attendance:**

- Kayleigh Daniels (KD) – Town Fund Chair
- Lauren Rowlands (LR) – Town Fund Secretary
- Michael Eldon (ME) – Cleator Moor Town Council
- Joanne Crowe (JC) - Phoenix Enterprise Centre (PEC)
- Sarah Mitchell (SM) – Copeland Borough Council
- James Varah (JV) – Home Group
- Gwynneth Everett (GEv) – Copeland Brough Council Representative
- Paul Rowe (PR) – Phoenix Youth Project
- Oliver Dorgan (OD) – Parliamentary Assistant (representing Trudy Harrison)
- Bob Metcalf (BM) – Regeneration North East Copeland (RNEC)
- Joe Martin (JM) – BEC
- Mike Graham (MG) – Copeland Borough Council
- Jo Lappin (JL) – CLEP
- Jim Youdale (JY) – Faith Representative
- Kia Sanders (KS) - Faith Representative
- Martin Statter (MS) – Chamber of Trade Representative
- Dave Farrell (DF) - Chamber of Trade Representative
- Suzanne Cooper (SC) – Copeland Borough Council
- 

**Board Roles and Responsibilities**

The board was reminded it has a duty to represent the local community and businesses at the board meetings. It has been raised by some members of the community that some ideas have not been fed into the board by representational groups.

Representations to be clarified through reissue of org chart (Action) and board members to request any items for agenda at next session. Expectation that all issues, ideas and interventions to be fed into the board by the end of July.

It was noted that there are still two vacancies on the board; education and health representatives. The board agreed Emma Jackson (former head at St. Patrick's Junior School, now head of St. Benedict's Secondary School) would be a good fit for the education representative. KD has approached and will feed back to the board once a response is received.

It was also agreed that Dr. David Rodgers (former practitioner at Fellview Medical Centre) would be a good fit for the health representative. BM to approach.

**Declaration of Interest - Immediate Action Required**

At the time of the board meeting the following DoIs (Declaration of Interest) were outstanding; John Murphy, Dave Farrell, Martin Statter, James Varah and Elsa Brailey. Issues with governance and COVID disruption discussed and immediate action agreed by members on the board, a deadline of 03.07.2020 was set for all members to have these back.

The terms of reference has been updated with the new boundary. SM to send this out to the board for this to ensure this is still accurate and appropriate. Any issues to be raised at the next meeting.

### **Agree understanding of the guidance**

Following on from the guidance update meeting that Trudy held on Friday 26<sup>th</sup> June, discussions around ideas to feed into the bid were discussed. They included:

- Focus needed on youth, this is to build a future so needs youth bought in. PR to consider how youth could engage and influence the development of the TIP.
- The guidance mentions inclusive growth, so focus needed on skills pathways for population.
- 90% of the money needs to be capital investments.
- A clear timeline needs outlined, working back from submission to ensure success.
- COVID-19 recovery needs to be considered within the vision.

Board agreed given the amount of work needed to underpin the interventions at a sufficient level of detail, Cleator Moor should go for the January 2021 Phase 1 submission date (3<sup>rd</sup> Wave). The focus is on a quality submission, and a grass-roots approach to make sure we get the right projects outlined. It was agreed that January 2021 would be the best option, and if we can submit earlier, we would push to do this. SM will share the timeline by the end of the week.

With that in mind it was agreed that keeping up momentum and full engagement with local businesses/community would be required. KD/DF/JC will meet to discuss communication strategy.

### **Agree High Level Vision Statement**

The vision statement sent out prior to the board meeting was discussed, a number of changes were requested, to be incorporated into communications and engagement strategy. Some suggestions included:

- A short pithy brand statement is needed – JL offered support with this.
- Removal of the ‘post Brexit agenda’ wording, as it’s not clear what this will be. The wording ‘global vison’ fits better and aligns with the government branding.
- ‘Youth’ needs to have a bigger focus, as does ‘family’
- Should refer to “Level Up” as this aligns to guidance.
- Some wording around the “housing” (Home Group has ambitious plans for the town – incorporate within the vision) JV to clarify with KD what this is.
- The wording to be adapted for different purposes.
- Include a mission statement for the Town Board would be good.

### **Discuss Long List and Transparent Focusing**

It was agreed that the ‘long list’ of ideas should be gathered from local businesses and the community by the end of July. This requires board members to engage with relevant parties and feed ideas back into the board. This will allow time to collate ideas and any gaps identified can be targeted. This will lead to an independent assessment of viable ideas in line with the guidance, and all ideas can therefore be shortlisted by the start of September 2020.

Some key areas of focus are developing and it was agreed to use the relevant representation of the board to ensure these develop in a way that aligns to the guidance, but also meets the needs of the community. Key focus areas agreed to be:

- **Hub and Spoke (Square at the centre) (Urban Regeneration, Skills and Enterprise, Connectivity)**
  - Town Centre Regeneration, Derelict Property Use, Creating a more engaging town centre, Putting the heart back into the town
  - Connectivity – Intelligent flow of walking and cycling ‘spokes’ leading from the square to key sites
  - Broadband Infrastructure to all businesses within the town
- **Leconfield Development (Urban Regeneration, Skills and Enterprise, Skills and Enterprise)**
  - Still awaiting details to be issued to the board from CBC.
  - Discussed the need to have board representation steering Leconfield plans to ensure consistency and coherence with Town Fund schemes and community needs.
- **Cleator Mills Development (Urban Regeneration, Skills and Enterprise)**
  - Financially viable scheme in place, investor willing to discuss wider Town Deal Objectives to ensure consistency
  - Potential opportunity to work in partnership to save cultural landmarks within the town and ensure a green, future proof development.

Invited the board and representational groups to consider what involvement they would want in the development of these scheme and feed back to either KD / BM as they develop the engagement plan.

ME put KD in touch with Karen Jones at Works For You / Skills For You for them to issue details of their expansion plans. Noted there was a real strain on the organisation due to the impact of the COVID-19 pandemic and plans added to the long list – under the skills and enterprise category.

It was noted that technical support for the bid is still not in place, in particular technical economic assessment to underpin an evidence based statement of need for the town.

CBC are pulling together procurement briefs for what is required. It was noted that quality visual plans are key to engage with the public and helpful within the bid so CBC should also consider procuring this service at the same time.

Regarding the digital connectivity; SM is meeting with GE this week to discuss what funding and work County Council have ongoing and will feed back into JC/JM/DF.

GE had forwarded the Grimsey review which will be distributed with the minutes. Question to the board about whether plans were ambitious enough, and if the square is the focal point of the town, we need to be thinking more ambitiously about an engaging town centre. Discussed whether parking remaining on the square – when other cities and towns are looking to pedestrianise central areas – was appropriate.

Discussed how free parking is a key draw into the town for businesses, however opportunities to be considered under the ‘Hub and Spoke’ about utilising other derelict spaces for this.

#### **Issue schedule and actions to Develop TIP**

It was requested all board members check the action tracker issued by LR, and fulfil any outstanding actions assigned to them.



# 1. Draft Strategic Framework

- 1.1 The Town Deal Board meeting on the 18<sup>th</sup> of August included a facilitated discussion on the draft strategic framework for the Cleator Moor Town Deal. This feedback has informed the development of a revised draft Strategic Framework for the Board's consideration.

## Vision

### Cleator Moor:

*"A transformed and contemporary town embracing its rich past and vibrant future, committed to the pursuit of inclusive and clean growth. Cleator Moor will realise its full potential as an attractive, well-connected and outward looking community endowed with civic pride and aspirational progression routes to high level skills and a diverse range of employment opportunities within innovative and successful businesses. The high-quality environment will offer attractive housing, arts, culture and leisure provision, and town centre vitality meeting the needs of residents and visitors alike"*

## Strategic Framework

- 1) To create a campus town capitalising on our opportunities through investment in skills and R&D
- 2) To create a strong active and growing community where the benefits of economic growth are equitably shared and young people can thrive and pursue clear progression skills and employment pathways to success
- 3) To grow the economy through diversification and enhanced competitiveness to provide a range of quality employment opportunities including key sectors of manufacturing, clean growth and tourism and stimulate business start-up and growth
- 4) To build on our natural and industrial heritage to attract residents and visitors to enjoy an enhanced culture and leisure offer set within attractive places and spaces including an animated town square and upgraded conservation area
- 5) To deliver investment in a diverse and attractive housing offer through new build and renewal and quality sites and premises facilitating business start up and growth
- 6) To reduce deprivation and improve community health and well-being
- 7) To enhance digital accessibility and secure sustainable movement through active travel and improved transport connections



ITEM 7

HATCH

Project Prioritisation Report - Sift 1 - Cleator Moor

A Draft Report by Hatch  
15 September 2020

# Cleator Moor Town Board

## Project Prioritisation Report - Sift 1 - Cleator Moor

15 September 2020

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



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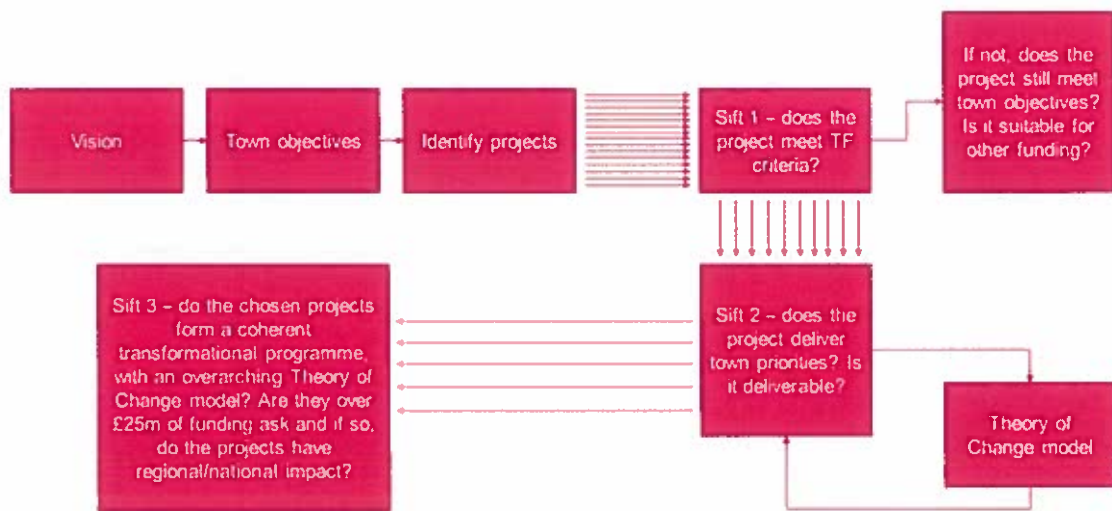
# 1. Introduction

1.1 The Cleator Moor Town Deal Board has been developing an initial long list of potential projects which could be put forward for Town Deal Funding as part of the Town Investment Plan. The long list has been established through:

- Stakeholder engagement and suggestions
- Consideration of the relevance of historic pipeline schemes
- Assessment of potential projects against eligibility criteria

1.2 The project prioritisation process is following that established by the Towns Fund.

Figure 1.1 Project Prioritisation Process



Source: [www.townsfund.org.uk](http://www.townsfund.org.uk)

1.3 This report considers whether each long list project meets Town Fund criteria through 'Sift 1'.

## Sift 1 – does the project meet Town Fund Criteria?

1.4 This initial sift considers the long-listed projects against an initial pass or fail test which considers the extent to which the project fulfils all the Towns Fund key requirements. The prioritisation tool requires each project to provide a description and total cost which can enable it to be assessed against each of the key requirements on a 'Yes' or 'No' basis:

- 1) **Capital:** is the project capital? If the project is revenue, could it form 10% or less of the overall revenue ask in your Towns Fund ask?
- 2) **Geography:** does the project fit within the Towns Fund town boundary?
- 3) **Ask:** is the project ask within the Towns Fund financial limit (cost of all projects proposed within £25m or £50m through MHCLG route)
- 4) **Vision & Strategy:** does the project broadly fit with the town's vision and strategy?

- 5) **Project Status:** is the project sufficiently developed and capable of developing project detail within 2-12 months and deliverable within 5 years?

1.5 Each project should also consider:

- 6) **Funding:** does the project present opportunities for co-funding or match funding?
- 7) **Town Fund Intervention Theme:** Does the project meet at least one of the Towns Fund Intervention Themes?
- Local Transport
  - Digital Connectivity
  - Regeneration, Planning & Land Use
  - Arts, Culture & Heritage
  - Skills Infrastructure
  - Enterprise Infrastructure

1.6 This process will identify whether the project can advance to the next stage of the assessment process. Where a project has not made it through but does meet the Towns Fund objectives, consideration should be given to whether the project is suitable for other sources of funding.

## 2. Long List Summary

### Alignment with Towns Fund Intervention Themes

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- 2.1 There are 45 projects on the Cleator Moor Town Investment Plan long list. These fit with the following Town Deal themes:
- Connectivity - 5 projects
  - Urban regeneration - 20 projects
  - Skills and enterprise – 20 projects
- 2.2 In terms of fit with the intervention themes, the projects are reasonably well spread across themes. Although with further definition of the projects, they may be found to fit better within other themes.
- 2.3 The long list successfully targets each of the Town Deal and Town Fund Intervention themes.

Table 2.1 Number of projects by primary Town Fund Intervention Theme

Theme	Local transport	Digital connectivity	Urban regeneration, planning and land use	Arts, culture and heritage	Skills infrastructure	Enterprise infrastructure
Projects	<ul style="list-style-type: none"> <li>-Better public transport</li> <li>-Electric vehicle charging points</li> <li>-Improved cycle ways and walking routes into and through the town</li> <li>-Improved car parking</li> </ul>	<ul style="list-style-type: none"> <li>-Faster broadband</li> </ul>	<ul style="list-style-type: none"> <li>-Improve the look of dilapidated buildings within the town</li> <li>-Improvements to Leconfield Industrial Estate</li> <li>-Town centre hotel and restaurant</li> <li>-Improved town centre accommodation</li> <li>-Improve town square public realm</li> <li>-Improve town gateways</li> <li>-Improved car parking</li> <li>-Ehenside Site redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>-Campsite with pods and caravans</li> <li>-Community hub</li> <li>-Arts/dance space</li> <li>-Improvement to Cleator Moor Activities Centre</li> <li>-Howgill Centre redevelopment</li> <li>-Park improvement</li> <li>-Allotments /nursery</li> <li>-Trail centre</li> <li>-Improvement to Boys Boxing Club and Gym</li> <li>-Open air gym</li> <li>-St John's church site</li> <li>-Improved mountain bike facilities</li> </ul>	<ul style="list-style-type: none"> <li>-UCLan campus town</li> <li>-Industrial solutions hub, Leconfield campus</li> <li>-Town Deal trades hub</li> <li>-Skills training /employment centre</li> <li>-Skills4 You expansion</li> <li>-Digital Training Facility and intelligent digital spaces</li> <li>-Cumbria Curiosity Centre</li> <li>-School</li> </ul>	<ul style="list-style-type: none"> <li>-Entrepreneurial and mentorship centre</li> <li>-Workshop space</li> <li>-Phoenix Enterprise Centre, phase 3 upgrade</li> <li>-Conversion of vacant buildings to create incubator units</li> <li>-Redevelopment of Cleator Mills</li> <li>-Stack units</li> <li>-Improve old brewery site, Birks Road</li> <li>-Improved market space</li> <li>-Business friendly social space</li> <li>-Hydroelectricity</li> <li>-CCTV</li> <li>-Support for Grove Court Hotel</li> </ul>
Count	4	1	8	12	8	12

- 2.4 The Sift 1 exercise suggested that all projects pass the initial test, although insufficient information is available to the consultant team to assess whether the project is sufficiently developed and can be delivered within the 5-year spending window.

## Considering the Long List against Evidence of Need

- 2.5 The Evidence of Need report is still under development; however, some thematic observations can be made which reinforce the case for Town Deal investment to tackle socio-economic challenges which exist in the town which contribute to deprivation and health inequalities.

**Table 2.2 Evidence of Need**

Thematic Area	Evidence of Need
Urban Regeneration, Planning & Land Use	<ul style="list-style-type: none"> <li>• Gaps in housing choice, with 51% terrace and only 6.8% detached. Two new build developments in Cleator Moor will provide more aspirational housing.</li> <li>• The HNA indicated the condition of social housing property and its ability to satisfy needs is below average in Cleator Moor</li> <li>• High number of vacant properties in the town centre (25%) which is double the national average</li> <li>• Relatively low footfall particularly at lunch time which should be a busy time, suggesting limitations in the offer catering for this market</li> <li>• Vacant and dilapidated properties, including prominent buildings around the town centre, characterised by absent landlords</li> <li>• Poor public realm particularly within the Town Square</li> <li>• Quality and choice of housing stock, with a need to improve energy efficiency</li> <li>• Legacy of mining impacting on development sites</li> <li>• Conservation area and heritage buildings are at risk due to a lack of investment and competing uses</li> <li>• Growth in tourism activity and scope for Cleator Moor to capitalise on National Park and Coast 2 Coast route</li> <li>• Green space including numerous allotments of varying quality which requires better utilisation and maintenance</li> <li>• Active sports clubs but limitations in the sport and recreation infrastructure to facilitate participation</li> </ul>
Skills & Enterprise	<ul style="list-style-type: none"> <li>• Steady level of business births across Copeland however supporting these businesses to start and grow in a challenging economic climate is vital</li> <li>• Low income households feature, with 54% of Cleator Moor residents 'financially stretched'</li> <li>• Distance to Post 16 education a barrier to participation and retention of young people</li> <li>• Ageing population and declining working age population</li> <li>• Impact of Covid on ways of working</li> <li>• Proximity to Sellafield presents an opportunity to lever to drive supply chain benefits and capture workforce spend</li> <li>• However dependence on Sellafield is a threat, and there is a need to encourage diversification</li> </ul>

Thematic Area	Evidence of Need
	<ul style="list-style-type: none"> <li>• High levels of deprivation</li> <li>• Limited employment opportunities for young people</li> <li>• Lack of skills and training opportunities</li> <li>• Good intermediate skill base but high level skills and occupations are under-represented with a 12 percentage point gap of L4+ qualifications relative to England</li> </ul>
Connectivity	<ul style="list-style-type: none"> <li>• Good availability of superfast and ultrafast broadband but average speed is significant lower. There is a lack of full fibre availability</li> <li>• Relative isolation from main transport routes (M6)</li> <li>• Buses to Whitehaven and Workington serve the town</li> <li>• The C2C cycle path runs through the town but is an under-utilised asset</li> <li>• Town centre dominated by vehicles and linear nature of town detracts from core</li> </ul>

2.6 This analysis suggests there is scope for long listed projects to explicitly target areas of need in the town to support a robust case for intervention.

## 3. Recommended Next Steps

- 3.1 The Board should consider reducing the long list to a more manageable size through consolidation and amalgamation to facilitate project development and ensure the resultant shortlist aligns strongly with Town Fund funding objectives, including:
- An integrated and coherent set of projects
  - Responsiveness to economic recovery through adaptations which increase resilience and prosperity
  - Ability to drive sustainable economic regeneration to support long-term economic and productivity growth
  - Clear project ownership and delivery structures
- 3.2 To develop a compelling funding submission the project needs to be more than an idea, it needs to be capable of being developed into a robust and compelling project between October-December 2020 and, if funding is secured, for the funding to be spent by March 2026 which underlines the importance of deliverability.

### Strengthening the Long List Pipeline

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- 3.3 Hatch suggest the following project groupings are considered. Suggestions on the project concept aligned to the evidence of need are also proposed.



Table 3.1 Long List Project Concepts

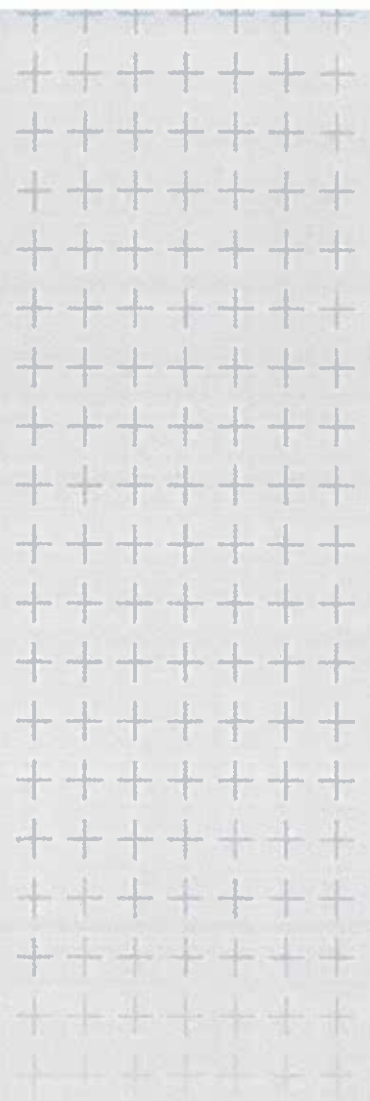
Intervention Theme	Project Concept	Proposals to consider	Potential Concept Lead
Local transport	Active and Sustainable Travel: Investment in walking and cycling infrastructure within the town linking to C2C route and tourism potential in Ennerdale Valley to support health and well-being, quality of life and visitor economy. Provide a modern bus network with better services and connections to key centres	<ul style="list-style-type: none"> <li>'Improve Cycle ways and walking routes into and through the town' 'Better Public Transport'</li> </ul>	Cumbria County Council/ Local Bus operators
Local transport	Enhanced public realm and improved car parking in and around Town Square and provision of EV charging points capable of delivering up to 50KW DC on both CHADeMO and CCS connectors	<ul style="list-style-type: none"> <li>'Electric Vehicle Charging Points' 'Improved car parking'</li> </ul>	Copeland Borough Council
Digital connectivity	Investing in enhanced connectivity to increase broadband speed and access to ultra fast and full fibre, as well as tackling 49 'not spots'. To consider role of Digital Borderlands in addressing these issues.	<ul style="list-style-type: none"> <li>'Faster Broadband'</li> </ul>	Connecting Cumbria
Urban regeneration, planning and land use	Redevelopment of Town Square to include re-use of vacant buildings, public realm improvements, CCTV, and car parking in town centre, space for events and markets, youth provision, improved environmental quality/green infrastructure and wayfinding at key gateways	<ul style="list-style-type: none"> <li>'Improve the look of dilapidated buildings within the town' 'Community Hub' 'Arts/Dance Space' 'Town Centre Hotel &amp; Restaurant' 'Improved Town Centre Accommodation' 'Improve Town Square public realm' 'Improve Town Gateway' 'Cumbria Curiosity Centre' 'Improved car parking' 'CCTV'</li> </ul>	Copeland Borough Council /Cumbria County Council, Town Council

Intervention Theme	Project Concept	Proposals to consider	Potential Concept Lead
Urban regeneration, planning and land use	Improve recreation offer to support health and well being and enable Cleator Moor to serve a wider catchment i.e. dance, 3G pitch, disabled facilities, park improvements, boxing club and gym To provide recreational activities for young people, residents and visitors e.g. indoor skate park, climbing wall, pop-up cinema, leisure and Health hubs.	<ul style="list-style-type: none"> <li>'Improved Market' 'Business Friendly Social Space' 'Support for Grove Court Hotel'</li> <li>'Arts / Dance space'</li> <li>'Improvements to Cleator Moor Activities Centre' 'Park Improvements' 'Improvements to Boys Boxing Club and Gym'</li> <li>'Open Air Gym' Park</li> <li>Improvements, skate park and pop-up cinema</li> </ul>	Copeland Borough Council / GLL / Boxing Club
Urban regeneration, planning and land use	Housing Project: renewal of empty and poor-quality terraced housing and commercial properties to improve energy efficiency, health, and uptake. Unlock new housing development in response to identified need through site preparation to address viability gaps	<ul style="list-style-type: none"> <li>'Town Centre housing' 'Empty Shops and Homes Initiative'</li> <li>'Ehenside Site Redevelopment' 'St Johns Church Site'</li> </ul>	Home Group / Private Sector
Urban regeneration, planning and land use	To maximise natural capital through links to cycling trails i.e. Dent to develop cycle tourism and potential links with trail walking and running	<ul style="list-style-type: none"> <li>'Trail centre' 'improved mountain biking facilities'</li> </ul>	Copeland Borough Council / Private Sector
Urban regeneration, planning and land use	Expansion of industrial sites/premises	<ul style="list-style-type: none"> <li>'Workshop space' 'Improve Old Brewery Site' 'Redevelopment of Cleator Mills'</li> <li>'Hydro-electricity'</li> </ul>	Copeland Borough Council
Urban regeneration, planning and land use	Feasibility assessment of hydro-electric potential		
Skills infrastructure	Increase higher skills through HEI offer within the town including teaching provision and student accommodation	<ul style="list-style-type: none"> <li>'UCLAN Campus Town' Howgill site redevelopment</li> </ul>	UCLAN

Intervention Theme	Project Concept	Proposals to consider	Potential Concept Lead
Skills infrastructure	Skills Hub supporting skills development, advice and guidance, digital access and skills development to facilitate progression into employment, café, STEM inspirational activities focused on young people	<ul style="list-style-type: none"> <li>'Town Deal Trades Hub' 'Skills training/teaching/employment centre' 'Entrepreneurial &amp; Mentorship centre' 'Skills4You Expansion' 'Digital Training Facility' 'Allotments/Nursery' Cumbria Curiosity Centre, Environmental Education</li> </ul>	Cumbria County Council and providers/ Copeland Borough Council, CLEP, REACT
Enterprise infrastructure	Development of the Industrial Solutions Hub concept to support economic growth and diversification at Leconfield	<ul style="list-style-type: none"> <li>'Industrial Solutions Hub – Leconfield'</li> </ul>	Copeland Borough Council / CLEP
Enterprise infrastructure	Investment in existing and new incubator and grow on space	<ul style="list-style-type: none"> <li>'Phoenix Enterprise Centre Phase 3 Upgrade' 'Conversion of vacant buildings to create incubator units' 'Stack Units'</li> </ul>	Copeland Borough Council
Arts, Culture and Heritage	Provision of visitor accommodation to capitalise on growth in visitor market and proximity to LDNP	<ul style="list-style-type: none"> <li>'Campsite with pods and caravans' 'Town Centre Hotel &amp; Restaurant'</li> </ul>	Copeland Borough Council

- 3.1 This approach will result in a long list of 14 concepts for development, with the primary theme identifying coverage as follows:
- Local transport – 2 projects
  - Digital connectivity – 1 project
  - Urban regeneration, planning and land use – 6 projects
  - Arts, culture and heritage – 1 project
  - Skills infrastructure – 2 projects
  - Enterprise infrastructure – 2 projects
- 3.2 There are some projects however which will provide multiple roles, i.e. dance/arts provision could utilise redundant buildings.
- 3.3 Notable gaps in the long list considering the evidence include:
- Arts culture and heritage – can more be done to extend the cultural offer of Cleator Moor to attract visitors?
  - Arts, culture and heritage – what about the place proposition to investors to attract residents, businesses etc to the town?
  - Addressing housing mix and need i.e. social housing need? Affordable larger new build properties?
  - Local transport – any road improvements required?
- 3.4 Opportunities to ensure the long list projects respond to identified need should be sought.

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ITEM 8

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# Project Prioritisation Framework - Draft

A Draft Report by Hatch  
16 September 2020

# Cleator Moor Town Deal Board

## Project Prioritisation Framework - Draft

16 September 2020

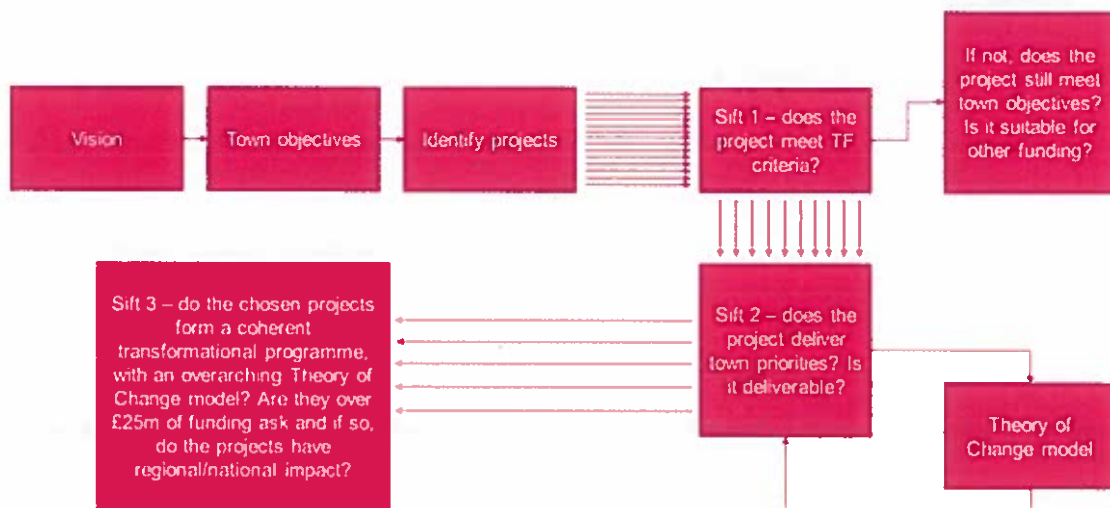
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# 1. Prioritisation Assessment

- 1.1 The Board will consider the findings from Sift 1 and agree a final long list of projects to be taken through to the assessment stage. This paper provides a draft Prioritisation Framework against which projects will be assessed.

Figure 1.1 Project Prioritisation Process



Source: [www.townsfund.org.uk](http://www.townsfund.org.uk)

## Prioritisation Criteria

- 1.2 The prioritisation process will consider whether the project will deliver the town priorities and if it is deliverable.
- 1.3 Each project needs to use the criteria established by MHCLG which is based on HMT Green Book guidance to assess:
- Value for Money (likeliness to deliver social value in terms of costs, benefits and risks)
  - Affordability (financing and affordability given existing budgets)
  - Achievability (deliverability given organisational capability and skills)
  - Commercial viability and feasibility of procurement
  - Stakeholder support
- 1.4 A set of town specific criteria can also be applied which are specific to Cleator Moor's strategic objectives. Using the draft Strategic Framework as a guide for discussion with the board, this town specific criteria could include:
- Extent to which it will improve quality of life
  - Extent to which it delivers inclusive growth
  - Extent to which it delivers clean growth
  - Extent to which it supports productivity gains

- Clear evidence of market need
- Financial sustainability beyond Town Deal funding

## Concept Development

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- 1.5 Each project on the final long list will be required to complete a concept form (see Appendix A) providing a consistent level of detail which will enable the consultant team to score the project using this assessment criteria on a scale of 1-5. This process will provide each project with an overall score for consideration by the Board during the shortlisting stage.

## Deriving a Short List

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- 1.6 Once concept forms have been completed and submitted to the consultant team there will be an independent review and any clarification questions will be posed. The consultant team will then score the projects against the agreed prioritisation framework which sets out the technical assessment and findings from Sift 2. The Board will consider the findings and will agree a shortlist of projects to be taken forward for project development. The key questions for the board to consider in doing so are:
- Do the chosen projects form a coherent transformational programme?
  - Are they over £25m of funding ask, and if so, do the projects have regional/national impact?

## Project Development

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- 1.7 Once the shortlisted projects have been identified a project sponsor/owner for each project will be formed and a working group established which the consultant team will work with to develop the detail of the project to meet the submission requirements. At all stages of the process the wider community will be kept informed and can share their perspectives to shape the development of the project.

# Appendix A - Concept Form

Town Investment Plan – Long List Project Concept Form (maximum of 5 pages at 11-point font)

Project Name	
Project Location	
<i>Insert address including postcode</i> Primary Intervention Theme  <i>Insert Local transport; Digital Connectivity; Urban Regeneration, Planning &amp; Land Use; Arts, Culture &amp; Heritage; Skills Infrastructure; Enterprise Infrastructure</i>	
Project Lead	
<i>Insert lead organisation, contact name, address, postcode, email/telephone</i>	
Other Partners	
<i>Insert partner organisations and any project interdependencies</i>	
Project Status	
<i>What is the current status of the project and what are the key activities/timescales required to develop the project within Town Deal timescales?</i>	

<p>Project Description</p> <p><i>Please provide a summary description and key aims of the project</i></p>							
<p>Key Issues &amp; Opportunities</p> <p><i>What are the key issues or opportunities that the project seeks to address?</i></p>							
<p>Covid19 influence</p> <p><i>How has the pandemic influenced your project? What Covid19 challenges/impacts, if any, will the project respond to?</i></p>							
<p>Clean Growth influence</p> <p><i>How will this project respond to clean growth ambitions?</i></p>							
<p>Potential Impact</p> <p><i>What outcomes and impacts does the project hope to achieve including the scale at which these will be secured...</i></p>							
<p>Proposed Funding Mix</p>	<table border="1"> <tr> <td data-bbox="981 1064 1021 1433">Total Project Cost</td> <td data-bbox="981 1064 1021 1433">£</td> </tr> <tr> <td data-bbox="1021 1064 1061 1433">Town Deal Request</td> <td data-bbox="1021 1064 1061 1433">£</td> </tr> <tr> <td data-bbox="1061 1064 1197 1433">Match Funding by source <i>Insert all sources and the status (i.e. confirmed)</i></td> <td data-bbox="1061 1064 1197 1433">£</td> </tr> </table>	Total Project Cost	£	Town Deal Request	£	Match Funding by source <i>Insert all sources and the status (i.e. confirmed)</i>	£
Total Project Cost	£						
Town Deal Request	£						
Match Funding by source <i>Insert all sources and the status (i.e. confirmed)</i>	£						

Funding Type	Capital	Revenue
<i>Is this a capital or revenue project (or both?)</i>	£	£
Proposed Start Date		
Proposed Completion Date		
Delivery Plan		
<i>Briefly outline the management approach for the delivery of the project</i>		
Procurement Strategy		
<i>What is the proposed procurement strategy and are there any identified issues?</i>		
Risk and mitigation		
<i>What are the risks to delivering this project? How can these be mitigated against?</i>		
Sustainability		
<i>Briefly describe how the project will be sustained after the Towns Deal funding has ended</i>		
Supporting Information		
<i>List any supporting studies i.e. feasibility/viability assessments/demand or supply studies which support the case for intervention and deliverability of the project or identify where development/feasibility work will be required.</i>		

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## Town Investment Plan Programme

The Board are asked to note progress in the development of the Town Investment Plan and key activities over the coming six weeks.

Since January 2020 work has been ongoing to progress the development of the Town Investment Plan. This has seen the development of the governance arrangements and the Town Deal boundary agreed. The last few months have seen work progress on the key areas identified within the document for the preparation of a Town Investment Plan including running a Town Deal Board, communications and developing the content of a TIP.

Government guidance was also published on the 15<sup>th</sup> June 2020 to enable towns to finalise their Town Investment Plans (TIP) and work with MHCLG to agree their Town Deals. The work undertaken to date, and the future activity identified is consistent with the guidance.

On the following page is the latest interim programme supporting the development of the Town Investment Plan. Mindful of the need to maintain momentum, over the next six weeks the following priority actions have been identified:

- Refining and finalising the strategic framework
- Draft Prioritisation Framework
- Draft Project Long List – Sift 1
- Receipt and due diligence of Project Concepts
- Stakeholder and Social Media Engagement
- Feedback and Due Diligence of Project Concepts
- Appraisal of Concept Forms – Sift 2

### Programme Key:

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

