



Cleator Moor Town Deal Board

Thursday 22nd February 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	Chair
3	Performance Report	Cleator Moor Town Deal quarterly update report	RD/DK
4	Comms		RD
6	AOB / Next Steps <ul style="list-style-type: none">Town Deal Board schedule of meetingsForward Plan Agenda items		Chair



Cleator Moor Town Deal Board

Minutes of Board Meeting held on Monday 20 November 2023 at 2.00pm

1. Welcome from the Chair / Meeting protocol

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

2. Attendances and Apologies

Present:

Cleator Moor Town Deal Board members:

Bob Metcalfe – Chair

Mike Graham, Deputy for Trudy Harrison MP

John Bamforth, Brannans & Sons Ltd

David Farrell, Moor Sports

Joanne Crowe, Phoenix Enterprise Centre (PEC)

Paul Rowe, Phoenix Youth Project (PYP)

Bernard Mc Dowell, Sports representative

Jim Youdale, Deputy for Rev Nicki Pennington – Faith representative

David Hughes, Cumbria LEP (sub for Jo Lapin)

Mark Telford, Forth Engineering

Officers:

Robert Docherty, Head of Towns Fund, Cumberland Council

Debbie Kavanagh, PMO Assurance, Cumberland Council

Apologies:

Jo Lappin, Cumbria LEP

Callum Ward, Cities & Local Growth Unit

Rev Nicki Pennington – Jim Youdale attending as deputy

3. Declarations of Interests

There were no declarations of interest made at this meeting.

4. Minutes of the meeting held on 8th June 2023

Board members confirmed the minutes of the previous meeting held on 8th June 2023 as a true record.

5. Cleator Moor Town Deal – Towns Fund M&E Performance Report

Robert took the Board members through the six-monthly programme update, including project progress against milestones and outputs, project funding and finance profiles and risks.

The following discussion took place:

D Hughes: with reference to the Enterprising Town project, he raised the issue of rising costs. He also asked how the funding gap would be addressed and whether this might impact on critical path or change milestones / outputs.

R Docherty: advised that workshops to review any potential changes were underway as the progresses to RIBA4. Review of materials etc has potential to control costs. Project milestones and critical path are being managed as part of the wider project and currently meet the delivery programme within DLUHC's timescales for Towns Fund.

J Crowe: expressed concern regarding one of the risks relating to Enterprising Town and asked whether there was firm commitment from potential tenants by way of mitigation.

R Docherty: advised that there was commitment secured and iSH were engaging with SME's regarding their needs to ensure the Hub meets those needs.

J Crowe: in relation to Revitalised Town she requested a meeting to discuss timescales. Potential tenants need to be informed.

Action: RD to set up a meeting with JC and the Project Manager

M Telford raised the question of the iSH Hub and budget – does the budget include for fit out?

R Docherty advised that the budget did include fit out.

MT's view was that most SMEs would not require too much installation or equipment.

Action: RD to feed this back to the Project Manager

J Bamforth asked whether the timescales for Enterprising Town were achievable. R Docherty advised that with the project manager in place, the projects are picking up pace alongside costs review and RIBA4 process.

J Bamforth also queried the risk / mitigation for Healthy Town. R Docherty advised that he had left the risk score at this level for the time being until the delivery model is addressed. Operating costs will be the driver for sustainability, however capital costs of the project will be kept within parameters so do not impact on the operating model.

Acceptance of the Update Report and Monitoring Return:

The Board noted the programme update report and delegated authority to Bob Metcalfe as Chair to sign the Monitoring Return on behalf of the Cleator Moor Town Deal Board to enable Cumberland Council as Accountable Body to submit the report to DLUHC by 4 December 2023.

6. Communications Strategy

R Docherty introduced the draft Communications Strategy and requested the Town Deal Board to review and provide feedback with particular focus on local organisations and groups to be included as stakeholders.

The Town Deal Board welcomed the draft as timely. Communications is critical to ensure community groups and businesses are informed and engaged.

Action: All Board Members to provide feedback on organisations / groups to be included to Chair and RD

P Rowe raised the need to align communications with timescales to be clear when discussions with organisations will take place. B Kelly asked for programme and project milestones for projects including end dates. R Docherty suggested informal board meetings consider programme and project milestones with Project Managers in attendance for updates and Communications lead present.

Action: item for informal board meetings (RD)

7. Any Other Business

Informal Board Meetings: RD proposed informal board meetings take place 2 to 3 weeks prior to the formal quarterly Town Deal Board. **Action: meeting dates to be agreed with the Chair and scheduled (RD/DK)**

Action: Feedback to RD regarding items for informal board meetings (All TDB members)

The meeting closed at 15:30

DRAFT



CLEATOR MOOR TOWN DEAL

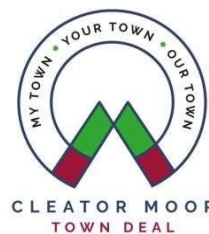
Purpose of the Report

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

Town Deal Quarterly Update Report**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: 1st April to 30th September and 1st October to 31st March.

This report covers the quarterly period from 1st October 2023 to 31st December 2023 and the information will be used to complete the DLUHC bi-annual returns.

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	Mar 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 (more than 6 months); 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 over 50% 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 (3 to 6 months) but no significant changes required to overall project. Outputs may still be deliverable but challenging.	4	A variance of between 30% & 50% 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 (less than 3 months). Outputs still deliverable but require re-scheduling.	3	A variance of between 15% & 30% 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 5% & 15% . 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 up to 5% . 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 pushed out again slightly given the further detailed analysis and best value undertaken to ensure the financial viability and sustainability of the central hub building. However, the completion of the project remains achievable within H2 2025/26 as previously reported. Extension to the NDA funding spend deadline has been secured by a further 12m easing the pressure on defrayment of that funding spend.</p> <p>Progress to date: Refurbishment work continues on some of the smaller units on the estate with one of the refurbished units having been let and a further two lettings in process. Outline Planning has been obtained for the hub building construction, with work commencing to discharge planning reserved matters and working towards obtaining full planning consent progressing. The hub construction PCSA contract will be completed at the end of October, providing a costed RIBA stage 4 design tender return.</p> <p>Value Engineering and design workshops have taken place which have provided a number of options to ensure both value for money and affordability is achieved in the hub construction. Expert advice has been taken on the hub operating model which has led to the project delivery team considering whether further design modifications would produce further economies and a decision on the hub final design will be taken in January 2024. Legal work continues to take control of the vacant part of Unit 1 on the entrance to the Leconfield site with a preferred contractor having been engaged to look at the delivery costs and programme for the installation of the dividing wall installation to segregate that unit from its occupied part.</p> <p>Issues: Escalation of project costs continues to impact on the delivery timetable and funding drawdown profile. However, the project will be delivered within the grant funding period and deadline for funding drawdown. The circa. £3m budget pressure remains, however continued value engineering/design scope reviews are expected to reduce this pressure. This, coupled with the Council's commitment to support the project by bearing any additional capital required to fully finance the project, subject to a financially viable business case, is mitigating budget pressure risk. The larger refurbishment space review is ongoing with the likelihood that this may reduce by circa. 12%.</p>
<p>Revitalised Town</p>	<p>Delivery: Delayed due to identification of PM resource-procurement of the main contractor.</p> <p>Spend: Is currently forecast within the project funding envelope</p> <p>Progress to date:</p>

	<p>Programme Manager in place, however, there has been project delay due to identification of PM resource.</p> <p>Optimised Environments (OPEN) have progressed the designs for the Community Hub and PEC to RIBA stage 3 and prepared Design & Access and Heritage Statements.</p> <p>The planning and listed building applications for the works was submitted on 31st August and validated on the 2nd October and 13th September respectively. The applications were for: The extension and external and internal alteration of the existing building to create a community hub including café, demolition of rear extension to library, retention of decorative lintels and demolition of stonework below in 2x locations at first floor of former public offices to create accessible route with platform lift and staircase from café, removal of library sliding doors, and reinstatement of original decorative arched entrance. Removal of cast iron railings bounding the marketplace/town square, relocation of existing sculptures to rear of building, public realm improvements including restoration of memorial fountain and creation of new landscaped areas, accessibility improvements. The application numbers are 4/23/2275/0F1 and 4/23/2253/0L1. The cost plan has been updated with the project coming in at approximately £5.26M compared with £5.43M in the Business Case.</p> <p>PEC Phase 3 doesn't require planning permission and a streamlined procurement route for undertaking works is being explored in order to prioritise delivery.</p> <p>Issues: Programme Manager in place, however, there has been a delay to appointment of PM - this has led to delay in procurement RIBA 4. Streamlined delivery of PEC Phase 3 being investigated.</p>
<p>Healthy Town</p>	<p>Procurement of D&B contractor delays - now been awarded</p> <p>Progress to date: RIBA stage 3 design is now complete. This stage includes a full planning pack and supporting reports. Consultation with the community and the school has been undertaken and fed back into the design.</p> <p>Procurement of D&B contractor RIBA 4 completed</p> <p>Internal working group established - 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>Issues: Procurement of the design team to commence RIBA stage 3 took longer than originally forecasted, this led to this activity not</p>

	<p>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.</p>
<p>Connected Town</p>	<p>Delivery is behind programme as submitted at business case, but is still deliverable within the overall timescale of the project.</p> <p>Spend has a large variance against profile however this is linked to the delay in delivery. Funding needs to be reprofiled in-line with revised programme.</p> <p>Some risks to project around land-owner permissions for some of the walking and cycling routes, however, there is mitigation in place.</p> <p>Progress to date: Tenders for design development were received in October and scored by a panel for quality and quantity. Subsequently Jacobs has been appointed to carry out the next stage of work. A Site visit was held in late November with the new project team. Discussions underway with how to develop next stages of scheme, clarification on Leconfield links. Consultant arranging surveys to be carried out in the new year to inform the next stage of design. Comms to be prepared to update residents and stakeholders.</p> <p>Issues: Local Government Reorganisation caused delays to resourcing of this project and approval processes needed. Formation of the new Cumberland Council led to all projects undergoing a review.</p>

Funding Profiles

A breakdown of actual and forecasted expenditure for each Town Deal project is set out below (match funding not included). 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.

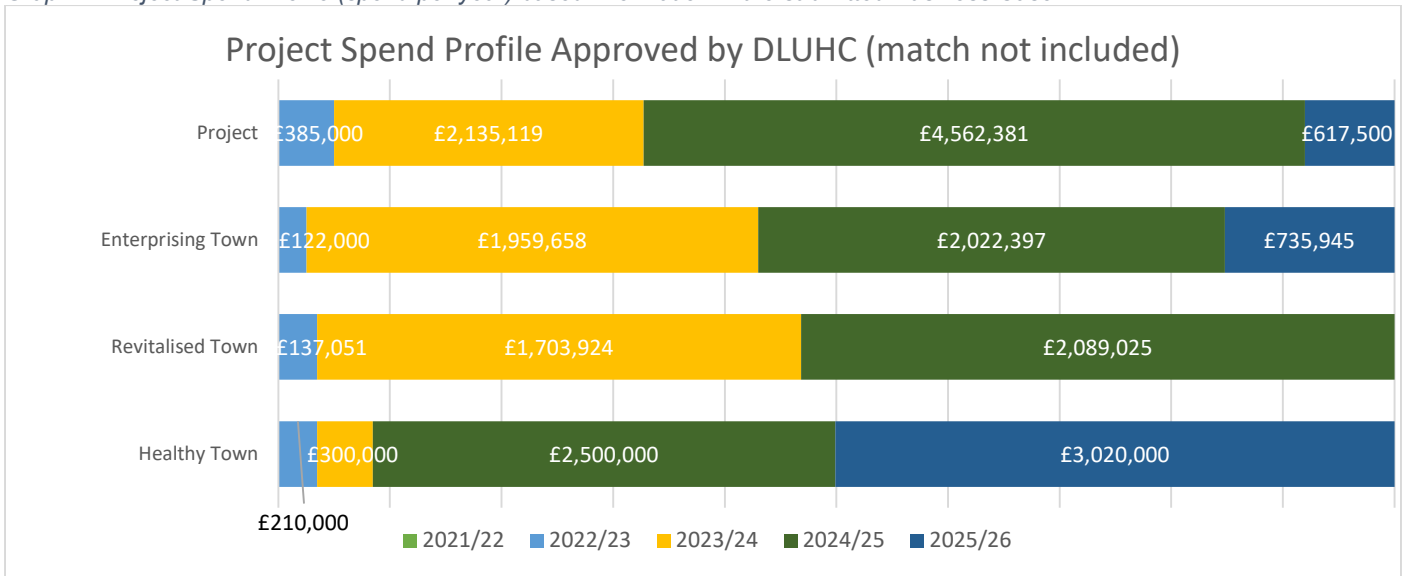
Table 5: Funding Profile (actual and forecast)

Project	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	277,322	14,756	3,125	3,000	20,881	3,875	185,701	750,000	750,000	1,689,576	2,012,221	2,466,666	6,945,555	7,700,000	277,322
Revitalised Town		52,016	53,740	11,468	388,532	453,740	1,423,372		1,583,372		3,006,744	1,327,500	0	1,327,500	4,840,000
Healthy Town		71,974	118,719	5,078	70,152	193,949	1,542,372		1,542,371		3,084,743	579,334	0	579,334	3,930,000
Connected Town	61,647	21,959	1,273	927	52,000	54,200	100,000	200,000	200,000	500,000	1,000,000	2,446,097	2,446,097	4,892,194	6,030,000
Total	61,647	423,271	188,487	20,599	513,684	722,770	3,069,619	385,701	4,075,743	1,250,000	8,781,063	7,598,485	4,912,764	12,511,249	22,500,000

Cleator Moor Deal Board – 6 Month Update Report (Oct 23 – Dec 23)

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 (match fund not included). 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. 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

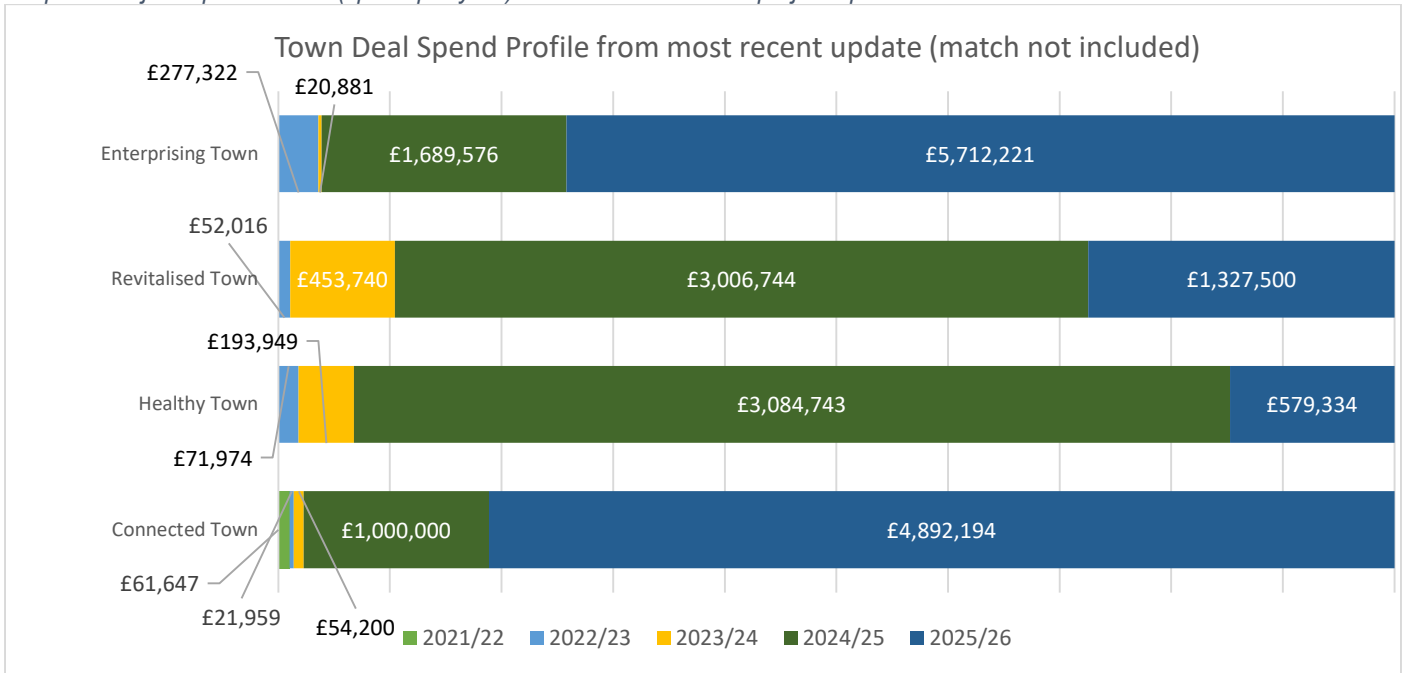


Table 6 (below) highlights comments from project managers with regards to the funding profile. Project Managers have been asked for explanations on any use of freedom & flexibilities, why this has occurred and plans to reconcile this; explanations of why a funding profile has changed in comparison to 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	Contractually committed spend: £848,894.91
Revitalised Town	Contractually committed spend: £77,984
Healthy Town	Contractually committed spend: £32,540
Connected Town	Spend is behind profile due to delays caused by Local Government Reorganisation which led to delays in resourcing the project and approval processes. Timetable submitted at Business Case was conservative so the scheme is still deliverable within the overall programme. Contractually committed spend: £252,000

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 then a Project Adjustment Request will 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	
	Number of full time equivalent (FTE) permanent jobs created through the project	Number of FTE Jobs	130	
	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	
	Refurbished commercial floorspace	Sqm	1970	
Revitalised Town	Amount of co-funding secured	£	£746,607	£746,607
	Number of heritage buildings restored	Number	2	
	Number of cultural facilities improved	Number	1	
	Sqm office space improved	Sqm	582	
	Sqm other enterprise space improved	Sqm	219	
	New retail, leisure or food and beverage space	Sqm	220	
	Public realm improved	Sqm	2495	
Healthy Town	Number of temporary FT jobs supported	Number	30	
	Improved sports facilities	Number	1	
	Increased visitors to sports centre	Number	110,000	
	Learners assisted	Number	125	
	Co-Funding Secured	£	£3,119,084	£3,119,084
Connected Town	Number of temporary FT jobs supported	Number	55	
	Amount of Public Realm improved	Sqm	1600	
	No. of junctions improved	Number	3	
	New and upgraded walking and cycling paths	Km	3.8	
	Co-funding secured	£	£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	Risk Owner
		Pre-mitigated Impact	Pre-Mitigated Likelihood	Pre-Mitigation Score		Post-mitigated Impact	Post-Mitigated Likelihood	Post-mitigation Score		
Enterprising Town	Scope of works in excess of funding available. 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.	Low Impact (2)	Medium (2)	4	3 – Approaching (next 6 months)	Andrew Sproat/Gary McKeating
	Failure of new hub building. The new facility fails to gain traction and becomes a financial and management burden.	Significant Impact (4)	High (3)	12	Use of established and reputable public sector frameworks, to competitively tender work. VE and design workshops to be finalised January 2024. Commitment by Council to support any resultant financial pressure through additional capital input, subject to a financially viable business case agreed.	Medium Impact (3)	Low (1)	3	4 – Close (next 3 months)	Andrew Sproat/Gary McKeating
	Lack of tenant interest. failure to attract tenants	Major Impact (5)	Medium (2)	10	Demand assessment (enquiries)	Medium Impact (3)	Low (1)	3	4 – Close (next 3 months)	Andrew Sproat/Gary McKeating

Cleator Moor Deal Board – 6 Month Update Report (Oct 23 – Dec 23)

	prepared to enter into required lease rental and length of lease terms.				received and tenant extension plans known) and appropriate marketing/ promotion to be undertaken.					
Revitalised Town	Project is delayed due to LGR - PM support. Build prices may escalate and funding may not be spent within timescales.	Significant Impact (4)	High (3)	12	Programme Manager in place. Identification of procurement route for PM support	Medium Impact (3)	Medium (2)	6	4 – Close (next 3 months)	Robert Docherty / Head of Towns fund Cleator Moor and Millom
	Tenders for capital works higher than anticipated. Value engineering required or project delivered to a lower quality, with reduced outputs.	Significant Impact (4)	High (3)	12	Designs have been reviewed and recosted.	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)	Robert Docherty / Head of Towns fund Cleator Moor and Millom
	Problems with timing decanting of tenants from PEC 3, COSC and the library. Project may be delayed and additional costs and disruption if tenants have to move twice.	Significant Impact (4)	High (3)	12	Options being explored for alternative provision and working with Healthy Town project to coordinate COSC relocation.	Medium Impact (3)	Low (1)	3	4 – Close (next 3 months)	Robert Docherty / Head of Towns fund Cleator Moor and Millom
Healthy Town	Cost exceed project budget. Additional cost or scope change to reduce impact.	Major Impact (5)	High (3)	15	Ongoing updated and market tested cost plan. This will be really tested at stage 4 with contractor input. Workshops to address capital funding gap	Major Impact (5)	Medium (2)	10	3 – Approaching (next 6 months)	Robert Docherty / Head of Towns fund Cleator Moor and Millom

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	Project Delay. 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	Significant Impact (4)	Medium (2)	8	4 – Close (next 3 months)	Robert Docherty / Head of Towns fund Cleator Moor and Millom
	Revenue model and long-term economic sustainability. Impact on long term viability.	Major Impact (5)	High (3)	15	Develop new revenue model with market input. Test and review previous models. Council to review risk position.	Major Impact (5)	Medium (2)	10	4 – Close (next 3 months)	Robert Docherty / Head of Towns fund Cleator Moor and Millom
Connected Town	Unforeseen statutory undertaker diversions caused by ineffective identification and surveys. Cause delays to project and additional costs.	Significant Impact (4)	High (3)	12	Extensive surveys and engagement with statutory undertakers. Allocation of funding to cover costs	Low Impact (2)	Low (1)	2	3 – Approaching (next 6 months)	Fran Wallis / Project Lead
	Reduced/restricted availability of raw materials causing an increase in costs. Causing delays to deliveries of materials and increased costs.	Significant Impact (4)	Medium (2)	8	Ongoing review of cost estimates, using readily available materials, re-use where possible	Low Impact (2)	Low (1)	2	2 – Distant – next 12 months	Fran Wallis / Project Lead
	Some walking and cycling routes are on private land which will need owner agreement. Risk of them not agreeing. This will cause delays and possible changes to routes if landowners not in agreement.	Major Impact (5)	Medium (2)	10	Identify landowner and engage with them early. Determine what powers council have, use highway land where possible	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)	Fran Wallis / Project Lead

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

<p>Enterprising Town</p>
<p>Community engagement has continued through iSH monthly community drop in sessions. The Town Deal Board is updated on a monthly basis and is aware of all project pressures and associated risks. Quarterly Leconfield tenants meetings are taking place to ensure tenants are kept up to speed with development proposals. Weekly internal Comms meetings are scheduled to ensure all external project related comms are issued in a timely manner. iSH and the Council continue to update funders and partners via iSH Board meetings and regular stakeholder meetings.</p> <p>The confirmation of full planning consent and the award of the central hub building construction contract, programmed for July, will be the subject to a press release issued by Cumberland Council jointly with iSH. This will go out to all local media sources. Stakeholders and partner funders will be appraised prior to the release being issued.</p>
<p>Revitalised Town</p>
<p>Stakeholder engagement ongoing with regards to planning application responses. 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 finalisation to be noted at next formal board - Feb 2024.</p>
<p>Healthy Town</p>
<p>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 finalisation to be noted at next formal board - Feb 2024.</p>
<p>Connected Town</p>
<p>Comms and stakeholder engagement will be going out in Nov/Dec as consultant starts work to develop the next stage of designs and work with other projects and stakeholders in the town.</p>

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
Work on the hub outline planning consent reserved matters discharge continues to enable full planning consent to be achieved. Hub building design/VE workshops continue to inform the financial viability of the project which, in turn, feed into the financial business case to support any required additional capital support from the Council. All design/VE work associated with the hub will complete in January. iSH continue to develop their operator model and fit out requirements for the hub. Refurbishment scope continues to be reviewed with a view to finalising proposals in the next quarter. Preferred contractor discussions will continue on both the segregation of Unit 1B, refurbishment of Unit 1A and the hub construction.
Revitalised Town
Implementation of PM Resource, Procurement of D&B RIBA 4, Delivery Process for PEC Phase 3 identified/Implemented, Planning Approval obtained, Engagement with final operators and users.
Healthy Town
Work on capital funding gap and RIBA 4, Work on sustainable operating model.
Connected Town
The consultant continues to develop the concept designs and has procured surveys to inform the next stages. Liaison with Planners is required due to submission of planning application for revitalised town - the public realm element is now within the remit of this project.

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. BOC site agent procured and agreement to final scope of works, costs and programme underway	May 2024
	BOC relocation - Construction complete	July 2023	April 2024	Works due to commence May 2024 with an estimated 16 week delivery programme	July 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	July 2024
	Hub building - contractor procurement complete (PCSA)	September 2022	Oct-23	Achieved	
	Hub building - construction commencement	October 2022	May 2024	Further VE/design review underway following input from potential operator with a final decision on hub design and level of VE due January 2024	July 2024
	Hub building - construction complete	August 2024	August 2025	PCSA about to complete	October 2025
	Refurbishment works - construction completion	July 2023	March 2026	Scope review underway due to financial pressures	March 2026
	Refurbishment works 'further' -submit planning application	July 2023	February 2024	Scope review underway	February 2024
	Refurbishment works 'further' - planning approval and determination	October 2023	June 2024	Scope review underway	June 2024
	Refurbishment works 'further' - Design development complete	November 2023	July 2024	Scope review underway	July 2024
	Refurbishment works 'further' - contractor procurement complete	February 2024	August 2024	Scope review underway	August 2024
	Refurbishment works 'further' - construction commencement	March 2024	September 2024	Scope review underway	September 2024
	Refurbishment works 'further' - construction commencement	August 2024	June 2025	Scope review underway	June 2025

Cleator Moor Deal Board – 6 Month Update Report (Oct 23 – Dec 23)

	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	Achieved December 2023	
	Appoint hub operator	August 2023	December 2023	Operating model being decided post LGR	
	Planning permission secured	August 2023	January 2024	Submitted September 2023	
	Contractor appointment	September 2023	December 2023		
	Commence PEC Phase 3 works	October 2023	January 2024		
	Commence Public Realm works	January 2024	April 2024		
	Commence hub works	January 2024	April 2024		
	Complete PEC Phase 3	June 2024	October 2024		
	Complete Hub works	May 2025	August 2025		
	Complete Public Realm works	June 2025	September 2025		
	Hub opening celebration	July 2025	October 2025		

	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		
	Planning Approval	January 2023	May 2024		
	Commence Procurement	December 2022	October 2023		
	Award Contract and Commence mobilisation	July 2023	July 2024		
	Commence Construction	August 2023	August 2024		
	Sectional Completion (COSC)	February 2024	tbc		
	Complete Construction	August 2024	September 2025		

Cleator Moor Deal Board – 6 Month Update Report (Oct 23 – Dec 23)

	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	Dec 23		Jan 2024
	Preliminary Designs and Review of BCRs	Feb 2023	March 24		May 24
	D&B Contract Award	Jun 2023	June 24		Aug 24
	Detailed Design Complete	March 2024	Dec 24		Feb 25
	Construction	Nov 2024	Jan 25		Apr 25
	Project Closeout and Completion	Nov 2025	Feb 26		Mar 26

Report completed by:

Name	Designation	Contact Details
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