

CLEATOR MOOR

JANUARY 2021



Town Investment Plan

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CLEATOR MOOR

TOWN
INVESTMENT
PLAN

JANUARY 2021

EXECUTIVE SUMMARY

executive
summary

ES

Cleator Moor is a small town in West Cumbria, home to 6,800 residents. It lies to the west of the UNESCO World Heritage site of the Lake District National Park and south east of the coastal town of Whitehaven. Despite this picturesque backdrop, Cleator Moor is a town of significant socio-economic need, characterised by deprivation, worklessness and low aspirations.

However, Cleator Moor's strategic location in the heart of the UK's centre of nuclear excellence, in addition to proximity to world renowned natural capital assets, frames unique economic opportunities.

The Town Investment Plan represents a once-in-a-lifetime opportunity for Cleator Moor to arrest economic decline, through an integrated set of proposals which respond to identified need and opportunity and establish a strong platform for sustainable economic growth and investment.



CHALLENGES:

- Lack of employment opportunities
- Low value skills profile
- Depopulation & ageing
- Town centre decline
- Covid exposure
- Entrenched deprivation
- Poor health outcomes
- Poor connectivity



STRENGTHS:

- Existing employment assets
- Key service centre and supply chain potential
- Community spirit and commitment
- Strategic location close to LDNP and major employment sites
- Favourable policy environment for growth
- Clean growth credentials



OPPORTUNITIES:

- Regenerating Leconfield Industrial Estate
- Revitalising the town centre
- Supporting young people and skills
- Improved well-being, leisure and recreation offer
- Enhanced transport connectivity
- Widening housing choice



Cleator Moor Art Competition Submission – Best Photography winner of Past, Present & Future. Credits: Dave Fox

Stakeholder engagement has coalesced the community around a shared vision for Cleator Moor. Extensive community, public, private and third sector engagement has taken place at various stages to inform, involve and engage stakeholders and has iteratively informed plan development, secured high levels of support, and ensured maximum alignment to policy and existing and planned initiatives.

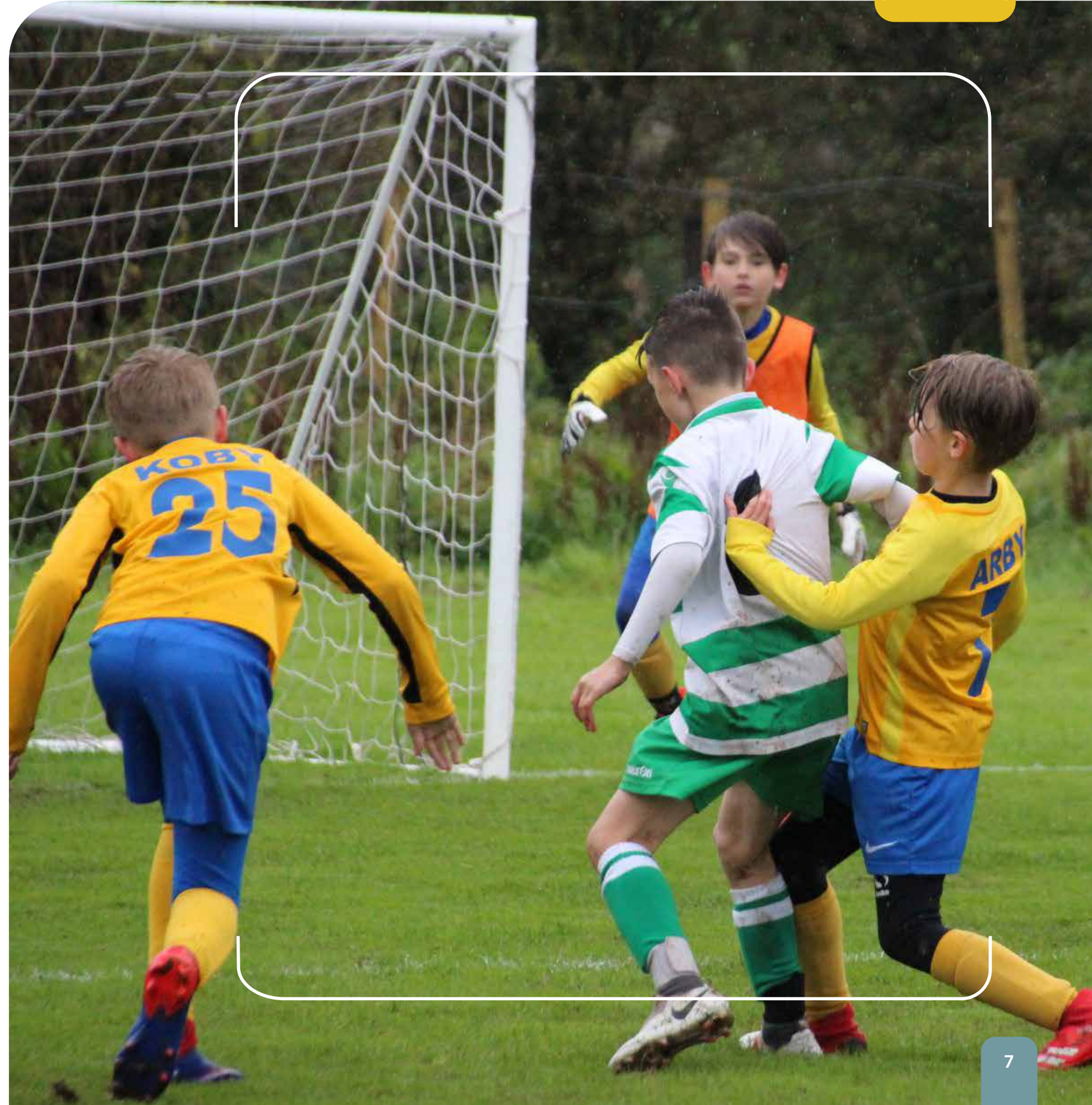
Over the next 15 years:

"Cleator Moor will offer an **exciting opportunity** to live with a **world heritage site** on your doorstep and work for **world class companies** in a range of sectors, exporting to customers across the globe. Local people will be able to access a diverse range of **employment, education and training opportunities**.

Cleator Moor will be a **contemporary 'campus' town** embracing its rich past and vibrant future, committed to the pursuit of **inclusive and clean growth**.

The town's high-quality environment will offer an **exceptional standard of living** to all ages with an expanded cultural and leisure provision within a **revitalised town centre**."

The Town Investment Plan is framed around seven strategic objectives to realise a prosperous, sustainable and inclusive future for Cleator Moor.





Our ask is for **£24.6m** of investment through Towns Fund to deliver a transformational programme focused on three anchor projects targeting the areas of greatest opportunity and two enabling projects to maximise the wider benefits of the investment.

ENTERPRISING TOWN

Enterprising Town – developing an enterprise campus, on the semi-derelict Leconfield Industrial Estate, aimed at leveraging the economic growth potential of the Sellafield supply chain, through a cluster approach to growing and diversifying the West Cumbria economy.

REVITALISED TOWN

Revitalised Town – creating an enhanced focal point to increase activity and footfall around the Town Square through bringing vacant and under-utilised buildings back into active use, set within an attractive new public realm. Uses will include a new cultural community hub and enhanced business space.

CAMPUS TOWN

Campus Town – providing flexible, fit for purpose student accommodation to facilitate planned growth at the University of Central Lancashire's Westlakes Campus using vacant or derelict sites in Cleator Moor. This will support vitality and footfall in the town centre.

HEALTHY TOWN

Healthy Town – enhanced sports and leisure provision through the redevelopment of existing provision, to provide a modern multi-purpose centre including an indoor sports hall, flexible studio space, gym and café, alongside wider health and well-being provision, and targeted youth activity. This will improve population health and generate more reasons for people to visit and spend time in Cleator Moor.

CONNECTED TOWN

Connected Town – delivering a programme of transport and related public realm interventions to facilitate a high-quality integrated and sustainable transport network, which improves connections between employment, education, amenities and leisure, and transforms the accessibility and attractiveness of Cleator Moor.

The Town Investment Plan programme will benefit **6,800** residents directly and will generate:

REALISING IMPACT

£29m in additional GVA

£19m Social Value

CO2 emissions reductions

Land value uplift

We will unlock wider benefits including:

67 new jobs created per annum

385 learners assisted per annum and improved employability and skills levels in young people and adults

5km new and improved walking and cycling routes

5,000 sqm public realm improvements delivered

4,000 sqm high quality commercial and innovation floorspace

1,750 sqm improved civic, community, skills development and employability space

100 additional Higher Education students

The Board is fully committed to the successful delivery of the Cleator Moor Town Investment Plan. Working collectively with the community and local partners, with the support of Towns Fund, Cleator Moor will secure a sustainable economic future.

SPATIAL PLAN

KEY

- Town Centre Boundary
- TIP/ Parish Boundary
- Lake District National Park (LDNP) and World Heritage Site
- Public Rights of Way
- National Cycle Network
- Coast to Coast Walking Route



Enterprising Town



Revitalised Town



Campus Town (sites tbc)



Healthy Town



Connected Town

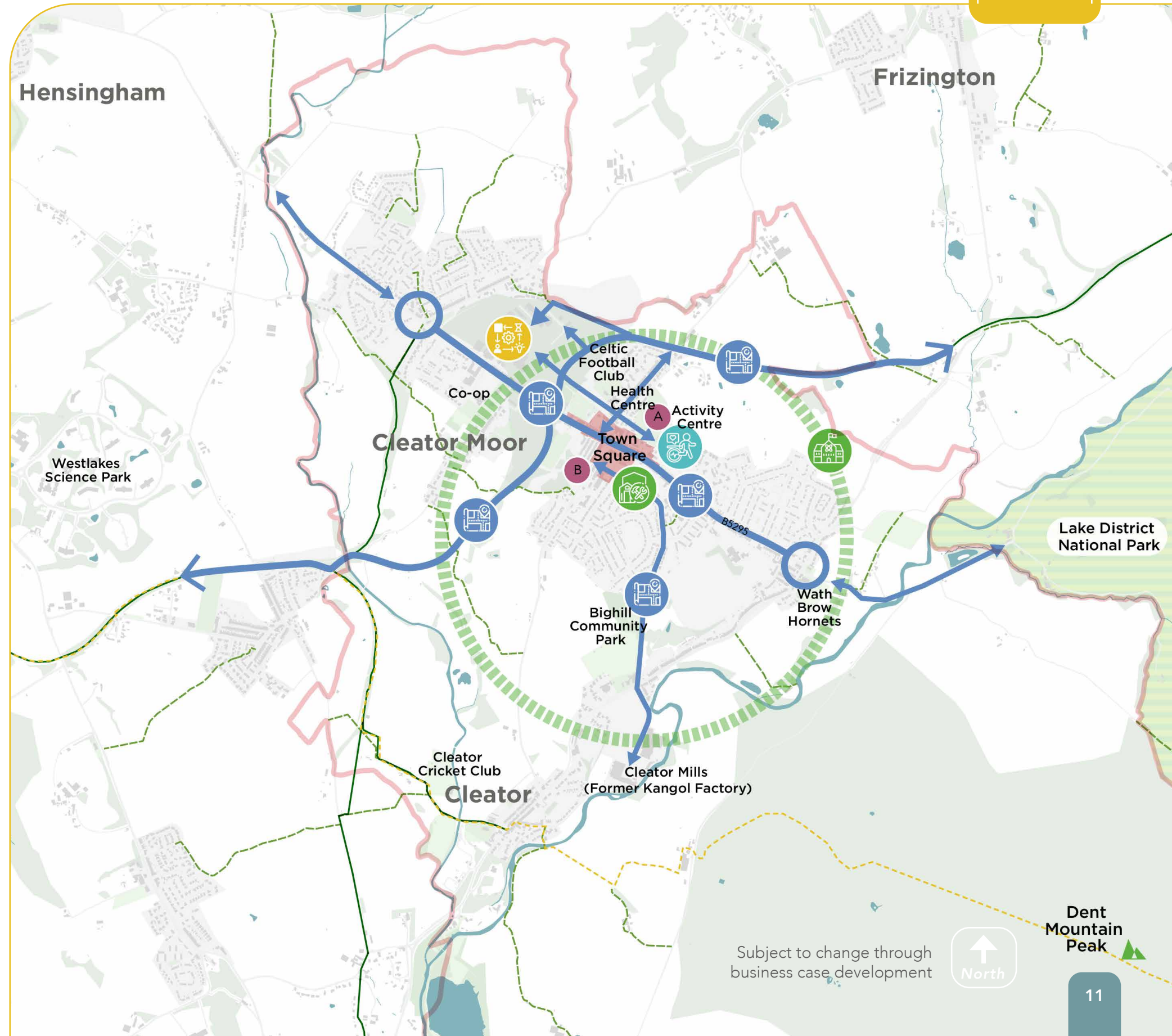
Accelerator Projects:

A

3G pitch upgrade at Cleator Moor Activity Centre

B

Jacktrees Park upgrade (new playground and improved connection to C2C cycleway)







1

introduction

STATEMENT OF AMBITION



FOREWORD FROM
MAYOR MIKE
STARKIE

I am proud to present the Town Investment Plan for Cleator Moor. I firmly believe that the plan that follows will help create a sustainable – and prosperous - future for this wonderful town.

Cleator Moor is a town of contrasts; one side is heavily reliant on local nuclear supply chain and therefore significantly impacted by fluctuations and future changes in the local nuclear industry, while on the other side, unemployment rates are high. This plan captures the potential of the changing supply chain to diversify, grow and adapt to international markets, exporting west Cumbrian expertise from the heart of Cleator Moor and offering opportunities for local businesses and residents alike.

Integral to this investment plan is the fact that it has been truly devised for the community – by the community.

One of Cleator Moor's greatest strengths is its tremendous community spirit and

sense of pride and ambition the residents and businesses have for their town, and the significant level of engagement in - and support for - our proposals from a range of different sectors are reflective of this.

In terms of what we set out to achieve in order to meet local priorities, the plan ticks every box; encouraging employment in an area where unemployment is relatively high, harnessing growth and innovation, improving health and wellbeing, facilitating regeneration, and enhancing transport and accessibility.

The Towns Fund represents a once-in-a-lifetime opportunity for a small town like Cleator Moor, as funding criteria often focus on larger centres and builds on an already strong private sector. Towns Fund brings Cleator Moor the potential of addressing market failure and arresting ongoing decline to establish a platform for future growth and private sector investment.

On behalf of Copeland Borough Council, I fully commend this Town Investment Plan to you.



FOREWORD FROM
KAYLEIGH DANIELS,
CHAIR

The last period of significant economic growth in Cleator Moor was driven by rich assets below ground; helping fuel the country's industrial boom. The Towns Fund opportunity can potentially spark a new period of growth; driven not by our area's pits or blast furnaces, but in the dynamic, innovative and entrepreneurial people of the town.

Despite the picturesque backdrop, the town has long been overlooked from an investment perspective. The community's strength and resilience is truly exceptional; however the levels of deprivation are among the country's worst, with a trajectory of consistent decline, even without accounting for the Covid-19 impact. Reminiscent of the surrounding peaks and valleys, Cleator Moor is a town of deep deprivation, juxtaposed by the highs of globally significant opportunities within our grasp.

As a board, we believe that collectively these projects inject new life into our town, bringing youth and vitality to a revitalised town centre, while levelling up our industrial and enterprising assets. The hive of activity that

comes from connecting these interventions intelligently will create a catalytic blend in the town; from young people, to university students, to entrepreneurs; generating sparks of activity that will continue long into the future.

For our plan to flourish, it must yield success the whole town can share and sustain; holding true to the adopted town motto; "One Town, Our Town". To achieve this we propose to grow from our differentiated strengths, but also to invest in infrastructure that will help remove the barriers unique to our residents.

Our community, businesses and local partners have come together to unite in our ask to Government. These projects provide a critical mass of activity to kickstart a bright and vibrant future which maximises our assets, secures inward investment and ensures Cleator Moor's people reap the benefits of economic success.

INTRODUCTION

The Town Deal area follows the ONS small towns definition for Cleator Moor and Cleator, following the parish boundary, and was agreed with the Cleator Moor Town Board. The town is currently home to 6,800 residents.

Structure of the document

Our Cleator Moor Town Investment Plan outlines the details of our ask of Government to support the delivery of an integrated package of interventions to deliver significant positive change in Cleator Moor. It is structured as follows:

2

Chapter 2 - Context Analysis: Sets the context for the investment, describing our town, key challenges and investment needs alongside our strengths, assets and opportunities, as informed by stakeholder engagement and socioeconomic analysis.

3

Chapter 3 - Strategy: Articulates our strategy, including our vision, objectives and cross-cutting principles, a spatial plan, the outcomes and outputs our investment will secure, and the details of our proposed projects.

4

Chapter 4 - Engagement and Delivery: Describes the stakeholder engagement which informed our Town Investment Plan, how we have worked with the private sector, how we will develop business cases for our projects, and a high-level delivery plan.

5

Chapter 5 - Thanks: Acknowledges those who have contributed to the production of the town investment plan.

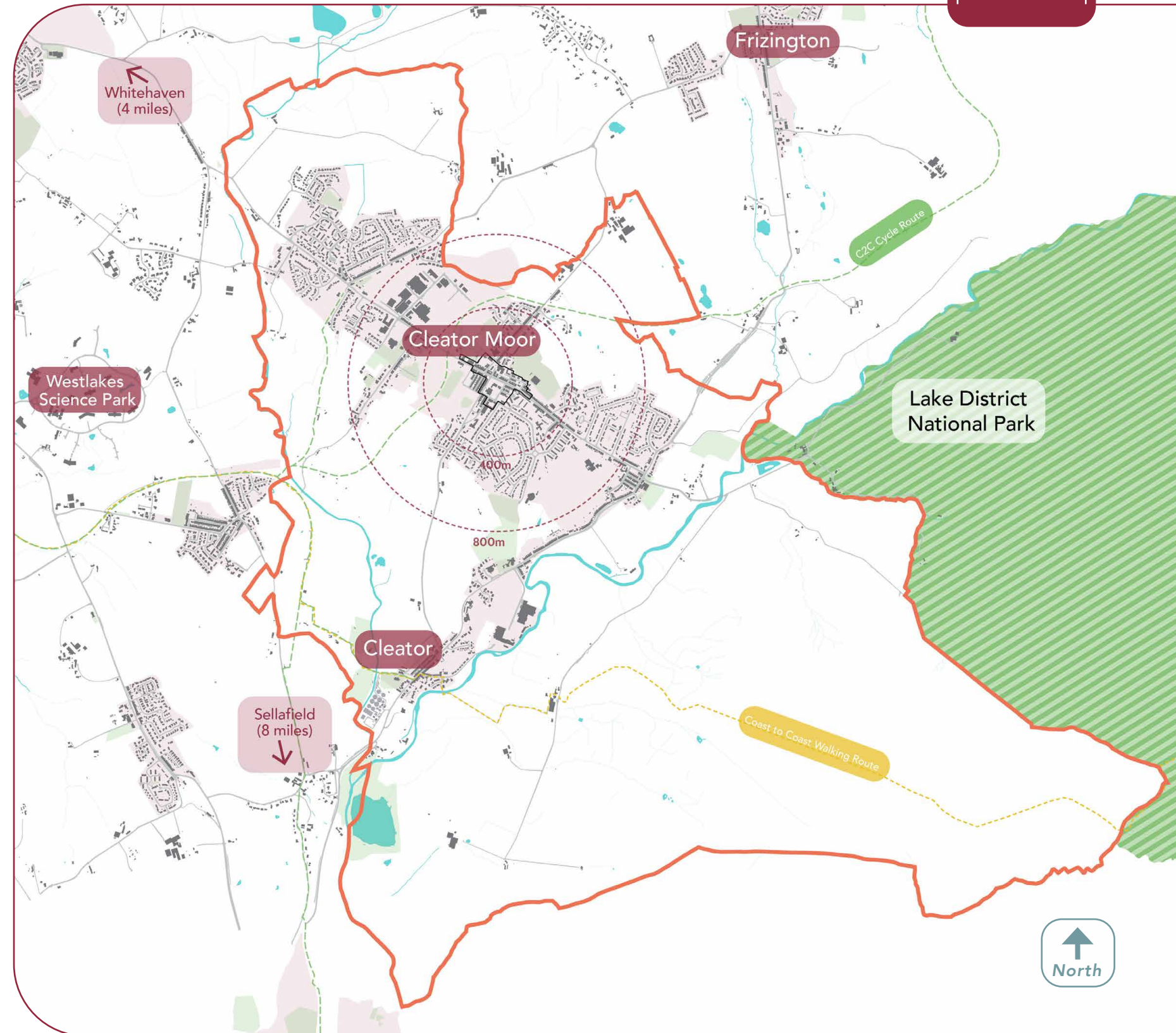


Figure 1.1 Cleator Moor in Context



2

context analysis

2

1

OVERVIEW OF THE TOWN

Cleator Moor is located in West Cumbria in the borough of Copeland. It lies to the west of the UNESCO World Heritage site of the Lake District National Park and south east of the coastal town of Whitehaven. Nearby natural capital assets include Dent Fell, the famed route of Wainwright's Coast to Coast walk which passes through Cleator, and the C2C National Cycle Route which passes close to the town centre.

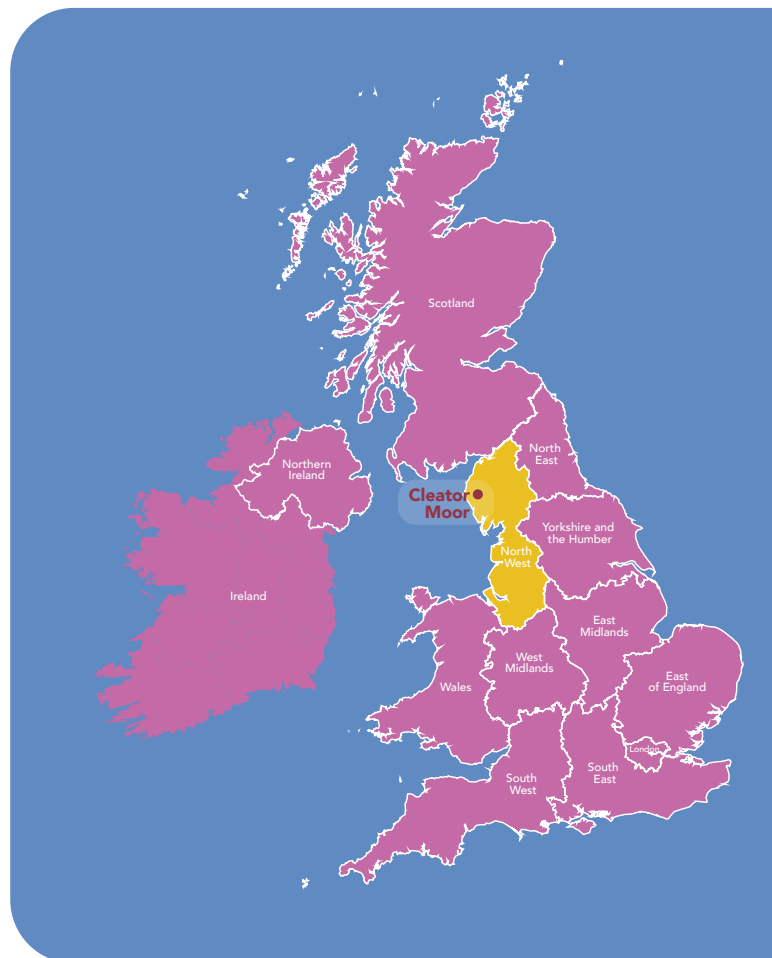


Figure 2.1 Cleator Moor in a UK and North West Context

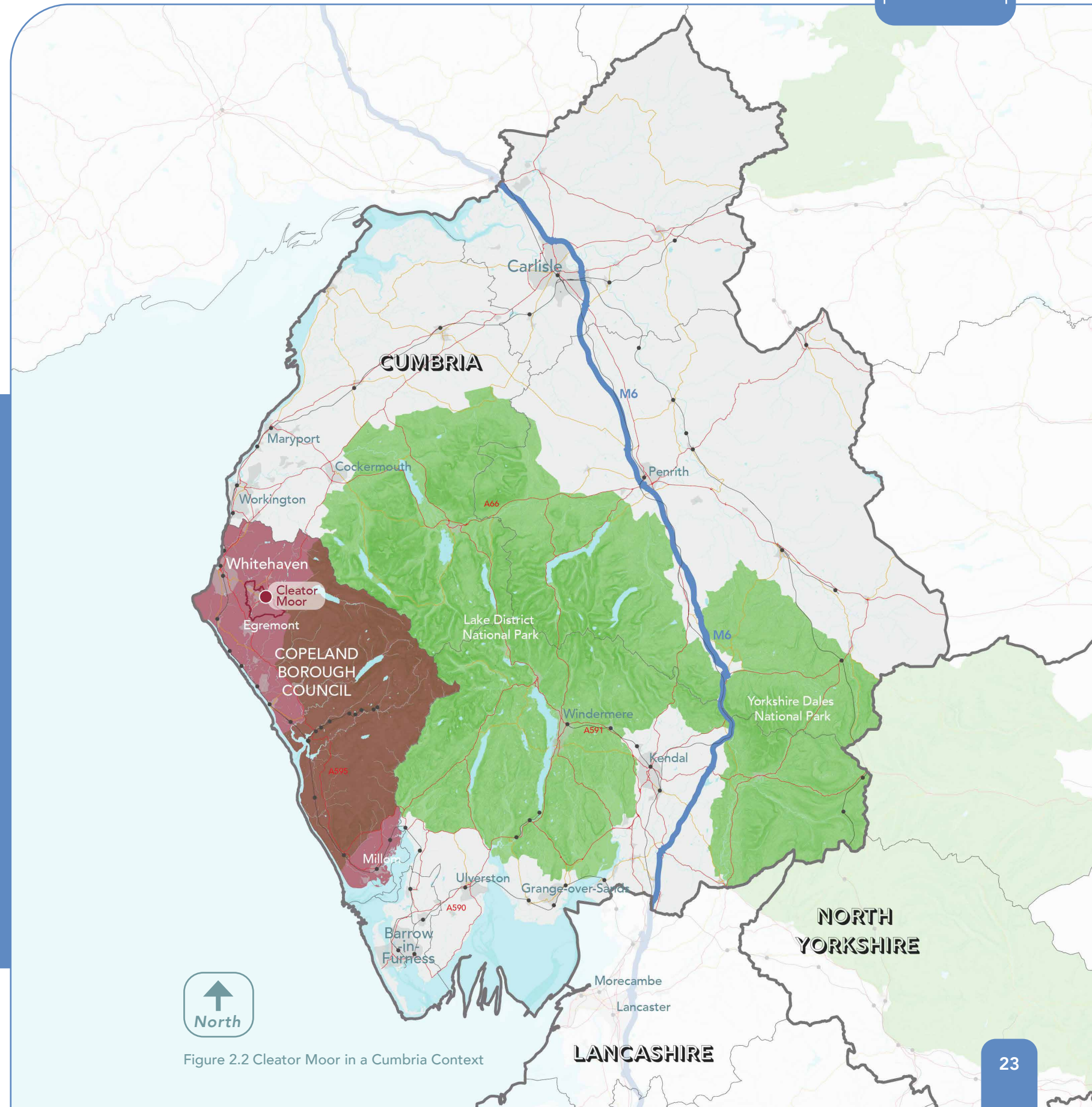


Figure 2.2 Cleator Moor in a Cumbria Context

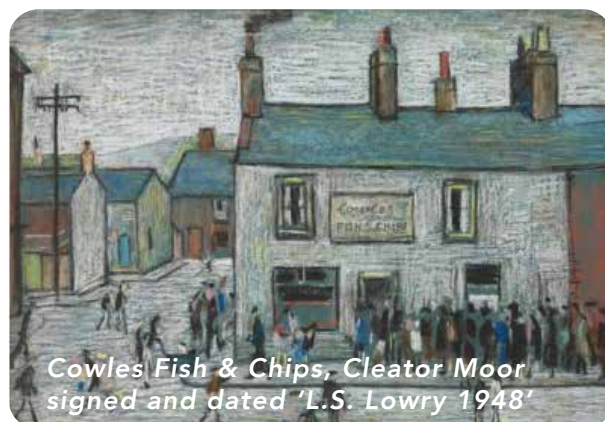
Economic Evolution

Cleator Moor has a rich mining heritage tied to the industrial revolution, during which it emerged as an important centre of iron mining and material production such as steel and limestone. The area led the way during the industrial revolution, with industrial activity in the town starting 50 years before the UK's wider industrial revolution, including the first Cumbrian blast furnace built in Cleator in 1694¹.

The industrial boom during the 19th century led to a rapid surge in population, and the town grew from 360 residents in 1801 to over 10,000 by the latter half of the century². In the mid-20th Century, Cleator Moor played an important role as the scene of inspiration for one of the great 20th Century English painters, LS Lowry³. Lowry visited the town on several occasions where he was inspired to paint scenes of the town including, 'Cowles Fish and Chip Shop', 'Westminster Bank and 'The Market Square'.

Wider economic restructuring saw the decline of mining activity throughout the 20th century, eventually closing down in the late 1970's. This brought great social and economic upheaval to the town which is still evident in the concentrations of deprivation, worklessness and low aspirations which can be seen today.

Today, economic activity in Cleator Moor is closely tied to the Sellafield nuclear site⁴ which opened in 1947, just south of the town, to produce plutonium for the country's nuclear deterrent.



Over time Sellafield's focus shifted to be the world's first commercial-sized nuclear power station, a recycling centre for nuclear fuel and a safe treatment and storage facility of nuclear waste. The facility is now undergoing a major decommissioning programme. This expertise encompasses the majority of the nuclear life cycle, from generation, reactor operation support, fuel fabrication and reprocessing, to waste management and decommissioning. Sellafield has been the backbone of West Cumbria's economy for the past 70 years and has had a significant impact on the economy.

Cleator Moor's position in the heart of the UK's centre of nuclear excellence can tap into these unique economic opportunities. This status also brings with it key challenges. The Energy Act requires Government, via the NDA, to undertake activities that benefit the social or economic life of communities living near Sellafield, in response to the decommissioning programme and associated economic decline driven by Government achieving this objective.

External funding and Government fulfilling this legal duty remains critical to secure investor confidence and to arrest and reverse decline in Cleator Moor. Through Town Deal, Cleator Moor can help lead the way as a key contributor to the UK's Net Zero ambitions and supporting the realisation of the Cumbria Clean Energy Vision. This focus will help to unlock the potential of the global nuclear decommissioning market, diversify the supply chain and skills base into aligned opportunities such as oil and gas decommissioning and drive jobs and GVA growth.

THE ECONOMIC IMPACT OF SELLAFIELD LTD:

Sellafield Ltd directly employs more than 11,000 people, of which 86% are based in Copeland. In total, 41,800 FTE jobs are supported through direct, indirect and induced activity. In 2016/17, Sellafield made a £2bn contribution to GVA, of which 71% was generated in Cumbria and Warrington. This included £720m direct GVA, £890m indirect GVA through the supply chain, and £400m induced GVA through staff spending. Sellafield is vital to the Copeland economy, sustaining just over 55% of GVA in the borough.

The impact of Sellafield Ltd is felt on the UK economy, the jobs it sustains, and taxes generated, in addition to investment in research and development spending driving innovation, productivity and growth.

However, the Sellafield Ltd transformation agenda to reduce mission spend by at least £1.4bn by 2029 means a reduction in the workforce of c.3,000 roles over the next 5 years. Opportunities to develop a commercial offering and a more innovative and sustainable supply chain that can create employment options beyond Sellafield will help to manage the longer term impact of a smaller Sellafield Ltd on employees and communities.

Source: Oxford Economics, 2018



Credit: Michael Lishman, Sellafield Ltd.

¹ <https://www.cumbriacountyhistory.org.uk/township/cleator>
² <https://www.cumbriacountyhistory.org.uk/township/cleator>
³ <https://www.visitcumbria.com/l-s-lowry/>
⁴ <https://nda.blog.gov.uk/2018/09/07/what-is-sellafield/>

Snapshot of Cleator Moor's Socio-Economic Position



Population of 6,800, experiencing decline (-2.5% since 2011 compared to +5.4% in England)



Decline in working age residents (-5% since 2011 compared to +2% in England)



Over 1,000 people work in Cleator Moor in sectors such as manufacturing, construction, health, public administration and professional, scientific and technical



Employment has fallen by 8% since 2015 (compared to +3.4% in England)



0.32 of a job for every working age resident compared to 0.77 in England



16% of jobs are public sector, in line with the national rate



Outflow of commuters (-3,369 per day)



213,650 visitors in 2019 (+1.5% growth since 2018)



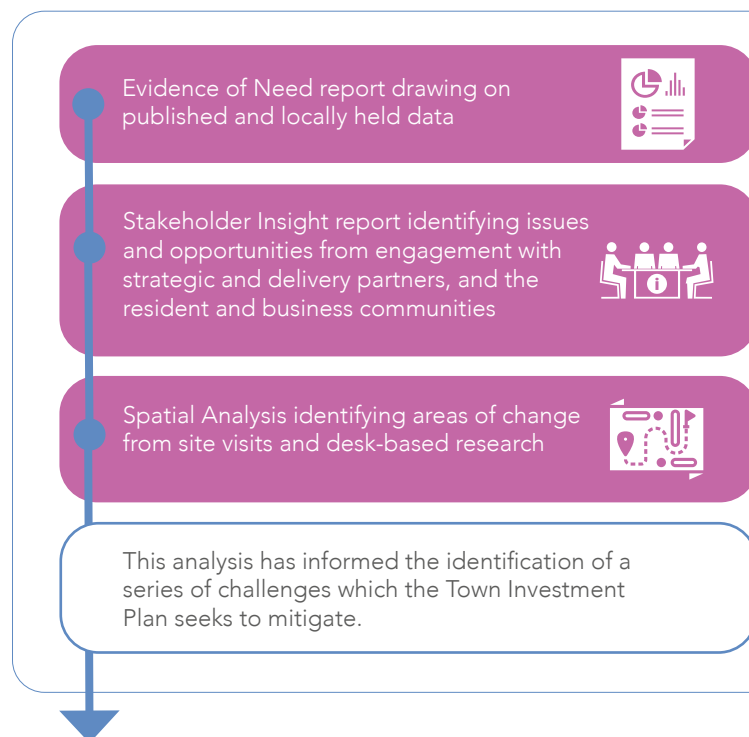
385 registered businesses (-11% since 2016 compared to +7% in England)



THE CASE FOR CHANGE

Figure 2.3 Identifying the Case for Change

The understanding of the case for change in Cleator Moor has been developed through a robust process to understand need and opportunity in the town.



Summary of the Case for Change:

- The town has close ties to the advanced manufacturing, engineering and energy sectors through physical proximity to Sellafield and there is significant scope to capitalise on this to diversify and drive resilience into future economic growth. Current employment sites, particularly at Leconfield, are of poor quality and do not provide the type of modern space required to support a higher value business base.
- The town is punctuated by pockets of deprivation, of which poor health and wellbeing is a key dimension and a trend of increasing worklessness was evident before the coronavirus pandemic, which is likely to further challenge people's livelihoods.
- Cleator Moor is rich in natural capital and heritage assets. The civic centre is well defined but has poor quality public realm, and a limited retail, leisure and cultural offer combined with transport infrastructure challenges undermines the potential for Cleator Moor to be a vibrant, safe and attractive service centre.
- Cleator Moor faces a demographic challenge as a result of an ageing population and out migration of young people seeking higher education and employment opportunities.



Challenge 1: Lack of Employment Opportunities

The employment and business landscape in Cleator Moor is increasingly challenging, with a reduced number of employment and business opportunities. Since 2015, employment in the town has fallen by 8% (-125 employees), and the business base has contracted by 11% since 2016 (-50 businesses). The town is highly dependent on private sector employment – largely dependent on the nuclear supply chain – accounting for 84% of total employment, which has been less resilient than the public sector during COVID-19.

Despite proximity to employment sites at Westlakes Science Park, Sellafield and larger centres of Whitehaven and Workington, Cleator Moor has struggled to effectively participate in economic opportunities. This can be attributed to a number of factors including a lack of quality business accommodation, skill mismatches and gaps, and poor investment image and perception,

including a lack of enabling infrastructure including a quality housing, leisure, culture, and transport offer.

A limited supply of job opportunities within the town is a key reason why many people seek employment elsewhere. The town has significantly lower jobs density at 0.30 of a job per working age resident. Approximately 3,370 more people commute out of Cleator Moor than commute in for work and the most significant destination is towards Sellafield.

The high level of commuting out of the town presents a challenge to activity levels and footfall in the town during the day and undermines the viability of shops and services required to support a resident workforce. It also demonstrates that the continued lack of employment opportunities will be a barrier to retaining young people in the town.

Cleator Moor needs to support businesses to start, grow and diversify to drive employment creation.

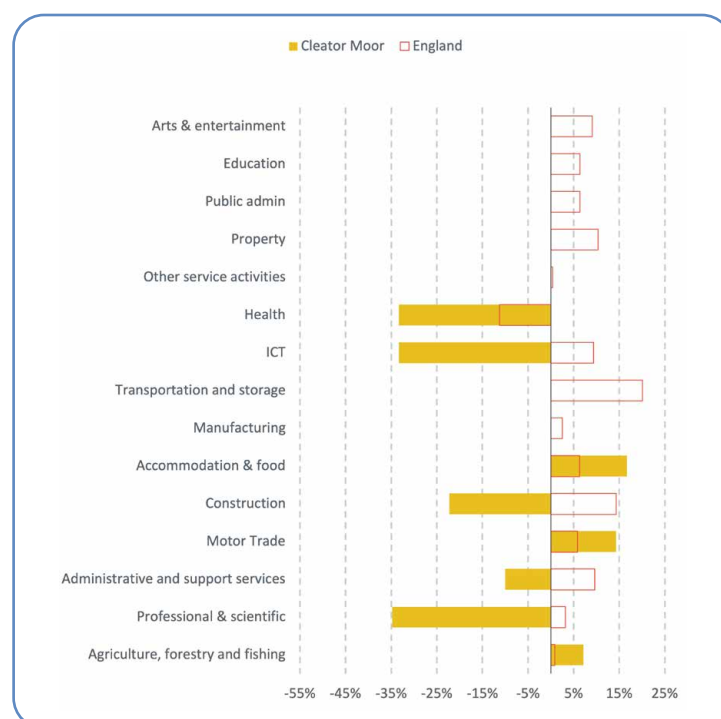


Figure 2.4 Change in Cleator Moor Business Count, 2016-2019

Source: ONS, UKBC, 2019

Challenge 2: Skills Profile and Life Chances

Cleator Moor has a lower value skill and occupational profile, which influences life chances, household income and health and wellbeing. The town's occupational profile has strong representation of mid and low range occupations such as process plant and machine operatives, highlighting an increased level of exposure to the impact of automation.

Stakeholder engagement highlights that there is a prominent issue around low aspirations in Cleator Moor. This often starts in schools; many individuals do not see high skilled work as something that is "for them" and there are challenges around generational unemployment.

A greater focus on entry level and pre-employability skills, supporting personal development, and facilitating reskilling and upskilling will enable Cleator Moor residents to be more resilient to change and to adapt to changing skills demand.

Cleator Moor needs to equip residents with the knowledge, skills and aspirations aligned to current and future job opportunities.

"We need jobs for the town and we need to train people to get those jobs"

Source: Resident, Stage 2 Web Survey

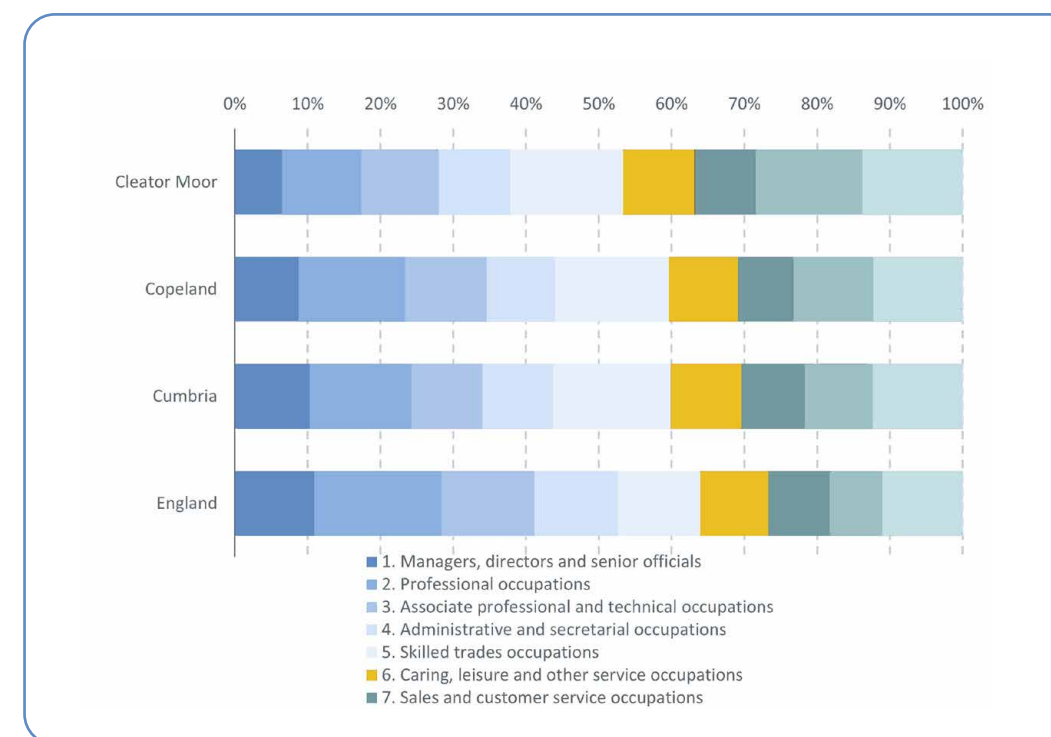


Figure 2.5 Occupational Profile, 2019

Source: Annual Population Survey, 2019

Challenge 3: Depopulation and Ageing

Cleator Moor is experiencing population decline. The population has decreased by 2.5% since 2011 and the overall profile is of an ageing population. The working age population is 5% lower than it was in 2011 and those aged under 15 have reduced by 9%.

Copeland's population is forecast to decrease by 9% between 2018-2042, particularly in the working age (-16%) and under 15 (-17%) cohorts. Continued depopulation and an ageing population profile presents a dual challenge of increased pressure on services and tighter labour supply to facilitate economic growth.

Cleator Moor needs to provide a compelling offer to attract and retain residents to fuel economic growth.

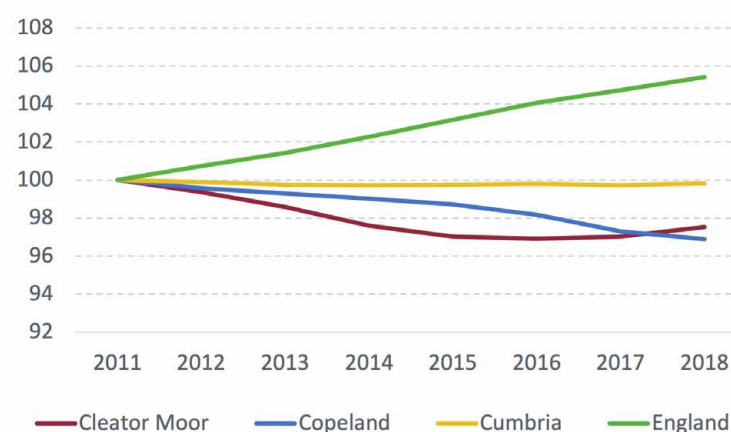


Figure 2.6 Index of Population Change, 2011-2018

Source: ONS, Population estimates, 2018/19

Challenge 4: Revitalising the Town Centre

Cleator Moor town centre is struggling to maintain viability and vibrancy which is characterised by vacant and derelict sites and poor-quality public realm.

Since 2012, the number of vacant commercial properties in Cleator Moor has increased from 14% in 2012 to 25%¹ in 2019, demonstrating weak market demand and reflected in low footfall counts. Vacant and derelict properties blight the physical environment and affect perceptions of safety, particularly after dark. A high vacancy rate also demonstrates that Cleator Moor is struggling to compete with the retail offer of larger nearby towns, a situation that is exacerbated by changing retailing trends, the rise in online shopping and the impact of COVID-19.

As well as the issue of properties in poor repair, legibility of the town centre could be improved. A number of 'centre' uses are located away from the centre such as the Co-op supermarket. This disjoint means that residents often travel by car and the town centre does not benefit from associated passing trade.

¹ Source: Copeland Borough Council 2019

Furthermore, a lack of retail choice, leisure provision, evening economy and modern housing offer detracts from the town's offer and undermines the ability to attract and retain young people.

Alongside physical issues, fear of crime is a growing concern for the community. Crime rates in Cleator Moor have risen significantly in recent years, with an additional 120 offences being recorded in 2020 than in 2018 – an increase of over 20%².

These issues have contributed to lower values in the town centre, discouraging further investment, marketing and development. A further challenge is unstable ground conditions as a result of historic mining activity creates a barrier to bringing brownfield land back into use and inhibits speculative development without public sector support.

Cleator Moor needs to reactivate the town centre with new and enhanced uses to drive footfall and spend.

² Source: Data.Police.UK, 2018-2020



Challenge 5: COVID Exposure and Impact

Borough-level data and local insight highlights that Cleator Moor has high levels of exposure due to conditions such as diabetes, obesity and other measures of disadvantage including low household income, rurality, digital exclusion as well as sector and employment exposure.

Covid-19 has pushed a lot of activity online as physical face to face activity has been severely restricted. As well as highlighting

limitations in digital infrastructure, this has underlined the importance of digital skills and capabilities to enable access to resources and services online.

Cleator Moor needs to support COVID recovery to facilitate a more resilient, inclusive and green economy.

Figure 2.7 Copeland COVID-19 Exposure
Source: Towns Fund COVID Vulnerability

Indicator	National Average	Copeland	Covid Vulnerabilities Tool Benchmark
Aged 85+ (%)	2.4	2.6	Average
BAME (%)	14.6	1.6	Very low
Claimants as a proportion of residents aged 16-64	3.0	3.0	Low
Mean total income (£)	33,844	32,900	Very high
% of premises below the USO	0.4	0.9	Very high
Travel time in minutes to nearest food store by PT/walk	9.0	13.0	Very high
Employment at risk (%)	48.8	63.3	Very high
COVID GVA impact (%)	14.3	14.8	Average
Self employed (%)	15.5	11.0	Low
Percentage of adults (aged 18+) classified as overweight or obese	62.3	67.5	High
Estimated diabetes diagnosis rate	78.0	90.8	Very high
Smoking Prevalence in adults (18+) - current smokers (APS)	13.9	14.6	Low
IMD - Proportion of LSOAs in most deprived 10% nationally	10.0	6.1	Low
Furloughed employment take up rate (%)	29.7	22.0	Very low
NEETs %	5.2	5.3	Average



CLEATOR MOOR COVID IMPACT INDICATORS

Short term trends illustrating the impact of COVID on Cleator Moor include:

Key Indicator	Key Implication
Business incorporations per month are low, peaking at 5 in July 2020 ¹	Entrepreneurial activity has been suppressed and bounced back as lockdown eased
Take up of the Coronavirus Job Retention Scheme (CJRS) peaked at 97 furloughed employments per 1,000 working age residents in July reducing to 34 in October ²	Take up of CJRS has been lower than the national average. The prevalence of the nuclear sector is likely to have had an insulating effect
Average request from the Self-Employed Support Scheme (SEISS) was £2,300 compared to £2,500 in the UK. Only 51% of eligible businesses used the scheme compared to 87% nationally ³	Self-employed individuals have been resilient in the face of the pandemic and sought to continue operating
Between January and November 2020 there was a rise of 29% of those seeking out of work income support. This includes a 33% increase amongst those aged 50+ and 20% increase amongst those aged 16-24 ⁴	As businesses have adapted to the impact of the pandemic redundancies have been inevitable. The rise in unemployment for young people is a particular concern as they miss crucial early career opportunities and skills development which could lead to long term scarring on the labour market
After a reduction in labour market demand, job vacancies have bounced back to a rate of 49 vacancies in December ⁵	Ensuring skills and employability support is available to match Cleator Moor residents to job opportunities will facilitate economic recovery.

- 1 Source: Companies House, 2019-2020. Note: Data only represents businesses registered on HMRC Companies House
- 2 CJRS Furloughed employments by country, region, local authority and gender, ONS, 2020
- 3 SEISS claims to 31 August 2020 by Local Authority. ONS, 2020
- 4 Claimant Count, ONS, 2020
- 5 UK Labour Market Stats, Adzuna, 2020

Challenge 6: Entrenched Deprivation

Cleator Moor has pockets of high deprivation, and a significant proportion of the town is within the 20% most deprived nationally. Cleator Moor has severe localised deprivation in the critical domains of health and employment, and substantial deprivation in income and education and skills. A blend of interventions to address the wider determinants of health, provide skills and employability support and secure higher value employment opportunities will be key to addressing deprivation.

Copeland has a higher rate of workless households (18%) than England (13%), with approximately 4,000 workless households in

the borough. There is a concerning trend of increasing numbers of workless households between 2015 and 2019, in contrast to the county and national position where numbers of workless households have fallen.

Data from CACI (2018) further underscores this issue by highlighting that Cleator Moor has a significant proportion of individuals deemed to be "financially stretched" at 54% compared to 29% in Cumbria.

Cleator Moor needs to tackle the multi-faceted dimensions of deprivation to enable residents to access the benefits of economic growth and improve life chances.

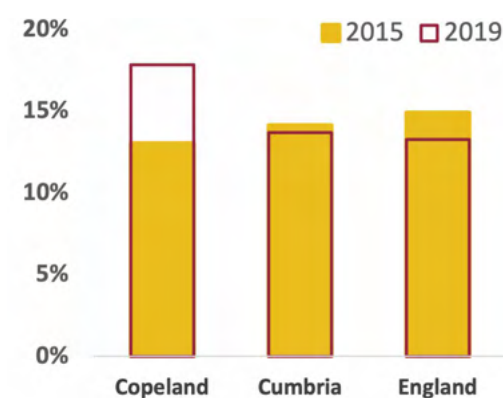


Figure 2.8 Cleator Moor neighbourhoods in the top 20% most deprived neighbourhoods nationally (2019)

Source: MHCLG (2019), English Indices of Deprivation based on LSOAs

Figure 2.9 Workless Households
Source Annual Population Survey (2020)

CASE STUDY: HOME TO WORK LTD.

Home to Work Ltd is a registered charity providing support services for individuals living in Cleator Moor including Works 4 You and Skills 4 You.

Skills 4 You aims to address high unemployment levels by supporting individuals returning to the labour market or taking their first steps towards employment by offering practical skills development and support. Over 100 people are supported annually through the programme.

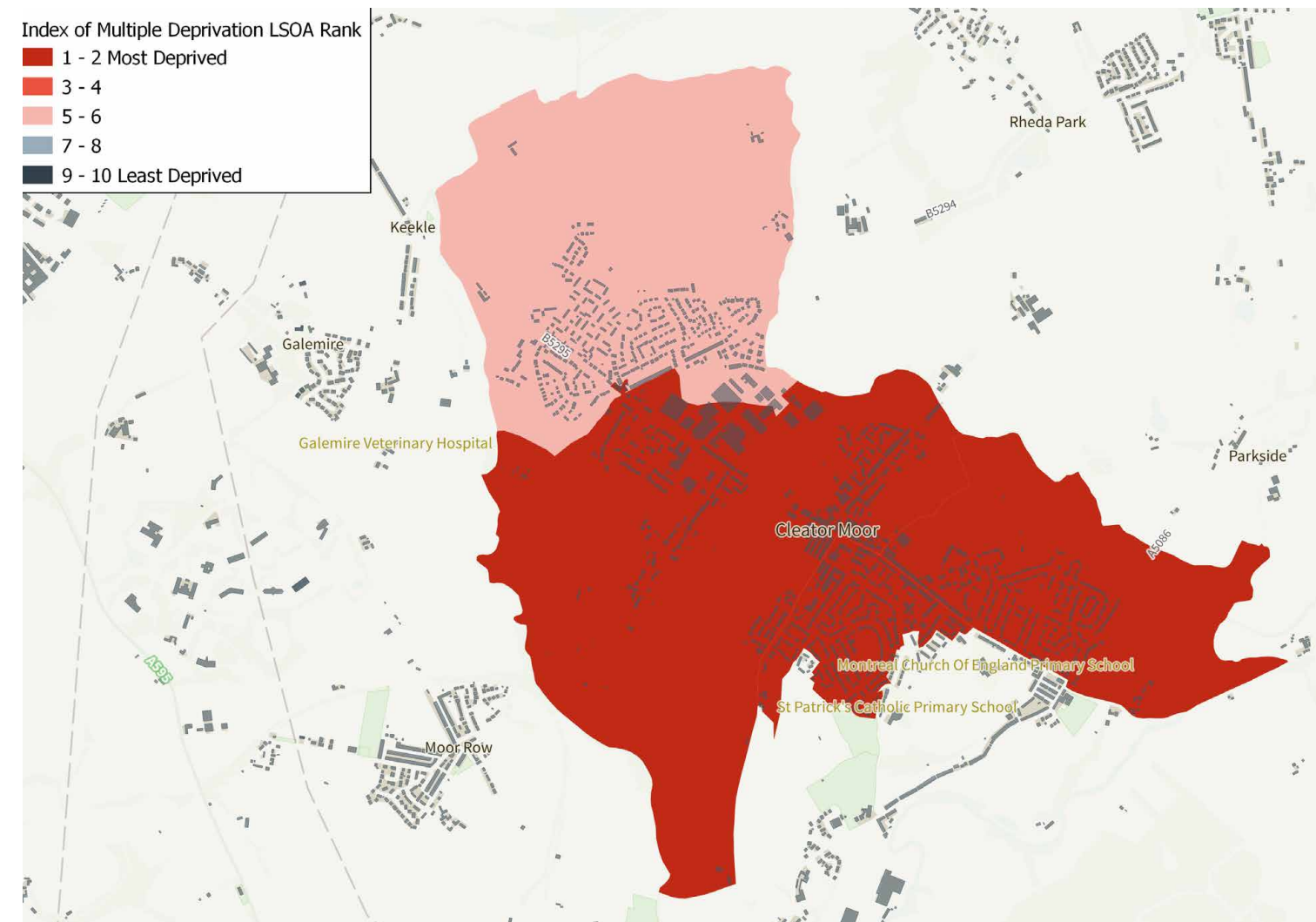


Figure 2.10 Multiple Deprivation in Cleator Moor in 2019
Source: MHCLG (2019), English Indices of Deprivation

Challenge 7: Poor Health and Well-Being

Poor health outcomes in Cleator Moor are a significant driver of deprivation and access to health and wellbeing infrastructure is amongst the weakest in the country. Data suggests that the majority of neighbourhoods in Cleator Moor are in the top 20% poorest performing nationally in terms of access to GPs, hospitals, pharmacies, dentists and leisure services. Cleator Moor experiences poorer access to health services than nearby centres of Whitehaven and Egremont.

Life expectancy in Cleator Moor is four years lower than the national average, and people spend fewer years in good health than the national average. Women and men in the best performing part of Copeland live an additional 16 and 12 healthy years, respectively, compared to the poorest performing area of Cleator Moor.

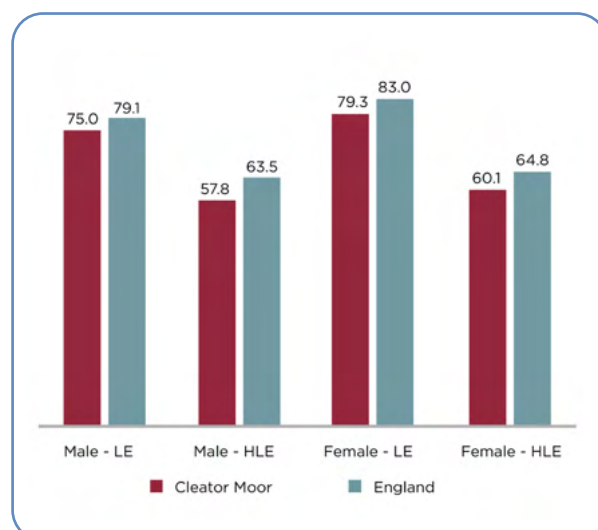


Figure 2.11 Life Expectancy and Healthy Life Expectancy (years), 2009 to 2013

Source: ONS (2018) Health state life expectancy

In terms of wider wellbeing, evidence suggests that Copeland residents have experienced an increase in anxiety which has not been seen across the wider district or national average. There are particular issues of excess weight and obesity, with 42% of Year 6 children carrying excess weight compared to the national average of 34%.

An improved offer would improve health and well-being, empowering residents to play a fuller role in contributing to Cleator Moor's economic success and generate more reasons for people to visit and spend time in Cleator Moor. Extending and diversifying the offer of the town will help to enhance vitality, drive footfall and dwell time.

Cleator Moor needs to improve supporting infrastructure to enable people to live healthy and active lives.

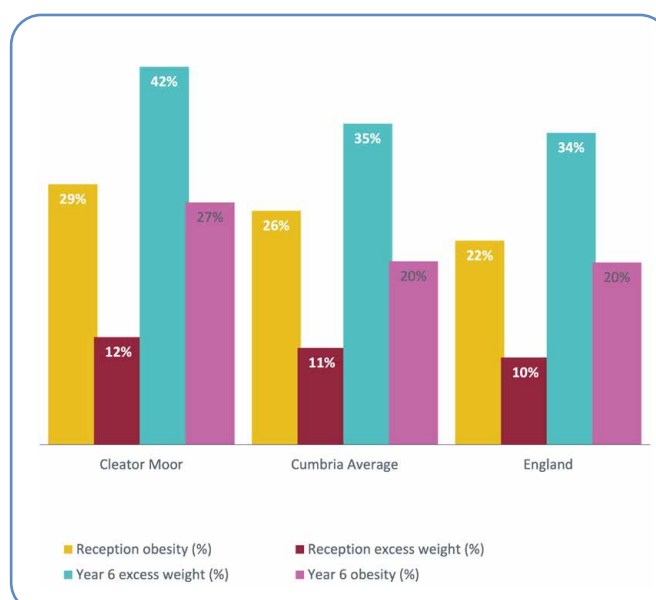
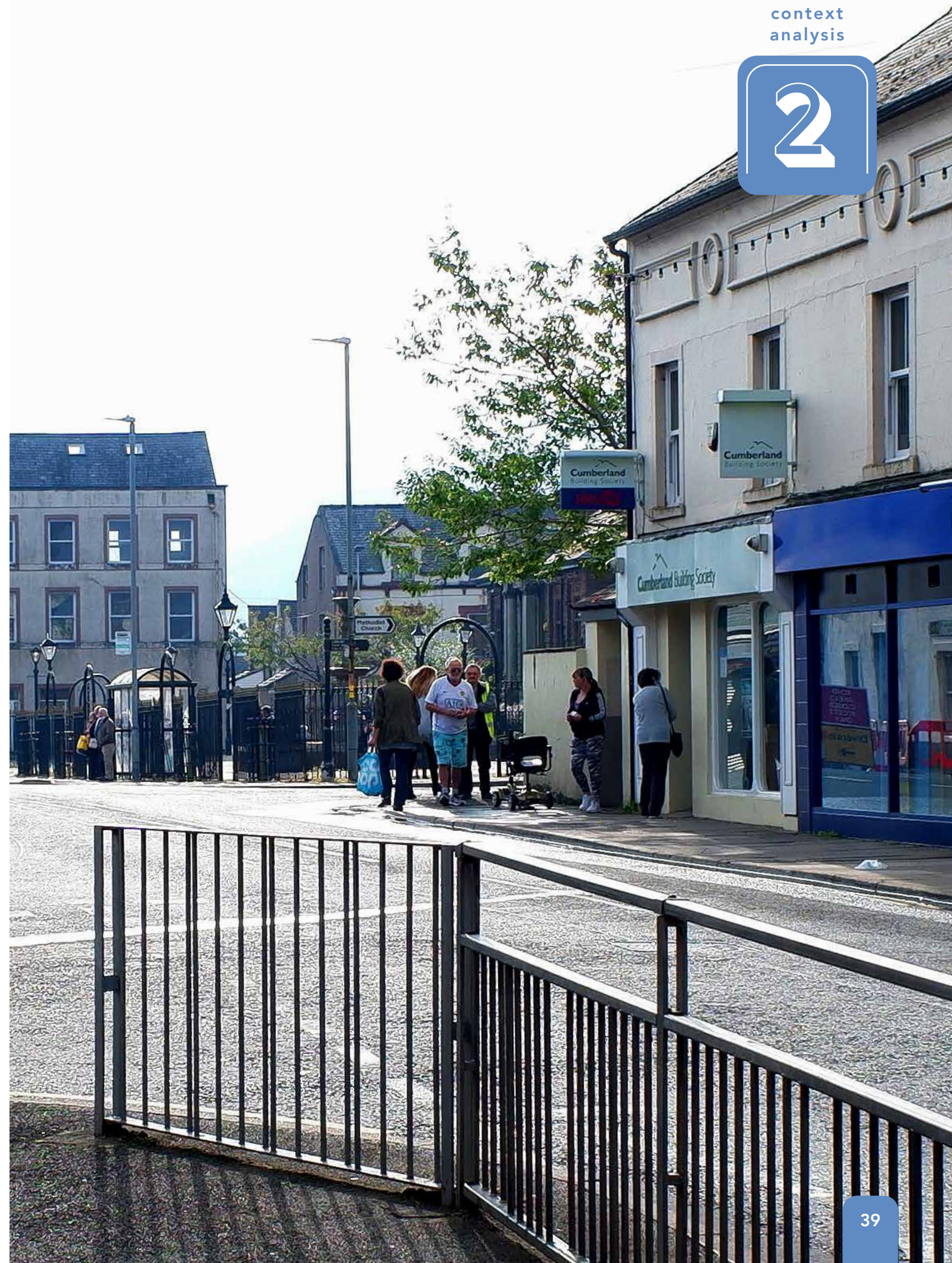


Figure 2.12 Childhood obesity and excess weight, 2017

Source: Public Health England (2017)



Challenge 8: Poor Connectivity

The size of the town and relatively flat terrain lends itself to cycling and walking, but the propensity for these uses is restricted by limited active travel infrastructure, generating conflicts between uses and discouraging people making journeys on foot or bike.

Despite the presence of the C2C cycling network, poor connections to the town (physically and visually) mean users have little incentive or awareness of the Cleator Moor offer to venture off the path. Recent cuts to bus provision are hampering access to public transport provision.

The importance of strong digital infrastructure has been underscored by the recent coronavirus pandemic.

Cleator Moor is reliant on the slowest broadband connectivity (superfast = speeds of at least 30mb/s). There is a significant gap in ultrafast broadband (speeds of over 300mb/s) or fibre coverage.

Digital connections will influence Cleator Moor's ability to support a productive, high value and resilient business base, to attract new businesses to locate in the town and enable new businesses to grow. The issue of digital upskilling is particularly pertinent, given increasing digital requirements in the workplace and the imperative to avoid digital isolation.

Cleator Moor needs to improve physical and digital connections to be competitive and inclusive.

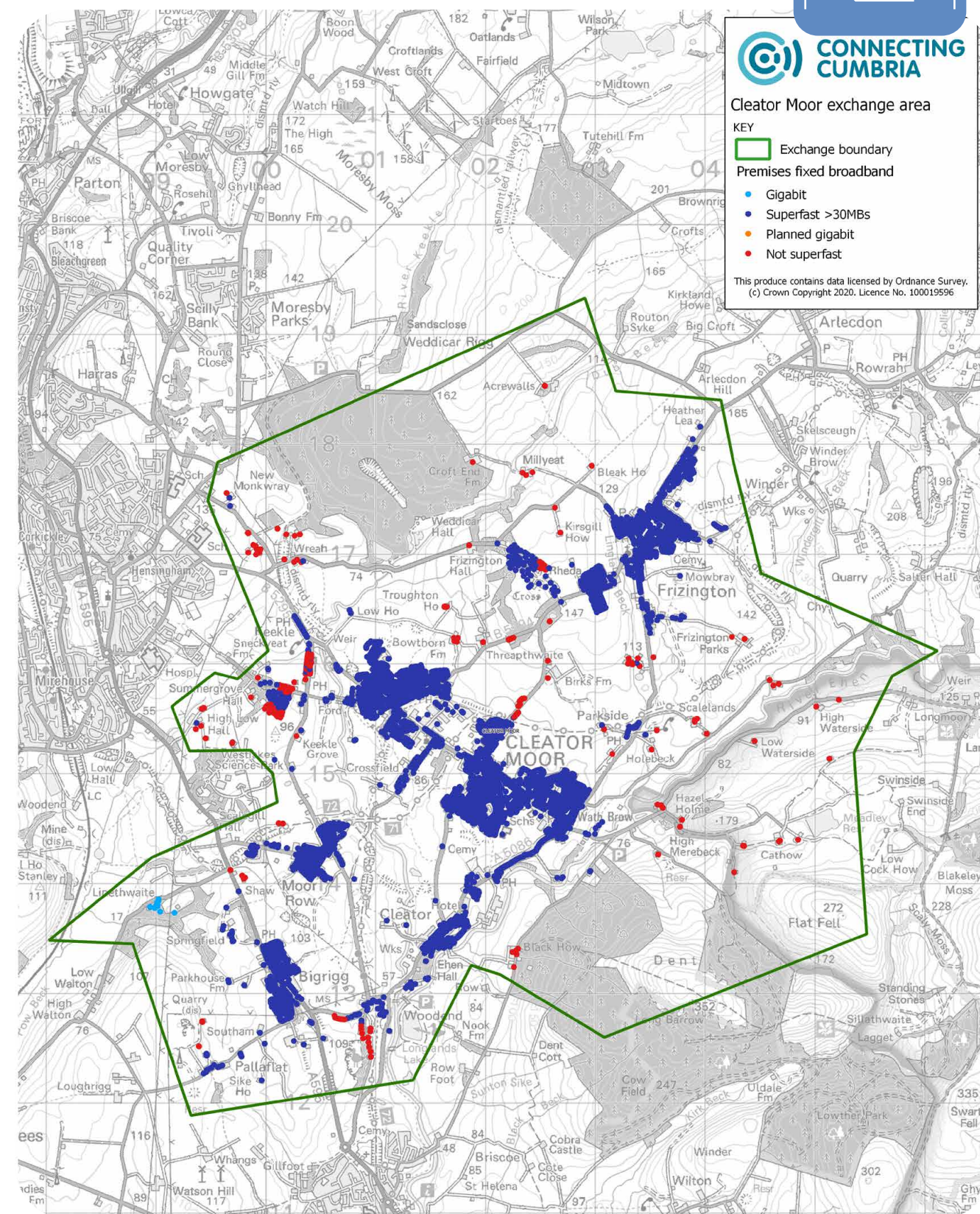


Figure 2.13 Availability of broadband by speed in Cleator Moor, 2019

Source: Connecting Cumbria, 2020

ASSETS AND STRENGTHS

Enterprise and Innovation Potential

Leconfield Industrial Estate is one of two strategic employment allocations within Copeland borough. It is a key employment location within the town centre and is mainly occupied by local businesses. The engineering cluster based at Leconfield Industrial Estate once had a more significant regional footprint and many of the businesses that were once based there supported Sellafield and its associated supply chain.

Upkeep of the site has declined in recent years. The units do not meet modern requirements for business space and there are vacancies. Cumbria LEP have provided £1.14M through Local Growth Fund – matched by £860K from Copeland Borough

Council – to acquire the Leconfield site and develop an enterprise campus, providing a range of new employment opportunities, stimulating business start-up and growth, and attracting higher levels of investment in skills, innovation and R&D into the area.

Phoenix Enterprise Centre (PEC) offers managed workspace and office accommodation on flexible and short-term bases, along with conference and meeting rooms, business support services and employment advice and guidance. This asset provides valuable workspace and training space to facilitate entrepreneurship and business growth.



CASE STUDY: PHOENIX ENTERPRISE CENTRE

Phoenix Enterprise Centre (PEC) is a Community Interest Company (CIC) established to provide SME workspace, access to business advice, and work and skills support to local unemployed residents.

PEC was established in 1985 and has expanded its offer over time, now housing over 30 businesses employing over 240 people, in over 40,000 sq ft of premises, ranging from workshops to larger office suites, across 5 buildings in Cleator Moor around the town square which have been refurbished and repurposed from their previous uses.

This includes Phoenix House (a former cooperative building), Phoenix Court Complex (a former dairy, butcher and flour mill complex) with 3 buildings (Phase 1, 2 and 3), and St Kevin's Hall (a former public building). Phase 3 has a low occupancy rate at 39% due to poor quality space in need of refurbishment. PEC have a waiting list for small workspace units which cannot be met within the existing provision.



Key Service Centre Potential

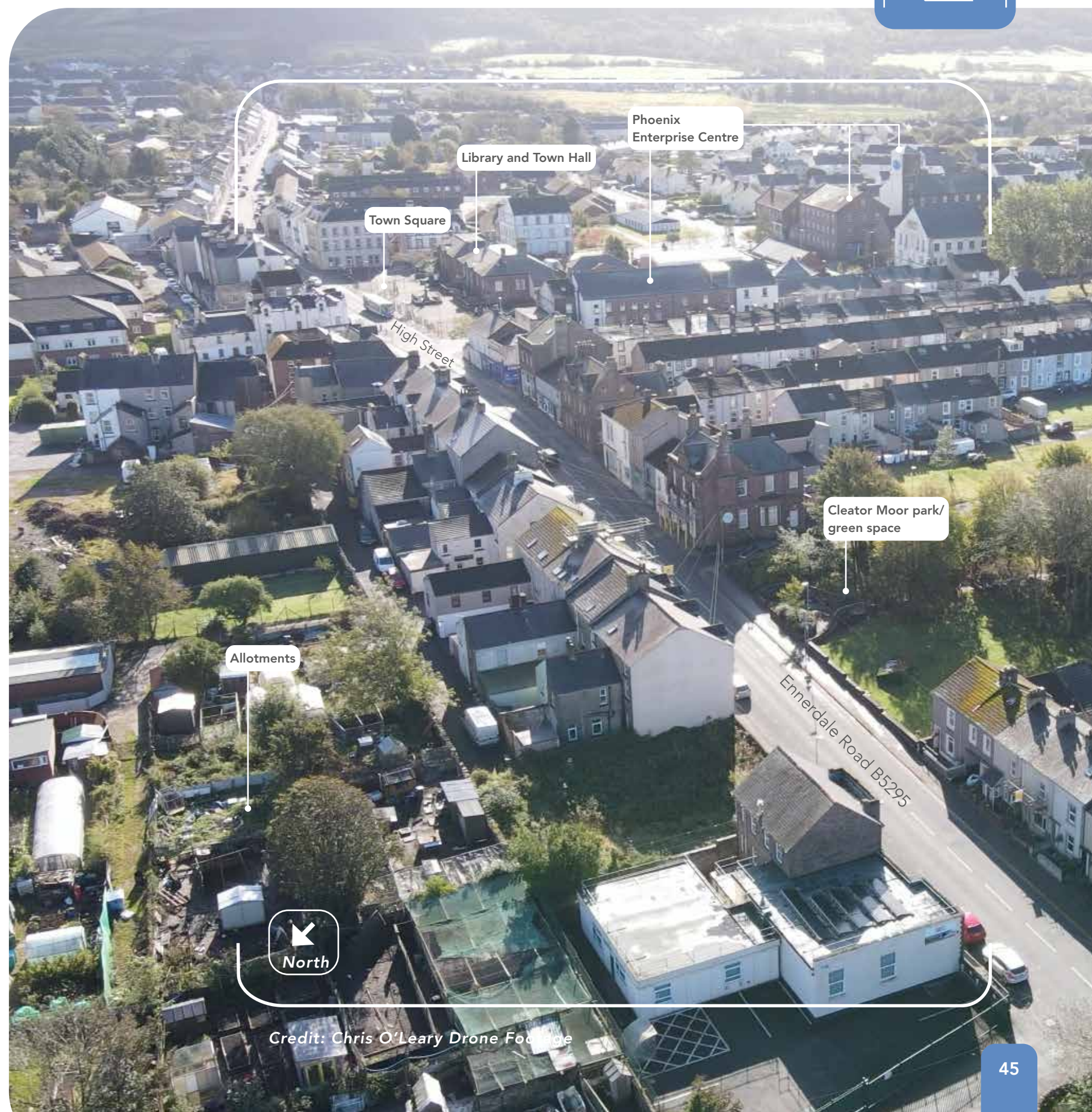
Cleator Moor has the potential to strengthen its role as a key service centre by regenerating and expanding the town centre offer, building on the surrounding areas of natural beauty and its historical assets to attract residents and visitors to the town.

Existing assets are located along a linear stretch which results in amenities being dispersed rather than clustered – limiting footfall and dwell time. Interventions to increase the number of uses in this area, through occupying vacant spaces and increasing the commercial offer would have a considerable impact.

Stakeholder engagement pinpoints Cleator Moor's architectural heritage as an outstanding feature of the town and a source of civic pride. The Town Square and its historic Carnegie Library, the Stirling Fountain, as well as the original sandstone Town Hall could be focal points for activity.

"Cleator Moor needs to reinvent itself and offer a wider variety of reasons for locals and tourists to visit and spend money in the town"

Source: Resident, Stage 2
Engagement Web Survey



Credit: Chris O'Leary Drone Footage

Community Strength and Sporting Culture

Cleator Moor has a strong and supportive community that is mobilised and committed to securing positive change for the town and its residents. These assets at the community level are key in supporting health, wellbeing and inclusivity and resilience. Most recently, the Cleator Moor COVID Volunteer Network mobilised 600 volunteers to deliver support during the pandemic.

The town has a thriving sporting culture, including football, rugby and cricket. There are several sports clubs in the area, including Cleator Moor Celtic FC, Wath Brow Hornets Rugby League Club and Cleator Cricket Club that are strongly supported by the community and are part of the town's identity.



CASE STUDY: PHOENIX YOUTH PROJECT

The Phoenix Youth Project (PYP) works with marginalised and disadvantaged young people aged 8-19 in the deprived areas of Cleator Moor, Frizington and Moor Row. The PYP was founded in 2003 and has grown over time and become a registered charity.

The project runs centre based and outreach youth work sessions focusing on personal and social development, informal education workshops and accredited programmes such as Duke of Edinburgh award scheme.

The project works in partnership with providers such as Inspira and the police to deliver provision. In the past 12 months, over 500 young people have accessed support from the project.



Strategic Location

Cleator Moor is situated in the north of the borough of Copeland and is served by the B5295 which links to the A595 – one of the key primary routes in Cumbria, connecting Cleator Moor to the towns of Workington, Whitehaven and Maryport and beyond to Carlisle to the north and Barrow to the south. The A5086 runs along the east of Cleator Moor and is an important commuter route to the Sellafield site via the A66. Cleator Moor is well positioned for West Cumberland Hospital, which is on the south eastern edge of Whitehaven. Westlakes Science Park is also a key employment location nearby.

Cleator Moor is on the doorstep of the Lake District National Park which is England's largest national park and a UNESCO World Heritage Site. There is an opportunity to enhance these connections and link to the broader Lake District offer.

Wainwright's Coast to Coast walk passes through Cleator and is one of the most popular long-distance walks in the UK, enjoyed by thousands of walkers each year. The iconic C2C cycle route from Whitehaven to Sunderland passes through Cleator Moor. Each year, over 15,000 cyclists follow this route from Whitehaven. These routes provide an opportunity to secure passing trade with the right offer.

"The town needs an attraction to bring people in from the Lakes, there's around 15 million visitors to the Lakes and to attract a small percentage would be beneficial to many businesses in the town"

Source: Cleator Moor Resident, Stage 1 Engagement



ASSETS PLAN

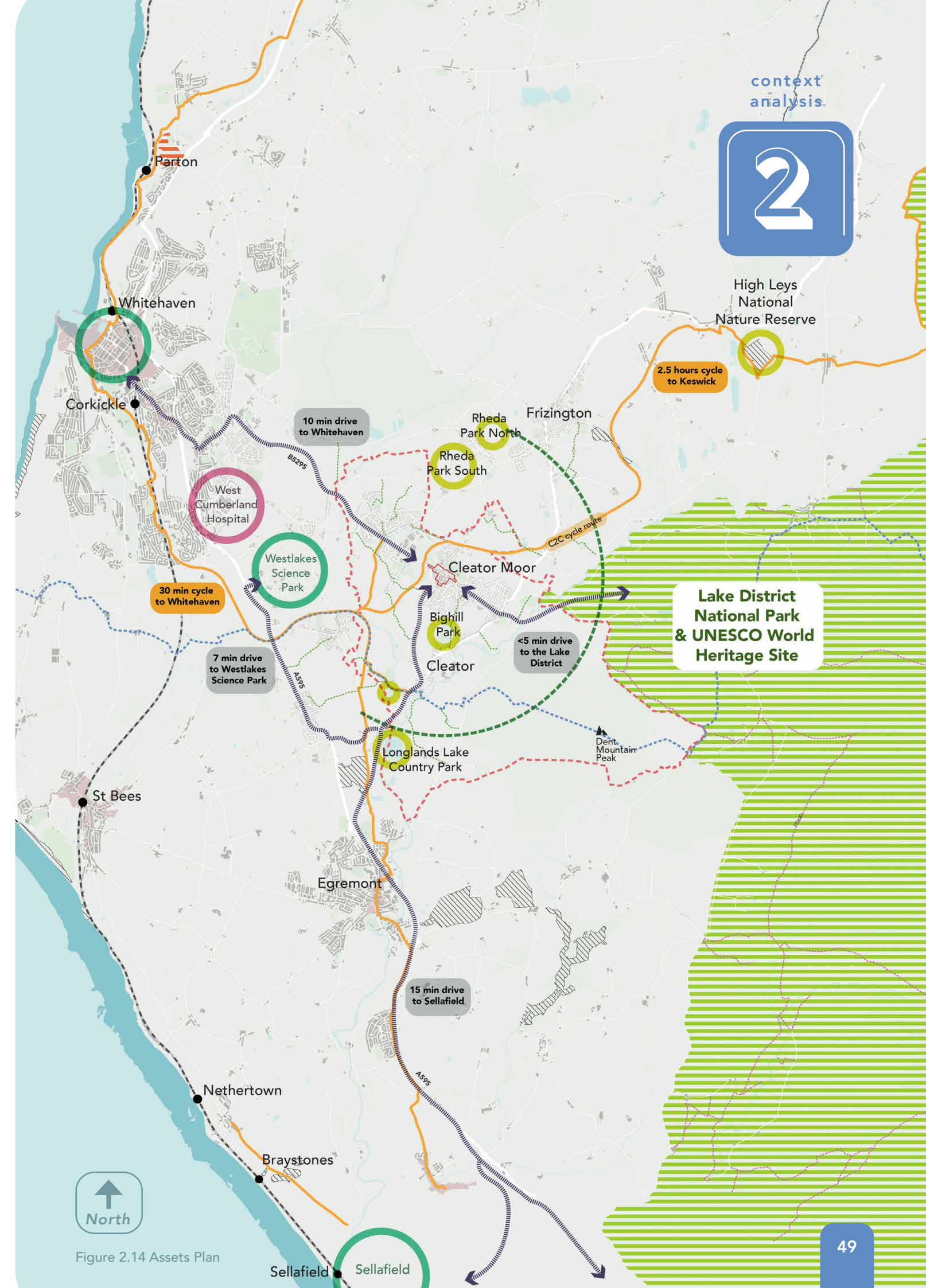


Figure 2.14 Assets Plan

Favourable Policy Environment

Local policy identifies Cleator Moor's role as a key service centre and spatial priority areas have been identified across Cleator Moor including Leconfield Industrial Estate and the town centre, where improvements to the physical environment are encouraged. These include opportunities for residential growth and rebalancing of the housing offer, improved recreation facilities, improved access to open space, an expanded retail offer and improved public realm as well as a stronger connection to the C2C cycle route.

There are a number of allocated housing sites bringing forward housing and development proposals to widen housing choice and quality in Cleator Moor, with 345-415 new homes planned by 2028. The scope to intensify the use of Leconfield Industrial Estate, refurbish Cleator Mills, and support Phoenix Enterprise Centre to provide commercial opportunities is also identified.

Clean Growth Credentials

Copeland is committed to becoming a zero-carbon economy by 2050 in line with the Net Zero imperative. Cleator Moor will support the UK's shift towards a greener economy through maximising natural capital assets to support biodiversity and carbon sequestration. Opportunities to decarbonise the town through investment in the built environment and sustainable transport infrastructure will help to tackle high emission areas.

Copeland is actively exploring further opportunities for clean growth including the generation of new, low carbon power at the proposed Cumbria Clean Energy Park, and opportunities for large nuclear new build, small and advanced modular reactors.

These ambitions align strongly with the Government's green recovery and Ten Point Plan.

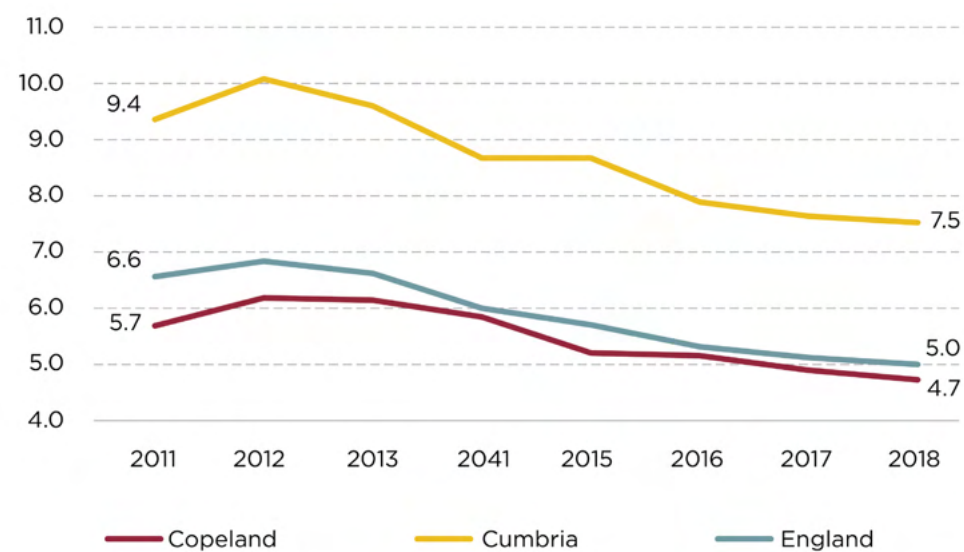


Figure 2.15 Carbon Dioxide Emissions (t) per capita
Source: Carbon dioxide emissions national statistics, 2018, BEIS



KEY OPPORTUNITIES

The plans to develop the Industrial Solutions Hub at Leconfield and the desire by UCLan to locate student accommodation and teaching facilities in Cleator Moor present significant opportunities to help revitalise the town.

The potential increase in footfall and supply chain development on the back of those investments could positively impact on the town centre if it can secure investment to revitalise public and commercial space. The town also needs to ensure that investments in the town centre, on Leconfield and by UCLan, are accessible to local residents through good connections and support pathways to build health, skills and employability.

What is the one thing you would change about Cleator Moor to increase trade and job opportunities?

"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 and the plan in place for ongoing long term development and innovation"

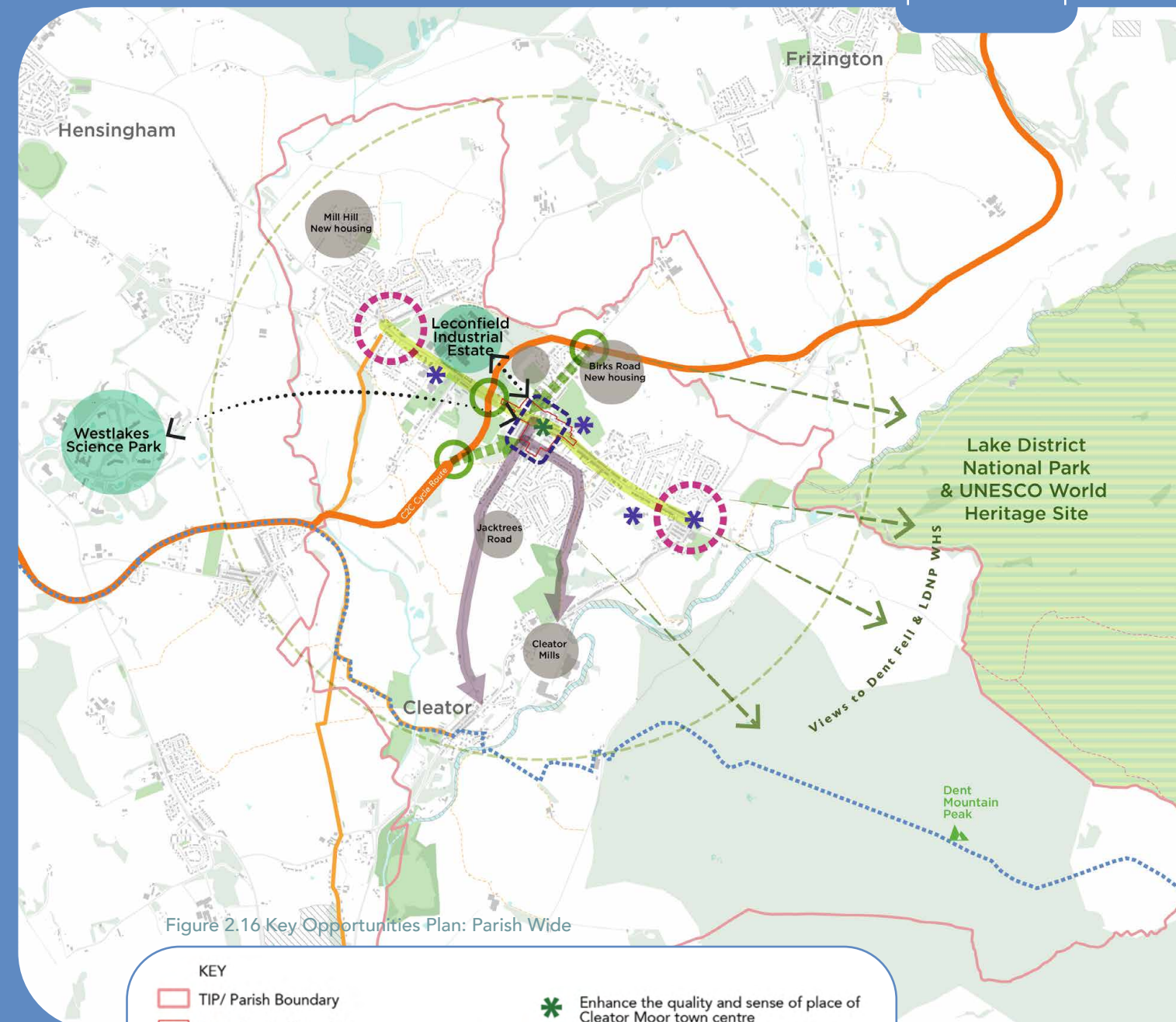
Source: Project ideas shared, Resident, Phase 2 Social media



Credit: Chris O'Leary Drone Footage

KEY OPPORTUNITIES PLAN: PARISH WIDE

2



- KEY**
- TIP/ Parish Boundary
 - Town Centre Boundary
 - National Cycle Network (off & on road)
 - C2C Cycle route
 - Coast to Coast walking route
 - Lake District National Park and World Heritage Site
 - Opportunity Areas:**
 - Surrounding employment areas
 - Improving access & connectivity to surrounding employment areas
 - Improve gateway access to C2C route
 - Improve pedestrian and cycle connectivity to C2C route
 - Enhance the quality and sense of place of Cleator Moor town centre
 - Improve the arrival experience to Cleator Moor along key streets
 - Enhance the quality of Leconfield Street / B5295 through the heart of the town
 - Allocated/ potential housing sites
 - Improve wider connections to allocated and proposed housing sites
 - Local amenities / features
 - Opportunities to revitalise Cleator Moor's historic town centre
 - 2km distance from town centre which provides access to LDNP, Dent Mountain Peak, new housing sites and industrial / employment sites

Leconfield Industrial Estate

The Leconfield Industrial Estate is Cleator Moor's primary employment site and one of two strategic employment locations in the borough. In its current configuration, the estate does not present a commercially attractive proposition, particularly given the types of space available in other locations. However, within Copeland Borough Council ownership and with investment, Leconfield has significant potential to support a diverse, high value jobs and business base in Cleator Moor, drive growth in the regional economy and contribute to ambitions to create an internationally competitive nuclear and clean energy cluster.

Decades of operational activity by Sellafield Ltd has embedded world leading technology and capabilities in the local economy. Leconfield is ideally placed to deepen links with the Sellafield-related economy and supply chain, including nuclear and decommissioning expertise and crucially, the wider clean energy, advanced manufacturing

and engineering expertise to enable longer term economic diversification and drive resilience in future economic growth. There is a clear opportunity to link improvements in enterprise infrastructure to enable clustering of higher value sectors and increase their presence within Cleator Moor.

There is an opportunity to strengthen the innovation capabilities of businesses in Cleator Moor and stimulate new product and process innovation to create new opportunities for growth and enhanced productivity. Enabling cross-fertilisation between supply chain companies and academic organisations will also contribute to the creation of export opportunities for supply chain companies into domestic and international nuclear and non-nuclear markets. The wider opportunity presented by the Towns Fund is to ensure that investment at Leconfield is highly integrated into the business and resident communities, embedding community wealth building objectives.



Revitalising the Town Centre

Activating the centre of Cleator Moor is a central focus of the Town Investment Plan. The town benefits from a clearly defined Town Square with attractive listed heritage buildings and civic and community uses. The Square has the potential to provide a vibrant location for the community to gather, delivering more services, leisure and civic uses. The buildings are vacant or under-occupied and could be revitalised by physical improvements to bring space back into productive use that draws people to visit and spend time in the square. There is also potential to capitalise on the existing visitor assets such as the Lowry painted buildings, Wainwright's Coast to Coast walk and the C2C cycle route to improve the outward appeal of Cleator Moor and encourage visitors.

A significant barrier to improving the town's visual character and ambience is the existence of vacant and dilapidated sites in prominent locations. Opportunities to repurpose these sites include the provision of student accommodation and key worker housing, strengthening public service provision including community facilities, as well as enhancing the provision of commercial space such as incubator space, retail and leisure uses. Efforts to cultivate a stronger evening economy would appeal to young people and professionals. Repurposing these sites will drive much needed activity and support town centre vitality, safety and attractiveness.

"Revitalising assets will benefit the town and encourage further investment. A town that looks and feels tired will always be avoided"

Source: Resident, Phase 3 web survey



KEY OPPORTUNITIES PLAN: TOWN CENTRE

KEY

-  Town Centre Boundary
-  TIP/ Parish Boundary
-  Buildings painted by famous artist L.S Lowry
-  Opportunity to improve the public realm and cycling provision along the B5295 corridor through the centre of Cleator Moor
-  Improve pedestrian and cycle links along secondary routes which connect the town centre with surrounding important assets
-  Upgrade and improve Leconfield Industrial Estate
-  Improve connections between nearby employment sites and the town centre
-  Improve connections between the town centre and it's surrounding outdoor recreation amenities and Health & Well-being assets.
-  Improve the connections and gateways from C2C to the town centre and Leconfield Business Estate
-  Make more of town centre historic buildings and look to utilise void spaces and empty buildings to improve overall character and sense of town centre vibrancy
-  Improve the quality of the public realm around the town centre & market square to compliment the re-activated buildings



Young People and Skills

Not enough young people view Cleator Moor as a destination of choice and the appeal of larger urban areas for employment, education, retail, culture and leisure is particularly compelling for some younger people. However, there is an opportunity to carve an identity for the town that signals to young people that Cleator Moor can provide an aspirational lifestyle for living and working. This could include a strengthening of youth and employability provision, more expansive housing options, and improved leisure and sporting infrastructure. The University of Central Lancashire is expanding its medical school provision in West Cumbria and is actively looking to provide enabling infrastructure such as student accommodation and teaching facilities. These needs could be met through repurposing vacant buildings and support vitality in the town centre.

The issue of low aspirations has been noted in stakeholder engagement, below average attainment at Key Stage 4 is a feature, and young people have been disproportionately affected by the pandemic through a reduction in employment and learning opportunities. An enhanced skills offer including accredited and non-accredited learning, alongside employability and careers support, will equip local young people with knowledge, skills and aspirations aligned to current and future job roles, which will facilitate progression and improve life chances.



"Given the social economic potential of Cleator Moor, there is a great need to offer appropriate skills and training"

Source: Resident, Phase 3 web survey

Enhanced Leisure Offer

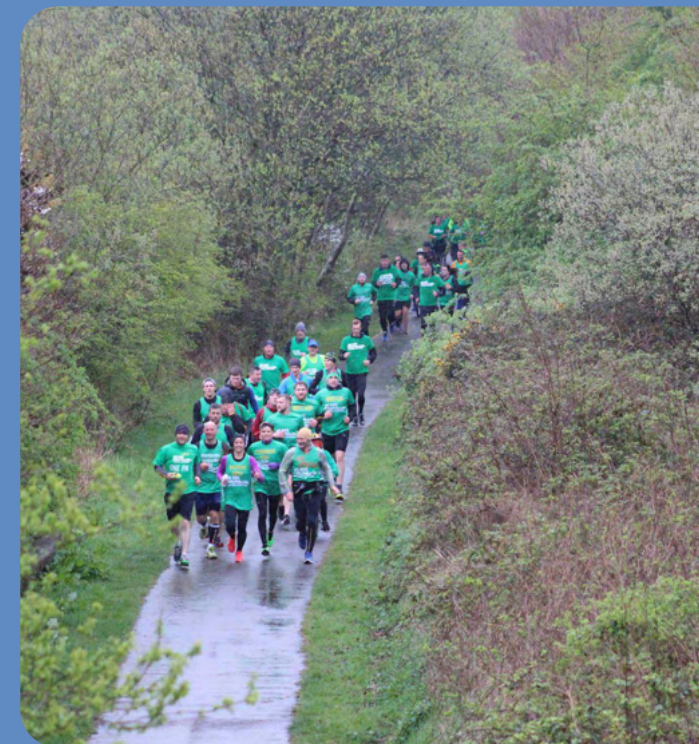
There is a clear opportunity to strengthen the town's leisure and recreation offer to improve the attractiveness of Cleator Moor as a place to live and visit. The incidence of poorer health outcomes is significantly influenced by the physical environment. Improving access to good quality housing, open spaces, green infrastructure and sports and leisure infrastructure would have wide ranging economic and social impacts on individuals and communities. This is also an important hook to enable Cleator Moor to be a place that appeals to the younger cohort.

The creation of new cycleway links from the C2C leisure route could be explored, alongside supporting infrastructure such as cycle service, cafés and retailers. This would draw users into the town centre, encourage dwell time and promote the visitor economy. Improved cycling infrastructure will also encourage more active forms of travel. Opportunities to extend the culture and leisure offer could look at celebrations of the town's heritage, activity trails and local arts programmes linked to the revitalised Town Square.

There is a significant opportunity to recognise the role that sports plays in the local community and as a cornerstone of the town's identity. Improved leisure facilities will meet identified demand, improve participation in physical activity, support health and well-being, connect with young people, and drive visitors and increased spend in the town.

"Cleator Moor needs to reinvent itself and offer a wider variety of reasons for locals and tourists to visit and spend money in the town "

Source: Resident, Phase 3 web survey



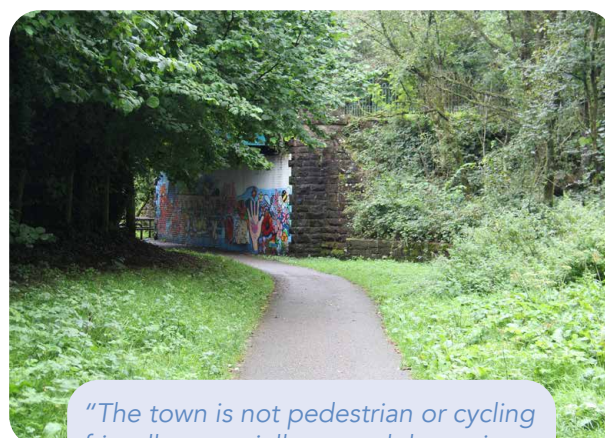
Enhanced Connectivity

There is an opportunity to facilitate the types of journeys that would benefit the town centre, by improving access to employment sites, service and civic uses. Interventions that address connectivity, accessibility, traffic management, arrival points and active travel throughout Cleator Moor would strengthen the town's attractiveness, vitality and sense of place.

Clear and well-designed gateways to the town centre strongly influence resident and visitor perception of the town. Improvements to infrastructure at its main entrances would be beneficial, as well as routes to enhance access to key locations, such as the Leconfield Industrial Estate. Improvements in this area would also support onward journeys to the larger service centre of Whitehaven, strengthening wider links between the town and surrounding areas.

Cleator Moor has a fantastic and underutilised asset in the West Cumbria Cycle Network which runs along the former disused railway line close to the town centre and is part of the iconic C2C route. Investment to overcome the disconnect between this route and the town could play a major role in bringing in visitors to support and revitalise the town centre.

More broadly, better walking and cycling infrastructure would boost community health, reduce carbon emissions and drive footfall. Valuable interventions could include physical realignment of infrastructure to facilitate shared use of the road, safer journeys, improved signage, wayfinding and parking. Increasing numbers of short journeys made on foot or by bike will boost the health and wellbeing of the local community as well as supporting environmentally conscious growth by reducing car dependency. The provision of Electric Vehicle charging points would also support clean growth ambitions.



"The town is not pedestrian or cycling friendly, especially around the main roads into town and around the town square"

Source: Resident, Phase 3 web survey

Widening Housing Offer

Cleator Moor has an opportunity to provide more aspirational housing choices to appeal to existing residents and attract people to move to the area. Site allocations and planned housing will support the imperative to retain and grow the population. Towns Fund investment will act as a stimulant to drive market interest and the appeal of Cleator Moor.

There is scope to open new housing opportunities for particular demographics, such as new student accommodation linked to an expanded higher education offer and specialist housing for older persons.

There are also opportunities to drive innovation in construction through modular building or high energy efficiency developments.

This plan seeks to respond to identified challenges, strengths and opportunities to drive sustainable economic growth in Cleator Moor.



"The presence of students will revitalise the town and help to provide a sustainable future (provided the town can be made attractive and they want to stay)"

Source: Resident, Phase 3 web survey



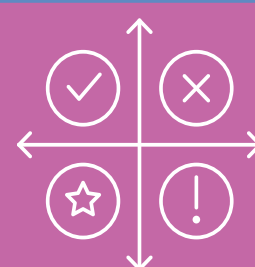
Credit: Chris O'Leary Drone Footage

Summarising Cleator Moor's Challenges, Strengths and Opportunities



CHALLENGES:

- Lack of employment opportunities
- Low value skills profile
- Depopulation & ageing
- Town Centre decline
- Covid exposure
- Entrenched deprivation
- Poor health outcomes
- Poor connectivity



STRENGTHS:

- Existing employment assets
- Key service centre and supply chain potential
- Community spirit and commitment
- Strategic location close to LDNP and major employment sites
- Favourable policy environment for growth
- Clean growth credentials



OPPORTUNITIES:

- Regenerating Leconfield Industrial Estate
- Revitalising the town centre
- Supporting young people and skills
- Improved well-being, leisure and recreation offer
- Enhanced transport connectivity
- Widening housing choice



3

strategy

3

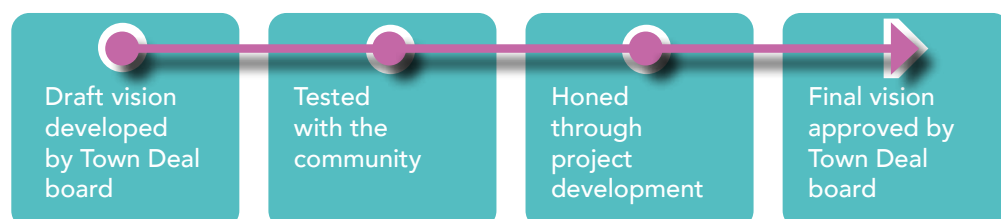
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VISION

The vision for Cleator Moor has been iteratively shaped by stakeholder engagement through the process of developing the Town Investment Plan.

Vision development process:



Over the next 15 years:

"Cleator Moor will offer an exciting opportunity to live with a world heritage site on your doorstep and work for world class companies in a range of sectors, exporting to customers across the globe. Local people will be able to access a diverse range of employment, education and training opportunities.

Cleator Moor will be a contemporary 'campus' town embracing its rich past and vibrant future, committed to the pursuit of inclusive and clean growth.

The town's high-quality environment will offer an exceptional standard of living to all ages with an expanded cultural and leisure provision within a revitalised town centre."

strategy

3

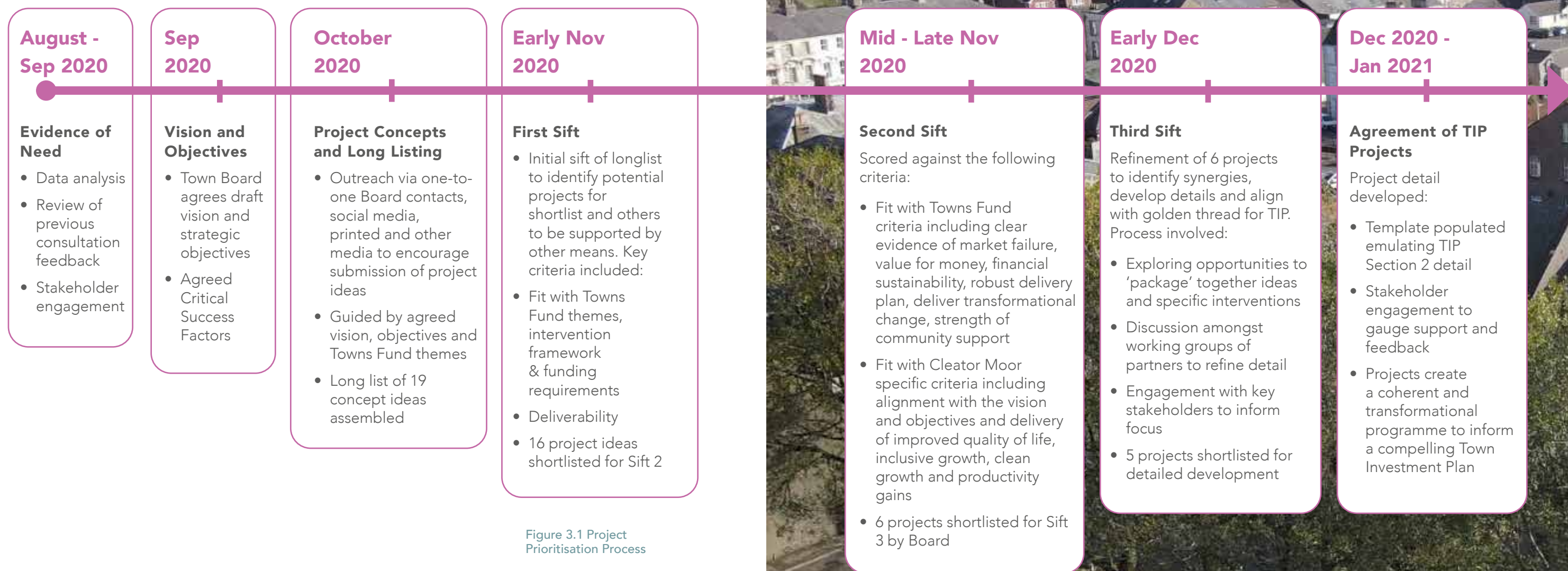
STRATEGIC OBJECTIVES

The Town Investment Plan is framed around seven strategic objectives to realise a prosperous, sustainable and inclusive future for Cleator Moor.

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 PRIORITISATION PROCESS

The board has overseen the long list to short list project prioritisation process as follows:



SPATIAL PLAN

The Spatial Plan illustrates the Cleator Moor TIP vision and aligned investment

- KEY**
- Town Centre Boundary
 - TIP/ Parish Boundary
 - Lake District National Park (LDNP) and World Heritage Site
 - Public Rights of Way
 - National Cycle Network
 - Coast to Coast Walking Route
 -  **Enterprising Town**
 -  **Revitalised Town**
 -  **Campus Town (sites tbc)**
 -  **Healthy Town**
 -  **Connected Town**
 - Accelerator Projects:**
 - **A** 3G pitch upgrade at Cleator Moor Activity Centre
 - **B** Jacktrees Park upgrade (new playground and improved connection to C2C cycleway)

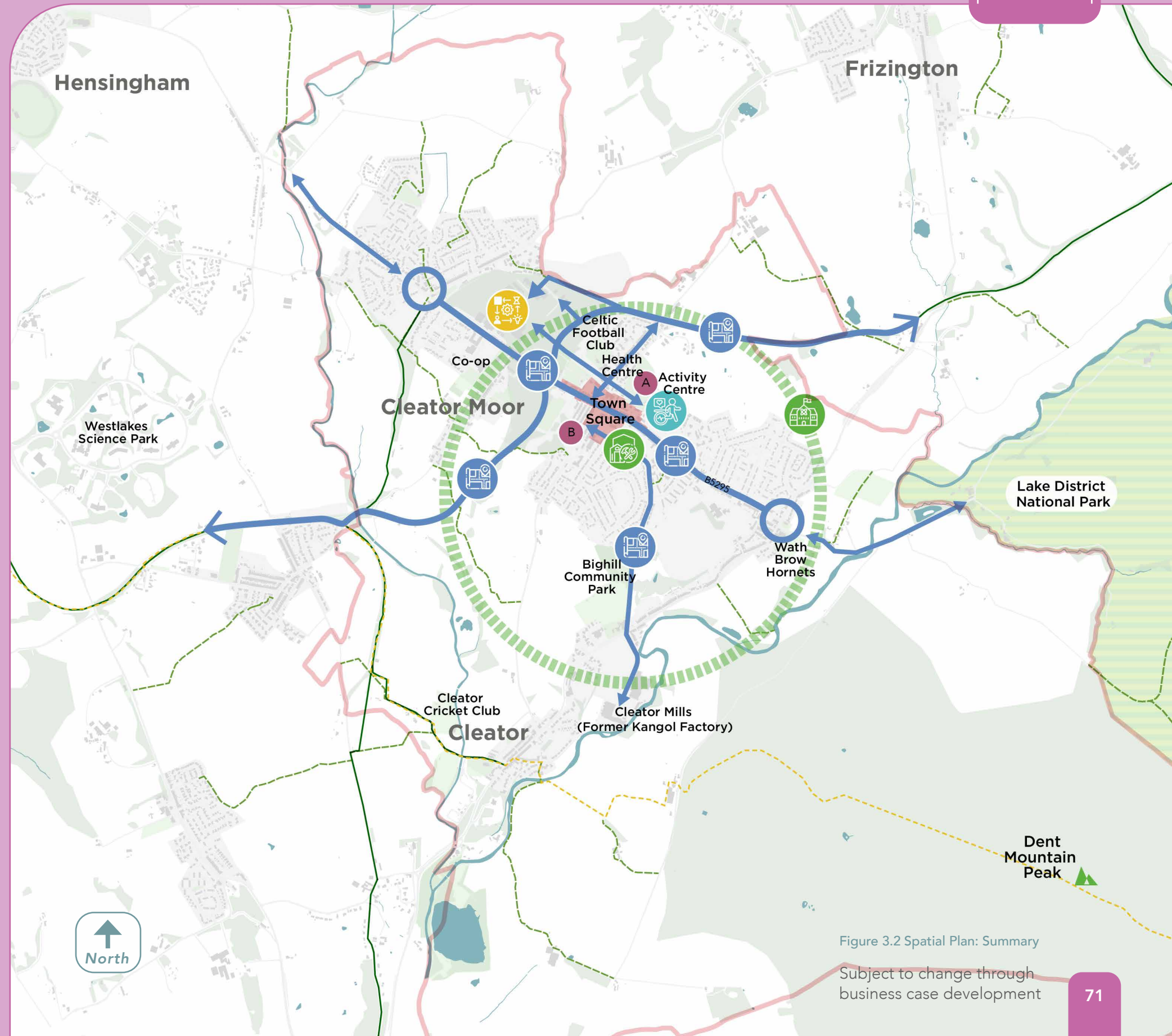


Figure 3.2 Spatial Plan: Summary

Subject to change through business case development

OVERARCHING THEORY OF CHANGE



The Overarching Theory of Change summarises the Cleator Moor Town Investment Plan and is supported by detailed Theory of Change plans for each project.

CASE FOR CHANGE

We need to:

- Respond to the pressing need and transformational opportunity to instigate a step change in the economy, tapping into the wider engineering, advanced manufacturing and clean growth sectors that are nationally and internationally leading in Cumbria to drive resilience, inclusivity and diversify the economy.
- Revitalise the town centre and reassert it as an attractive place to live, work, learn and visit by maximising the potential of built, civic, heritage, enterprise and tourism assets.
- Improve work, health and education opportunities to overcome labour market barriers to enable everyone to fully participate in Cleator Moor's success.
- Play our part in supporting the UK to become a zero carbon economy by 2050.
- Ensure physical and digital connectivity and accessibility is a driver of growth and enables access to opportunity

MARKET FAILURES

Viability challenges have hindered private sector investment, resulting in long standing vacancies and dereliction. The wider benefits (externalities) of development are not valued by investors and there are coordination and information failures holding back regeneration. Because of structural failures in the skills market and low aspirations amongst young people, residents and businesses are often unable to access higher value business and industry opportunities. Currently, a lack of market incentives exist to change the status quo.

STRATEGIC OBJECTIVES

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.

RATIONALE

Cleator Moor has many of the foundations for a strong town but without investment, we do not have all the tools required to unlock sustainable, resilient and inclusive growth and to build back stronger after the pandemic. Without intervention, Cleator Moor will continue its current trend.

INPUTS

£24.57m Towns Fund
£15.10m Match Funding

PROJECT ACTIVITIES

Enterprising Town – Deliver an enterprise campus at the Leconfield Industrial Estate to provide new employment opportunities, stimulate business start-up and growth, drive productivity and attract higher levels of investment in skills, innovation and research and development activity into the area.

Revitalised Town - Create an enhanced central focal point of the town to improve access to services and perceptions of Cleator Moor. It will re-establish the Town Square as a community hub, strengthen sense of place, improve perceptions and raise the profile of Cleator Moor as a place to live, work, visit, learn and invest.

Campus Town – Secure an increased local presence for the University of Central Lancashire (UCLAN) through the provision of student accommodation and additional teaching and health facilities in Cleator Moor.

Healthy Town – Improve community health and wellbeing through the development of a new multi-purpose centre to enhance sports and recreation activity through a wider programme of sports, physical activity and wider health and wellbeing provision.

Connected Town - Improve the transport network in and around Cleator Moor to enhance the accessibility and attractiveness of the town. Invest in gateways and travel corridors to improve connectivity between different parts of the town and more infrastructure for walking and cycling.

OUTPUTS

- Remediation of abandoned or dilapidated sites
- Delivery of new public spaces
- Increase in the amount and diversity of high quality, affordable commercial floorspace
- Increase in the amount of shared workspace or innovation facilities
- Schemes to support enterprise and business productivity and growth
- Increased accessibility to skills facilities and support
- Availability of new specialist equipment
- Increased and closer collaboration with employers
- Upgraded road, walking and cycling infrastructure
- Upgraded community centres, sports and athletic, prominent landmarks and historical buildings

OUTCOMES

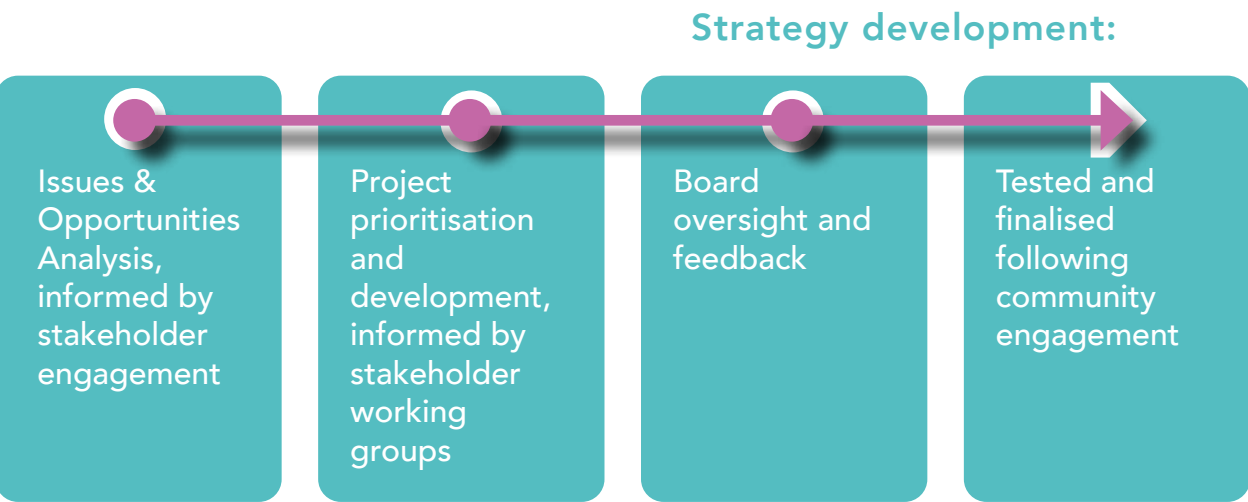
- Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces
- Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces
- Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work and amenities
- Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians
- Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
- Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
- Increased share of young people and adults who have relevant skills for employment and entrepreneurship

IMPACTS






- Increased employment, business formation and GVA
- New jobs creation
- Land value uplift
- Improved population health and reduced economic inequality
- Increased numbers of higher education students
- Improvements in employability and skill levels in young people and adults
- Reduced CO2 emissions
- Increased visitor numbers

TOWNS FUND INVESTMENT PROJECTS

The strategy for the Town Investment Plan has been informed by a robust case for intervention and collectively shaped by stakeholder engagement.



Our Town Investment Plan strategic approach centres on three anchor projects to focus investment in areas of greatest opportunity and two enabling projects to maximise the wider benefits of the investment and catalyse transformational change.

Town Deal Intervention Theme	Spatial Target Area	Project	strategy
Enterprise Infrastructure	Key Employment Site	 <div>ENTERPRISING TOWN</div>	<div>ANCHOR PROJECTS</div> <div>3</div>
Regeneration, Land Use and Planning	Town Centre	 <div>REVITALISED TOWN</div>	
Regeneration, Land Use and Planning	Town Centre	 <div>CAMPUS TOWN</div>	
Arts, Culture, Heritage	Town Centre	 <div>HEALTHY TOWN</div>	<div>ENABLING PROJECTS</div>
Local Transport	Town Centre, Gateways, Key Employment Site	 <div>CONNECTED TOWN</div>	

ENTERPRISING TOWN

Enterprising Town is an exciting opportunity to transform Cleator Moor through leveraging the economic growth potential of the Sellafield nuclear decommissioning site, which is a testbed for the development and deployment of cutting-edge technology and best practice in the sector.

Project Description

Enterprising Town is an exciting opportunity to transform Cleator Moor through leveraging the economic growth potential of the Sellafield nuclear decommissioning site, which is a testbed for the development and deployment of cutting-edge technology and best practice in the sector.

The strategy is to make increasing use of the Sellafield supply chain and to move some engineering, technology, and support services off-site. Partners, Copeland Borough Council (CBC), the Nuclear Decommissioning Authority (NDA) and Sellafield Ltd (SL), have recently acquired the Leconfield Industrial Estate in Cleator Moor, with the support of Local Growth Fund as the location of a new modern enterprise campus – the Industrial Solutions Hub (ISH). This is a new regional initiative to grow and diversify the West Cumbrian economy, bringing significant social and economic benefit directly to Cleator Moor.

The project will deliver capital investment to support the development of an enterprise campus on the semi-derelict estate, providing new employment opportunities, stimulating business start-up and growth, driving productivity, and attracting higher levels of investment in skills, innovation and research and development activity into the area.

Actions:

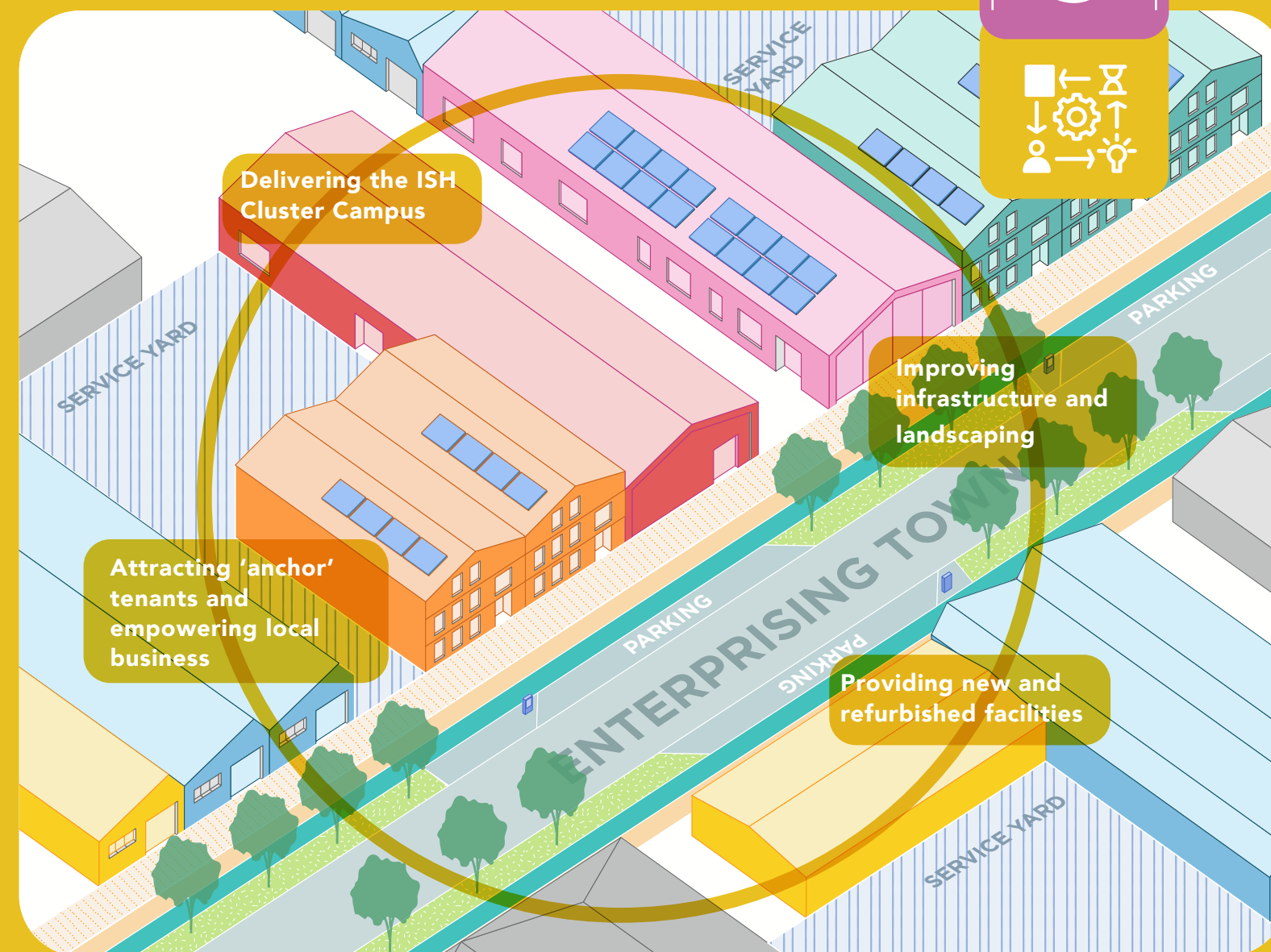
Enterprising Town has three major strands which will kickstart the ISH cluster-campus, delivering regional economic growth and maximising long-term socio-economic benefits for Cleator Moor.

- **Strand 1:** A new flexible hub building for the campus, benefiting both the community and campus tenants through the provision of skills development and business support. The hub will kick start cluster development and empower Cleator Moor businesses and residents to participate in the new opportunities created.
- **Strand 2:** Support for new or refurbished facilities on the campus for early cluster 'anchor' organisations to demonstrate the ISH in practice by bringing high-profile organisations to the site and supporting the growth of existing SMEs.
- **Strand 3:** Infrastructure and landscaping of the estate to create an impactful sense of place and strong integration with the town centre.

Delivery Partners

CBC, CLEP, NDA, Sellafield Ltd, Skills 4 You, Private sector

Setting the Scene: An Artist's Illustration of an Enterprising Town



Town Deal Intervention Theme: Enterprise Infrastructure
Spatial Target Area: Key Employment Site
Project: Enterprising Town

CONTEXT

Rationale for Investment:

1. **Cleator Moor's economy is highly dependent on manufacturing and Sellafield-related demand.** The nuclear capability of Copeland presents an opportunity to release the commercial potential of Sellafield to support export and access to global supply chains through cluster development. This project provides an opportunity for growth, innovation and diversification with Leconfield as the preferred site of the Industrial Solutions Hub (ISH)
2. **Leconfield premises are in poor condition** and lack innovation infrastructure. They are unsuitable for existing SMEs and start-ups and are unattractive to potential investors Early demonstration of ISH is needed to promote the campus as an opportunity for growth, innovation and diversification, creating quality new jobs
3. **Investment is needed** to remove barriers to local job creation, raise skill levels and aspiration and connect local residents to opportunities

INPUTS

- **£7.7 million** Towns Fund Ask
- **£16.44 million** Total Project Cost

OUTPUTS

- 2,000 sqm new high-quality, affordable commercial floor space
- 1,400 sqm shared workspace to support innovation and entrepreneurship
- £750,000 investment in new specialist equipment to drive productivity, innovation and skills development
- 600 sqm learning floorspace

OUTCOMES

- 64 new jobs created in Cleator Moor per annum
- 60 new learners assisted per annum
- 60% of new learners gaining relevant experience to be work ready at end of programme
- £22m net additional GVA
- £222,900 social value impact of new learners
- Catalyse further investment and job creation
- Drive CO2 emissions reduction

IMPACTS

- A growth in sustainable quality jobs in the town, inclusive and across a range of skills and educational levels
- Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
- Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces
- Increased share of young people and adults who have relevant skills for employment and entrepreneurship

INVESTMENT OBJECTIVES

1. To facilitate Sellafield Ltd supply chain growth, resilience and diversification from a location on the new campus
2. To provide the infrastructure needed to enable businesses in Cleator Moor to grow, scale up and widen their market to include exports to UK and international customers
3. To enable Cleator Moor businesses to grow in these new markets through product, service and process innovation
4. To stimulate private investment in business growth and infrastructure including securing inward investment
5. To empower residents, particularly young people, to access job opportunities, develop the required skills and fully contribute to the economic success of the ISH campus and Cleator Moor.

STRATEGIC ALIGNMENT

Strategic Alignment

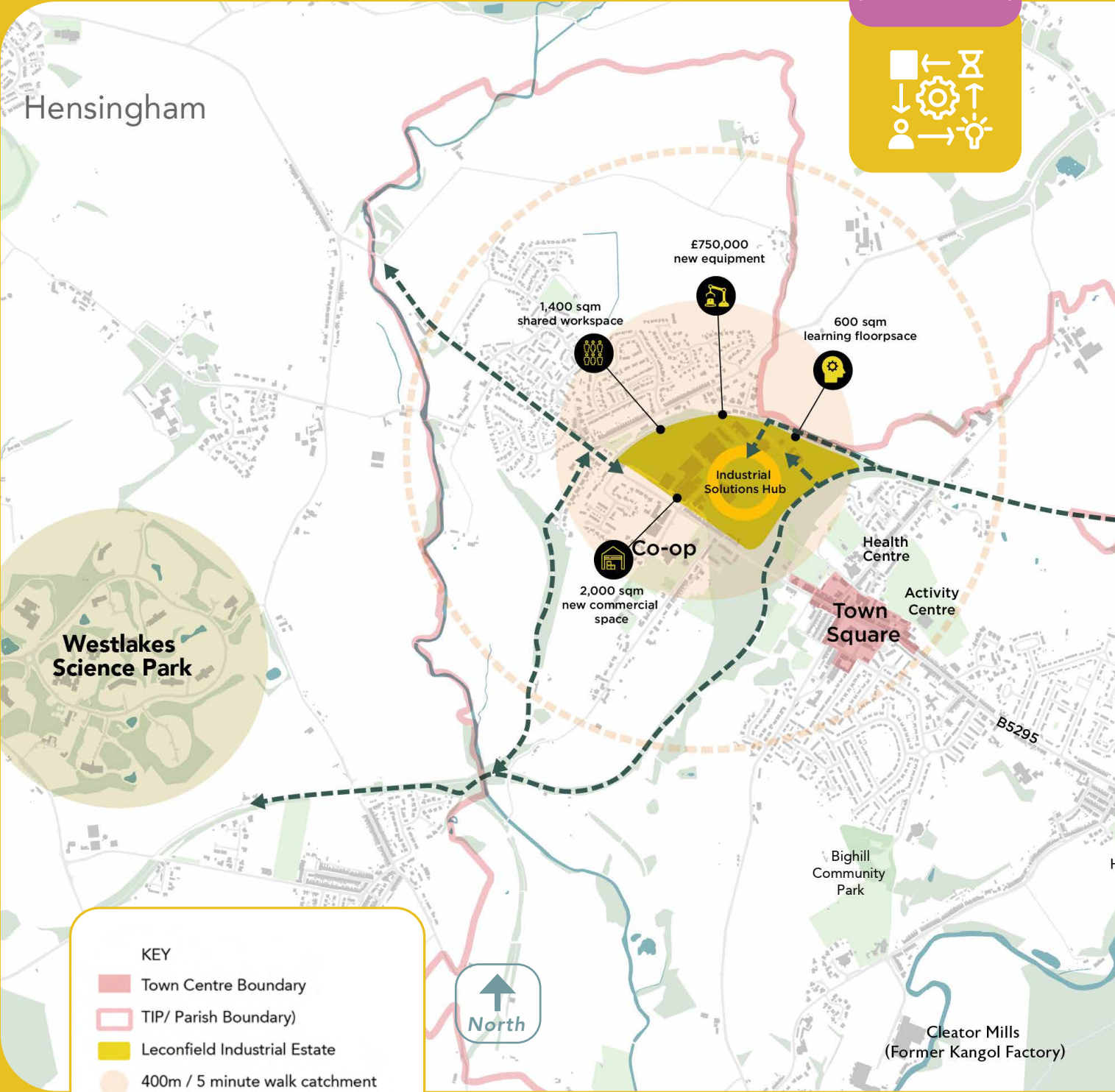
- To grow and diversify the economy by providing a range of new employment opportunities and stimulating business start-up and growth
- To create a town which benefits from much higher levels of investment in skills, innovation and R&D
- To enhance digital connectivity and inclusion to enable residents and businesses to participate fully in the modern economy

The project responds to national priorities:

- **COVID-19 recovery:** The project will contribute to recovery and to the 'building back better' agenda by driving resilience and diversity into Cleator Moor's economic base and pursuing growth in a wider range of sectors.
- **Clean Growth:** The project is part of a regional focus on clean energy-related economic growth in nuclear, renewables and plans to radically reduce carbon footprint. The development at Leconfield will explore options to become a clean energy exemplar through its design, construction and operation.

strategy

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KEY

- Town Centre Boundary
- TIP/ Parish Boundary)
- Leconfield Industrial Estate
- 400m / 5 minute walk catchment
- 800m / 10 minute walk catchment
- Proposed route upgrades as part of 'Connected Town' project

Figure 3.3 Spatial Plan: Enterprising Town

REVITALISED TOWN

The Revitalised Town project seeks to create an enhanced central focal point of the town to increase commercial activity and footfall and improve access to services and perceptions of Cleator Moor.

Project Description

The Revitalised Town project seeks to create an enhanced central focal point for the town to increase commercial activity and footfall and improve access to services and perceptions of Cleator Moor. The intervention involves bringing vacant and underutilised Town Square assets back into active use and setting them within an attractive new public realm. Investment will focus on adapting existing buildings to attract businesses, visitors and residents into the town centre. New uses which are being investigated include community and culture, tourism and skills and employment provision/signposting. The project will re-establish the Town Square as a hub for community activity, strengthen sense of place, improve perceptions and raise the profile of Cleator Moor as a place to live, work, visit, learn and invest.

Actions:

The Revitalised Town project has three main strands. Each strand complements the other and together seek to generate a catalytic regenerative effect that will maximise the social and economic benefits to the community of Cleator Moor:

- **A new public services and cultural community hub:** Direct investment into the refurbishment, reconfiguration, and extension of publicly owned listed buildings within the Town Square to create

a cohesive community hub. This expands the existing offer to include a flexible mix of new uses including a café; exhibition/arts space; visitor information; youth provision; and skills development and employability space in addition to the current Library, Town Council, Credit Union and social care uses.

- **Revitalised public realm:** Delivery of a revitalised public realm in the area of the Town Square that will complement the new community hub and create an attractive physical environment that enhances perceptions of Cleator Moor as a business and visitor destination and encourages people to dwell creating a more vibrant town centre.
- **Enhanced business space:** Refurbishment and realignment of business space within the Town Square at Phoenix Enterprise Centre. This responds to demand for expansion space for existing tenants and will provide high-quality, flexible workspace which responds to changing business needs as a result of the current economic climate. Attracting and retaining businesses in Cleator Moor will help to attract and safeguard local jobs.

Delivery Partners

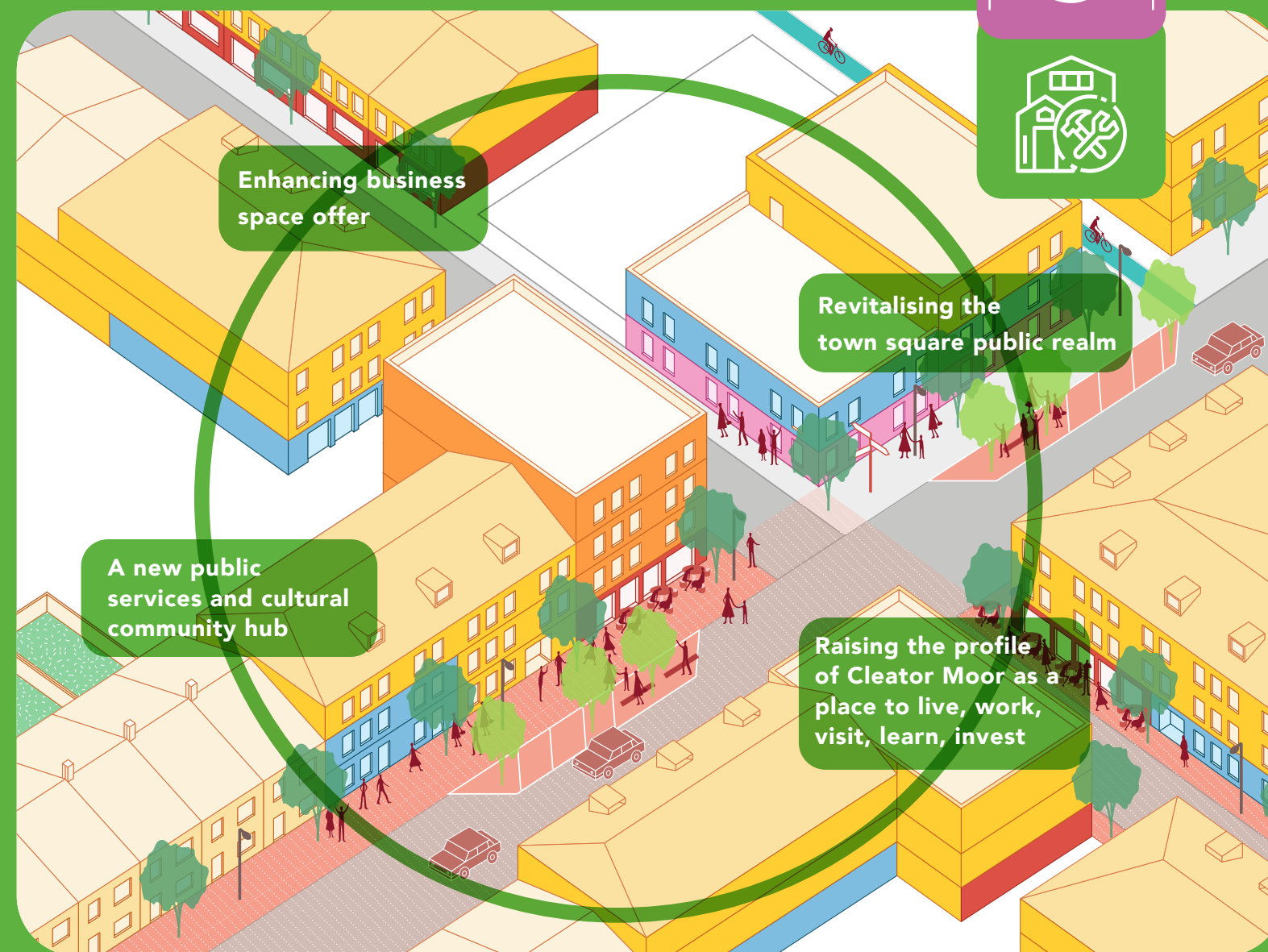
CBC, Cleator Moor Town Council, CCC, PEC, Credit Union, COSC

strategy

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Setting the Scene: An Artist's Illustration of a Revitalised Town



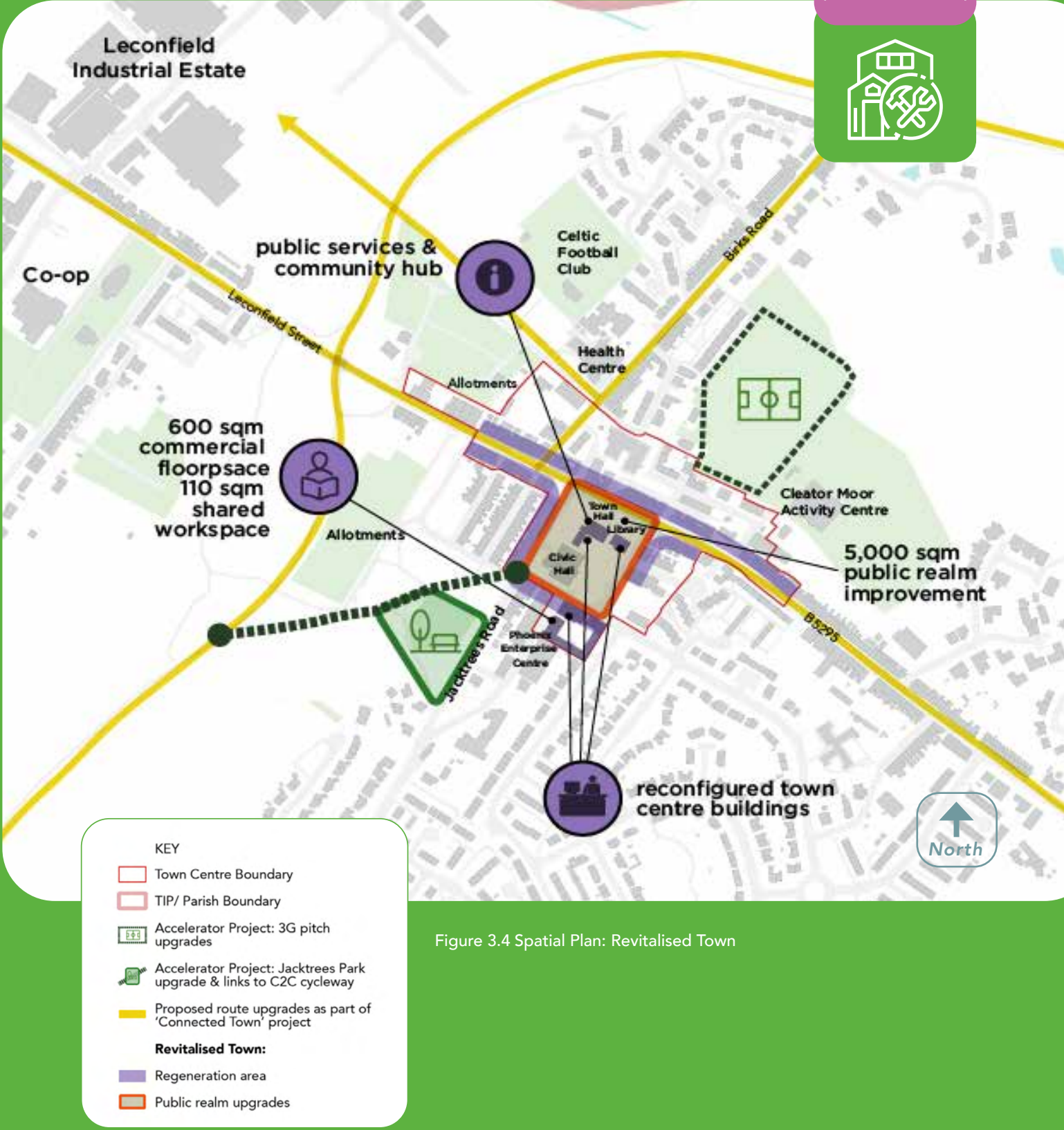
Town Deal Accelerator Funded Project: Town Deal Accelerator funded project: Jacktrees Park Upgrade

The Revitalised Town project is being kickstarted through delivery of the Jacktrees Park upgrade within the Town Centre.

The play area will be upgraded and expanded to offer equipment for all ages and abilities, including outdoor gym equipment for adults. The upgrade will encourage residents to be more active and provide well equipped space outdoors in a town dominated by terraced housing with limited private outdoor space. The works are commencing in January 2021 and incorporate the connection from the C2C cycleway with the town centre to encourage cyclists to use amenities.

Town Deal Intervention Theme: Regeneration, Land Use and Planning
Spatial Target Area: Town Centre
Project: Revitalised Town

CONTEXT	
Rationale for Investment: 1. Struggling town centre: Cleator Moor suffers from declining footfall, spend and high voids. The vacancy rate in Cleator Moor is 31%, almost triple the UK average of 11% which demonstrates weaker market demand and viability issues 2. Stubborn, long term vacant/underused space: Cleator Moor has impressive heritage assets and an established town square. However, a number of premises do not meet current needs which has left prominent buildings vacant or underused. Viability issues prevent these from being repurposed with new uses 3. Poor perceptions: Poor quality public realm discourages residents and visitors spending time in the town centre and contributes to poor perceptions. Bringing vacant buildings back into use will improve the image and aspirations of the town. Restoring and adapting buildings would attract occupiers such as businesses and residents into the town centre and contribute to an improved town footfall and atmosphere.	
INPUTS	OUTPUTS
<ul style="list-style-type: none">• £4.84 million Towns Fund Ask• £5.14 million Total Project Cost	<ul style="list-style-type: none">• 5,000 sqm public realm improvement• 1,150 sqm reconfigured town centre buildings to deliver expanded public services and community hub to include café; exhibition/arts space; visitor information; youth provision; and skills development, training and business space• 600 sqm new high-quality, affordable commercial floorspace and 110 sqm shared workspace
OUTCOMES	IMPACTS
<ul style="list-style-type: none">• 5 new small businesses attracted• 30 jobs created• 200 new learners assisted (100 of those gaining accredited qualifications)• Upgraded community hub linked to inclusive growth• Increased local skills offer responding to local skills needs• £4.7 million social value impact of new learners supported and public realm improvements• £6.8 million additional GVA• £54,600 land value uplift	<ul style="list-style-type: none">• Reestablished focal point for community, cultural, learning, commercial and tourism activity• Improved quality of public places and spaces• Enhanced perceptions and profile of Cleator Moor as a place to live, work, study, invest and visit• Reactivated town centre and improved potential of Cleator Moor as a key service centre and a driver of economic growth
INVESTMENT OBJECTIVES	
<ol style="list-style-type: none">1. To re-establish the Town Square as a focal point for community, cultural, learning, commercial and tourism activity2. To improve the quality of public places and spaces to drive footfall, dwell time and spend in the town centre3. Enhance perceptions and raise the profile of Cleator Moor as a place to live, work, study, invest and visit4. Reactivate key buildings and spaces in the town centre through the provision of quality business, leisure and residential space5. Maximise the potential of Cleator Moor as a key service centre and a driver of economic growth	
STRATEGIC ALIGNMENT	
Strategic Alignment <ul style="list-style-type: none">• To grow and diversify the economy by providing a range of new employment opportunities and stimulating business start-up and growth• 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• To deliver investment in a diverse and attractive housing offer through new build and renewal to attract and retain residents The project responds to national priorities: <ul style="list-style-type: none">• COVID-19 recovery: Town centre footfall and spending has been severely impacted by the pandemic. However, there is an opportunity for Cleator Moor to create a high-quality, repurposed town centre offer that draws people and businesses into the town, raises perceptions and contributes to a more resilient, sustainable and inclusive local civic, social and economic centre.• Clean Growth: Energy efficiency principles will be incorporated into any new developments or conversion of the vacant and underutilised premises within the town square. Renewable technologies could also potentially be installed, which in turn could reduce fuel poverty and future energy use.	



CAMPUS TOWN

Campus town will provide flexible, fit for purpose student accommodation using vacant or derelict sites in Cleator Moor.

Project Description

The University of Central Lancashire (UCLan) is a multidisciplinary university, with locations across the North West, including the Westlakes Campus in West Cumbria which offers a range of innovative and vocational courses in Medicine and Nursing, and is also home to the University's National Centre for Remote and Rural Medicine (NCRRM) which trains clinicians in aspects of medicine related to living, working and recreation in remote and rural environments. Development and growth in UCLAN's provision is constrained by a lack of fit-for-purpose accommodation for students.

The project will enable UCLAN to realise its growth ambitions by providing housing for additional students in Cleator Moor, enabling them to increase their teaching offer in response, particularly in health and medicine.

Tackling and reactivating vacant sites in the town centre will also improve the townscape and make it more attractive for residents, businesses and visitors. Furthermore, increasing the student population locally will bring economic benefits to the town by attracting new businesses to meet increased demand for retail, food and beverage and leisure services. This will increase the vibrancy of the local economy and support a stronger night-time economy.

Actions:

- Remediation and site assembly to deliver new student accommodation

Delivery Partners

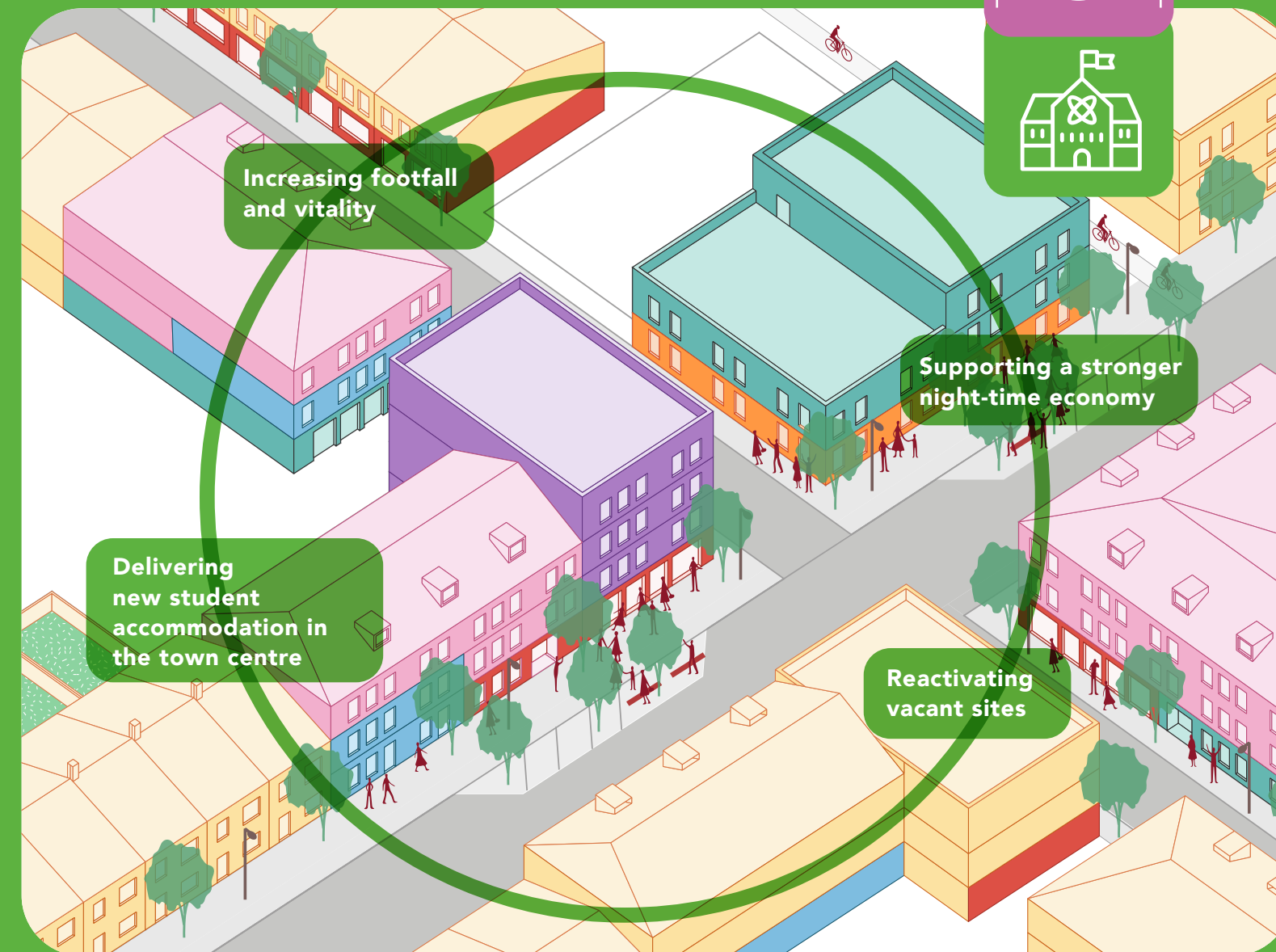
UCLAN, Copeland Borough Council, Private sector developer/investor

strategy

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Setting the Scene: An Artist's Illustration of a Campus Town



Town Deal Intervention Theme: Regeneration, Land Use and Planning
Spatial Target Area: Town Centre
Project: Campus Town

Town Deal Intervention Theme: Regeneration, Land Use and Planning
Spatial Target Area: Town Centre
Project: Campus Town

Town Deal Intervention Theme: Regeneration, Land Use and Planning
Spatial Target Area: Town Centre
Project: Campus Town

CONTEXT

Rationale for Investment:

- 1. Struggling town centre:** Cleator Moor is struggling to maintain a vibrant and viable town centre offer, as exemplified by declining footfall, spend and high voids. The vacancy rate in Cleator Moor is 31%, almost triple the UK average of 11% which demonstrates weaker market demand to support a variety of retailers and services and viability issues.
- 2. Stubborn, long term vacant/underused space:** Presence of vacant buildings in prominent locations undermines perceptions of place and vibrancy of town centre environment. Bringing vacant buildings back into use and providing high quality student accommodation will improve the image and aspirations of the town, contributing to an improved town footfall and atmosphere.
- 3. Out-migration of young people:** The working age population (those aged 16-64) has decreased 5% since 2011 and this trend is predicted to continue unless sustained action is taken to encourage young people to stay in Cleator Moor through an appropriate housing, leisure, learning and employment offer.

- ### Rationale for Investment:
- 1. Struggling town centre:** Cleator Moor is struggling to maintain a vibrant and viable town centre offer, as exemplified by declining footfall, spend and high voids. The vacancy rate in Cleator Moor is 31%, almost triple the UK average of 11% which demonstrates weaker market demand to support a variety of retailers and services and viability issues.
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INPUTS	OUTPUTS
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INPUTS	OUTPUTS
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- | | |
|--|---|
| <ul style="list-style-type: none"> • £3 million Towns Fund Ask • £7 million Total Project Cost | <ul style="list-style-type: none"> • 50-75 units of new student accommodation • Remediation of 2,300 sqm space in dilapidated sites |
|--|---|

OUTCOMES	IMPACTS
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OUTCOMES	IMPACTS
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- | | |
|--|--|
| <ul style="list-style-type: none"> • 4 new jobs created • % of working-age population with qualifications - 100 additional Higher Education Students • £1.2m additional GVA • £3.8m student, visitor and staff expenditure • £583,000 land value uplift • Increase in capacity and accessibility to new or improved skills facilities • Increase in the breadth of the local skills offer that responds to local skills needs • Enhanced townscape that is more attractive and accessible to residents, businesses and visitors. • Increased share of young people and adults who have relevant skills for employment and entrepreneurship. | <ul style="list-style-type: none"> • Local multiplier impact from increased spends, direct and indirect job creation • Perceptions of place by residents, businesses, visitors improved • A more vibrant local economy and demand for wider services and retailers • Stronger night-time economy and support for leisure facilities. |
|--|--|

INVESTMENT OBJECTIVES

1. Ensuring Cleator Moor develops and thrives as a town by improving linkages to UCLan Westlakes Campus
2. Increasing the student and working age population in the town to increase spend, footfall and vibrancy
3. Improve the attractiveness and perceptions of the town centre through reactivating vacant sites
4. Support the expansion and growth of UCLan offer and ensure Cleator Moor is positioned to capture benefits

STRATEGIC ALIGNMENT

Strategic Alignment

- To provide a range of high-quality and sustainable housing through new build and renewal, to retain and attract residents of all ages to the town.
- To encourage an attractive and vibrant town centre with a range of uses set within a high-quality environment which reinforces the town's role as a key service centre.

- ### Strategic Alignment
- To provide a range of high-quality and sustainable housing through new build and renewal, to retain and attract residents of all ages to the town.
 - To encourage an attractive and vibrant town centre with a range of uses set within a high-quality environment which reinforces the town's role as a key service centre.

The project responds to national priorities:

- **COVID-19 recovery:** Crucial for recovery from COVID-19 will be the pipeline of medical, nursing and allied health professionals. The contribution of the higher education sector to providing trained workforce in localities recovering from the devastating effects of Coronavirus will be crucial to the wellbeing of towns. The project will support economic recovery in Cleator Moor through jobs and economic output, attracting private sector investment, and increased resident and visitor spend.
- **Clean Growth:** The project would proactively support the principle of clean growth through the design and delivery of new accommodation and teaching facilities, utilising green technologies and sustainable methods to ensure the most environmentally sound scheme can be delivered. This would also increase the appeal of new accommodation, given the growing consideration and demand for low energy use accommodation from students.

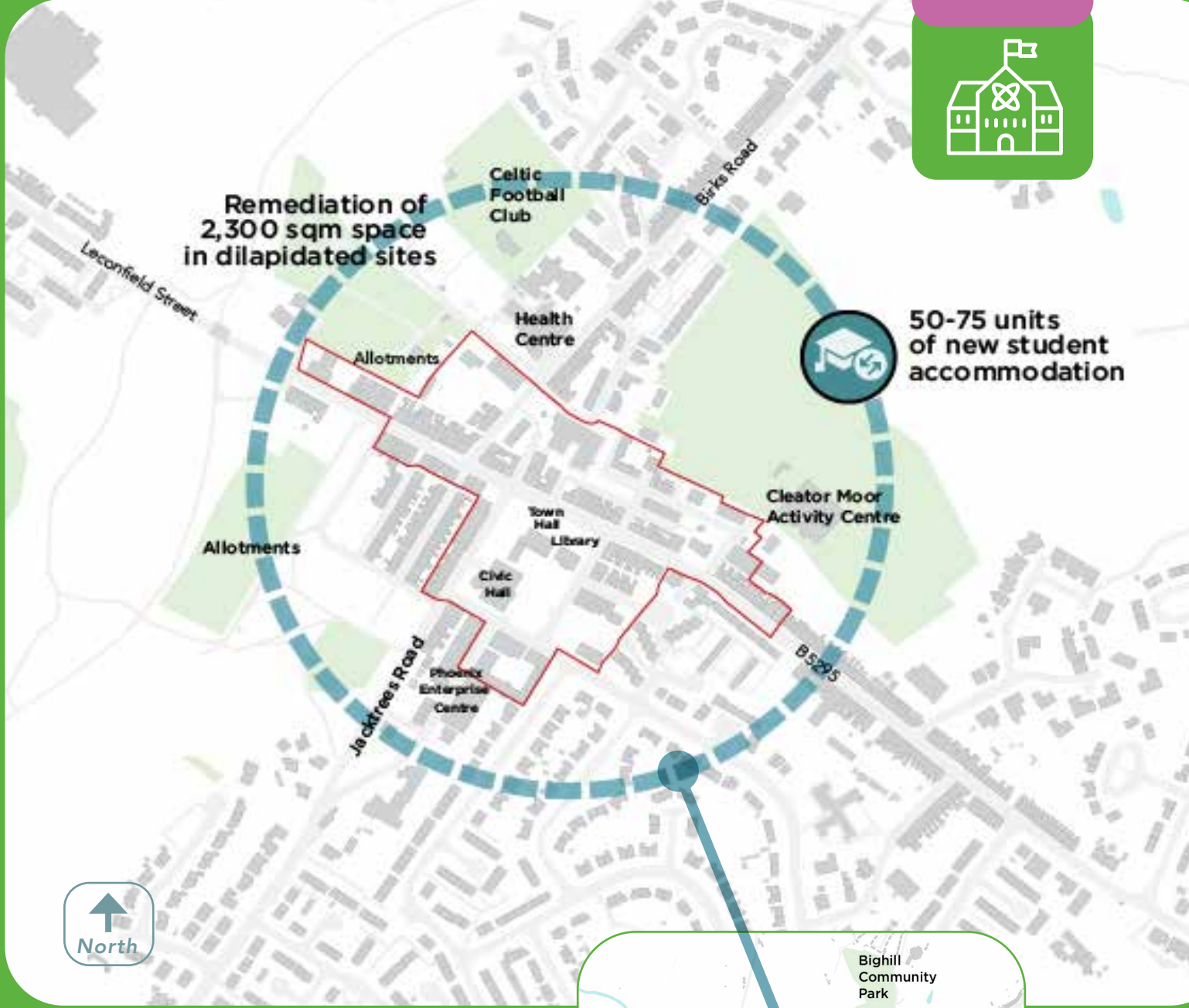
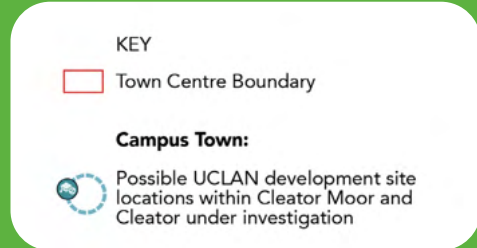


Figure 3.5 Spatial Plan: Campus Town



HEALTHY TOWN

Healthy Town will provide sports and leisure provision to improve community health and wellbeing, facilitate accessibility and social inclusion, improve resident and visitor perceptions of the town, help retain and attract young people and strengthen the economy.

Project Description

Healthy Town will provide sports and leisure provision to improve community health and wellbeing, facilitate accessibility and social inclusion, improve resident and visitor perceptions of the town, help retain and attract young people and strengthen the economy. An enhanced leisure offer will generate more reasons for people to visit and spend time in Cleator Moor, diversifying the town's offer and help enhance vitality, driving footfall, dwell time and spend.

The project will deliver improved indoor sports and recreation facilities through redevelopment of the existing Activity Centre as a multipurpose centre, which will expand provision from purely indoor bowls to deliver flexible space for a broader programme of sports, physical activity, wider health and wellbeing provision, third sector provision and employability support, focusing on young people and underrepresented groups such as women and people with disabilities.

It would be supported by gym facilities, a café and car parking to enable ongoing financial sustainability. Similar facilities nearby

are oversubscribed which creates barriers to access and results in those of highest need being discouraged and excluded from use.

Healthy Town tackles clear evidence of need around poor health outcomes and economic inequality, delivering system savings through stronger emphasis on prevention and removing barriers to work.

It will provide the modern facilities that support Cleator Moor to raise its profile as an attractive place to live, work and study and strengthens the investment proposition of the Campus Town and Enterprising Town projects.

Actions:

- Delivery of a new multipurpose centre with indoor sports hall, flexible studio space for activities, gym, café, and car parking facilities

Delivery Partners

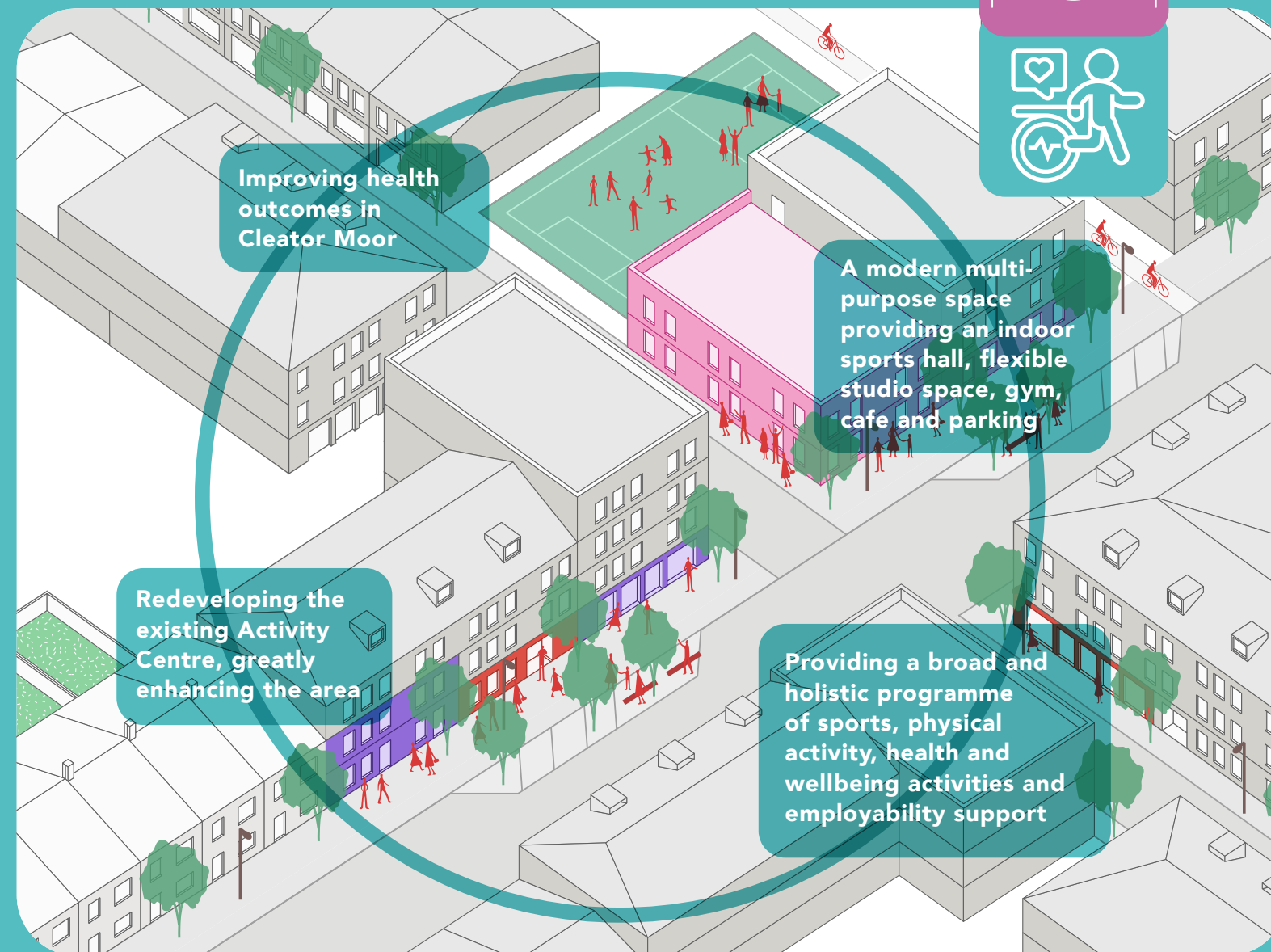
Copeland Borough Council

strategy

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Setting the Scene: An Artist's Illustration of a Healthy Town



Town Deal Accelerator Funded Project: 3G pitch

Delivery of the Accelerator Funded 3G pitch project will kickstart the Healthy Towns project.

Improving the pitch facilities at Cleator Moor Activities Centre to provide a FIFA quality and World Rugby approved pitch with renewed fencing and lighting. Work will begin in early 2021.

CONTEXT

Rationale for Investment:

- Poor resident health outcomes:** Life expectancy in Cleator Moor is 4 years lower than the national average and people spend fewer years in good health than the national average. There has been a significant increase in anxiety which has not been seen across the wider district or national average. There are issues of obesity and excess weight, particularly amongst year 6 children: 42% carry excess weight compared to the national average of 33%. There is an opportunity to influence some of the wider determinants of health and wellbeing in Cleator Moor's local environment to enhance community outcomes.
- Underdeveloped leisure offer:** Current sporting, leisure and recreation facilities do not meet identified need for indoor provision or provide an inclusive and attractive offer to the broad cross-section of Cleator Moor's residents and visitors. Enabling investment in sport and leisure provision will support sustainable economic growth.
- Reversing population decline:** The working age population (those aged 16-64) has decreased 5% since 2011 and this trend is predicted to continue unless sustained action is taken to attract and retain residents through an appropriate housing, leisure, learning and employment offer.

INPUTS

- £3 million Towns Fund Ask
- £5.03 million Total Project Cost

OUTPUTS

- 1 new, upgraded community centre, with sports and athletics facilities
- Increased benefit for the public education over the long term
- Increase in the breadth of the local skills offer that responds to local skills needs

OUTCOMES

- 75,000 additional visits to the centre per annum
- 125 new learners assisted per annum
- System savings as a result of reduction in use of NHS services
- £13.6m social value impact of increased physical activity amongst residents and enhanced increased employability training provision.
- Drive CO2 emissions reductions

IMPACTS

- Improved health and wellbeing of Cleator Moor's residents – leading to a more economically active population
- Increase in self confidence and self-esteem, pride and belonging
- More inclusive town centre offer and better facilities for young people and under-represented groups, making it a better place to live, work, visit and invest

INVESTMENT OBJECTIVES

- Provide enhanced leisure and recreation space – increasing its inclusivity, visibility and accessibility to attract and retain people in Cleator Moor
- Provide the facilities and infrastructure to empower residents to live healthy, active lifestyles and equip them with the confidence and aspiration to succeed.
- Enable under-represented groups to access and participate in a wider range of activities.
- Encourage young people to access and participate in sports and recreation to maximise opportunities, skills and services and contribute to the economic success of Cleator Moor.

STRATEGIC ALIGNMENT

Strategic Alignment

- To reduce deprivation and improve community health and wellbeing
- 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

The project responds to national priorities:

- COVID-19 recovery:** The pandemic has underscored the importance of healthy communities. Healthy Town seeks to promote healthier and happier lifestyles with increased physical activity which impacts positively on both mental and physical health.
- Clean Growth:** Investment in leisure assets and modernising plant and equipment will ensure buildings and facilities are environmentally sustainable. In addition, the wider behavioural change stimulated by more active lifestyles and active travel will contribute to a reduction in vehicle use and associated emissions.

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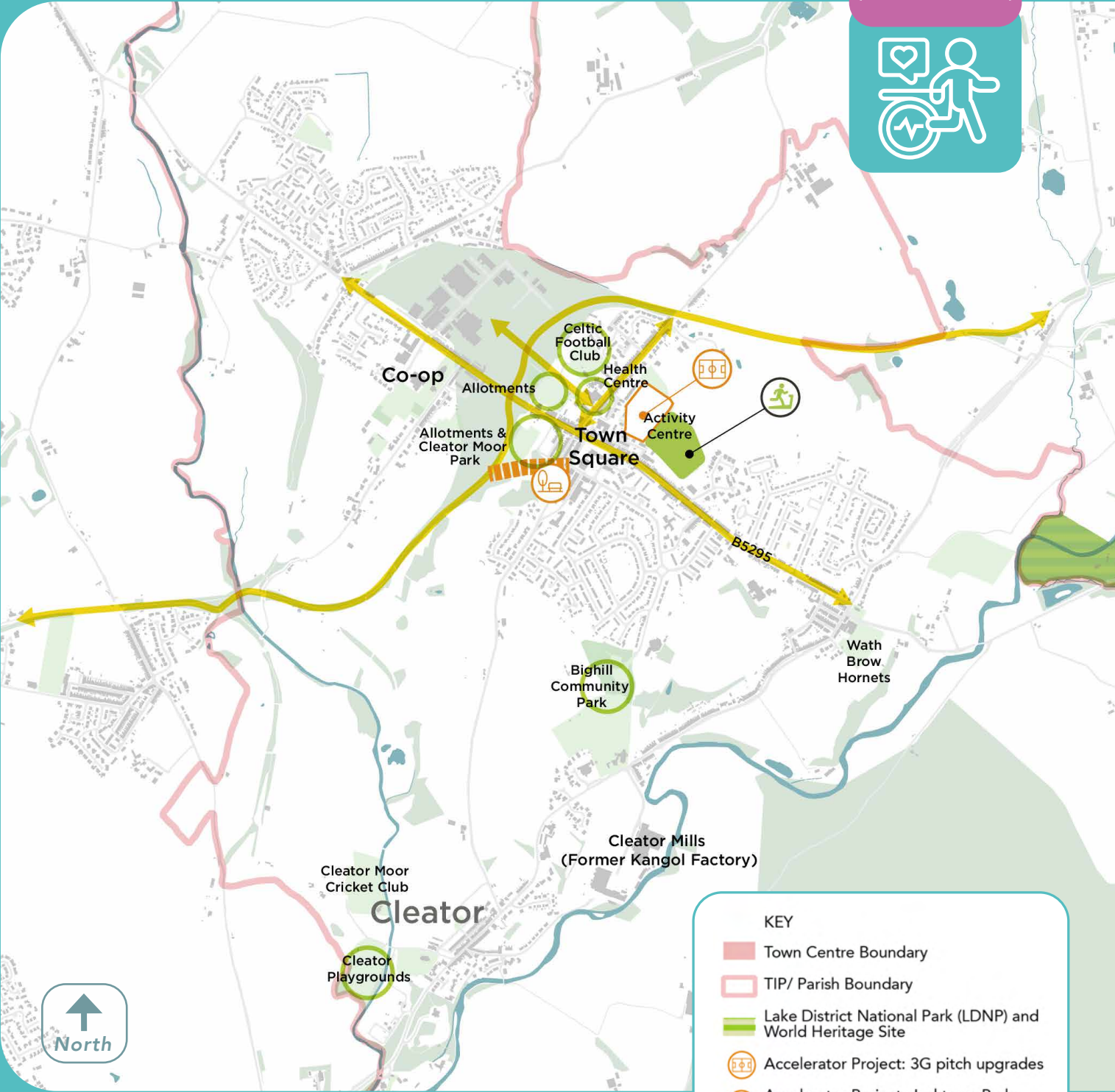


Figure 3.6 Spatial Plan: Healthy Town

KEY

- Town Centre Boundary
- TIP/ Parish Boundary
- Lake District National Park (LDNP) and World Heritage Site
- Accelerator Project: 3G pitch upgrades
- Accelerator Project: Jacktrees Park Upgrade & Links to C2C Cycleway
- New multi-purpose sports centre
- Surrounding health & well-being assets
- Proposed route upgrades as part of 'Connected Town' project
- Coast to Coast walking route

CONNECTED TOWN

Connected Town seeks to deliver a programme of transport and related public realm interventions which will result in Cleator Moor having a high-quality integrated transport network, transforming the accessibility and attractiveness of the town.

Project Description

Connected Town seeks to deliver a programme of transport and related public realm interventions which will result in Cleator Moor having a high-quality integrated transport network, transforming the accessibility and attractiveness of the town.

Interventions will ensure safer and more sustainable travel within the town and will maximise the benefits of the wider deal through improved connections to proposed areas of change including Leconfield Industrial Estate, the Town Square, student accommodation, and leisure and recreation assets. This will drive transformational change comprising a core town centre offering linking, via spokes to key sites integral to the town deal strategy. The project will also better connect Cleator Moor to employment, education and health provision beyond the town while also enhancing the perception, character and livability of the town as an integrated, innovative and dynamic place supporting best practice in the use of transport networks in place making.

The provision of improvements will secure sustainable movement and accessibility through active travel and improved transport

connections and corridors. This is critical in underpinning Cleator Moor's aspiration to enhance its offer around amenities, employment, education and leisure that are highly accessible to residents and visitors, contributing to the creation of a dynamic 'campus town' centred around an attractive public square, the hub of the town.

The project will capitalise on the town's proximity to the Lake District National Park, Coast to Coast walk and C2C cycle way, enabling visitors to move around the town and its attractions, and in so doing support Cleator Moor's vitality and local economy, also providing a framework that will help forge stronger links with Whitehaven and key services within it.

Addressing the high instances of deprivation and health and wellbeing challenges faced by the community is also a priority. Facilitating active travel will allow residents to unlock the health and wellbeing benefits of shifting away from frequent car use or inactivity. Supporting public realm interventions will allow local businesses to have space to grow and flourish, capturing the real potential of local spend, including that of contractors associated with the wider Energy Coast, who use the town as a base.

Setting the Scene: An Artist's Illustration of a Connected Town

strategy

3



Improving connections to key areas of the town for pedestrians and cyclists

Upgrading links between Cleator Moor and the C2C cycle route, through dedicated paths

Enhancing gateways to improve the experience and arrival into Cleator Moor

Introducing traffic calming measures to reduce traffic speeds

Actions:

- Create Town Square as "Hub", with "spokes" to Leconfield, Town Square and tourism opportunities
- Reduce speeds (traffic calming) at entry points to Cleator Moor
- Creation of new gateways, at junctions of Bowthorn and Whitehaven roads, Leconfield Industrial Estate and Wath Brow

- Upgrade linkages between Cleator Moor and the C2C cycle route
- Improve infrastructure for pedestrians especially around the Town Square while also improving public realm

Delivery Partners

Cumbria County Council, Copeland Borough Council

Town Deal Intervention Theme: Local Transport
Spatial Target Areas: Town Centre, Gateways, Key Employment Site
Project: Connected Town

CONTEXT

Rationale for Investment:

1. **Cleator Moor suffers from a lack of provision for pedestrians** making walking an unattractive option relative to driving around town. The majority of Cleator Moor is within walkable distance, and of a flat profile suitable for walking or cycling. However, Cleator Moor's roads do not possess any cycling markers or separators and the accompanying pavements are small for pedestrians.
2. **The C2C cycle route runs close to the centre of Cleator Moor.** However, there is very poor connectivity between the route and the town.
3. **The current gateway to the town does not provide Cleator Moor with a sense of place or arrival upon entering.** Traffic speeds are also high which deters cycling, as there is no dedicated infrastructure for the latter.
4. **Linkages of employment, health, education and residential sites within Cleator Moor is sub-optimal**, often necessitating a short drive to reach nearby amenities.

INPUTS

- **£6.03 million** Towns Fund Ask
- **£6.05 million** Total Project Cost

OUTPUTS

- 5km of new and upgraded walking and cycling paths
- 3 road junction improvements at Wath Brow, Bowthorn Road/Whitehaven Road Junction and Leconfield Junction
- Wider cycle infrastructure such as parking
- Delivery of new public spaces

OUTCOMES

- Improved affordability, convenience, reliability and sustainability of travel options
- Enhanced town centre experience that prioritises the health, safety and mobility of pedestrians
- Reduced need for unnecessary car journeys, promote a range of transport options and reduce the impact traffic on the town.
- Enhanced townscape that is more attractive and accessible to residents, businesses and visitors
- Drive CO2 emissions reductions

IMPACTS

- Improved sense of arrival to Cleator Moor town centre to attract more visitors
- Improved access between town centre and key employment sites increasing town centre footfall
- Better shopping experience leading to increased visitor spend
- Embedding the behavioural changes catalysed by COVID-19 and having more people access the town centre by foot or on a bike

INVESTMENT OBJECTIVES

1. Improved sense of arrival to Cleator Moor town centre to attract more visitors
2. Improved access between town centre and key employment sites increasing town centre footfall
3. Better shopping experience leading to increased visitor spend
4. Embedding the behavioural changes catalysed by COVID-19 and having more people access the town centre by foot or on a bike

STRATEGIC ALIGNMENT

Strategic Alignment

- To secure sustainable movement and accessibility through active travel and improved transport connections
- 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

The project responds to national priorities:

- **COVID-19 recovery:** The Covid-19 emergency has seen an increase in people cycling and walking and this has underscored the need for a network of integrated safe, segregated cycling and walking infrastructure while encouraging more people to visit and spend more time within the town.
- **Clean Growth:** Connected Town provides a high-quality integrated network routes for walking and cycling to support local journeys by active travel and reduce carbon emissions

strategy

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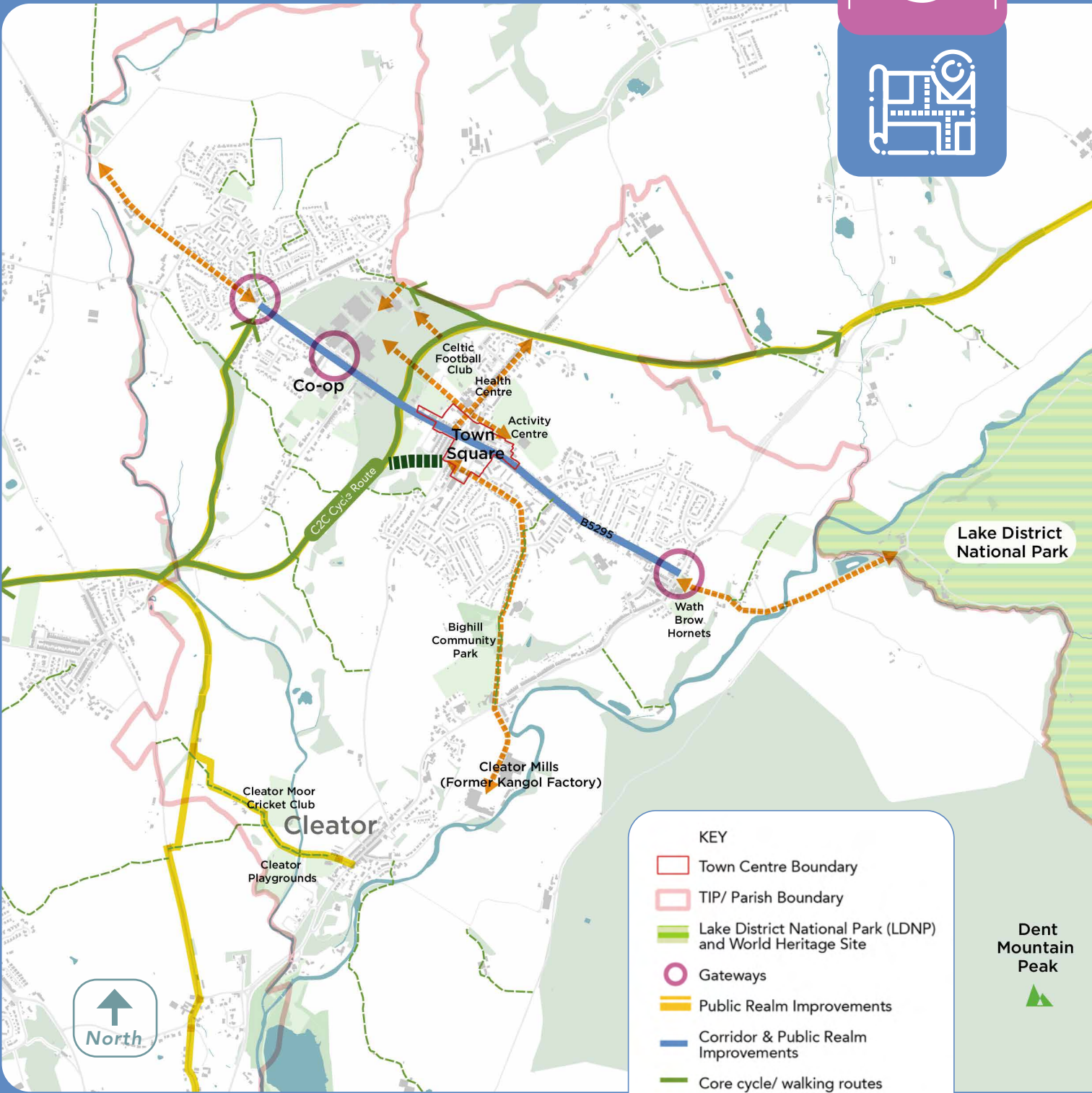


Figure 3.7 Spatial Plan: Connected Town

Subject to change through
business case development

PROJECTS MATRIX

The five projects are mutually dependent and support and strengthen each other to drive a coherent and transformative Town Investment Plan.

How the projects support and strengthen each other	Enterprising Town supports by...	Revitalised Town supports by...	Campus Town supports by...	Healthy Town supports by...	Connected Town supports by...
Enterprising Town		Repurposing vacant and under used buildings to meet the growth in commercial demand	Driving demand for services and stimulating business start up and growth	Improving investor perceptions and drive employee footfall, dwell time and spend on leisure activities. Creates a healthy pool of workers.	Improving perceptions to investors and workers by enhancing gateways and creating a better sense of arrival
Revitalised Town	Stimulating business growth and securing inward investment to regenerate sites and premises and drive vitality and footfall		Providing a new use for vacant and underutilised buildings which meets identified demand. Provides increased vitality and dwell time in town centre.	Broadening the mix of uses in the town centre to encourage more people to visit	Improving links, encouraging visitor footfall and improved townscape enhances the town centre experience
Campus Town	Inspiring residents to pursue higher level skills pathways	Creating an attractive, safe and vibrant town centre where students want to spend time		Retaining and attracting young people through an enhanced leisure offer	Improving linkages between places of study, work, health provision and home offer
Healthy Town	Building community wealth to enable residents to live prosperous and fulfilled lives	Creating a more inclusive civic, social and economic centre will support community well being	Supporting a pipeline of health professionals to meet need		Enhancing health, safety and mobility of pedestrians and cyclists
Connected Town	Enhancing the townscape so it is more attractive and accessible	Improved service offer will drive activity and footfall. The provision of car parking will complement investments in active travel infrastructure.	Reducing the distance and need to travel by car between health, education and residential sites	Stimulating active lifestyles and take up of active travel modes	



PROJECTS SUMMARY

The projects provide a holistic response to the Towns Fund intervention framework:

ENTERPRISE INFRASTRUCTURE



Enterprising Town will support the development of an enterprise campus on the semi-derelict Leconfield Industrial Estate providing new employment opportunities, business start-up and growth, and skills and innovation activity.

Revitalised Town will refurbish and enhance workspace at Phoenix Enterprise Centre to meet expansion demand.

URBAN REGENERATION, PLANNING, LAND USE



Revitalised Town will bring vacant and under-utilised Town Square buildings back into active use to drive activity and footfall, set within an attractive new public realm.

Campus Town will secure an increased local presence of the University of Central Lancashire through the provision of student accommodation to meet identified need. The accommodation will bring a derelict and under-utilised site back into use and the student population will support town centre vitality.

SKILLS INFRASTRUCTURE



Enterprising Town includes a flexible hub building to support skills development and enable residents to access new opportunities.

Revitalised Town includes a community hub to support skills development and youth provision.

ARTS, CULTURE, HERITAGE



Healthy Town will provide a new leisure centre providing a wider programme of sports, physical activity and health and well-being provision, with a focus on young people.

LOCAL TRANSPORT



The Connected Town project will improve active travel infrastructure to encourage walking and cycling. Investment in gateways and corridors between key areas will support access and movement and improve the attractiveness of the town.

DIGITAL CONNECTIVITY



The Enterprise Town project will utilise digital technologies to meet the needs of ISH sectors.

Refurbished and new buildings through Enterprise, Revitalised, Campus and Healthy Town projects will be digitally enabled to meet the needs of target occupiers.

strategy



TOWN DEAL POLICY ALIGNMENT

National

- UK Industrial Strategy
- Levelling Up Agenda
- Ten Point Plan for a Green Revolution
- Skills for Jobs White Paper
- National Infrastructure Strategy

Cleator Moor Alignment with National Agendas:

- Reviving the fortunes of 'left behind' towns and supporting prosperous communities
- Maximising the global shift to clean growth
- Facilitating ideas and innovation
- Supporting business start up and growth
- Upgrading infrastructure
- Facilitating good jobs and earning power
- Advancing nuclear as a clean energy source
- Making cycling and walking more attractive to travel and supporting infrastructure to better support electric vehicles
- Making our buildings greener and more energy efficient

Regional & Sub-regional

- Northern Powerhouse Strategy
- TfN Strategic Transport Plan
- Borderlands Inclusive Growth Deal
- Cumbria Local Industrial Strategy
- Cumbria Rural & Visitor Economy Growth Plan
- Restart, Reboot, Rethink – A Plan for Cumbria's Economic Recovery
- Cumbria Creative and Cultural Strategy
- Cumbria Infrastructure Plan
- Cumbria Digital Infrastructure Strategy

Cleator Moor Alignment with Regional and Sub-regional Agendas:

- Improving skill levels
- Promoting and enhancing the built, historic and natural environment
- Enhance the cycling offer to support tourism
- Facilitating local and sustainable travel
- Repurposing towns to create vibrant and resilient places
- Improving the culture and leisure offer to increase the attractiveness of places
- Facilitating energy transition, including new nuclear and energy efficiency in buildings
- Strengthening innovative activity in the nuclear sector and application to related industries
- Supporting entrepreneurship
- Digital connectivity (Gigabit capable & 4G/5G)
- Digitalisation of service provision

Local

- Copeland Economic Vision, 2040
- Copeland Core Strategy 2013-28
- Copeland Local Plan Preferred Option Draft 2020
- Britain's Energy Coast
- Cleator Moor Masterplan Spatial Framework
- LDNP Southern Boundary Proposals
- Better Care Together
- Regen North East Copeland

Cleator Moor Alignment with Local Agendas:

- Creation of a specialist nuclear and clean energy cluster
- Facilitate business innovation and growth
- Social sustainability meeting the needs of the community
- Reinforcing role as a key service centre
- Improved sports and leisure facilities
- Helping our communities to be as healthy as possible
- Better connected through sustainable transport and enhanced digital infrastructure
- Realising tourism potential
- Supporting economic diversification including tourism, arts, entertainment and culture
- Establishing a culture of enterprise
- Growing the population
- Supporting commercial and residential development
- Skills and education improvement

strategy

3

INVESTMENT PLAN SUMMARY

The following table summarises the Cleator Moor Towns Fund investment programme. The ask is for £24.57m of Towns Fund funding to deliver a £39.66m programme of investment. The funding will lever £5m of private sector investment. The Towns funding sought is a 100% capital ask. Match funding will be sourced to support revenue activity to maximise the impact of capital investment.

Cleator Moor Towns Fund Investment Programme Summary (£m)							
Project	Towns Fund Ask	Match funding	Public	Private	Total cost	Capital	Revenue
Enterprising Town	7.70	8.74	7.74	1.00	16.44	14.74	1.70
Revitalised Town	4.84	0.30	0.30	0.00	5.14	5.05	0.09
Campus Town	3.00	4.00	0.00	4.00	7.00	7.00	0.00
Healthy Town	3.00	2.03	2.03	0.00	5.03	4.97	0.06
Connected Town	6.03	0.02	0.02	0.00	6.05	6.05	0.00
Total	24.57	15.09	10.09	5.00	39.66	37.81	1.85

REALISING IMPACT

Over the lifetime of the Town Investment Plan we will benefit 6,800 residents directly, and generate:



£29m in additional GVA



£19m Social Value



CO2 emissions reductions



Land value uplift

We will unlock wider benefits including:



67 new jobs created per annum



385 learners assisted per annum and improved employability and skills levels in young people and adults



5km new and improved walking and cycling routes



5,000 sqm public realm improvements delivered



4,000 sqm high quality commercial and innovation floorspace



1,750 sqm improved civic, community, skills development and employability space



100 additional Higher Education students

Figure 3.8 Cleator Moor Towns Fund Investment Programme Summary (£m)

4

engagement and
delivery

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OUR APPROACH TO ENGAGEMENT

The insight, views and aspirations of the local community sit at the heart of Cleator Moor's Town Investment Plan. Plans made with the communities that they affect are most likely to be successful, lead to innovation and creativity and generate support for changes that are being proposed. The plan development process has involved extensive engagement with the resident and business communities to establish a strong appreciation of the area's issues, needs, challenges and opportunities.

The Cleator Moor Town Deal Board has overseen the Town Investment Plan development and has been responsible for developing detailed projects which align with the objectives of the Towns Fund. The Board was established in January 2020 and has 15 members drawn from a range of anchor institutions, public, private and community groups.

The Board has many combined years of experience working to improve Cleator Moor, and is committed to securing transformational change.



Town Deal Board:

	Organisation	Board Member
	Private Sector Chair	Kayleigh Daniels
	Member of Parliament	Trudy Harrison
	Cumbria LEP	Jo Lappin
	Regen North East Copeland	Bob Metcalfe
Community	Phoenix Enterprise Centre	Joanne Crowe
	Phoenix Youth Project	Paul Rowe
	Faith	Rev Nicki Pennington
	S Brannan & Sons Ltd	John Bamforth
Private Sector	BEC	Joe Martin
	Moor Sport	David Farrell
	Home Group	James Varah
	Forth Engineering	Mark Telford
Public Sector	Town Council	Cllr Peter Burns
	Borough Council	Cllr Hugh Branney
	County Council	Cllr Frank Morgan

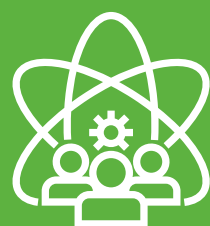
STAKEHOLDER ENGAGEMENT

We have used a three-pronged engagement approach to:



INFORM:

to raise awareness of the Cleator Moor Town Investment Plan



INVOLVE:

to hear from (engage) stakeholders in the development of the plan



ENGAGE:

to (use feedback to support) co-produce the plan with all feedback received

This participatory approach has secured widespread support for our plan.

engagement and delivery

4

Stage	Focus	Timing
1. Issues & Opportunities Analysis	<ul style="list-style-type: none"> Identifying challenges and opportunities through consultation and engagement 	August – September 2020
2. Draft vision, strategy and emerging project proposals	<ul style="list-style-type: none"> To test level of support for the draft vision and objectives and share information on the potential long list of projects to identify broad areas of support / feedback 	September – November 2020
3. Draft Town Investment Plan	<ul style="list-style-type: none"> Project level stakeholder engagement – working up project detail with relevant stakeholders/delivery partners Wider consultation with the community to gauge levels of support for shortlisted projects 	December – January 2021
4. Post submission of Town Investment Plan	<ul style="list-style-type: none"> Communicating updates regarding submission, next steps and the outcome of the assessment of the Town Investment Plan 	February – April 2021
5. Post Heads of Term Agreement	<ul style="list-style-type: none"> Engagement to inform the detail of full business cases Engagement through project delivery 	May 2021-March 2026

Figure 4.1 Stages of Engagement

The stakeholder engagement period coincided with COVID-19 restrictions which has made face to face interaction difficult and encouraged the Board to explore innovative and mixed method approaches to gathering insight, including digital engagement, print and display, creative arts competition and one-to-one and group consultations.



Figure 4.2 Cleator Moor Art Competition – Best Creative Art Piece winner of Past, Present & Future.
Credits: Sian Price



Figure 4.3 Cleator Moor Art Competition Submission – Best Photography winner of Past, Present & Future.
Credits: Dave Fox

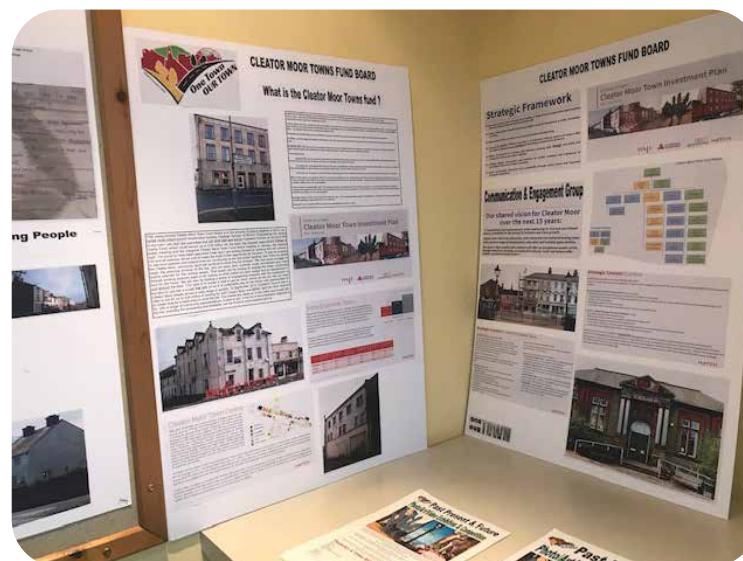
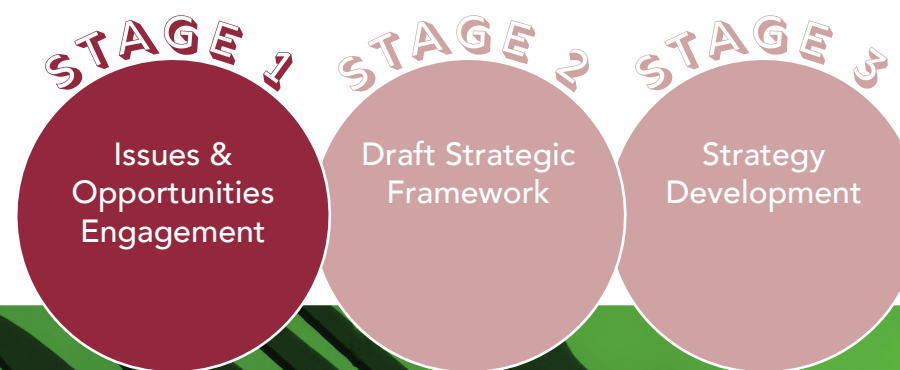


Figure 4.4 Information boards at the Phoenix Enterprise Centre

Stage 1 Engagement: Issues & Opportunities

Preparation of the TIP has been driven by a broad range of local stakeholders, representing key local institutions, communities and businesses across the different stages of engagement.



- Strategic & Delivery Partner Consultations: one-to-one discussions with 20 stakeholders
- Online Sentiment Analysis/AI web scraping – 400 posts
- #MyTown sentiment analysis – 16 posts
- 'Cleator Moor Matters' community newsletter sent to 500 households and shared through digital channels
- Information boards at the Phoenix Enterprise Centre
- Survey monkey 'What is the one thing you would change about Cleator Moor to increase trade and job opportunities and promote economic regeneration?' – 152 responses
- Social media posts through partner channels – 107 responses
- Town Board Member consultation – 29 responses
- Business Focus Group: 4 participants



Broad Issue Raised	Action Ideas Shared	Informed TIP Development
Business resilience, growth and diversification	<ul style="list-style-type: none"> • Business support provision • Innovation and links to research centres • Workspace • Green technologies support 	<ul style="list-style-type: none"> • Enterprising Town project • Revitalised Town project
Vacant buildings and sites and poor town centre offer including gaps in retail, culture and food and drink	<ul style="list-style-type: none"> • New multi purpose community recreational space • New or refurbished workspace • Improved public services • Tourist information and historic interpretation • Energy efficiency improvements in buildings • Maximising C2C route to attract visitors 	<ul style="list-style-type: none"> • Revitalised Town project • Campus Town project • Healthy Town project
Poor quality public realm in the Town Square	<ul style="list-style-type: none"> • Investment in visual appearance including façade improvements, lighting, street art, green infrastructure • Enhance heritage buildings • Remove railings in Town Square • Cleaner streets and more bins 	<ul style="list-style-type: none"> • Revitalised Town project
Lack of modern leisure facilities, particularly for young people	<ul style="list-style-type: none"> • All weather sport pitch (4G) • Enhanced walking and cycling provision • Outdoor gym equipment • Climbing or soft play area 	<ul style="list-style-type: none"> • Healthy Town project • 3G Pitch – Accelerator Funded project • Jacktrees Park upgrade – Accelerator Funded project
Gaps in the housing offer	<ul style="list-style-type: none"> • Extra care provision • Student/tourism accommodation 	<ul style="list-style-type: none"> • Campus Town project
Support for young people	<ul style="list-style-type: none"> • Youth centre with expanded offer • Digital skills • STEM inspiration activity • Accredited and non-accredited skills • Work placements 	<ul style="list-style-type: none"> • Revitalised Town project • Healthy Towns project • Enterprising Towns project
Anti social behaviour and community safety	<ul style="list-style-type: none"> • CCTV in the town centre • Improved lighting 	<ul style="list-style-type: none"> • Connected Town project
Access to digital infrastructure	<ul style="list-style-type: none"> • Adult internet education centre • High speed broadband and 4G coverage • Digital skills provision 	<ul style="list-style-type: none"> • Accessible Cleator Moor intervention area • Revitalised Town project

Broad Issue Raised	Action Ideas Shared	Informed TIP Development
Low carbon transport	<ul style="list-style-type: none"> EV charging stations Enhanced walking and cycling provision 	<ul style="list-style-type: none"> Connected Town project C2C connection into town -- Accelerator Funded project
Weak connections between centres of activity	<ul style="list-style-type: none"> Better walking and cycling provision Wayfinding Gateway and corridor improvements Improved bus connections 	<ul style="list-style-type: none"> Connected Towns project
Skills and employability mismatches and gaps in local provision	<ul style="list-style-type: none"> Skills and employability programme for under or unemployed residents Aspiration raising activity 	<ul style="list-style-type: none"> Enterprising Town project

Figure 4.6 Stakeholder Issues & Opportunities
Source: Stage 1 Community & Stakeholder Engagement



Stage 2: Draft Strategic Framework Engagement

Stage 2 engagement focused on stakeholder feedback on the draft vision and strategic objectives.



- Web survey testing the vision and strategic framework: 152 responses

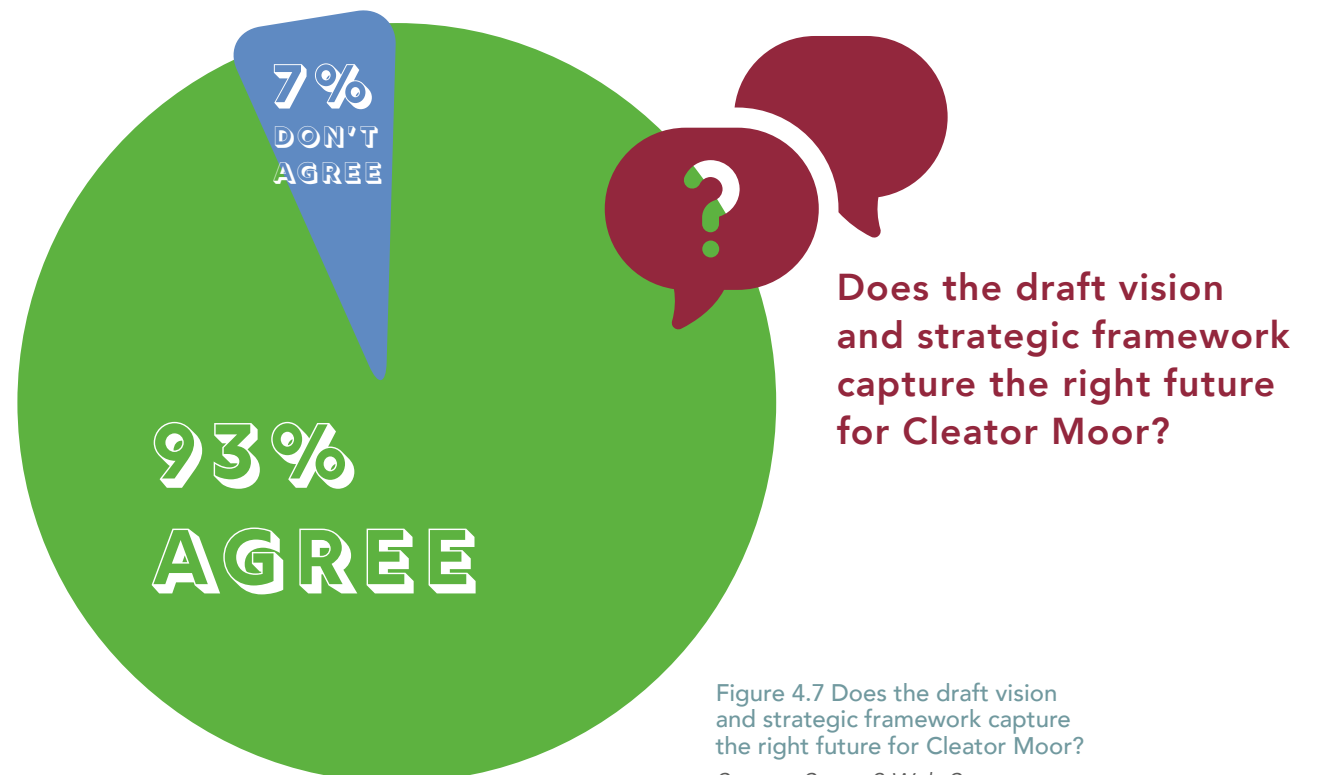
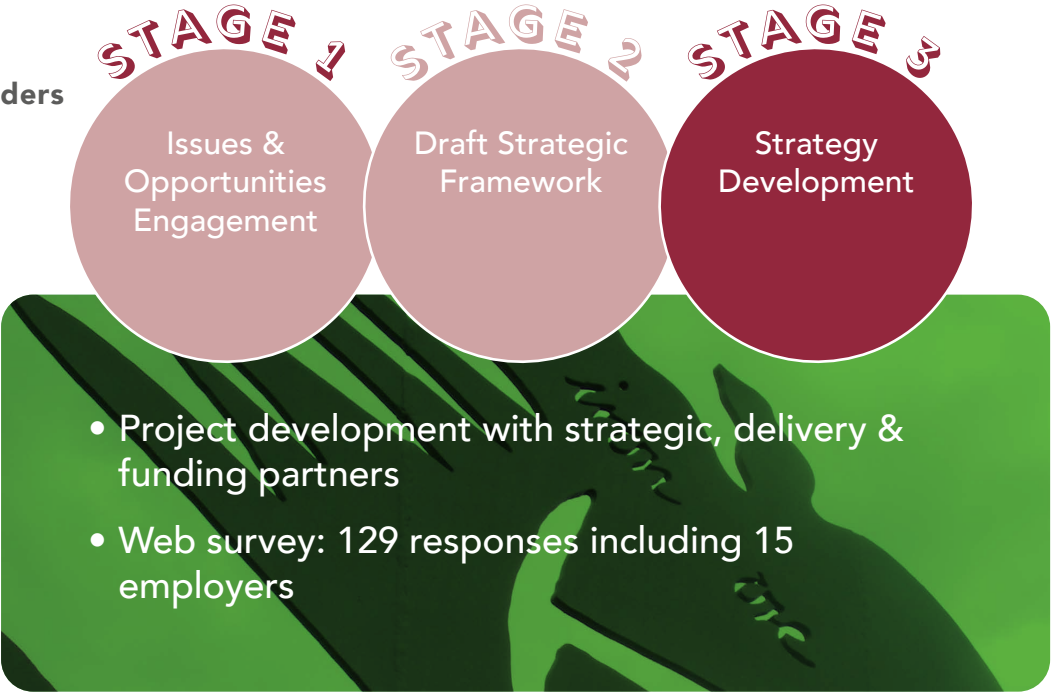


Figure 4.7 Does the draft vision and strategic framework capture the right future for Cleator Moor?
Source: Stage 2 Web Survey.
Respondents = 152

Stage 3: Strategy Development
Engagement

Stage 3 engagement tested the shortlisted projects with stakeholders to inform project development.



Project Development

Project working groups were established to oversee the development of the shortlisted projects for inclusion in the plan. The groups were composed of project representatives from stakeholder and delivery organisations, including nominated board representatives to input local knowledge and connections. The project working groups met weekly to build the project detail around each proposition, responding to needs and opportunities. The Town Deal Board were engaged regularly to ensure the overall package of investment met aspirations and constituted a transformative intervention.



Project	PDG Representatives	Key Stakeholders Engaged
Enterprising Town	Copeland Borough Council officers, 2 nominated board representatives	PEC, BEC, Sellafield Ltd, Leconfield business owners, Skills for You
Revitalised Town	Copeland Borough Council, Cumbria County Council, Cleator Moor Town Council, 2 nominated board representatives	Town Council, UCLan, PEC, Square occupiers/owners
Campus Town	UCLan, Copeland Borough Council, 2 nominated board representatives	Building/landowners, developers
Healthy Town	Copeland Borough Council, 2 nominated board representatives	Active Cumbria, UCLan, DWP, Phoenix Youth, GLL, Town Council
Connected Town	Cumbria County Council officers, Copeland Borough Council, 2 nominated board representatives	Town Council, BEC, Sustrans

Figure 4.8 Project Development Groups (PDG)

A web survey shared details about each project and sought views and levels of support.

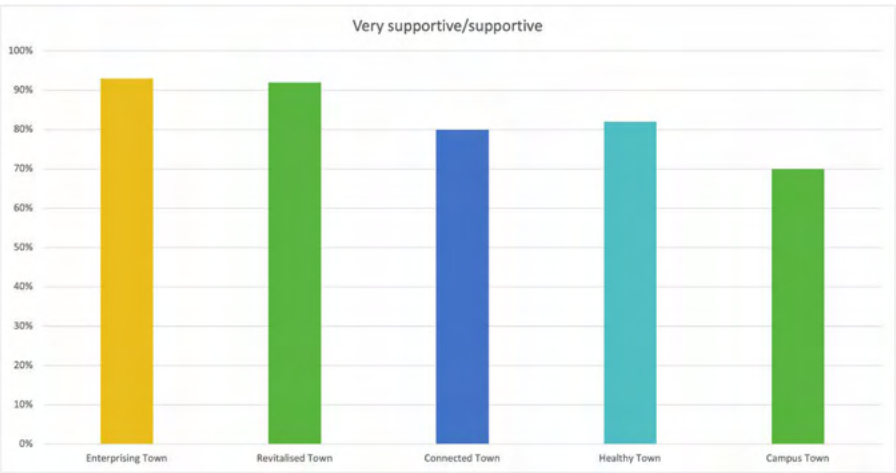


Figure 4.9 Stakeholder Support for Cleator Moor Town Deal Projects.

Source: Stage 3 Web Survey, December-January 2021, Base = 129 responses

The feedback from the engagement has informed the development of the Cleator Moor Town Investment Plan and project detail.

Project	Summary Feedback
Enterprising Town (25 comments)	<ul style="list-style-type: none">Increasing the number of skilled workers will strengthen the economy of the townEnsure local businesses and people can benefit through appropriate business support, skills and trainingEnsure the site is better connected by walking and cycling
Revitalised Town (21 comments)	<ul style="list-style-type: none">Investing in the appearance of the Square will make it a place people want to visit and spend time inEnhance community usesNeed to tackle anti-social behaviour and groups of young people congregatingBetter policingMaximise commercial activity around the Square to support employmentWiden uses so locals and tourists visit and spendEnsure demand exists for end useLearn lessons from successful regeneration schemes elsewhere
Campus Town (21 comments)	<ul style="list-style-type: none">Ensure the supporting amenities are in place for students and maximise spend through enhanced town centre offer (retail, food and drink etc)Ensure the town is a safer place for students to live inInspire young people to consider higher education through positive role modelsBuild links to the health centre for student placementsReuse of vacant buildingsConsider alternative uses for space during holidays
Healthy Town (18 comments)	<ul style="list-style-type: none">Better understand how investment will build on and align with recent investment and existing provision in Cleator Moor and surrounding areaEnsure those on low incomes can access facilities and encourage those inactive to participate
Connected Town (20 comments)	<ul style="list-style-type: none">Better signposting to the C2C and draw people into the townMore binsMaking best use of existing walking and cycling infrastructure through enhancement

Figure 4.10 Project Feedback



Future Engagement Plan

At a programme level, the Town Fund board will continue with the key principles of inform, involve and engage. Each project will have a specific communications plan that will outline how key stakeholders can become involved in the co-production of the project, while keeping the wider community informed. Target stakeholders to involve at this next stage will include the private sector and investment partners, including potential match funders. The Future Engagement Plan is provided at Annex A.



Stakeholder Commitment

The success of the Cleator Moor Town Investment Plan requires stakeholder commitment to realise transformational and sustainable change. Letters of support from an extensive range of public, private and third sector stakeholders illustrating the strength of commitment to the Cleator Moor Town Investment Plan can be found in Annex E. The Cleator Moor Town Deal Board includes representation from three tiers of local government, public, private and community/ third sectors to support delivery of the plan.

Private Sector Engagement

A range of employers and intermediaries have been engaged during the development of the plan to secure their input and commitment. These include:

- Sellafield Ltd, a major employer of Cleator Moor residents who are committed to maximising the economic and social value of their activity in West Cumbria and have a Social Impact Fund in place to support projects addressing social or economic issues in West Cumbria
- Forth Engineering Ltd which works across nuclear, oil and gas, renewable energy and agriculture and has three sites in Cumbria, including one on Leconfield Industrial Estate. Looking ahead, Forth seek to utilise the Cleator Moor site as a hub for product development and innovation.

- REACT Engineering Ltd is an engineering consultancy providing services to the nuclear sector across the globe. REACT are based at Phoenix Enterprise Centre in Cleator Moor.
- Brannan's Thermometers, an instrumentation manufacturer based on Leconfield Industrial Estate employing 45 people.

Representative voices for business sit on the Cleator Moor Town Deal board, including:

- Cumbria LEP: a business-led partnership between the local authorities and the private sector, the LEP informs the identification of local economic priorities and drives activity to support economic growth.
- Britain's Energy Coast (BEC): a non-profit company, with premises in Cleator Moor and Westlakes Science Park, delivering a range of commercial property services with a strong emphasis on low carbon development and supporting local communities

The Chamber of Trade as key organisation in the town has been engaged in providing their views on the potential for investment in the town and supporting that conversation with the Cleator Moor community. The engagement group has the Chair of the Chamber of Trade involved to continue that engagement with local businesses moving forward.



"Just what Cleator Moor needs – more local opportunities for jobs and support for new business start-ups in the town"



Figure 4.11 Feedback from the Stakeholder Engagement



"The almost derelict face of the town is its biggest problem. Innovative uses must be found for its existing architecture before anything new is built"

"Should bring more young people into the town who will spend money locally in shops, restaurants and pubs"



"Improvement in connectivity will help to join the town up"

engagement and delivery

4



"We can't do enough to improve on the health and well being services and opportunities in the town"



OUR APPROACH TO DELIVERY

Governance

Copeland Borough Council is the accountable body for the Cleator Moor Town Investment Plan and will oversee the implementation of Towns Fund investments.

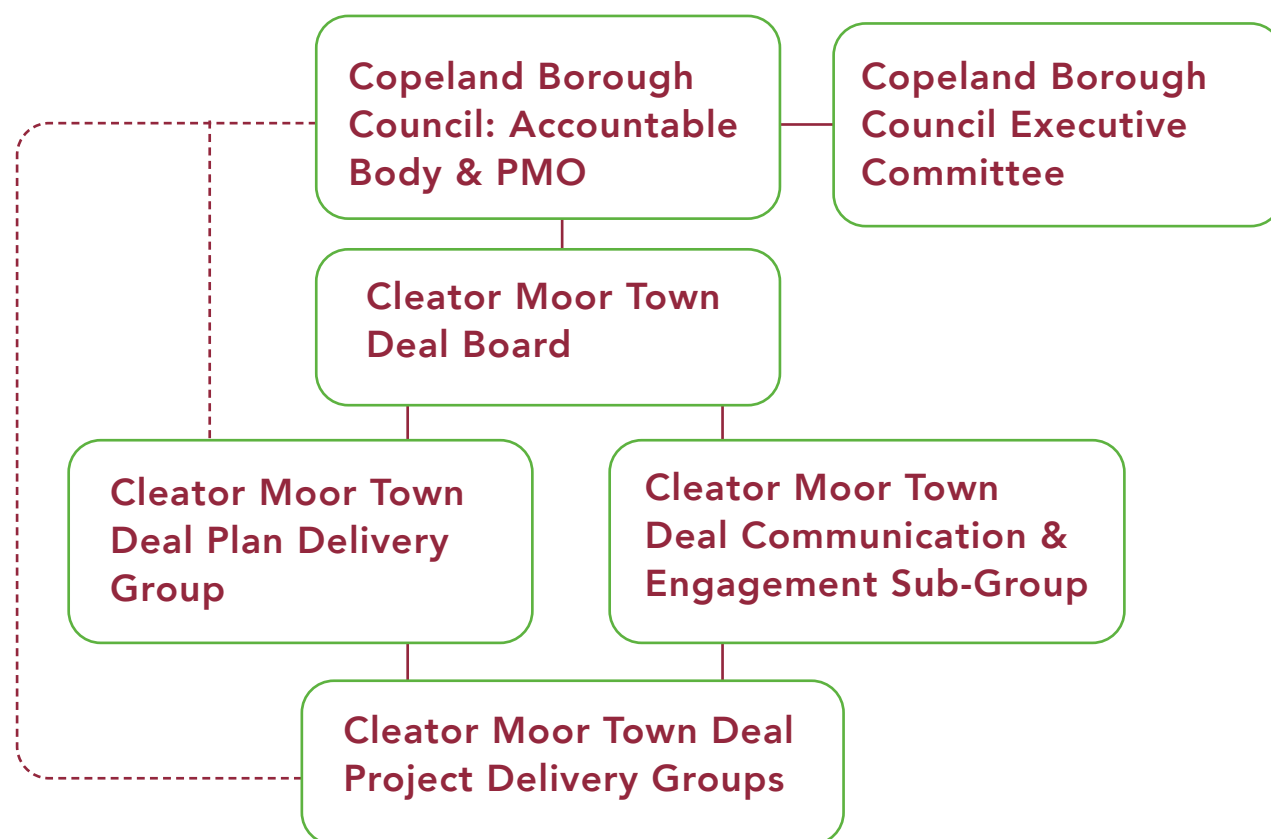


Figure 4.12 Cleator Moor Town Deal Governance Structures

Copeland Borough Council: Accountable Body Roles & Responsibilities

- Support the development of detailed business cases
- Oversee compliance with the HoT agreement with government and the Board
- Ensure Board decisions are made in accordance with good governance and transparency principles
- Assurance for the programme will be managed through the Council's Section 151 function and follow assurance guidance from government. The programme will ensure compliance with the HM Treasury 5 Case Model, and the new Trade Subsidy Arrangements.
- Prepare and monitor the delivery plan
- Adopt a programme management approach to support the delivery of the Towns Fund investments
- Monitor and evaluate Towns Fund projects and provide reports to the Towns Hub
- Receive and account for the Towns Fund allocation.

Cleator Moor Town Deal Board: Roles & Responsibilities

- Complete an evidence review for Cleator Moor to support decision-making
- Develop a vision that is ambitious and grounded in Cleator Moor
- Develop the Cleator Moor Town Investment Plan which outlines the actions necessary to secure transformative change and sustainable economic growth
- Ensure alignment of the TIP with prevailing policies, partner aspirations and aligned funding bids
- Deliver a programme of SMART interventions to deliver the TIP
- Develop and implement a community engagement strategy
- Producing an implementation programme to deliver the TIP
- Monitoring and evaluating progress of the TIP and reporting to Government as required

The project development groups will evolve into project delivery groups when funding is secured.

The Board reports to Copeland Borough Council in its role as accountable body, which is in turn scrutinised by the Copeland Borough Council Executive Committee.



Project Delivery Groups: Roles & Responsibilities

- Develop full business cases
- Coordinate and oversee project delivery in line with project delivery plans
- Report to the Plan Delivery Group on progress
- Liaise with the Communication & Engagement Group to share progress
- Liaise with the PMO on progress, spend and outputs

Post Heads of Terms, a Plan Delivery Group will support the Board. This will consist of the Senior Responsible Officer for each project represented, plus relevant stakeholders and delivery partners.

Plan Delivery Group: Roles & Responsibilities

- Oversee delivery of the projects and advise the Town Deal Board on progress and issues arising
- Align activity between the projects and complementary initiatives

Business Case Development

The Cleator Moor Town Deal Board will oversee the development of full business cases post Heads of Terms, in line with the Green Book and Towns Fund Stage 2 guidance. The business cases will be delivered within 12 months of agreeing the Heads of Terms.

It is envisaged at this stage detailed business cases will be reviewed by a sub-group of the Town Fund Board who will make recommendations, informed by the accountable body, for consideration by the Board.

Each project will agree expected timescales for each business case and will be scrutinised by the Town Deal Board and Copeland Borough Council as accountable body, using the Investment Panel as a mechanism to support that process.

Each business case will be supported by a Monitoring & Evaluation Plan and Communication Plan.



Delivery Plan

Copeland Borough Council are the Accountable Body for the Town Investment Plan and provide the Programme Management Office (PMO) function. The Council are responsible for managing and administering the funds on behalf of the Board and liaising with MHCLG. All projects will start post Heads of Terms and develop business cases within the first 12 months.

Project	Relevant Planning & Other Consents Secured	Procurement Completed	Capital Works Start	Project Completion	Operational Start
Enterprising Town	June 2022	June 2022	September 2022	December 2023	December 2023
Revitalised Town	December 2022	March 2023	April 2023	March 2024	March 2024
Campus Town	March 2023	June 2023	September 2023	June 2025	October 2025
Connected Town	January 2024	January 2023	November 2024	November 2025	November 2025
Healthy Town	May 2024	March 2023	June 2024	June 2025	July 2025

Figure 4.13 Summary Delivery Plan

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thanks

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ACKNOWLEDGEMENTS

Contributors Message

The Cleator Moor Town Deal Board wishes to thank all stakeholders who contributed to the development of the Town Investment Plan, including our community, public, private and third sector partners. Particular thanks go to those who shared photographs to help bring our plan to life.

Photo Credits:

Chris O'Leary
ACT Cumbria
Dave Fox
Peter Burns
Peter Bradley
Sian Price
Phoenix Youth Group
Martin Brough
Jim Youdale
Guy Newbold
Elwyns Evans
Michelle Denwood
Damien Morris



