

MILLOM TOWN DEAL BOARD

AGENDA

Venue: This meeting will be a virtual meeting

Date: Monday 30th November 2020

Time: 2pm

1. **Meeting protocol**
2. **Attendances and apologies for absence**
3. **Minutes of meeting held on 19th October 2020 – attached**
4. **Declarations of interests in Agenda items**
5. **Town Investment Plan Prioritisation Assessment – paper attached**
For the Board to agree shortlisted project proposals to form the basis of the Town Investment Plan
6. **Updated Workplan – paper attached**
For the Board to note timescales.
7. **Stakeholder Insight Report – paper attached for information**
For the Board to note completion of phase 1 activity.
8. **Date and time of next meeting:** Monday 21st December 2020 @ 2pm

Contacts:

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

Millom Town Fund

Minutes of Board Meeting held on Monday 19 October 2020 at 2pm

1. Meeting Protocol

All participants were reminded of the virtual meeting protocol, to remain on mute unless speaking and to use the 'hand up' function to indicate a wish to speak. Board members were also requested to think before committing anything to social media as it was important to ensure that a consistent message was put forward and the advisors were here to help with that.

2. Attendances and Apologies

- Robert Morris-Eyton (Chair) – Becks Construction Ltd
- Cllr Felicity Wilson (Deputy Chair) – Copeland Borough Council
- Leanne Bolger – Parliamentary Assistant - Deputy for Trudy Harrison MP
- Elsa Brailey – Home Group – Deputy for Brian Patterson
- Jenny Brumby – Around the Coombe
- Marion Giles – Millom Recreation Centre
- Cllr Keith Hitchen – Cumbria County Council
- Jo Lappin – Cumbria LEP
- Jakki Moore – The Beggar's Theatre
- Pauline Preston – Morecambe Bay Health Trust
- David Savage – South Copeland Partnership
- Matt Savidge – Millom School
- Gavin Towers – As if by Magic Ltd

Also Present

- Gillian Elliot – Cumbria County Council
- Lauren Newby - Hatch Associates
- Mark Foster - Optimised Environments
- Marc Watterson – Hatch Associates
- Lorraine Smythe – ACT
- Mike Starkie – Elected Mayor – Copeland BC
- Jennifer Jakubowski – Around the Combe
- Sarah Mitchell – Copeland BC
- Diane Ward – Copeland BC
- Stephanie Shaw – Copeland BC
- Clive Willoughby – Copeland BC
- Rose Blaney – Copeland BC
- Andrew Clarke - Copeland BC
- Alison Hatcher
- Councillor Doug Wilson

Apologies:

Apologies for Absence were received from Elliot Burrow (Youth representative), Angela Dixon (Millom Town Council) and Craig Ivison (Cumbria LEP).

3. Minutes of the Meeting held 28th September 2020

The minutes of the previous meeting held on 28th September 2020 were considered and agreed.

4. Declarations of Interest in Agenda Items

Councillor Keith Hitchen declared a non pecuniary interest in any item that referred to Cumbria County Council.

5. Project Prioritisation Framework

An update on progress since the last meeting was provided by Lauren Newby (Hatch Associates). Engagement had continued, the Strategic Framework had been refined as had the Long List. This had helped to inform the project prioritisation framework and Sift 1 report.

Members were asked to note the MHCLG criteria which needed to be considered when scoring the projects for inclusion in the Town Investment Plan.

These were:

- Value for Money
- Affordability
- Achievability
- Commercial viability
- Stakeholder support

Additionally, Millom specific criteria could be included:

- Alignment with strategic objectives
- Extent to which it will strengthen Millom's role as a key service centre
- Extent to which it will attract and retain residents and visitors
- Extent to which it delivers inclusive and clean growth
- Extent to which it will support health and well-being
- Extent to which it supports productivity gains

The Board was then advised of the nine updated objectives of the Draft Strategic Framework,

1. To protect and enhance natural assets and capitalise on the town's proximity to the Lake District National Park and the coast, to facilitate health and well-being and growth in the visitor economy.
2. To embrace the opportunities presented by clean energy to drive sustainable economic growth.
3. To improve residents' access to employment, training and career opportunities, to raise aspirations and maximise life chances.
4. 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.
5. To invest in community health and well-being through recreational and health facilities, open space and active travel networks.
6. To stimulate a diverse range of employment within the town and ensure businesses have the space and support infrastructure to start up, thrive and grow.
7. 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.
8. To build on industrial heritage and literary links to underpin an enhanced culture and leisure offer, to attract residents and visitors to participate.
9. To secure high quality digital and transport connections and enhance competitiveness and inclusion.

During the discussion that followed, the Board considered the Town specific criteria and whether they felt that any of the criteria should be given additional weight in the scoring.

Pauline Preston asked that within Health and Wellbeing, reduction in deprivation and inequalities was included.

David Savage asked if Inclusiveness and Clean Growth should be linked together, and it was suggested they be separated.

Matt Savidge asked for clarification regarding Clean Growth and was advised that it was a MHCLG requirement.

Jo Lapin asked for clarification of how the local criteria interface with the national criteria and was advised that the national criteria were set by MHCLG and the local criteria needed to bear these in mind.

AGREED:- that

- a) The MHCLG criteria be noted,
- b) the proposed Millom town specific criteria be agreed subject to Inclusiveness and Clean Growth being shown as separate criteria,
- c) the Millom town specific criteria be used to assess projects for inclusion in the Millom Town Investment Plan be noted, and
- d) the Concept Form that will hold the information to help the team to score the project against the MHCLG and town specific criteria be noted.

6. Project Prioritisation Sift 1 Report

The Board was advised that there were 88 project ideas identified through consultation and engagement with stakeholders.

This long list now required sifting to identify ineligible ideas, eg those ideas that sat outside of the Town Deal boundary or with a Revenue ask, unless specifically linked to a capital investment.

A number of other project ideas may be ineligible unless they can demonstrate market failure and are capable of being explicitly linked to a wider intervention to drive sustainable economic growth.

The ideas have so far not been looked at in detail, so others may drop out later.

In refining the Long List, 11 sub-themes have been identified, grouped around common project ideas to facilitate concept development. The concept development phase will test the project ideas under each sub theme to focus the concept according to need, opportunity and alignment with the critical success factors.

The Board then considered identifying a Concept Facilitator/Lead for each of the 11 sub-themes. The Concept Facilitator would engage with stakeholders to shape the project to create a robust fundable proposition, then agree a draft concept form with identified partners prior to submission and finally submit the Concept Form to Hatch for assessment.

The Board was then provided with a timetable for this work.

- Collate Project Forms for Review – by 6th November 2020
- Clarification queries with project lead – by 13th November 2020
- Assessment against agreed framework – by 20th November 2020
- Prioritisation Recommendations/Decisions – by 30th November 2020

The Board representative on each theme was then discussed and the following Board members were put forward:

Theme	Sub-Theme	Board Member
Local Transport	Improvements in physical connectivity	David Savage Cllr Doug Wilson
Digital Connectivity	Enhanced Digital Connectivity	Cllr Keith Hitchen
Urban regeneration, Planning and Land Use	Public Realm, Town Square and Building Use	Millom Town Council Jakki Moore
Urban regeneration, Planning and Land Use	Housing	Pauline Preston
Urban regeneration, Planning and Land Use	Environment, Renewable Energy	David Savage
Arts, Culture and Heritage	Investment in Sports infrastructure	Marion Giles Pauline Preston Elliot Burrow

Arts, Culture and Heritage	Community Spaces	Angela Dixon Jennifer Jakubowski
Arts, Culture and Heritage	Arts and Culture	Cllr Felicity Wilson Jakki Moore Esme Holliday
Arts, Culture and Heritage	Tourism Development	Jenny Brumby Becky Ruddy
Skills infrastructure	Community and skills	Matt Savidge Keeley Woodburn
Enterprise Infrastructure	Enterprise development	Paul Stewart David Savage

Leanne Bolger, Cllr Felicity Wilson and Robert Morris-Eyton volunteered to help in any area that required further resources.

(nb: Gavin Towers, Jennifer Jakubowski and Elaine Herbert left the meeting during the discussion of this item)

AGREED:-

- a) that projects where they are revenue or outside of the Town Deal boundary be removed,
- b) that the project groups under themes and sub-themes to aid concept development be noted, and
- c) that the Town Deal Board representatives against themes/sub-themes be as shown in the table above.

7. Town Investment Plan Design Concepts

Mark Foster (Optimised Environments) presented an early draft of the Design Concept to the Board. The Board were reminded that the Town Investment Plan was not constrained by the number of pages, but by a maximum number of words.

Comments were then invited.

Marion Giles stated there did not appear to be any reference to sport, yet Millom had the oldest rugby club in the world.

Councillor Felicity Wilson highlighted that Millom was an Iron town and not a Coal town.

David Savage thought that the 'postcard theme' was old fashioned and might not appeal to young people. This was agreed by Jo Lappin.

Jenny Brumby was disappointed with the photos and offered alternatives if required.

Jakki Moore agreed with Jenny and David and also thought the lighthouse shown on the first graphic reminded her of Ulverston rather than Millom.

Marc Watterson reminded the Board that this was not a brochure selling the town, but using photos in this way demonstrated a need.

Lauren Newby advised that a large number of photos were available and those shown in the draft would be changed as the document progressed.

Mark Foster welcomed the comments and confirmed they would be taken into account going forward.

AGREED:- that the draft Town Investment Plan Design Concepts document be received and noted.

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

Lauren Newbie (Hatch) advised that Hatch had undertaken 27 consultations so far with a range of strategic and delivery partners in addition to business and intermediary organisations to understand the need and opportunity.

This was complemented with analysis of #mytowns and online sentiment to gauge stakeholder views.

These comments are being captured in a Phase I Stakeholder Insight Report which will be shared with the Board shortly.

Lorraine Smythe (ACT) provided an overview from ACT who are leading on the wider community engagement with an Inform, Involve and Engage strategy.

Information has been distributed to all 5000 households in Millom asking if they agreed with the vision and also advertising the early £500k.

Board members have had discussions with 60 people and there was also a survey monkey out.

The Board will be updated of the results shortly.

AGREED:- that the updates be noted.

9. Date and time of next meeting

The next Board meeting will be held on Monday 30th November 2020 at 2:00pm

Meeting closed at 3:45pm

Item 5 – Millom Town Deal Board Town Investment Plan Prioritisation Assessment

Why is this report coming to Millom Town Deal Board?

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

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

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

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

Recommendation:

That Millom Town Deal Board:

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

Prioritisation Assessment Report

Millom Town Investment Plan

Report – November 2020

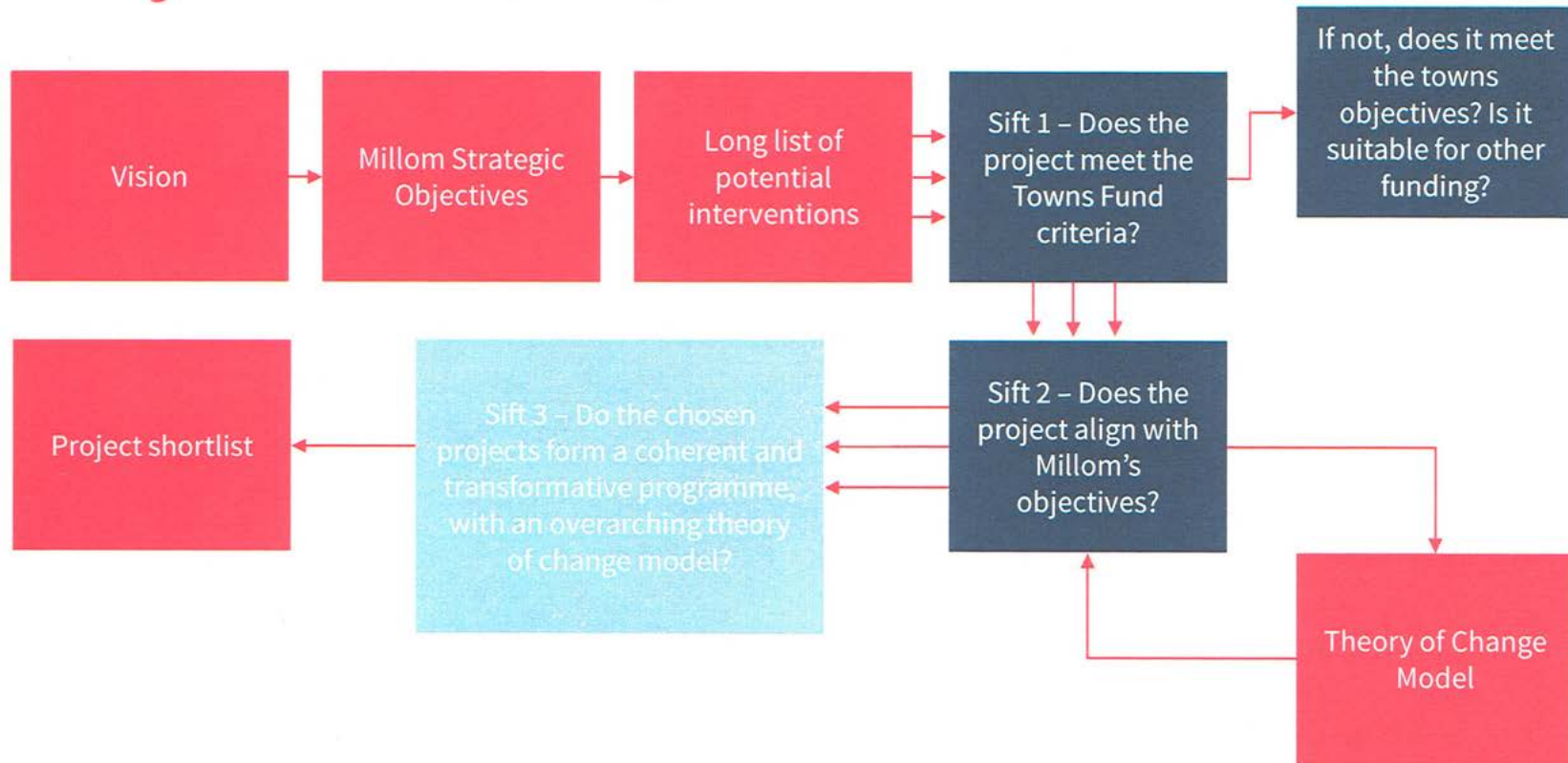


Outline

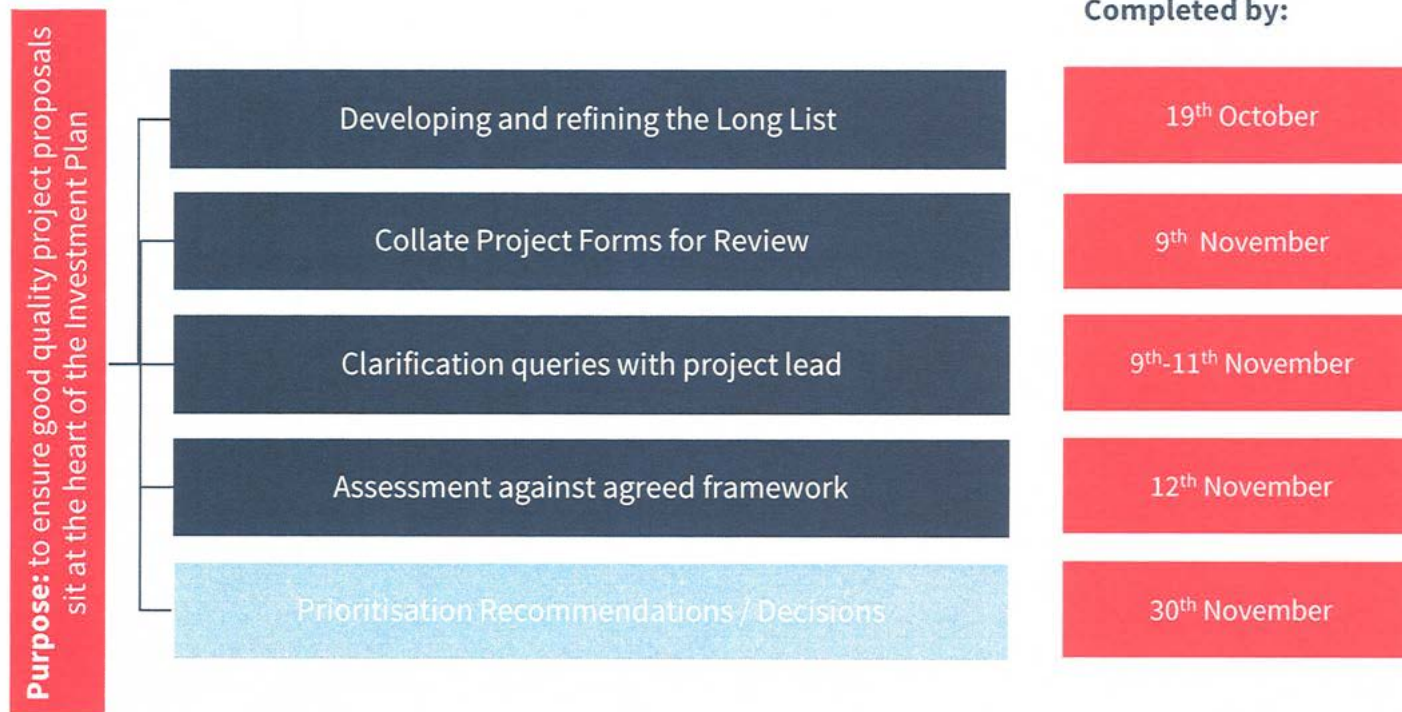
- + Prioritisation Process
- + Overview of the Long List of Concepts
- + The Way Forward

+Prioritisation Assessment Process

Project Prioritisation Process



Prioritisation Process



Critical Success Factors

CSF1	Alignment with Strategic Framework	Millom Specific
CSF2	Clear evidence of market failure	MHCLG Criteria
CSF3	Extent to which it will strengthen Millom's role as a key service centre	Millom Specific
CSF4	Extent to which it will attract and retain residents and visitors	Millom Specific
CSF5	Extent to which it delivers inclusive and clean growth	Millom Specific
CSF6	Extent to which it will support health and wellbeing	Millom Specific
CSF7	Extent to which it supports productivity gains	Millom Specific
CSF8	Extent to which it provides value for money	MHCLG Criteria
CSF9	Financial sustainability beyond STF investment	MHCLG Criteria
CSF10	Extent to which it is supported by a robust delivery plan	MHCLG Criteria
CSF11	Strength of community support	MHCLG Criteria

Strategic Framework

1. To protect and enhance natural assets and capitalise on the town's proximity to the Lake District National Park and the coast, to facilitate health and wellbeing and growth in the visitor economy.
2. To embrace the opportunities presented by clean energy to drive sustainable economic growth.
3. To improve residents' access to employment, training and career opportunities, to raise aspirations and maximise life chances.
4. 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.
5. To invest in community health and wellbeing through recreational and health facilities, open space and active travel networks.
6. To stimulate a diverse range of employment within the town and ensure businesses have the space and support infrastructure to start up, thrive and grow.
7. 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.
8. To build on industrial heritage and literary links to underpin an enhanced culture and leisure offer, to attract residents and visitors to participate.
9. To secure high quality digital and transport connections, to enhance competitiveness and inclusion.

+Project Overview

Total Project Pipeline - Longlist

Total TIP ask of £36.8 million



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HATCH

Thematic and Spend Split



Project asks
are 98.8%
capital,
1.2%
revenue

Concept 1

Overview

Scheme to provide better access between platforms at Millom Station by providing new lifts to help the mobility impaired and other users. Creates an enhanced level of accessibility for users of the station. The aim is to benefit a proportion of the 200k users per year at Millom station.

Concept Strengths:

- + Provides direct access at the station for specific user groups (social benefit)
- + Focused on one location
- + Likely support from Network Rail/Operator if funding provided.

Project Name	Millom Station: Improved Platform Access
Project Type	Local Transport
Total Cost & TIP Funding Request	Total – £3.055m TIP request - (£3m capital & £55,000 revenue)
Location	Millom Station
Direct outputs	Upgraded facilities to give improved convenience in using this sustainable mode. Enhanced gateway to town centre.
Wider impacts	Enhanced access to town for a proportion of the 200k/year users of the station.

Concept Weaknesses:

- + Likely to have very poor cost-benefit case
- + Low level of engagement with partners to date to fully understand need
- + Benefits very few users of the town in a very focused location
- + Little economic benefit

Concept 2

Overview

Programme of transport interventions to support sustainable economic growth with particular focus on seizing the potential of the high-quality visitor offer, in both Millom and nearby Haverigg.

Four key elements of a) developing the railway station as a hub and gateway for the town, b) transforming cycling and walking around Haverigg and Millom c) A new cycleway along the sea wall as major attractor and d) Enhancing and upgrading town centre streets.

The aim is to create a leading tourism destination that works with visitors to the Lake District yet is an attraction in its own right, particularly the sea wall.

Concept Strengths:

- + Range of scheme inputs make it very deliverable adding up to a major town wide offer
- + Supports existing investments (e.g. Port Haverigg), but creates 'game-changing' level of opportunity along the sea wall
- + Range of schemes already identified that can create a major culture change in the town. Very walkable and cyclable catchment
- + Complements Lake District National Park offer and makes Millom an increasingly attractive place to live to support West Coast and Barrow major businesses

Project Name

Connected Millom and Haverigg

Project Type

Culture and Heritage (Sea Wall) combined with Local Transport and Urban Regeneration

Total Cost & TIP Funding Request

Total - £10m
TIP request - £10m

Location

Millom and Haverigg

Direct outputs

Upgraded station. Substantial volume of new cycle/walk routes. Major attraction of cycleway along sea wall. Upgraded road and public realm.

Wider impacts

Significant increase in tourism

Concept Weaknesses:

- + Relatively high cost of the Sea Wall Scheme (but potential for 'gamechanging' returns)
- + Only at early stages of discussion with landowners on Sea Wall element
- + Match funding sources not fully explored

Concept 3

Overview

This project will see the complete redevelopment of the public parks at both Millom and Haverigg to improve the public spaces and provide more opportunities for leisure and recreation. Key components are:

- + **Millom Park:** replacement of play park, new games area, repurposed pavilion building with retail and café space, toilets, landscaping and improved accessibility.
- + **Haverigg:** replacement of play park, refurbishment of the games / tennis court area, creation of a crazy golf pitch, to be run as a commercial enterprise, redevelopment and expansion of existing café with additional retail capability, toilets, creation of a skate park facility.

Concept Strengths:

- + Project presents a clear opportunity to improve public space, play space and sports facilities for the communities, adding to Millom and Haverigg's overall leisure offer.
- + Project aligns well with the strategic framework around improving recreation, enhancing natural assets, improving health and wellbeing and attractiveness of town centre.
- + Project management arrangements outlined at a high level but clear.

Project Name	Enterprising Community Parks
Project Type	Urban Regeneration, Planning & Land Use
Total Cost & TIP Funding Request	Total - £2.77m TIP request - £2.46m Match funding - £216,258 already allocated under Town Deal accelerator funding and £98,000 application in progress with the FCC Communities Foundation
Location	Millom Park, LA18 4JA, Haverigg Park, LA18 4ES
Direct outputs	Improved parks infrastructure
Wider impacts	Improved perception of the parks

Concept Weaknesses:

- + May be difficult to establish quantifiable outputs associated with scheme
- + Market failure argument stronger for some aspects of the proposal than others e.g. crazy golf
- + Project would benefit from demand testing

Concept 4

Overview

Town centre improvements to strengthen sense of place, attractiveness, footfall and dwell time.

- + Millom – Deliver a stronger sense of place in the town centre to enhance the settings of the buildings, new surface treatments, seating, planting, interpretation, lighting, wayfinding, a covered area with notice board and a new bus stop, which will be relocated to the edge of the square, facing onto St. George’s Road.
- + Haverigg Centre - Key area currently dominated by roads and tarmac and provides no sense of arrival. Public realm improvements and signposting to this central junction and informal car park would better signify arrival into Haverigg.

Concept Strengths:

- + Project has good alignment with strategic objectives and likely to have wider social value and impact on perceptions of the town centres.
- + High level delivery aspects considered. Well within capabilities of council to deliver
- + Market failure argument can be imputed for a scheme of this type
- + Project has been worked up in some detail, with designs for Millom town square already developed.
- + Deliverable within Stronger Towns Fund timescales

Project Name

Millom and Haverigg Centres

Project Type

Urban Regeneration, Planning & Land Use

Total Cost & TIP Funding Request

Total - £1m
 TIP request - £850k
 Match funding - £150k from Sellafield and CBC

Location

Town Square, Millom, LA18 4HZ
 Main Street, Haverigg, LA18 4EX

Direct outputs

Public realm and accessibility improvements to the town centres

Wider impacts

Improved perceptions
 Increase in land and property values
 Increased footfall/ visitor numbers

Concept Weaknesses:

- + Quantifiable direct impacts of the project likely to be relatively low but will facilitate wider impacts

Concept 5

Overview

Funding is sought to deliver small volumes of affordable accommodation (c.6-8 units) for local residents and housing for NHS staff through acquisition and refurbishment of existing empty homes into energy efficient low carbon Passivhaus homes and/or developing new build modular housing. The project will enable upskilling of local businesses on Passivhaus standards and eco measures.

Refurbishment of the properties and purchasing of resources would be focused on local procurement to support businesses within Copeland on the condition that businesses achieve certain criteria such as employing or training local workers. These criteria will be aimed at sustaining local businesses and the local work force and so growing the local economy.

Project Name	Millom Social Homes Project
Project Type	Urban Regeneration, Planning & Land Use
Total Cost & TIP Funding Request	Total - £500,000 TIP request - £350,000 Match funding - £150,000
Location	Millom
Direct outputs	Improved and diversified housing offer Refurb and reoccupation of vacant buildings Provision of up to 8 new houses
Wider impacts	Retaining residents in town Meeting housing needs of excluded groups

Concept Strengths:

- + Delivers quality and sustainable housing that meets the needs of the local population and supports a more diverse housing offer as well as improving local capability and capacity
- + Brings vacant buildings back into productive use
- + Evidenced need and demand for housing to support vulnerable groups
- + Project partner Cumbria ACT have evidenced skills in delivering land and property projects
- + Alignment with strategic objectives

Concept Weaknesses:

- + The market failure and rationale for public investment is not established
- + Significant cost implications of proposed environmental design standards on viability and deliverability has not been considered
- + Towns Fund ask for 70% of total project costs
- + Potential on-going management cost implications if rental income is insufficient
- + Deliverability challenges in respect of private ownerships, unknown assets and costs of refurbishment, and unidentified target occupiers
- + No identified approach to commissioning a delivery partner to undertake the works

Concept 6

Overview

The project has two elements:

- + Deliver improvements to the existing recreation centre to provide an integrated physical activity, health and wellbeing facility. The centre will provide enhanced gymnastics provision, a café, Youth Zone, climbing facilities and extended fitness suite and studio), and a new pool as well as delivery of outreach health services.

- + Build a 3/G pitch with lighting and fencing to be shared by local sports clubs

Concept Strengths:

- + Project offers the opportunity to improve leisure, sports and health care facilities in Millom, delivering health and wellbeing impacts
- + Proposal aligns with Copeland Sports Strategy and community aspirations
- + Deliverability aspects considered at a high level but are clear

Project Name	Improve sports infrastructure for Millom
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Project Type	Arts, culture and heritage
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Total Cost & TIP Funding Request	Total - £7-9.5m TIP request - £6-8m Match funding - £1m
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Location	Millom Recreation Centre, LA18 4AW Millom School, LA18 5AB
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Direct outputs	Increased capacity of physical activity facilities Improved accessibility to both facilities and services
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Wider impacts	Increased participation physical activity
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Concept Weaknesses:

- + Detailed costing and architects plans still to be undertaken.
- + Match funding still to be secured.
- + Quantifiable direct economic impacts of the project likely to be relatively low however will deliver wider benefits around health and well-being
- + Potential on-going management cost implications if income is insufficient

Concept 7

Overview

Project will deliver grants to owners/long standing tenants to undertake improvement works to bring larger vacant and dilapidated heritage buildings back into use. The project will target properties where there is likely to be a conservation deficit i.e. where the cost of the works required to put the property into an occupiable condition is higher than the increase in capital value. A condition of the grant will be that an occupier must be found and the fund is likely to target 6-8 properties.

Project aims to bring some vacant space back into use by sensitively restoring it and at the same time bringing it up to modern standards internally.

Project Name	Heritage Buildings Improvement Scheme
Project Type	Urban Regeneration, Planning & Land Use
Total Cost & TIP Funding Request	Total - £1,360,000 TIP request - £987,800 Match funding – £382,000 (unsecured)
Location	Vacant/underutilised sites across Millom
Direct outputs	Remediation and occupation of 6-8 vacant or dilapidated properties Commercial floorspace delivery
Wider impacts	Improved perceptions and footfall in town centre Jobs creation Increased land and property values

Concept Strengths:

- + Project presents good opportunity to enhance the character of the town.
- + Clear case for investment and market failure argument presented
- + Copeland BC has experience running similar successful schemes (such as Townscape Heritage Initiatives). The approach to delivery is clear.
- + Good degree of detail around project management and delivery and a strong plan for identifying properties and managing ongoing maintenance
- + Detailed risk assessment provided

Concept Weaknesses:

- + Potential demand/likely uptake testing still to be confirmed
- + Target buildings yet to be identified
- + Match funding not yet committed

Concept 8

Overview

Project seeks funding to deliver a distinct section of a new recreational route connecting Millom and Haverigg called the Ironline. It will showcase the area's mining heritage, following the former route of the iron ore from the Hodbarrow Mines to the coast for distribution. The Ironline concept is inspired by the New York's Highline.

The current route crosses Hodbarrow RSPB Nature Reserve and is currently an unsurfaced track which deters visitors. The proposal is to incorporate walking and cycle pathways amongst landscaped beds and art installations which reflect the iron mining past whilst inspiring alternative futures.

Project Name	The Ironline
Project Type	Arts, Culture & Heritage
Total Cost & TIP Funding Request	Total - £5m TIP request - £5m Match funding - tbc
Location	Hodbarrow Nature Reserve
Direct outputs	10 ha new recreational/heritage route in linear park form with landscaping, design, education etc.
Wider impacts	Change the perception of Millom and Haverigg to a place attractive for residents and visitors. Create better and safer outdoor space

Concept Strengths:

- + Ironline concept presents a strong opportunity to enhance local natural assets and links to Millom and Haverigg as well as celebrating the area's industrial heritage. Project likely to have strong impact on visitor economy
- + Case for investment presented clearly
- + Potential for significant economic benefits through visitor economy
- + Good alignment with strategic objectives

Concept Weaknesses:

- + Cost are currently estimates and TIP ask currently unclear
- + Large scale project with limited detail around deliverability and feasibility

Concept 9

Overview

Project seeks funding to deliver a visitor experience along the coast, providing an immersive, interactive experience that links the historical impact of mining to the landscape and historical figures who lived here. Project proposes:

- + Improvements to discovery centre to start the route, telling Millom and Haverigg's story
- + Works to Norman Nicholson House to celebrate his work and life, supported by volunteers
- + Repurposing of Hodbarrow Lighthouse as an observatory for wildlife, the sea and night sky
- + Wild swimming location with facilities and glamping pods on dunes

Project Name	Millom & Haverigg Tourism Project
Project Type	Arts, Culture & Heritage
Total Cost & TIP Funding Request	Total - £5,500,000 TIP request - tbc Match funding – tbc none secured
Location	tbc
Direct outputs	Delivery of visitor centre Improvements to heritage assets Creation of new recreation and leisure opportunities
Wider impacts	Increased tourism and overnight stays Improved perceptions of Millom & Haverigg

Concept Strengths:

- + Enhance the brand of Millom through literary, heritage and links to natural assets which is likely to support the tourism industry and perceptions of place.
- + Good alignment to strategic objectives for Millom

Concept Weaknesses:

- + Cost information provided is estimated and unclear what the TIP request will be and concerns about ability to ensure future financial sustainability and maintenance.
- + Market failure argument around certain aspects of the project unclear e.g. glamping pods
- + Significant aspects of project feasibility and deliverability outstanding, including delivery plan, risks, procurement etc.
- + Project may struggle to deliver good value for money

Concept 10

Overview

Project seeks to widen delivery of work and skills services across 5 satellite sites that will either be new build or repurposing of existing space. Skills delivery will include:

- + A bespoke digital facility to enhance employability, skills, connectivity and distance online learning for local unemployed or underemployed residents
- + Commercial kitchen to develop catering skills
- + Work and skills delivery spaces linked to business start-up, volunteering, mentoring, programme /project delivery
- + Workshop space for trade and manufacturing skills
- + Interactive science space to support science and maths development towards nuclear sector

Concept Strengths:

- + Strong market failure argument presented and case for investment is clear
- + Applicant has experience in delivering similar projects
- + High level risks considered

Project Name

Millom Work and Skills Infrastructure

Project Type

Skills infrastructure

Total Cost & TIP Funding Request

Total - £1m
TIP request - £1m
Match funding - tbc

Location

Existing/new buildings across Millom

Direct outputs

8,000 sqft learning/community floorspace with supporting facilities and equipment

Wider impacts

New learners supported
Improved educational attainment
Improved links between skills provision and employers

Concept Weaknesses:

- + Project likely to have significant revenue element attached to delivery of training which cannot be met through Stronger Towns Fund and limited evidence of match funding to deliver
- + Concerns that £1m ask will not be sufficient to deliver the project as described
- + Rationale for 5 sites not clear
- + Other scheme options may be more appropriate to deliver the objectives
- + Concerns about ongoing sustainability of satellite sites created beyond the lifetime of the proposed training programmes

Concept 11

Overview

This project will see the development new/upgraded cultural venues for the town, strengthening the arts and heritage offer.

- + Works to improve the visitor experience at the existing Millom Discovery Centre which acts as a gateway to the town and houses a history museum, tourist point and craft outlets.
- + Follow costed plan to restore Norman Nicholson's house and offer visitor space, café and displays
- + Upgrading of the Beggar's theatre to a full arts centre, providing craft workshops, gallery and café in the existing location or in the former co-op building.
- + Enhancements to a naturally created amphitheatre to create an outdoor venue for south west coastal Cumbria, closely connected with the plans for an Iron Line and a venue for community celebrations, for visiting theatre.

Concept Strengths:

- + Project presents the opportunity to make arts, culture and heritage a central part of Millom's brand and reputation
- + Strong alignment across Millom's strategic objectives
- + Project presents potential for jobs creation and wider social impacts
- + Delivery plan is clear with good detail

Project Name	Millom Arts Infrastructure
Project Type	Arts, Culture and Heritage
Total Cost & TIP Funding Request	Total - £2m or £5m depending on option TIP request - £2m / £5m Match funding – Revenue funding (unsecured)
Location	Beggars Theatre, Town Square Norman Nicholson's House Millom Discovery Centre Amphitheatre
Direct outputs	3 upgraded cultural venues for the town
Wider impacts	Improved arts, cultural and heritage offer Increased number of visitors to arts, cultural and heritage events

Concept Weaknesses:

- + Project would benefit from additional evidence of market demand
- + The potential for employment generation needs to be considered in more detail
- + Revenue funding element not currently met by match funding. This will have a strong bearing on the future sustainability of the proposal

Concept 12

Overview

Project seeks funding to deliver start up office space and co-working space geared towards the local arts, leisure, tourism and low carbon sectors. Funding would enable BEC to purchase, lease or repurpose existing premises to provide a range of small offices, shared workspace, meeting rooms and break-out spaces to meet the needs of start-ups and fledgling businesses in the local community looking for high quality office/workspace at affordable rates and on flexible terms. The concept is based on the Bus Station in Whitehaven and there are potential links between the two facilities.

Project Name	The Bus Stop
Project Type	Enterprise Infrastructure
Total Cost & TIP Funding Request	Total - £150,000 TIP request - £112k Match funding - £37.5k
Location	Millom, unspecified location
Direct outputs	New commercial space delivered
Wider impacts	Business start-ups Business growth Job creation Apprenticeships Commercial/industrial floor space created

Concept Strengths:

- + Provide a good addition to the innovation and workspace infrastructure in Millom
- + Applicant demonstrates experience in delivering similar projects
- + Alignment with strategic objectives

Concept Weaknesses:

- + Project costs appear very low for a project of this type
- + Demand for the project is anecdotal – evidence would be beneficial
- + Significant element of revenue funding (£90,000) not being met through match funding
- + Market failure argument difficult to establish
- + Early concept stage - limited detail on route to delivery or programme and no site currently identified or acquired, no consideration of risks
- + The project will only be financially sustainable if units are let and there are no confirmed tenants/prospective members currently
- + Level of community support unknown

+The Way Forward

Deriving a shortlist

- The Board meeting on the 30th November will include a facilitated discussion to agree a shortlist of projects which should be developed further for inclusion in the Town Investment Plan.
- In considering the shortlist, the Board should consider:
 - The ability for good ideas to be strengthened through project development, i.e. we shouldn't lose good ideas just because they don't score as well on the basis of current development provided a robust project can be developed by January 2021
 - The need for the shortlist to slightly exceed the £25m funding cap to build resilience to change
 - How schemes could be amalgamated
 - Whether they could be scaled (up or down)
 - Whether projects could realistically be funded through alternative means
- Following agreement on shortlisted projects, a working group around each project will be formed to develop the project detail to present a robust investment proposition within the Town Investment Plan.

A reminder of need & opportunity

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

- + **The productivity challenge** = *Millom needs to capitalise on its strengths to unlock new economic opportunities*
- + **The demographic challenge** = *Millom is depopulating and needs to retain and attract working age residents to fuel growth*
- + **The commercial challenge** = *Millom needs to repurpose and revitalise Millom town centre*
- + **The inclusive growth challenge** = *Millom needs enabling investment to support quality of life and social mobility to match need to opportunity*

Step 1 – Identify concepts for further development/alternative funding

- + C1 ‘Millom station improved platform access – project generates limited economic benefit for high cost. Opportunities to source alternative funding should be fully explored.

Step 2 - Some repositioning and amalgamation

- + Repackage elements of C2 'Connected Millom and Haverigg' along with C4 'Millom and Haverigg Centres' to improve public realm and connectivity to support movement and liveability
- + Combine C8 'Ironline' tourism attraction with C2 Seawall proposals and C9 'Hodbarrow Lighthouse' work to deliver a major visitor attraction

Step 2 - Some repositioning and amalgamation

- + Broaden C7 'Heritage Buildings Improvement Scheme' to support aspects of other projects with building improvements/restoration and end users i.e workspace, culture and creative space etc such as:
 - + C9 'Millom and Haverigg tourism project' to enable improvements to Norman Nicholson's house
 - + C11 'Millom Art's Infrastructure' improvements to Millom Discovery Centre and potentially Beggars Theatre
 - + C12 'The Bus Stop' which seeks funding to repurpose existing premises

Step 2 - Some repositioning and amalgamation

- + C10 'Millom Work & Skills Infrastructure' – reposition as a cross-cutting project integrated into each project. This will drive social value benefits from the investment through facilitating skills development to marry need and opportunity i.e. hospitality, retail, recreation, construction, digital skills etc

Step 3 - Scaling up/down

- + C3 'Enterprising community parks' – scale down certain aspects and develop stronger focus on community health and wellbeing
- + C6 'Improve sports infrastructure for Millom' – develop stronger focus on community health and wellbeing (including revenue) and sports-led regeneration. Deliverability and viability will be an important consideration during project development.

A Potential Shortlist?

Theme	Proposal	Market Failure to be addressed	Notional Town Deal Allocation?
Local Transport	Connected Millom and Haverigg (transport and public realm improvements)	Poor physical town centre environment; lack of active travel provision and poor connectivity within the town and to neighbouring centres of employment and education	£6m
Arts, Culture & Heritage	The Iron Line (and Sea Wall)	Gaps in tourism infrastructure hampering visitor potential	£8m
Arts, Culture & Heritage	Improving health and well-being (sports-led regeneration and community health and well-being)	Concentration of health deprivation, increasing levels of anxiety and high levels of childhood obesity and diabetes	£6m
Arts, Culture & Heritage	Enterprising community parks	Lack of quality recreational facilities and gaps in tourism infrastructure	£1.5m
Urban Regeneration, Planning & Land Use	Social Homes project	High rates of empty and non-decent homes	£350K
Urban Regeneration, Planning & Land Use	Reactivating Heritage Buildings (including arts, culture, workspace, skills uses)	Poor physical town centre environment, vacant buildings, lack of commercial space and limited offer deterring investment and spend	£6m
			£27.85m

A Potential Shortlist – with Component Parts

Theme	Proposal	To be inspired by original concept ideas including
Local Transport	Connected Millom and Haverigg (transport and public realm improvements)	C2 'Connected Millom and Haverigg' C4 'Millom and Haverigg Centres' C10 'Millom Work & Skills Infrastructure'
Arts, Culture & Heritage	The Iron Line (and Sea Wall)	C8 'Ironline' tourism attraction C2 Seawall proposals C9 'Hodbarrow Lighthouse' C10 'Millom Work & Skills Infrastructure' C11 'Millom Arts Infrastructure'
Arts, Culture & Heritage	Improving health and well-being (sports-led regeneration and community health and well-being)	C6 'Improved Sports Infrastructure' C10 'Millom Work & Skills Infrastructure'
Arts, Culture & Heritage	Enterprising community parks	C3 'Enterprising Community Parks' C10 'Millom Work & Skills Infrastructure'
Urban Regeneration, Planning & Land Use	Social Homes project	C5 'Millom Social Homes Project' C10 'Millom Work & Skills Infrastructure'
Urban Regeneration, Planning & Land Use	Reactivating Heritage Buildings (including arts, culture, workspace, skills uses)	C7 'Heritage Buildings Improvement Scheme' C9 'Millom and Haverigg tourism project' C11 'Millom Arts Infrastructure' C12 'The Bus Stop' C10 'Millom Work & Skills Infrastructure'

Next Steps

- The Board meeting on the 30th November will include a facilitated discussion to agree a shortlist of proposals which should be developed further for inclusion in the Millom Town Investment Plan.
- In considering the shortlist, the Board should consider whether the concepts could be amalgamated, whether they could be scaled (up or down) and whether they could be realistically funded through alternative means. The key outcome is to arrive at a coherent set of project proposals which will deliver economic growth, clean growth and support COVID recovery.
- Following agreement on shortlisted proposals, a working group around each proposal led by the consultant team will be formed to develop the detail to present a robust investment proposition within the Town Investment Plan. Further savings will be required to arrive at a £25m ask through developing detailed costings, exploring match funding opportunities and testing demand. Advice from the Star Chamber and Towns Hub team will also provide feedback and focus on the strongest elements of the proposals for Town Deal funding.

+Appendix

Scoring against Critical Success Factors

Concept Number	Concept Name	Applicant	CSF1: Combined Score	CSF											Total Score	TIP Request
				CSF 2	CSF 3	CSF 4	CSF 5	CSF 6	CSF 7	CSF 8	CSF 9	CSF 10	CSF 11			
1	Millom Station Improved Access	Cumbria County Council	2.6	2.0	2.0	3.0	2.0	4.0	2.0	1.0	2.0	3.0	3.0	26.56	£	3,055,000
2	Connected Millom	Cumbria County Council	4.3	3.0	4.0	5.0	5.0	5.0	3.0	4.0	4.0	4.0	4.0	45.33	£	10,000,000
3	Enterprising Community Parks	Copeland Borough Council	3.2	2.0	3.0	3.0	3.0	4.0	3.0	3.0	3.0	3.0	4.0	34.22	£	2,460,000
4	Millom and Haverigg Centres	Copeland Borough Council	3.3	3.0	4.0	4.0	3.0	4.0	3.0	3.0	3.0	3.0	4.0	37.33	£	850,000
5	Millom Social Homes Project July 2020	Millom Town Council	2.9	3.0	3.0	4.0	4.0	3.0	3.0	3.0	3.0	4.0	3.0	35.89	£	350,000
6	Improving the sports infrastructure for Millom	Millom Recreation Centre and Millom School	3.1	3.0	3.0	4.0	3.0	4.0	3.0	2.0	2.0	2.0	5.0	34.11	£	8,000,000
7	Heritage Buildings Improvement Scheme	Copeland Borough Council	3.2	4.0	4.0	3.0	3.0	3.0	3.0	4.0	4.0	3.0	3.0	37.22	£	987,800
8	The Ironline	To be confirmed	3.7	3.0	3.0	5.0	3.0	4.0	3.0	3.0	3.0	3.0	4.0	37.67	£	5,000,000
9	Millom & Haverigg Tourism Project	To be confirmed	3.7	3.0	4.0	5.0	3.0	4.0	3.0	2.0	1.0	1.0	3.0	32.67		tbc
10	Millom Work and Skills Infrastructure	Millom Network Centre	3.4	3.0	3.0	3.0	3.0	4.0	4.0	2.0	1.0	2.0	3.0	31.44	£	1,000,000
11	Millom Arts Infrastructure	Moore Arts Millom / Norman Nicholson Society/ Millom Discovery Centre	3.3	2.0	3.0	4.0	3.0	3.0	3.0	3.0	2.0	3.0	4.0	33.33	£	5,000,000
12	The Bus Stop	BEC	3.3	2.0	4.0	3.0	3.0	3.0	4.0	4.0	2.0	3.0	3.0	34.33	£	112,000
Total															£	36,814,800

Summary Scores

Concept Name	Total Score	TIP Request
Connected Millom	45.3	10,000,000
The Ironline	37.7	5,000,000
Millom and Haverigg Centres	37.3	850,000
Heritage Buildings Improvement Scheme	37.2	987,800
Millom Social Homes Project July 2020	35.9	350,000
The Bus Stop	34.3	112,000
Enterprising Community Parks	34.2	2,460,000
Improving the sports infrastructure for Millom	34.1	8,000,000
Millom Arts Infrastructure	33.3	5,000,000
Millom & Haverigg Tourism Project	32.7	tbc
Millom Work and Skills Infrastructure	31.4	1,000,000
Millom Station Improved Access	26.6	3,055,000
Total		36,814,800

+ Millom Town Investment Plan

For more information,
please visit www.hatch.com

Item 6 – Millom Town Deal Board Updated Workplan

Why is this report coming to Millom Town Deal Board?

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

Recommendation:

That Millom Town Deal Board:

- a) Note the timescales within the updated workplan.

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

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

Item 7 – Millom Town Deal Board Stakeholder Insight Report

Why is this report coming to Millom Town Deal Board?

This report has come to the Board to acknowledge the outputs of stakeholder engagement undertaken by Hatch which involved strategic and delivery partners and key businesses, complemented by the community engagement led by ACT.

Recommendation:

That Millom Town Deal Board:

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

HATCH



Millom Town Deal - Stakeholder Insight Report - Phase 1

A Final Report by Hatch
19 November 2020

Millom Town Deal Board

Millom Town Deal - Stakeholder Insight Report - Phase 1

19 November 2020

www.hatch.co.uk

Contents Page

1.	Introduction	1
2.	Community Sentiment Analysis	4
3.	Phase 1 – Strategic Insight	13
4.	Next Steps	22

Appendix A - Town Deal Board

Appendix B - Millom Aide Memoire

Appendix C - Millom Stakeholder Consultees

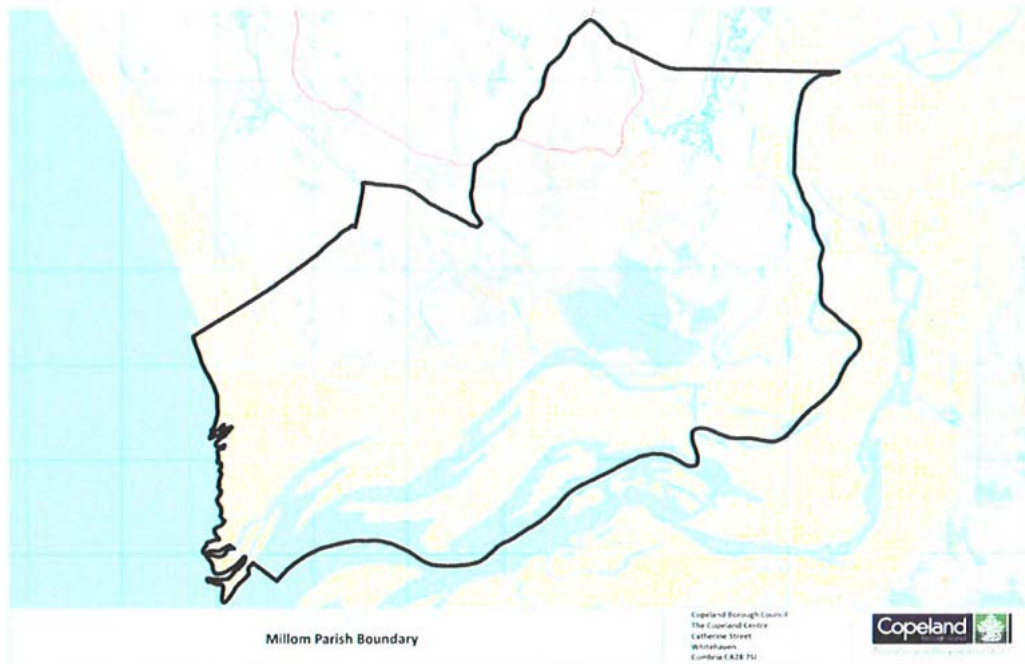
1. Introduction

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

Millom Town Deal Board

- 1.3 The Millom Town Deal Board will be responsible for developing the vision, strategy and Town Investment Plan for Millom and Haverigg, in consultation and collaboration with the communities of Millom Town and Haverigg.
- 1.4 The Town Investment Plan will respond to the challenges and opportunities relevant to Millom and Haverigg in order to create and enhance a sustainable future for Millom Town and Haverigg, its communities, businesses and people.
- 1.5 It will operate as an advisory body to Copeland Borough Council, the Lead Council for the Millom Town Deal, helping to develop a clear programme of interventions which align with the objectives of the Towns Fund. Full membership of the Millom Town Deal Board and Roles / Responsibilities can be seen in Appendix A.

Figure 1.1 Town Deal Area Map



Source: Copeland Borough Council, 2020

Stakeholder Engagement Plan

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

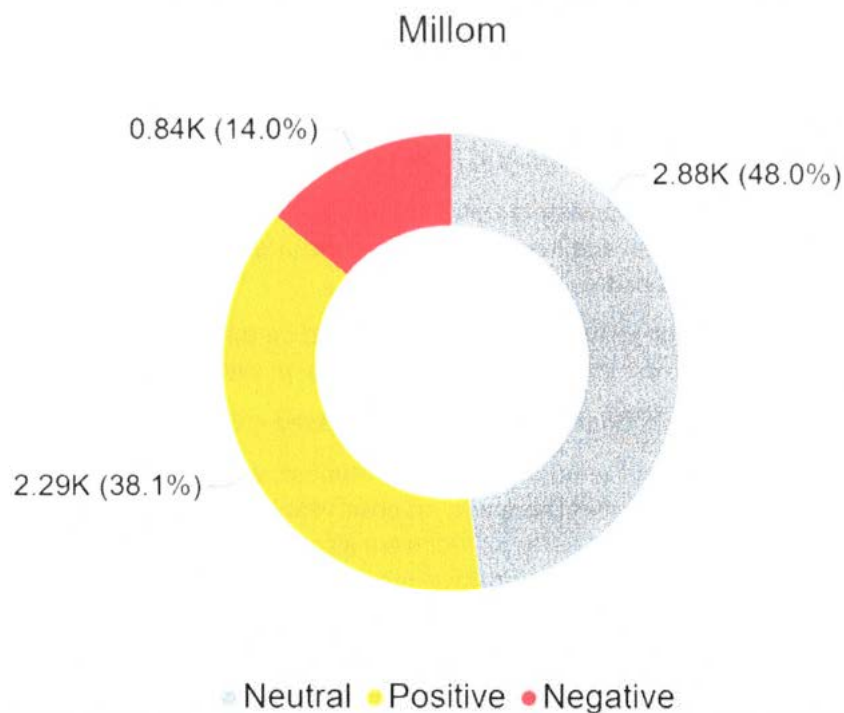
Stage	Questions to be answered
Early data gathering	Identifying issues and opportunities, likes and dislikes about the area.
Draft vision, strategy and emerging project proposals	Testing the draft vision and objectives – do they have broad agreement and support? Sharing information on the potential long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

1.7 ACT is working with the Town Investment Plan Board to implement the stakeholder engagement plan.

2. Community Sentiment Analysis

- 2.1 This section of the report explores current sentiment in Millom drawing on digital engagement findings including online activity which references the town through the Meltwater AI tool, in addition to analysis of comments posted on the #MyTowns page. This digital engagement provided early insight into positive and negative views of the town to inform the early stages of Town Investment Plan development.
- 2.2 Hatch performed a web-trawling analysis of online activity (in social media and blogs) related to a set of keywords relevant to Millom and some of its major assets, such as Hodbarrow Reserve and Millom Hospital. The charts below detail the number of hits (relevant posts on social media), as well as a sentiment category.
- 2.3 Online discussion of the town of Millom itself is mostly neutral or positive, with a smaller proportion being negative in sentiment.
- 2.4 Positive posts most often include discussion of local people or events, including sporting matches. Neutral posts frequently cite Millom Town Council, students, and neighbouring towns. Of negative posts, the focus is often related to healthcare or stolen / lost property in the town.

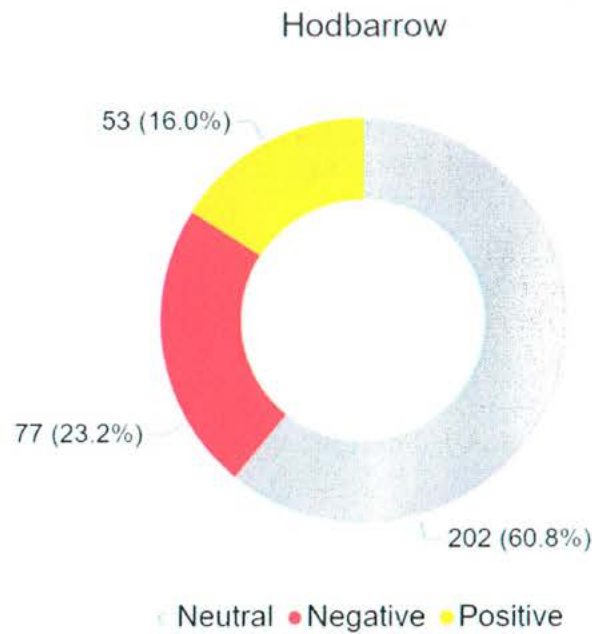
Figure 2.1 Sentiment of Millom



Source: Meltwater AI

- 2.5 As well as the town of Millom, Hatch also analysed online discussion of key assets of Millom, such as the Hodbarrow Reserve.

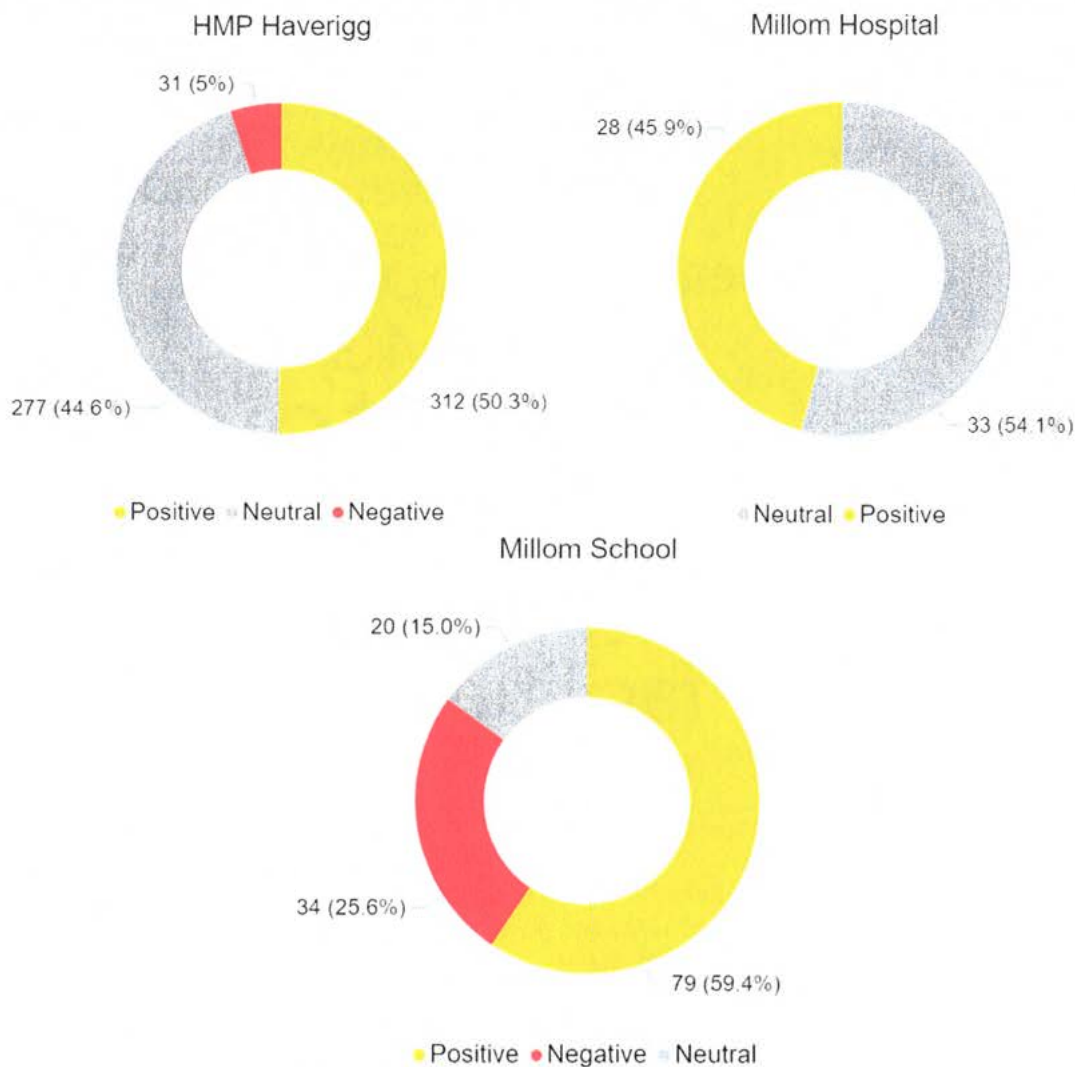
Figure 2.2 Sentiment of Hodbarrow



Source: Meltwater AI

- 2.6 For the Hodbarrow Nature reserve, approximately 16% of posts were of positive sentiment, with approximately 23% being negative and the remainder neutral. Positive posts included reference to the reserve’s beauty, whilst negative posts referenced campers, open fires, and restrictions.
- 2.7 Discussion of Millom’s public assets was also captured by the web-trawling. Sentiment for HMP Haverigg, Millom Hospital and Millom School are included below. Online discussion related to each of these assets is positive to a large extent:
- Positive content about HMP Haverigg focused on the parkrun events held at the prison, which was the first in the country to host such an event.
 - Positive content about Millom Hospital focussed on the enthusiasm of the staff.
 - Millom School had a more polarised sentiment, with around ¼ of posts related to the school being negative. There was no observable pattern among these negative posts. Positive posts related to the school were also considerably diverse in content, although common threads included positive reflection on volunteering organised by the school and its students.

Figure 2.3 Sentiment of HMP Haverigg, Millom Hospital, and Millom School

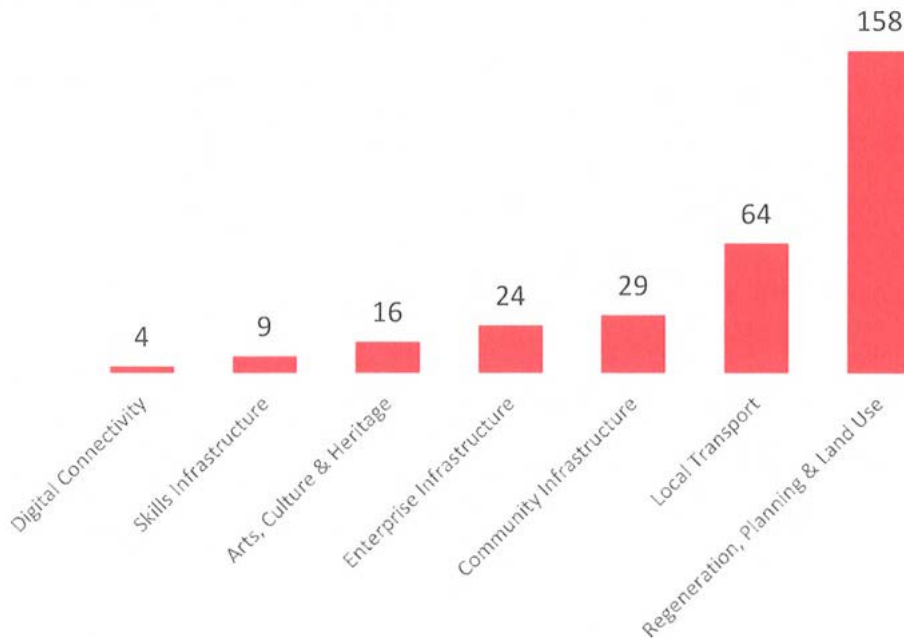


Source: Meltwater AI

#MyTown Sentiment Analysis

- 2.8 The #MyTown portal for Millom, on the Gov.uk website contains 320 unique posts and at approximately 80 comments, primarily from Millom residents which discuss issues in Millom and how the Towns Fund could be used.
- 2.9 The word cloud shows the most popular words that appear in these posts, and give an indication of the focus of discussion, with the larger words appearing more frequently. Of all towns included on the Government website, Millom has the most popular portal in terms of number of posts as of November 2020.
- 2.10 Unsurprisingly, Millom was the most popular word, after connectives and auxiliary words were removed. 'Town' 'Facilities', 'Sports' and 'pool' also frequently appear, each at least 90 times on the portal.

Figure 2.5 Themes of Millom #MyTown posts



Source: <https://mytown.communities.gov.uk/town/millom/>

- 2.12 The majority of posts focused on Regeneration, Planning & Land Use in Millom. These posts suggested new uses for land and ideas about how to develop Millom. By far the most popular single suggestion for land use was sports pitches, particularly 4g astro-turfing, which permits a variety of sports to be played such as hockey and football in most weather conditions.
- 2.13 Local Transport was the clear second in terms of number of posts. The most popular transport suggestions were improving both road and pavement quality around the town, which were identified as barriers to those with low mobility – particularly potholing on roads and wide cracks in pavement. It was also suggested that roads to the nearby beaches are inadequate, and with improved access, tourism benefits from the beaches could be further leveraged.
- 2.14 Community Infrastructure and Enterprise Infrastructure were the next two most popular themes, with 29 and 24 posts discussing them respectively. Numerous references to mental health were made as part of community-focused posts, with suggestions for specific support targeting various age and gender groups. Crime was identified as a particular problem by a couple of users. Enterprise Infrastructure posts discussed possible new uses for the Former Cooperative Society Building, as well as other under-utilised commercial properties in the town.
- 2.15 16 posts discussed Arts, Culture & Heritage in Millom, with a handful of suggestions for a dedicated arts centre that offered either exhibition space or classes. A comparatively small number of posts focused on Skills Infrastructure and Digital Connectivity. Regarding the former, posts generally highlighted the lack of availability of further education courses for Millom residents. On Digital Connectivity, one person suggested Millom needs an internet café, whereas another highlighted the need to improve broadband provision in the town for commercial needs.

Further community engagement

2.16 ACT have been engaging with Millom residents and stakeholders directly to gauge their views on the challenges and opportunities facing Millom and how any investment from the Towns Fund should be put to use. This included:

- Around the Combe: three articles have been run in the magazine over the last three months. The magazine is delivered to 5,500 households around the area, reaching 11,000 people.
- A Leaflet about the Themes: a leaflet was designed to promote the early accelerator fund projects and the Vision and Strategic Framework agreed at the Town Board.

Figure 2.6 Town Deal Flyer



Source: ACT

- Promotion of the Millom #mytown site
- Facebook sites - Copeland Borough Council have set up a facebook site for the Town Board. Around the Combe's Facebook site has been pushing engagement to this site.

Board members were asked to speak to 12 contacts with a specific question about economic regeneration for the town. 70 conversations were held with a cross section of the community through this exercise.

- 2.17 Local stakeholders have also encouraged residents to take advantage of the Government #MyTown portal, which has led Millom to receive the most feedback of any town featured on the government portal.
- 2.18 A Survey Monkey Link was also created that asked if the vision and framework captured the right future for Millom. 24 responses in total were received. 17 agreed (70.8%), 1 person didn't agree (4.2%) and a further 6 people were not sure.
- 2.19 A Facebook post outlining the Millom Town Deal Vision and Strategic Framework was created In October 2020, where it continues to attract comments as of November 2020. Insight from this post relates to the Town Deal as such:

Table 2.1 Responses to the Millom Town Deal Vision and Strategic Framework, Aug – Oct 2020

Town Deal Theme	Insight from comments
	Many historic buildings in the town are in a state of disrepair and should be renovated whilst preserving their historic character. This must be done in such a way that substantively benefits the town, not just providing visual improvement and benefit for private developers.
Arts, Culture & Heritage	Millom's historic status as a market town should be re-established by supporting a regular market in the town. Emphasis on the need to attract new businesses that will encourage more residents to spend in Millom rather than in adjacent larger towns Investing in the renovation of disused buildings such as the Co-Op building could provide new businesses with premises and contribute to Millom's unique character
Enterprise Infrastructure	The desire to attract nearby larger employers such as Sellafield and BAE to Millom and encourage 'local hubs' of high value business It was pointed out that more needs to be said for Haverigg, and the mutual importance of Millom and Haverigg was highlighted.
Community Infrastructure	Improved signage around Millom and Haverigg would help develop the area as a destination for visitors The village car park in Haverigg was flagged as being in a state of disrepair and a barrier to people visiting Haverigg.
Local Transport	Road surfaces around Haverigg are in need of resurfacing. Following years of underinvestment Millom looks 'tired and unloved', and the public realm is in need of regeneration. As mentioned above, much regeneration could come from the renovation of historic buildings in Millom, many of which are in poor condition.
Regeneration, Planning & Land Use	The proposal for high quality new-build housing is welcomed but questions are raised over the best location – this must be consulted on and consensus achieved. It must also not come at the expense of Millom's natural assets, as one of the key strengths of the town is the surrounding countryside / fringe of the Lake District.

Source: ACT

2.20 Key stakeholders of the Millom Town Board were engaged for individual comment by ACT during September 2020, including Copeland Borough councillors, local businesspeople and community leaders. Through this process local Board members spoke with c80 people through a semi-structured interview process.

2.21 A strong consensus exists around the need for a new swimming pool in Millom, with a plurality of responses underpinning its importance given the town's proximity to the sea, access to nearby outdoor swimming areas and Lakes. The need for a swimming pool was described as "desperate" by one respondent.

2.22 Several respondents suggested a swimming pool as the potential core of a larger leisure-based development that could serve as a seed for future investments, as well as a focal point for visitors to Millom by helping to achieve a 'critical mass' of things to do in the town. To go alongside the swimming pool as part of a larger complex, respondents suggested:

- A soft play area
- An internet café
- A café/restaurant
- A cinema

2.23 The appetite for a leisure development of this kind is clearly strong, with one resident stating that Millom is:

"a largish community who have been deprived of basic, fairly modern facilities for a long time"

2.24 Further consensus exists around the acute need to address derelict buildings in Millom, with the Co-operative Building on Wellington Street named several times as an example of the need for physical regeneration. Other sites proposed for physical regeneration include:

- The Slag Heaps
- Duddon Crossing

2.25 The importance of Millom's physical regeneration is also clear from the feedback, with one respondent stating:

"at present Millom offers a rather dreary prospect, with various vacant buildings making it appear unloved"

2.26 This regeneration, however, must benefit the community in a tangible way, rather than merely improving the façade of the town:

"it would not be good if the Millom [Town Deal] funds would ultimately just transfer empty buildings into private hands with no further benefit to the town"

2.27 Ideas pertaining to Local transport were the next most common topic, after Regeneration through Physical Infrastructure. Insufficient transport connections in and around Millom were commented on:

“Transport is not good. [There is] no transport to the prison [HMP Haverigg] for visitors, [who] have to rely on expensive taxis”

- 2.28 Cycling related transport infrastructure was also a popular suggestion, with cycle lanes in the town as well as off-road and rural lanes connecting Millom to the nearby Lakes advocated.
- 2.29 As such, it can be confidently stated that clear preferences for how the Town Fund ought to be used in Millom are beginning to emerge from consultation. Physical regeneration of the town is paramount, and must tackle dereliction in the built environment (especially shop fronts and the public realm). Leisure and recreational activities, including a good retail offer, are currently lacking. Swimming facilities are repeatedly highlighted as urgently needed. Lastly, transport related concerns also should be addressed, with unsatisfactory bus and cycle infrastructure a recurring thread in responses.

3. Phase 1 – Strategic Insight

- 3.1 Hatch has held 26 consultations to date with a range of stakeholders including; Community Groups, Schools / Colleges, Councillors, Youth Groups, Commercial Property Specialists and Local Businesses in the last month. A full list of consultees can be seen in Appendix C.
- 3.2 The consultations were carried out over Microsoft Teams video conferencing due to the COVID 19 lockdowns in the area. All calls followed a standardised Aide Memoire that can be seen in Appendix B. The aide memoire was used as a guide and where necessary adapted to tailor to the consultee's role, remit and local knowledge.
- 3.3 The purpose of the consultations was to gain insight and understanding into what stakeholders perceive as Millom's biggest opportunities, threats and distinctive characteristics. The consultations also gave an opportunity to hear how COVID 19 was directly affecting all areas of the community and the community appetite for incorporating a clean growth approach to recovery.
- 3.4 These topics are explored below with consideration given to the Town Deal themes of Urban Regeneration and Land Use Planning, Skills and Enterprise, and Connectivity.

Distinctive Millom

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

- Visual appeal, the town is located in a beautiful area and has a lot to offer in terms of landscape and scenery with mountain backdrop, near National Park / Lakes and proximity to the coast.
- A Radio 4 pundit described the town as 'the muddiest park run with the most beautiful view'
- Strong sense of identity within the town's community: people are proud of the town and go above and beyond to help each other.
- Industrial heritage of the town.
- A real sense of community in the town i.e. going above and beyond during COVID 19.
- Strong sporting prowess, the town has a long sporting legacy including the origins of rugby league.
- Arts, leisure and culture is very strong in the town, particularly around the town centre square and the theatre has national recognition.
- Linkage to universities including University of Cumbria and University of Central Lancashire (UCLAN) supporting skills development
- A perception of Millom as "the town that time forgot" which has struggled to secure public and private investment as a result of its peripherality and isolation

Challenges for Millom

3.6 Table 3.1 groups the summary points made by consultees in respect of identified challenges facing Millom structured around the Town Deal thematic areas.

3.7 In addition, some general points which don't readily fit into the Town Deal thematic areas were made including:

- There is a distinct lack of things to do particularly for young people therefore drugs and alcohol is an area of concern in Millom.
 - Millom has high obesity levels between 0 – 16 years.
 - Prevalence of smoking is high.
 - There is a prevalence of long term health issues which are lifestyle related such as diabetes, dementia, cardio-vascular conditions.
 - While there are sport clubs in the town the majority depend upon membership fees to run. Sport offer should include outdoor gyms or skateparks that are free to everyone.
 - There are gaps in the provision of healthcare in Millom for example self-care / nursing home. There are also a large number of single mothers in Millom, but there is a lack of breastfeeding support.
 - Millom sits between two health authorities which can create difficulties when delivering services.
 - Millom no longer has an industrial identity; it needs to develop a distinctive offer to attract people to live and work. This offer is currently very unclear.
-

Table 3.1: Thematic Challenges for Millom	
Theme	Summary Points
Urban Regeneration and Land Use	<ul style="list-style-type: none"> The quality of housing in Millom is poor in parts characterised by terraced properties. Empty properties are an issue. There has been few major housing development in the town. Therefore, housing stock needs more diversity i.e. housing for older people, provision of supported living for those with disabilities, and more desirable private or social housing in Millom. There is no available retail space in Millom town centre, yet there are a number of commercial buildings which are vacant which could be repurposed The lack of competition in the supermarket offer of the town means that food is not as affordable in Millom. Existing industrial sites in Millom are fully occupied. Millom has historically had a lack of amenity facilities and has missed out on funding that other local towns have experienced. However, the provision of new facilities via capital sources of funding may be hampered by the costs of sustaining them. As a result, proposed interventions need to be multi-purpose to cross-subsidise and support those areas which are less profitable. The area experiences surface water drainage issues which creates large upfront costs for developers and can make schemes unviable. The capacity of the National Grid needs to be upgraded to support growth and development. This creates a large amount of upfront cost to the development partners and may also affect scheme viability. Tourism is an asset to the town, but can also be a challenge, particularly in light of Covid-19. Work needs to be done to ensure all benefit from tourism and it is done in a sustainable and safe manner. There are gaps in the existing accommodation offer and things to do in the area. The area has lost services over the years, i.e. DWP contact centre is now in Barrow which presents a barrier to access.
Skills and Enterprise	<ul style="list-style-type: none"> Millom has a disproportionately high number of people with special educational needs who need support Education and employment pathways need to be a focus linked to raising aspirations There are gaps in post-16 education in the town although there is a limited provision at the school. However to access a broader curriculum young people need to travel and the distance from college providers in Barrow or Workington is a barrier to participation and choice. A large proportion of the population do not have access to computers or internet making digital poverty is a growing issue. There needs to be a supportive business environment including start up and scale up advice and start up and grow on space
Connectivity	<p>Transport</p> <ul style="list-style-type: none"> There are clear transport challenges that prevent many people accessing services and employment opportunities. Transport issues include road pinch points, bus and rail connectivity. Disability access is also an issue, i.e. at the railway station. There are also parking issues in the town centre. Millom is an hour from Whitehaven / Barrow and 40 minutes from Ulverston. However, there are large accessibility issues to these larger urban centres. Millom can feel very isolated from other Cumbrian towns. There is a lack of disabled support infrastructure in Millom for example ramps or dropped curbs. There is a lack of parking in the town centre other than the large Tesco car park. The rural roads surrounding Millom are full of potholes, partly as they share the surface with lorries travelling to quarries nearby. <p>Digital</p>

-
- Digital connectivity can be very poor in areas. Digital poverty is a large problem.
 - Millom School has experienced difficulties moving teaching online as many families do not have access to laptops.
 - Some digital skills development programmes are provided via charities and companies in the area. More provision is needed to ensure members of the community are not left behind.
-

COVID Impact

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

- There have been job losses and company closures in the town.
- COVID 19 demonstrated the strength of community spirit in Millom for example 2,000 most vulnerable people in Millom and surrounding area were supported, this included a daily average of 40 hot meals delivered every day and 50 telephone calls a day.
- The Citizens Advice Bureau has experienced service demand from new customers who have never claimed benefits before. Debt queries were temporarily reduced as lenders allow for payment holidays. Housing queries were reduced due to tenant eviction bans. Demand for all services is likely to rise as the main furlough period ends and eviction bans are lifted.
- Any adult training courses or apprenticeships in the area had to temporarily close for approximately six months. Providers faced difficulty setting up remote working procedures as digital poverty is a large issue in the area.
- Visitor and Tourist Parks were hit hardest at the start of the pandemic and since the 'rule of six' / local lockdowns have been brought in.
- The rule of six has impacted on group exercise clubs (i.e. rugby or football club) in turn affecting people's ability to exercise.
- There have been delays to the planned interventions such as the growth in capacity at HMP Haverigg.

Opportunities for Millom

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

- Working with Community and voluntary sector to develop health and well-being through preventative care, responsive health, young carers, safe houses, teaching kids how to resuscitate, take blood pressure etc.
- Good practice from elsewhere such as the Barrow WELL presents an opportunity to collaboratively tackle drug/alcohol issues amongst target groups such as young people through a multi-agency approach
- HMP Prison at Haverigg is moving towards becoming an open prison. However, restrictions on outings are in place and HMP Haverigg work with the local council to help provide community services as a form of work experience.

Theme	Summary Points
Urban Regeneration and Land Use	<ul style="list-style-type: none"> • The town is situated within an area of outstanding Natural Beauty and Site of Special Scientific Importance. There are proposals to extend the Lake District National Park boundary which would include the northern part of the Millom Town Deal area. • Heritage buildings/conservation area and industrial history provides an opportunity to underpin an enhanced recreational offer • Encouraging the independent retail trend within the town centre to encourage footfall. A good example of where this has been achieved elsewhere is Hebden Bridge. The Town Square with its heritage offer presents a focus for driving vitality into the town centre • The homeworking trend presents an opportunity for Millom to target • An extended convenience retail offer could stimulate competitiveness, thereby lowering the cost of food, and extend Millom's retail catchment and capture increased spend • There is a large demand for leisure services from residents including a swimming pool. There is an opportunity to work with potential funders to facilitate provision of a swimming pool. A pool would be beneficial to facilitate healthy lifestyles and also give children access to swimming lessons. • Millom Park could be developed to include a multi-surface sports pitch that can be used by multiple teams i.e. hockey, netball and football. • Millom has a good offer of local sports teams i.e. cricket, football and rugby. The rugby club is the oldest known club in the world. There is an opportunity to build leisure services or tourism opportunities from this rugby club. The rugby club is working with 26 sports groups to raise funding to improve sports facilities. • Use art and culture to create a destination and improve footfall, i.e. what has been achieved elsewhere through the Gormley Statues or Sculptures by the sea. Develop events / walks around the statues. The Hidden Coast project will facilitate this. The Norman Nicholson Museum at the Millom Discovery Centre could be developed to include a community café. There are further opportunities for a heritage trail. • Create a leisure destination using the area's landscape assets i.e. coast, reserve, lighthouse, iron heritage. A good example of how this has been achieved elsewhere is the Rheged Centre Cinema in Penrith, an outdoor 3D cinema based in an old quarry site. • There is an opportunity to develop the Port Haverigg Sea Wall as a leisure site with a promenade and a food / drink offer. It is noted that there are some weaknesses in the structure which require addressing. • Improvements to tourist information and wayfinding throughout the area will help tourism become more successful in the area. There is a gap within the tourism marketing that is not met by Cumbria Tourism Board. • The relative isolation and natural beauty of Millom could form a positive attribute if Millom targets and pitches its offer to visitors seeking this type of experience • There is an opportunity to develop community led housing schemes using sources such as Homes England Funding. Opportunities to reconfigure terraced housing to identified need such as knocking two houses into one could be considered.

	<ul style="list-style-type: none"> • Opportunity to provide a more aspirational housing offer could help to retain and attract people to Millom • Sites and premises to support regeneration, including vacant buildings/sites such as Travis Perkins, the Co-op building and the Haverigg industrial sites. The Travis Perkins site is known to be on the open market. • Ability to lever anchor employers such as Sellafield to support surrounding towns i.e. hot desk facility in Millom for 150 employees which will help to support the vitality of the town centre • Opportunities to strengthen the aged care / self care offer in Millom through the provision of a nursing home • Further strengthen the health and well-being offer within Millom building on what has been achieved to date with the Community Hospital
Skills and Enterprise	<ul style="list-style-type: none"> • There is the opportunity to improve higher skills provision in Millom by bringing in UCLAN as a partner to deliver a ‘spoke’ to their health related ‘hub’ provision in Whitehaven • Sellafield is located in relative close proximity to Millom and there is an opportunity to work more closely with Sellafield as an anchor employer with strong ties to Millom through workforce and supply chains. • Opportunity to improve the post skills and development 16 provision in Millom through existing providers and collaborations with providers elsewhere • The natural landscape surrounding Millom presents an opportunity for inward investment and business start up activity in the visitor economy. • Millom is a historic market town, there is an opportunity to set up a young entrepreneur charter with a market stall given to a young entrepreneur aged between 16 – 25 years every Sunday. • A popular farmers market has started on a local housing estate, this could be brought into the centre of town. • The prison population presents an opportunity to enhance services within Millom through a collaborative approach, i.e. training and employment support • Opportunity to develop a hot desking facility within the proposed Sellafield office that SME and start-ups from Millom can utilise. • Sellafield are looking to develop a Project Management Academy with the University of Cumbria focusing on educational change and leadership. Students and those in training within Millom could link up with the centre e.g. a certain number of courses places reserved for local people.
Connectivity	<p>Transport</p> <ul style="list-style-type: none"> • Millom is at the centre of the rural catchment area; therefore opportunities to enhance rural bus connectivity is key. • Improving public transport connections between Millom, Silecroft and Haverigg will create a multiplier effect across the town. • The rail network needs to be maximised to forge connections to opportunities outside of the town, i.e. post 16 provision, higher education, employment • Improved car parking is needed to support footfall in the town • Scope to enhance walking and cycling routes to support health and wellbeing and increase visitors to the town

Digital

- Availability of existing funding pots to improve the quality and capacity of digital fibre in rural areas.
 - Digital platforms present an opportunity to reinstate and enhance service provision in isolated towns such as Millom
-

Clean Growth Opportunities in Millom

- 3.10 The MHCLG Guidance outlines the need for Clean Growth to be a key consideration in the Town Investment Plan. This approach aligns well with local and sub-regional policy which set out strategic targets in support of the national net zero target by 2050.
- 3.11 All consultees were asked how Millom has already incorporate Green Growth into development and how it can build on these measures in the future. The stakeholders identified the following general opportunities for the incorporation of Clean Growth in Millom:

- Opportunities to include solar panels on the roofs of public buildings for example the Millom Recreation Centre, Beggars Theatre and the co-op building.
- Opportunity to develop a e-bike centre within the town, allowing residents / visitors to rent bikes at affordable prices and make use of the cycling network in the area. Further studies are needed to evidence and quantify the level of demand.
- Charging points for Electric Cars / Vans should be introduced near the Town Centre.
- Opportunity for an electric shuttle bus locally within Millom.
- Millom is surrounded by agricultural land and so there is an opportunity to develop a skills centre that focuses on sustainable agricultural techniques.

Aspirations for the Town Investment Plan

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

- Develop a unique offer for the tourism in Millom focused on the areas of outstanding natural beauty and the cultural heritage of the town.
- Enhance the leisure offer in Millom to be more inclusive and affordable, building on the local sports teams in the area.
- Improve the skills and learning offer for those 16 years and over to ensure the local workforce is job ready.
- Make Millom more connected to surrounding communities such as Silecroft and Haverigg.
- Improve the attractiveness of the town.
- Be future focused and responsive to the needs of local people.

4. Next Steps

- 4.1 The results of the Phase 1 Stakeholder Engagement has been used to inform the development of the Town Investment Plan including:
 - A draft and subsequently refined Strategic Framework for Millom
 - The development of a set of critical success factors that was used to assess the project long list
- 4.2 As a shortlist of projects is selected, the feedback from Phase 1, in addition to ongoing engagement, will be used to shape the development of the proposed interventions and the draft Town Investment Plan.

Appendix A - Town Deal Board

Role of the Town Deal Board

PURPOSE

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

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

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

TOWN DEAL AREA

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

ROLES AND RESPONSIBILITIES

The Board will:

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

- 6) Identify as relevant and support the commissioning of underpinning plans and interventions as the Town Investment Plan is implemented.
- 7) Develop responses to new and emerging government policy in relation to towns and the associated themes of the towns sustainability and wellbeing.
- 8) Identify emerging best practice from other Town Deals and town investment planning and ensure that this informs the future activities of the Board.
- 9) Develop a community engagement strategy that implements the priorities of the MyTown campaign alongside other local engagement methods available to the Town Deal Board.
- 10) Ensure complimentary with other Copeland and Cumbria Towns Deal and Future High Street Fund areas.

Investment

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

Delivery and Co-ordination

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

Advocacy

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

Community Engagement

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

Risk

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

Standards and Compliance

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

MEMBERSHIP

Appointment

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

Membership

The membership of the Board is as follows:

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

Public Sector Representation x 5

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

Private Sector Representation x 5

- One Large Business resident in Millom and Haverigg representative
- Two representatives from separate SME businesses resident in Millom and Haverigg
- One Social Housing representative from Home Group
- One Investment Organisation representative

Community Representative x 5

- One representative from the Community Regeneration Partnership embracing the Millom area
- One representative from a community umbrella group championing wellbeing in the Millom area
- One representative from sports and recreation facilities in the Millom area
- One representative from the youth sector
- One representative from the community

The initial list of Millom Town Deal Board members is attached at Appendix B and will be updated regularly as required. Profiles of Board Members will be published on Copeland Borough Council's website alongside Town Deal Board information.

Each Board representative is encouraged to nominate a deputy who attends when they are unable. This deputy nomination must be received in writing. All deputies who attend meetings must provide a completed and signed declaration of interest to be able to actively participate in the Board meeting. The deputy list will be added to Appendix B as they are confirmed by the main representative or by the Board where there is no deputy identified.

Optional Co-optees

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

RESPONSIBILITY OF BOARD MEMBERS

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

CHAIR, VICE CHAIR

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

QUORATE

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

MEETINGS

Frequency

Formal Board meetings will take place on a bi-monthly basis. The Chair of the Millom Town Board will determine whether these need to occur more or less frequently as business determines. It is anticipated that during the development phase there will be both additional working Board meetings alongside focused workshops and task and finish groups. For the latter the Chair and/or Board will agree the arrangements, membership, scope and reporting as part of the decision to set them up.

Meeting Papers

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

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

Written Procedures

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

Attendance Policy

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

Conduct

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

Conflict of Interest

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

Delegated Authority

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

COLLABORATIVE WORKING

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

ACCOUNTABILITY

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

Appendix B - Millom Aide Memoire

Millom Town Investment Plans – Aide Memoire

Background:

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

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

Issues and Opportunities

- 1) What do you identify as distinctive about Millom? i.e. physical characteristics, sense of identity and community etc
- 2) What do you see as the:
 - Key opportunities for Millom now and in the future?
 - Main socio-economic challenges facing Millom now and in the future?
 - Considering the current COVID-19 situation what do you see as the main threats posed to the future prosperity of Millom
- 3) The MHCLG prospectus identifies three themes (urban regeneration, skills and enterprise, and connectivity) should underpin the TIP.
 - Can you summarise your perspectives on the headline issues and opportunities presented by each theme for Millom
- 4) The MHCLG guidance highlights the importance of the principles of clean growth and COVID response to the Town Deal. What are your thoughts on the importance of these principles in a Millom context? i.e. clean growth assets/opportunities and understanding of how COVID has impacted on Millom and the implications arising for restructuring.
- 5) The Town Investment Plan needs to support, add value to and consolidate Millom's existing development, regeneration and investment plans.
 - Please can you highlight any relevant key developments/initiatives your organisation is aware of/involved in

- What are your views on these existing plans? What will they deliver if they can be funded?

Strategic Framework

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

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

Project Prioritisation

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

Stakeholder Engagement

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

Many thanks for your time.

Appendix C - Millom Stakeholder Consultees

The table below outlines the stakeholder consultees for Millom undertaken to date.

Stakeholder	Position	Name
Copeland Borough Council	Economic Development Officer	Sarah Mitchell
	Planning Strategy Officer	Chris Hoban
	Development Control	Nick Hayhurst
	Housing Manager	Amanda Starr
	Work and Skills Programme Officer	Chris Pickles
Cumbria County Council	Area Manager	Gillian Elliot
	Senior Manager Economic Development and Infrastructure Planning	Alison Hatcher
	Local Area Network Manager Highways	Kevin Cosgrove
UK Parliament	MP Aide	Leanne Bolger
Cumbria LEP	CEO	Jo Lappin
UCLAN	Executive Dean, Faculty of Clinical & Biomedical Sciences and Head of The School of Medicine	Cathy Jackson
Citizens Advice Bureau Copeland	Bureau Manager	Shelley Hewitson
Millom Civic Society	Acting Chair	Irene Rogan
	Representative	Jonathan Powell
Millom Town Deal Board	Board Chair	Robert Morris-Eyton
	Deputy Chair	Felicity Wilson
	Tourism lead	Jenny Brumby
Millom Town Council	Millom Mayor	Angela Dixon
Tornado Wire	Operations Manager	Jonathan Miller
CGP Books	Information Technology Director	Jen Wernham
HMP Haverigg	Governor	Tony Corcoran
RSPB	Manager, Cumbrian West Coast Reserves	Dave Blackledge
Beggars Theatre	Artistic Director	Jakki Moor
Morecambe Bay Health Trust	Business & Transformation Manager/ICC Operations Lead	Pauline Preston
Millom Recreation Centre	Director	Marion Giles
Education Youth Council / Millom School	Chair of Governors	Becky Ruddy

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