



## Cleator Moor Town Deal Board

Friday 17 May 2024, 14:00-16:00

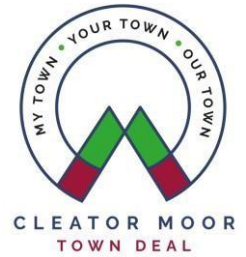
MS Teams

### AGENDA

	Item	Paper	Lead
1	Welcome / Apologies Declarations of Interest		Chair
2	Review of minutes and actions from previous meeting	Previous minutes of meeting held on 22 Feb 2024	Chair
3	Programme / Project Updates	Q4 Programme Update report	RD / WD
4	Performance Report /DLUHC Return	Cleator Moor Town Deal quarterly update report	RD/DK
5	Town Deal Board Membership <ul style="list-style-type: none"> <li>• Cumberland Council</li> <li>• Cumbria LEP</li> <li>• RNEC</li> </ul>		Chair / RD
6	AOB / Next Steps <ul style="list-style-type: none"> <li>• Town Deal Board schedule of meetings</li> <li>• Forward Plan Agenda items for future meetings</li> </ul>		Chair

#### Actions from February meeting:

Actions:	Assigned to:
Chair requested to have sight of full scope of works for Enterprising Town	Wendy Devlin
Andrew Sproat to be invited to next informal meeting to provide an update on Enterprising Town	Debbie Kavanagh / Wendy Devlin / Robert Docherty
Contact details of Tony from the Beacon to be shared with WD	David Farrell
Gary McKeating to be invited to a future meeting	Chair / Debbie Kavanagh
Informal board meetings to be arranged	Debbie Kavanagh

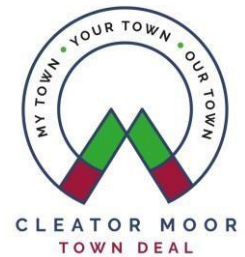


**Cleator Moor Town Deal Board**  
Thursday 22<sup>nd</sup> February 2024, 14:00

MS Teams

**MINUTES DRAFT**

Item	
1	<p><b>Welcome / Apologies</b></p> <p>All participants were reminded of the virtual meeting protocol, to remain on mute unless speaking and to use the 'hand up' function to indicate a wish to speak.</p> <p><b>Attendees</b></p> <ul style="list-style-type: none"><li>• Bob Metcalfe (Chair)</li><li>• David Hughes</li><li>• Mike Graham</li><li>• Debbie Kavanagh</li><li>• Mark Telford</li><li>• Neil Tindale</li><li>• David Farrell</li><li>• John Bamforth</li><li>• Paul Rowe</li><li>• Steve Richardson</li><li>• Samantha Aly</li><li>• Wendy Devlin</li><li>• Bernard McDowell</li><li>• Jim Youdale</li></ul> <p>Apologies: Jo Lappin, Joanne Crowe, Cllr Peter Burns</p> <p>Wendy Devlin introduced as Programme Manager for Cleator Moor and Millom Town Deals.</p> <p><b>Declarations of Interest</b></p> <p>There were no new declarations of interest.</p>
2	<p><b>Review of minutes and actions from previous meeting</b></p> <p>Board members confirmed the minutes of the previous meeting held on 20<sup>th</sup> November 2023 as a true record.</p>
3	<p><b>Performance Report</b></p> <p>The Quarter 3 quarterly update report was shared with the board.</p> <p>Enterprising Town: Project team working closely with Morgan Sindall and are expecting to receive updated cost plan imminently. There have been discussions with Cumberland AD of property and the Chair of Cumberland South Area Board on viability and uptake of offer. Once updated cost plan received NEC contract will be entered. Chair requested to have sight of full scope of works. It was suggested that the board may wish to invite Andrew Sproat (project lead) to a future meeting to give</p>



a further update. DF raised concerns that there are now discussions about viability. WD will speak to Andrew and feed back to the board. DK explained that the discussions are around what is needed in the hub so that there is an understanding ahead of going into contract.

**Revitalised Town:** Wendy explained that there had been a big risk due to lack of project resource but there is now a dedicated project manager (Joe Broomfield). Wendy and Joe have had a site visit and have met Joanne from PEC. There is a meeting tomorrow with procurement to arrange for a tender go out next week for a design and build contractor. Wendy explained that the existing professional services framework will be used for the refurbishment of the PEC building (phase 3). Joanne has been given indicative timescales to work around with existing tenants. Discussions have been taken forward with the library service about the operator model.

**Healthy Town:** There was a procurement exercise using the Council's Capital Works Framework last year. As a result of this Thomas Armstrong have been awarded with a 2-stage design and build contract. Thomas Armstrong have started work on the design and a planning application will be submitted next week. Michale Barry have been in consultation with key members ahead of the planning submission. GLL have been given prior warning of the upcoming planning application. Thomas Armstrong have carried out an appraisal on project costs and they have advised that they are within the cost estimate. It is planned that a construction contract will be awarded in the summer with construction scheduled to start in July 2024. Expected completion is October 2025. GLL have been kept updated and they will be the operator upon the opening of the activity centre. It was explained that there is an ongoing wider leisure procurement exercise underway which will include the Cleator Moor activity centre from 2026. Wendy explained that community access to the 3G pitch, which is on site, will be maintained throughout construction period.

**Connected Town:** Wendy explained that Fran Wallis is the project manager who is leading on this project. The project team have been working closely with Jacobs's consultants in reviewing designs. These have also been reviewed with highways and lighting colleagues. The next stage for this project is the procurement of a design and build contractor. The project team don't foresee any issues with delivery before the deadline of March 2026.

David Farrell asked about the Revitalised Town project and the future occupancy of council buildings. David is aware that The Beacon have ongoing work relating to Cleator Moor and asked if there is an opportunity for the materials to be moved to Cleator Moor once The Beacon remove for storage. David will share the contact details for Tony with Wendy who will make enquiries.

## **Comms**

4 Wendy explained that the project delivery team are now working closely with Cumberland Council comms team and there is a high level comms plan in place which covers the Cleator Moor Town Deal programme. Project Managers have been asked to feed in to the plan and work closely with Sarah from the Comms team. Key tasks relating to comms are to be timetabled.

Healthy Town comms is currently being drafted relating to the activity centre planning permission application.



32 West have been supporting with comms but this contract expires at the end of the month. The Cleator Moor Town Deal website will be brought in house and updated by Cumberland Council going forward. David highlighted that there has been no post/news on the Cleator Moor Town Deal website/social media since October 23. David asked for comms to be shared with TDB members so they can share with community when asked.

A press release was shared with board which had been issued in response to an inquiry regarding Cleator Moor High Street. David advised that he spoke on BBC Radio Cumbria in relation to this as a member of the Chamber of Trade and highlighted that these issues need to be considered as a part of the Town Deal works in Cleator Moor.

### **AOB / Next Steps**

- **Town Deal Board schedule of meetings**

Schedule of future meetings shared with board.

<u>Year</u>	<u>Date</u>	<u>Time</u>
2024	17 <sup>th</sup> May	2-4pm
2024	5 <sup>th</sup> September	2-4pm
2024	18 <sup>th</sup> November	2-4pm
2025	24 <sup>th</sup> February	2-4pm
2025	22 <sup>nd</sup> May	2-4pm
2025	4 <sup>th</sup> September	2-4pm
2025	17 <sup>th</sup> November	2-4pm
2026	23 <sup>rd</sup> February	2-4pm

- **Forward Plan Agenda items**

Chair explained that if board members want an item added to the agenda they should contact him or Debbie ahead of meetings.

Informal board meetings to be arranged. Paul Rowe highlighted that these should be held in the interim period rather than just before formal meeting as last time it ended up with the same items being discussed. Debbie advised that the plan is for informal meetings to be held at mid-way point between formal quarterly meetings. Debbie advised that a deep dive on a single project may be of benefit at informal meetings.

David Hughes asked if it would be worthwhile inviting Gary McKeating to a future meeting now that he has been appointed at iSH.



<b>Actions:</b>	<b>Assigned to:</b>
Chair requested to have sight of full scope of works for Enterprising Town	Wendy Devlin
Andrew Sproat to be invited to next informal meeting to provide an update on Enterprising Town	Debbie Kavanagh / Wendy Devlin / Robert Docherty
Contact details of Tony from the Beacon to be shared with WD	David Farrell
Gary McKeating to be invited to a future meeting	Chair / Debbie Kavanagh
Informal board meetings to be arranged	Debbie Kavanagh

Meeting closed at: 3pm

Next quarterly board: 17<sup>th</sup> May 2pm



## CLEATOR MOOR TOWN DEAL BOARD

### Programme / Project Update Report

#### Purpose of the Report

The purpose of this report is to provide the Town Deal Board with an update on the Town Deal programme and projects: Enterprising Town, Revitalised Town, Healthy Town, Connected Town

#### Recommendations

##### The board is asked to:

- Receive this programme update.
- Note the Programme Highlight Report and Risk Register

## Background

An overview of each project approved by DLUHC is detailed in table 1 below:

Table 1: Project Summaries

Project Name (& Delivery Organisation)	Project outline	Town Deal Funding	Match Funding	Total
Enterprising Town (Cumberland Council)	The redevelopment of the existing Leconfield Industrial Estate to provide employment and training opportunities for residents in Cleator Moor as well as helping to diversify the local economy. The proposal will create new buildings on site including an Enterprise Campus Hub, the refurbishment of existing units and extensive landscaping. The development of the site forms part of the wider regeneration programme being delivered across West Cumbria by iSH, the Industrial Solutions Hub.	£7,700,000	£13,923,773	£21,623,773
Revitalised Town (Cumberland Council)	Aims to increase activity and footfall around the Town Square by bringing vacant and under-utilised buildings back into active use and creating an attractive new public realm. Uses will include a new cultural community hub and enhanced business space.	£4,840,000	£746,607	£5,654,107
Healthy Town (Cumberland Council)	To enhance existing sports and leisure provision to create a modern multi-purpose centre including an indoor sports hall, flexible studio space, gym and café, alongside wider health and well-being provision. This will improve population health and generate more reasons for people to visit and spend time in Cleator Moor.	£3,930,000	£3,119,084	£6,509,084
Connected Town (Cumberland Council)	This scheme will deliver 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.	£6,030,000	£20,000	£6,070,000
		£22,500,000	£17,809,464	£39,856,964

To enable effective project monitoring and reporting to the Accountable Body and facilitate early identification of any issues or risk, a quarterly reporting cycle to the PMO has been established with project managers, linked to the drawdown of grant funding. Proforma are sent to Project Managers and the information that is returned to the PMO is used to inform and complete future DLUHC returns and this report. DLUHC reporting periods are: 1<sup>st</sup> April to 30<sup>th</sup> September and 1<sup>st</sup> October to 31<sup>st</sup> March.

**This report covers the SIX MONTH period from 1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024 and the information will be used to complete the DLUHC bi-annual returns.**

## Programme Wide Progress Summary

### Programme progress against original profile/forecast

Although progress has been made, the programme is generally running behind the original profile/forecast due to the transition to the new authority. This has led to delays regarding project management and delivery models and the procurement of operators and contractors. However, these matters have been actioned and the projects are now moving through RIBA Stage 4 with appropriate PM support.

### Key challenges being faced

#### Enterprising Town

Further to value engineering process for the Hub construction budget pressure has reduced from £3M to £1.3M. Further review of project costs and project scope is needed to bring the project within the available funding. Financial projections for the Hub continue to show an ongoing operating loss. Further review of the operating model is required to address this. To mitigate risk and assist resolution of these issues Ernst and Young have been appointed to undertake a gateway review of the Leconfield Regeneration Project focused upon financial viability and potential demand for the proposed facilities. This will be completed by 22.4.23.

#### Revitalised Town

The Revitalised Town Programme consists of 2 key projects: the renovation of the PEC (Phoenix Enterprise Centre) Phase 3 building and the Cleator Moor Community Hub project, which incorporates improvement works to the Library, Town Hall and Town Square public realm. Joe Broomfield, Project Lead, has recently been appointed to lead on these projects for Cumberland Council. Both projects are behind schedule but good progress is now being made. Refurbishment asbestos surveys have been scheduled for each of the buildings and procurement exercises are now underway to appoint professional services support in relation to both projects. A planning application has been submitted in relation to the Community Hub project based on the Stage 3 designs.

#### Healthy Town

Procurement of the design team to commence RIBA stage 3 took longer than originally forecasted, this led to this activity not commencing until February 2023 and completed in July 2023. Procurement of RIBA 4 D&B contractor completed. Work with Cumberland Council and contractor to address capital funding gap and work ongoing on sustainable operating model.

#### Connected Town

Local Government Reorganisation caused delays to resourcing of this project and approval processes needed. Formation of the new Cumberland Council has now been completed and design is progressing. There is a design conflict with an existing planning application to the town square which clashes with the design requirements for the connected project. A meeting with the planner has been arranged for the 18th April to discuss and agree next steps.

### Challenges that are expected in the next 6 to 12 months

Rising costs of materials, which is impacting on the cost plan for projects and driving further requirements for value engineering / de-scoping to bring projects within budget.

Supply chain issues and the availability of both contractors and materials, which is driving additional reviews of procurement strategies that were set out in the business cases.



Increased public engagement with regards to project design and progress.

**Update on local evaluation activities**

The PMO have established a quarterly cycle to collate project update information on progress status, risk, issues, budget profiling and milestones from project leads. This supports reporting to the Accountable Body, Town Deal Board and DLUHC.

**Support requested from DLUHC**

None at this stage.

## Project Status and RAG Rating

As part of the submission to DLUHC there is a requirement for projects to be RAG rated on delivery, spend and risk. Table 2, below, shows the status and RAG rating of the project for the period covered by this report. Table 3 provides guidance on the ratings for the 3 categories.

Table 2: Project Status and RAG Rating

Project name	Start Date	Completion Date	Status	Delivery (RAG)	Spend (RAG)	Risk (RAG)
Enterprising Town	Apr 22	Mar 26	Ongoing-delayed	4	4	4
Revitalised Town	Jan 22	Oct 25	Ongoing-delayed	4	4	4
Healthy Town	Oct 22	Aug 25	Ongoing-delayed	3	3	3
Connected Town	Mar 22	Mar 26	Ongoing-delayed	3	4	3

Table 3: RAG Guidance

RAG Guidance					
Delivery	Score	Spend	Score	Risks	Score
Major issues causing significant delays ( <b>more than 6 months</b> ); processes interrupted or not carried out as planned (e.g. planning permission not secured); or significant changes to project. Project likely to under-deliver on forecast outputs.	5	A variance of <b>over 50%</b> against profiled financial forecast (total expenditure) or significant changes to project finances required (increases or decreases) due to poor or delayed delivery.	5	Programme includes projects with significant risks that are both high impact and high likelihood. Risk response not yet planned.	5
Issues arising causing long delays to the timetable ( <b>3 to 6 months</b> ) but no significant changes required to overall project. Outputs may still be deliverable but challenging.	4	A variance of between <b>30% &amp; 50%</b> against profiled financial forecast (total expenditure). Budget changes have been required due to issues with project delivery.	4	Programme includes projects with significant risks that are either high impact or high likelihood. Risk responses planned but not implemented.	4
Issues arising causing some short delays to the timetable ( <b>less than 3 months</b> ). Outputs still deliverable but require re-scheduling.	3	A variance of between <b>15% &amp; 30%</b> against profiled financial forecast. Some budget changes have been required.	3	Programme includes projects with some risks that have medium impact and/or medium likelihood. Risk responses planned and implemented.	3
Minor issues have arisen causing only small delays. Project is on track to deliver outputs.	2	A variance of between <b>5% &amp; 15%</b> . Small re-profiling changes to budget required.	2	Programme includes projects with some risks that have medium impact but low likelihood. Risk responses planned and implemented.	2
No problems. Project is on track to deliver outputs and keeping to schedule.	1	A variance of <b>up to 5%</b> . Spend is largely on track with any minor slippage expected to be picked up by end of next quarter.	1	All risks are tolerable with low impact and likelihood and do not require a response.	1

Table 4, below, provides commentary on the status and RAG rating of the projects giving further information on why projects have given a RAG rating score. This commentary has been provided by the Project Managers for each project.

Table 4: Commentary on Status and RAG Rating

Project	Commentary on Status and RAG Rating
<p>Enterprising Town</p>	<p>The delivery milestones adjusted to allow further detailed analysis and review of the financial viability and sustainability of the central hub building. Completion of the project remains achievable by 31.3.26.</p> <p><b>Progress to date:</b>  Further value engineering and design review of the Hub proposals have taken place with contractor Morgan Sindall, the design team and ISH. Revision of the tender documentation and repricing via Morgan Sindall supply chain will be required to confirm a construction cost suitable for final approval and entering into a contract for delivery. Legal work continues to take control the vacant part of Unit 1 on the entrance to the Leconfield site. Feasibility report for installation of the dividing wall to segregate that unit from its occupied part has been completed with the option of demolition also being considered. Design proposals have been developed for the relocation of BOC and a planning application submitted for the required works at Discovery Park, Lillyhall.</p> <p><b>Issues:</b>  Further to value engineering process for the Hub construction budget pressure has reduced from £3M to £1.3M. Further review of project costs and project scope is needed to bring the project within the available funding. Financial projections for the Hub continue to show an ongoing operating loss. Further review of the operating model is required to address this. To mitigate risk and assist resolution of these issues Ernst and Young have been appointed to undertake a gateway review of the Leconfield Regeneration Project focused upon financial viability and potential demand for the proposed facilities. This will be completed by 22.4.23.</p>
<p>Revitalised Town</p>	<p>Both projects are behind schedule but a Project Lead is now in place and good progress is being made. Completion of the projects is scheduled to be well within the overall spend deadline of March 2026.</p> <p><b>Progress to date:</b>  The Revitalised Town Programme consists of 2 key projects: the renovation of the PEC (Phoenix Enterprise Centre) Phase 3 building and the Cleator Moor Community Hub project, which incorporates improvement works to the Library, Town Hall and Town Square public realm. Joe Broomfield, Project Lead, has recently been appointed to lead on these projects for Cumberland Council. Both projects are behind schedule but good progress is now being made. Refurbishment asbestos surveys have been scheduled for each of the buildings and procurement exercises are now underway to appoint professional services support in relation to both projects. A planning application has been submitted in relation to the Community Hub project based on the Stage 3 designs.</p>

	<p><b>Issues:</b> Following Local Government Reorganisation in Cumbria there has been a period of limited internal resources to deliver Cumberland Council's capital programme. This has now been addressed following a number of staff recruitments and a dedicated Project Lead is now in place to deliver the Cleator Moor Revitalised Town projects.</p>
Healthy Town	<p>Procurement of D&amp;B contractor delays - now been awarded.</p> <p><b>Progress to date:</b> RIBA stage 3 design is now complete. This stage includes a full planning pack and supporting reports. Consultation with the community has been undertaken and fed back into the design.</p> <p>Procurement of D&amp;B contractor to progress RIBA 4 completed. This stage is due to complete end of May 2024.</p> <p>Planning application submitted, to be determined in May 2024.</p> <p>Internal working group established. The aim of this group is to review and addressing of capital funding pressures and development of a sustainable operating model (including ongoing discussion regarding local need and provision options).</p> <p><b>Issues:</b> Procurement of the design team to commence RIBA stage 3 took longer than originally forecasted, this led to this activity not commencing until February 2023 and completed in July 2023. Procurement of RIBA 4 D&amp;B contractor completed. Work with Cumberland Council and contractor to address capital funding gap and work ongoing on sustainable operating model.</p>
Connected Town	<p><b>Delivery</b> – Delivery is behind programme as submitted at business case but is still deliverable within the overall timescale of the project.</p> <p><b>Spend</b> - Spend has a large variance against the profile however this is linked to the delay in delivery. Funding needs to be reprofiled in-line with revised programme.</p> <p><b>Risk</b> - Some risks to project around land-owner permissions for some of the walking and cycling routes. however, there is mitigation in place.</p> <p><b>Progress to date:</b> <u>Update from the Last reporting period:</u> Further to Jacobs's appointment, a site visit was held in late November with the new project team. An arboriculturist and topographical survey was carried out on Feb 24 and the Ecological Survey is to be undertaken in April 2024, comms prepared and updated residents and stakeholders.</p> <p><u>Planning:</u> Further coordination is required on the town square proposal and the public realm works integrated with the connected scheme, meeting is in place to discuss with planners.</p>

	<p><b>Issues:</b> Local Government Reorganisation caused delays to resourcing of this project and approval processes needed. Formation of the new Cumberland Council has now been completed and design is progressing. There is a design conflict with an existing planning application to the town square which clashes with the design requirements for the connected project. A meeting with the planner has been arranged for the 18th April to discuss and agree next steps.</p>
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Cleator Moor Deal Board – 6 Month Update Report (Oct 2023 – Mar 2024)

**Funding Profiles**

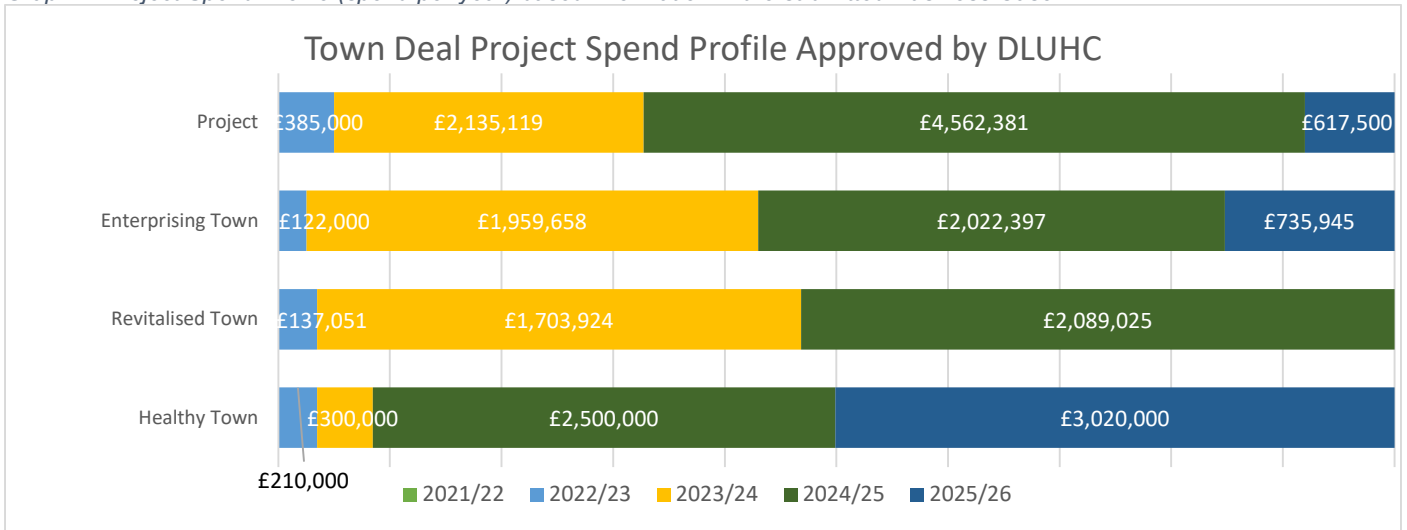
A breakdown of actual and forecasted expenditure for each Town Deal project is set out below. The actuals in this report are up to the end of the 6-month period which is covered by this report. Where this differs from the original profile a Project Adjustment Request form may be required.

Table 5: Funding Profile (actual and forecast)

	Source	2021/ 22	2022/ 23	2023/24				2024/25					2025/26					Total
				Q1/2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	
Enterprising Town	DLUHC	0	277,322	14,756	3,125	3,000	20,881	3,875	185,701	750,000	670,000	1,609,576	2,012,221	1,233,333	1,233,333	1,313,334	5,792,221	7,700,000
	Match	2,400,000	987,000	165,474	446,173	272,288	883,935	500,000	1,000,000	2,000,000	2,303,065	5,803,065	650,000	650,000	650,000	1,899,773	3,849,773	13,923,773
	Total	2,400,000	1,264,322	180,230	449,298	275,288	904,816	503,875	1,185,701	2,750,000	2,973,065	7,412,641	2,662,221	1,883,333	1,883,333	3,213,107	9,641,994	21,623,773
Revitalised Town	DLUHC	0	52,016	53,740	11,468	0	65,208	100,000	660,397	660,397	660,397	2,081,190	660,397	660,397	660,397	660,397	2,641,586	4,840,000
	Match	0	0	0	0	0	0	0	0	0	0	0	594,450	0	0	88,203	682,653	682,653
	Total	0	52,016	53,740	11,468	0	65,208	100,000	660,397	660,397	660,397	2,081,190	1,254,847	660,397	660,397	748,600	3,324,239	5,522,653
Healthy Town	DLUHC	0	71,794	118,719	22,800	54,715	196,234	164,144	413,557	460,900	460,900	1,499,501	460,900	460,900	1,000,000	240,671	2,162,472	3,930,000
	Match						0		915,158		1,915,158	2,830,316		288,768			288,768	3,119,084
	Total	0	71,794	118,719	22,800	54,715	196,234	164,144	1,328,715	460,900	2,376,058	4,329,817	460,900	749,668	1,000,000	240,671	2,451,240	7,049,084
Connected Town	DLUHC	61,647	21,959	1,273	927	24,185	26,385	50,000	50,000	50,000	1,158,001	1,308,001	1,158,001	1,158,001	1,158,001	1,138,005	4,612,008	6,030,000
	Match	0	0	0	0		0	20,000				20,000					0	20,000
	Total	61,647	21,959	1,273	927	24,185	26,385	70,000	50,000	50,000	1,158,001	1,328,001	1,158,001	1,158,001	1,158,001	1,138,005	4,612,008	6,050,000
Total	DLUHC	61,647	423,091	188,487	38,321	81,899	308,707	318,019	1,309,655	1,921,297	2,949,298	6,498,268	4,291,519	3,512,631	4,051,731	3,352,407	15,208,287	22,500,000
	Match	2,400,000	987,000	165,474	446,173	272,288	883,935	520,000	1,915,158	2,000,000	4,218,223	8,653,381	1,244,450	938,768	650,000	1,987,976	4,821,194	17,745,510
	Total	2,461,647	1,410,091	353,961	484,494	354,187	1,192,642	838,019	3,224,813	3,921,297	7,167,520	15,151,649	5,535,969	4,451,399	4,701,731	5,340,383	20,029,481	40,245,510

Graph 1 shows that distribution of spend per year for each project over the lifetime of the Town Deal programme based on what was submitted in the Business Case. The difference from this original profile can be seen in graph 2 which shows the financial profiling of projects based on the most recent project update return. There have been Change Control discussions with project managers where projects have moved funding to later years. This is being monitored by the PMO.

Graph 1: Project Spend Profile (spend per year) based information in the submitted Business Case



Graph 2: Project Spend Profile (spend per year) based on most recent project update form that was returned to PMO

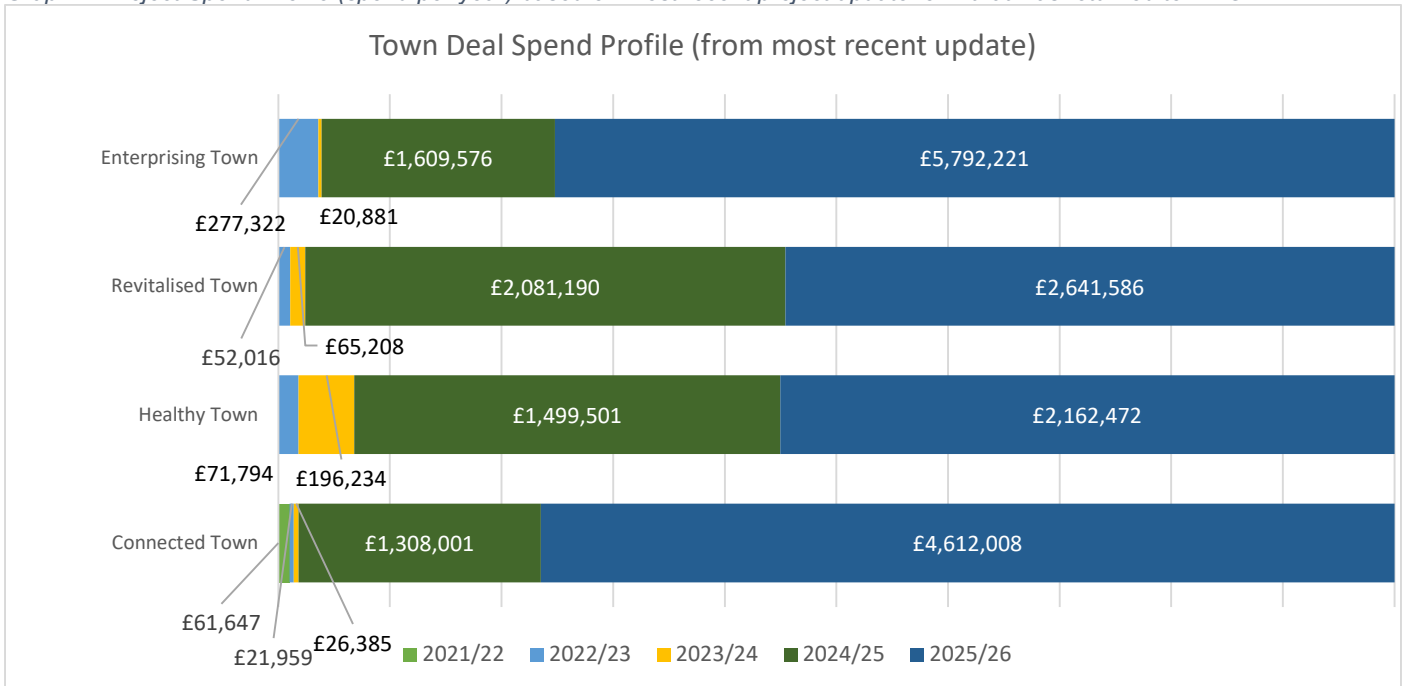


Table 6 (below) highlights comments from project managers with regards to the funding profile. Project Managers have been asked for explanations on any use of freedom & flexibilities, why this has occurred and plans to reconcile this; explanations of why a funding profile has changed in comparison to the finalised Annex A1 document that had been submitted to DLUHC; explanations for changes to other funding sources or any unsecured funding.

Table 6: Comments on funding profile

Project name	Comments on variance between funding profile and spend profile (from Project Managers)
Enterprising Town	<p>Funding profile to be reviewed following completion of EY project review exercise. Spend profile subject to adjustment due to increased costs and the need for VE processes impacting upon start dates for construction.</p> <p><b>Contractually committed spend: £0</b></p>
Revitalised Town	<p>PEC Refurbishment- Contractually committed spend to day cummings professional consult to undertake further design and procure a contractor also oversee construction works total fee is £80,160 of which £46,000 are design fees expected to be spent by September 2024. No contractor yet appointed.</p> <p><b>Contractually committed spend: £80,159.98</b></p>
Healthy Town	<p>Contractually committed spend with Thomas Armstrong to oversee stage 1 of design and build contract total £153,858.</p> <p><b>Contractually committed spend: £153,858</b></p>
Connected Town	<p>Contractually committed spend with Jacobs for design and overseeing planning application of £161,243 a design and build contractor will then be procured.</p> <p><b>Contractually committed spend: £161,243.98</b></p>



**Outputs to be reported against**

Table 7 provides an overview of the outputs that are to be reported against for each project. If a change is required to what was submitted to DLUHC in the Business Case than a Project Adjustment Request may be required.

Table 7: Project Outputs to be reported against

Project	Output	Unit	Total figure	Achieved to Date
Enterprising Town	Number of temporary FT jobs supported	Number	78	0
	Number of full time equivalent (FTE) permanent jobs created through the project	Number of FTE Jobs	130	0
	Co-Funding secured	£	£13,923,733	£13,923,733
	Increased floor space for skills development and employability and shared workspace supporting innovation and entrepreneurship	Sqm	2490	0
	Refurbished commercial floorspace	Sqm	1970	0
Revitalised Town	Amount of co-funding secured	£	£746,607	£746,607
	Number of heritage buildings restored	Number	2	0
	Number of cultural facilities improved	Number	1	0
	Sqm office space improved	Sqm	582	0
	Sqm other enterprise space improved	Sqm	219	0
	New retail, leisure or food and beverage space	Sqm	220	0
	Public realm improved	Sqm	2495	0
Healthy Town	Number of temporary FT jobs supported	Number	30	0
	Improved sports facilities	Number	1	0
	Increased visitors to sports centre	Number	110,000	0
	Learners assisted	Number	125	0
	Co-Funding Committed	£	£3,119,084	£3,119,084
Connected Town	Number of temporary FT jobs supported	Number	55	0
	Amount of Public Realm improved	Sqm	1600	0
	No. of junctions improved	Number	3	0
	New and upgraded walking and cycling paths	Km	3.8	0
	Co-funding committed	£	£20,000	£20,000

## Risk Register

The below Risk Register (table 8) covers the 6-month period covered by this report. It provides information about the top 3 risks for each project within the Town Deal Programme as well as the top 3 risks for the overall programme.

Table 8: Risk Register

Project	Risk	Current Risk			Mitigation	Target Risk			Proximity
		Pre-mitigated Impact	Pre-Mitigated Likelihood	Pre-Mitigation Score		Post-mitigated Impact	Post-Mitigated Likelihood	Post-mitigation Score	
Programme	Capacity – lack of project management support and external consultancy interest availability.	Major Impact (5)	High (3)	15	PM support and consultancy support in place	Medium Impact (3)	Low (1)	2	3 – Approaching (next 6 months)
	Delays in procurement of suitable contractors / letting of contracts to undertake the works leading to delays in delivering a suitable outcome	Major Impact (5)	High (3)	15	Effective procurement route is established to attract suitably qualified contractors and internal procurement and legal support is in place	Low Impact (2)	Low (1)	2	3 – Approaching (next 6 months)
	Cost of works at tender exceeds the available budget. Leading to Impact on scope or quality of project delivered.	Major Impact (5)	High (3)	15	Ongoing review of costs during RIBA 4. Identification of additional funding sources.	Major Impact (5)	Medium (2)	10	3 – Approaching (next 6 months)
Enterprising Town	Scope of works in excess of funding available. Consequences: Reduced scope leading to reduced outputs and outcomes.	Major Impact (5)	High (3)	15	Additional cost could be absorbed by reductions in other budget categories to meet the project objectives. Use of established and reputable public sector frameworks, to competitively tender work. Further VE and scope review to be progressed.	Low Impact (2)	Medium (2)	4	3 – Approaching (next 6 months)
	Failure of new hub building. Consequences: The new facility fails to	Significant Impact (4)	High (3)	12	External review by Ernst and Young commissioned to	Medium Impact (3)	Low (1)	3	4 – Close (next 3 months)

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	gain traction and becomes a financial and management burden.				consider financial viability and sustainability.				
	Relocation of BOC. Consequences: Failure to agree relocation from proposed hub site compromises construction of the hub.	Medium Impact (3)	Medium (2)	6	Planning application submitted for relocation. Regular progress meetings with BOC. Solicitors instructed by all parties to prepare contract documentation.	Medium Impact (3)	Medium (2)	6	4 – Close (next 3 months)
Revitalised Town	Procurement of an operator for the community hub. Consequences: We require an operator to be in place prior to approval of the construction contract.	Major Impact (5)	High (3)	15	Ongoing discussions with procurement and other council service providers regarding operating the building.	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)
	Tenders for capital works higher than anticipated. Consequences: Value engineering required or project delivered to a lower quality, with reduced outputs.	Significant Impact (4)	High (3)	12	Stage 4 will see current designs reviewed and updated with QS input to assure affordability.	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)
	Problems with timing decanting of tenants from Phoenix Enterprise Centre phase 3 building, Adult day centre group COSC and the library. Consequences: Project may be delayed and additional costs and disruption if tenants have to move twice.	Significant Impact (4)	High (3)	12	COSC to be relocated alternative accommodation within Cleator Moor.	Medium Impact (3)	Low (1)	3	4 – Close (next 3 months)
Healthy Town	Cost exceeds project budget. Consequences: Additional cost or scope change to reduce impact.	Significant Impact (4)	Medium (2)	8	Appointment of Thomas Armstrong has allowed them to review the estimated construction costs. Continue	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)

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					to work with contractor and review material costs and availability of supplies.				
	Project Delay. Consequences: Extended programme, re-sequence works.	Significant Impact (4)	High (3)	12	Maintain programme updates and manage stage sign off at the end of stage 4, ensure governance is in place for award of construction contract.	Significant Impact (4)	Medium (2)	8	4 – Close (next 3 months)
	Revenue model and long term economic sustainability. Consequences: Impact on long term viability.	Major Impact (5)	High (3)	15	Revenue model developed with market input. Annual revenue cost updated with current leisure operator.	Significant Impact (4)	Medium (2)	8	4 – Close (next 3 months)
Connected Town	Scheme design / layout does not meet Cumberland Council vision Failure to agree initial design. Consequences: Project quality not meeting anticipated aspiration.	Significant Impact (4)	High (3)	12	Regular design team meetings and ongoing engagement with Cumberland Council representatives and end users	Low Impact (2)	Low (1)	2	3 – Approaching (next 6 months)
	Failure to agree required changes to public realm to the town square. Consequences: Cause delays to project and additional design costs.	Significant Impact (4)	Medium (2)	8	Early engagement with Cumberland Council planning department to discuss next steps so that Jacobs can provide a solution.	Low Impact (2)	Low (1)	2	3 – Approaching (next 6 months)
	Ecological survey highlights changes required to design. Consequences: Programme and cost implications.	Major Impact (5)	Medium (2)	10	Early engagement with Ecology consultants for site investigation. To be continuously monitored by Jacobs with regular reporting back to the Project Team	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)

## Stakeholder Engagement

Project Managers are asked to outline any stakeholder engagement activity that has taken place during the reporting period. They are also asked to highlight any upcoming comms and engagement. The responses are in the table (9) below:

*Table 9: Stakeholder Engagement*

Enterprising Town
Cumberland Overview and Scrutiny session held 28.2.24. Overview of the project provided with additional information provided post meeting covering proposed outputs and outcomes.
Revitalised Town
Stakeholder engagement is ongoing with regards to the planning application for the Community Hub project. Town Fund Board Chair briefings are held every two weeks and a schedule of informal workshops implemented to complement formal board meetings. A public engagement even is to be planned for June 2024 to present the scheme. A press release regarding the appointment of a specialist is to be issued following procurement exercise of the Phoenix Enterprise Centre.
Healthy Town
Town Fund Board Chair briefings held every two weeks and a schedule of informal workshops implemented to complement formal board meetings. Draft Communication Strategy commented upon by board and finalised. Comms executed prior to planning submission in March 2024. Future comms to include services that will be delivered from the new facility to promote positives. Communication also planned on outcome of planning application.
Connected Town
Stakeholder engagement is ongoing. A public consultation is being organised for mid-May 2024 to allow the public to review the current design proposal as well as providing the opportunity for any feedback to be presented to the design team. Once this is completed and a review of the results Jacobs will develop the next stage of design.

## Future Activity

Project Managers are asked to outline any future activity that will be undertaken in the next quarter. The responses are in the table (10) below:

Table 10: Future Activity

Enterprising Town
<ul style="list-style-type: none"> <li>• Complete Ernst and Young project review.</li> <li>• Review Hub operational/revenue model with ISH.</li> <li>• Finalise further VE and or scope change to the Hub project to reduce capital costs.</li> <li>• Prepare design and tender documentation to allow the hub construction to be re-priced.</li> <li>• Finalise costs for relocation of BOC and complete legal contracts.</li> <li>• Progress development of design and procurement documentation for Unit 1 dividing wall project.</li> </ul>
Revitalised Town
Q1 2024/25 will see the procurement of professional services to drive the Revitalised Town projects forward. There will be a full review of the current designs as the detailed Stage 4 work is completed. Once the Stage 4 work is completed a Main Contractor will be appointed a detailed construction programme set out.
Healthy Town
Work on capital funding gap and RIBA 4, work on sustainable operating model.
Connected Town
Jacobs are continuing to develop the concept designs and have procured the surveys required to inform the next stages. Ecological survey to be undertaken 25th April 24. Liaison with Cumberland Planners is required due to submission of an existing planning application for the town square as there is a clash surrounding the public realm design. Once a solution is provided then Jacobs will produce updated landscaping proposals and complete a design review with the Council.

**Milestones**

Project Managers are asked to report on progress to date against the milestones that were set out in the business case for each project. If any milestone will not be met then project managers are asked to provide a revised forecast. This information is presented below.

	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Enterprising Town	BOC relocation - Construction commencement	January 2023	January 2024	Legal work ongoing to draft agreement for lease and sub lease of new location. A preferred contractor has been agreed with budget costings for the relocation works obtained. Planning application lodged.	September 2024
	BOC relocation - Construction complete	July 2023	April 2024	Works due to commence September 2024 with an estimated 9 week delivery programme	October 2024
	BOC relocation to new facilities	August 2023	May 2024	Relocation period of 1 week from works completion to ensure minimal disruption to BOC operations	November 2024
	Hub building - contractor procurement complete (PCSA)	September 2022	October 2023	Achieved October 2023	N/A
	Hub building - construction commencement	October 2022	July 2024	Revised date for construction commencement allows for contract award process following completion of procurement process	January 2025
	Hub building - construction complete	August 2024	May 2024		February 2025
	Refurbishment works - construction completion	July 2023	March 2026	Scope review underway	TBC
	Refurbishment works 'further' - submit planning application	July 2023	February 2024	Scope review underway	TBC
	Refurbishment works 'further' - planning approval and determination	October 2023	June 2024	Scope review underway	TBC
	Refurbishment works 'further' - Design development complete	November 2023	July 2024	Scope review underway	TBC
	Refurbishment works 'further' - contractor procurement complete	February 2024	August 2024	Scope review underway	TBC
	Refurbishment works 'further' - construction commencement	March 2024	September 2024	Scope review underway	TBC
Refurbishment works 'further' - construction commencement	August 2024	June 2025	Scope review underway	TBC	

	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Revitalised Town	Appoint design team	September 2022	December 2023	Currently out to tender for a consultant	April 2024
	Appoint hub operator	August 2023	December 2023	Discussions with council users of the hub	September 2024
	Planning permission secured	August 2023	January 2024	Submitted September 2023	June 2024
	Contractor appointment	September 2023	December 2023	Stage 4 detailed design work underway	August 2024
	Commence PEC Phase 3 works	October 2023	January 2024	Stage 4 detailed design work underway	August 2024
	Commence Public Realm works	January 2024	April 2024	Stage 4 detailed design work underway	September 2024
	Commence hub works	January 2024	April 2024	Stage 4 detailed design work underway	September 2024
	Complete PEC Phase 3	June 2024	October 2024		July 2025
	Complete Hub works	May 2025	August 2025		September 2025
	Complete Public Realm works	June 2025	October 2025		October 2025
	Hub opening celebration	July 2025	December 2023	Currently out to tender for a consultant	April 2024



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	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Healthy Town	Complete RIBA stage 2	May 2022	May 2022	Achieved May 2022	
	Business case submission	June 2022	June 2022	Achieved June 2022	
	Complete RIBA stage 3	September 2022	July 2023	Achieved July 2023	
	Submit Planning Application	October 2022	February 2024	Achieved March 2024	
	Planning Approval	January 2023	May 2024		31 May 2024
	Commence Procurement	December 2022	October 2023	Achieved February 2024	
	Award Contract and Commence mobilisation	July 2023	July 2024		July 2024
	Commence Construction	August 2023	August 2024		September 2024
	Sectional Completion (COSC)	February 2024	tbc		TBC
	Complete Construction	August 2024	September 2025	Due to local government reform the project has been slightly delayed with a start on site date in August 24 and completion expected in sept 25 prior to March 2026	September 2025

	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Connected Town	Statutory Undertaker/Topographic Survey Returns	August 2022	Jan 2024		Jan 2024
	Preliminary Design and Review of BCRs	Feb 2023	May 24		May 24
	D&B Contract Award	Jun 2023	Aug 24		Aug 24
	Detailed Design Complete	March 2024	Feb 25		Feb 25
	Construction	Nov 2024	Apr 25		Apr 25
	Project Closeout and Completion	Nov 2025	Mar 26		Mar 26

**Report completed by:**

Name	Designation	Contact Details
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