


Millom Town Deal Board

Thursday 16 May 2024, 14.00 – 16.00

MS Teams

AGENDA

	Item	Paper	Lead
1	Welcome & Introductions / Apologies Declarations of Interest		Chair
2	Review of minutes and actions from previous meeting	Previous minutes	Chair
3	Programme Performance Report	Millom Town Deal quarterly update – report to follow	WD/RD
4	Year End DLUHC Monitoring Return to 31 March 2024	 Millom Town Deal 6 month update report	DK/WD/RD
5	Communications Update:	Verbal Update	RD / WD
	Appointments to the Board: <ul style="list-style-type: none"> Chairman Vice Chair New Board Member 		RD / DK
6	AOB / Next Step: <ul style="list-style-type: none"> Town Deal Board schedule of meetings Forward Plan Agenda items 		Chair



MILLOM TOWN DEAL BOARD

Programme / Project Update Report

Purpose of the Report

The purpose of this report is to provide the Town Deal Board with an update on the Town Deal programme and projects: The Iron Line, Activating Community Health, Reactivating Heritage Buildings, Connected Millom and Haverigg

Recommendations

The board is asked to:

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

Background

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

Table 1: Project Summaries

Project Name	Project outline	Town Deal Funding	Match Funding	Total
The Iron Line (Cumberland Council)	Sensitive enhancement of the unique nature of Hodbarrow RSPB reserve whilst unlocking the area's untapped potential and making it accessible for all. Plans for a new visitor centre that would incorporate a café/bar, retail space and events room, along with adjacent parking. Improvements to the former windmill at Hodbarrow Point. Plans to integrate new art installations into the site.	£7,350,000	£2,710,000	£10,060,000
Activating Community Health (Cumberland Council)	Establishing a new health hub including: <ul style="list-style-type: none"> • A community 15m, four-lane swimming pool • Upgraded 3G surface to the all-weather pitch • A four-court multipurpose sports hall and studio • A fitness suite and café • Social prescribing 	£5,830,000	£5,217,052	£11,047,052
Reactivating Heritage Buildings (Cumberland Council)	The creation of a new Arts & Enterprise Centre on the Town Square. Delivery of building grants to bring vacant or dilapidated premises back into use. Improvements to the Town Square public realm to create a stronger community space.	£2,870,000	£212,500	£3,082,500
Connected Millom and Haverigg (Cumberland Council)	Creating new cycleways / pedestrian paths and enhancing existing ones to encourage their usage. Delivery of new public spaces including greenery and wayfinding signage to create links between different features. Upgraded road infrastructure – 3 junction improvements. Millom Station Upgrade to improve access and create better sense of arrival.	£4,550,000	£20,000	£4,570,000
		£20,600,000	£8,159,552	£28,759,552

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

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

Programme Wide Progress Summary

Programme progress against original profile/forecast

Considerable progress has been made, the programme is running behind the original profile/forecast due to the transition to the new authority, however delivery is on track to meet the external funding time requirements.

Discussion have been had, and are ongoing, on delivery models and the procurement of operators and are progressing well.

Project management is in place for all projects and However, these matters have been actioned and the projects are now moving through RIBA Stage 4.

Capital challenges are still being faced and steps will continue to be taken to ensure projects remain within allocated funding.

Key challenges being faced

Iron Line

Delivery: Planning Permission delay - Planning extension has been requested to allow the design team time to pull together the required information/documents requested to satisfy all consultation comments.

Spend / Cost: Value Engineering continues to be undertaken to reduce capital costs.

Risk: Key risks on the project include - planning determination, project cost, Unregistered land, Natural England Approval.

Operator Engagement: Discussion ongoing with Groundworks as a potential site operator and exploration of the suitable operating model.

Currently the project is over budget and the team are aiming to do an extensive value engineering exercise to bring the project back onto budget. To progress into stage 4 the Council are looking to procure a contractor early to assist with the design and project costs. This process is to be begin in May 2024.

Activating Community Health

Procurement of the design team to commence RIBA stage 3 took longer than originally forecasted, this led to this activity not commencing until February 2023 and completed in July 2023. Procurement of RIBA 4 D&B contractor complete in April 2024. Work with Cumberland Council and contractor to address capital funding gap and work ongoing on sustainable operating model.

Reactivating Heritage Buildings

No issues with procurement of a consultant but may experience difficulties with procurement of a contractor. Review of best options being undertaken with procurement and undertaking of early engagement with our framework contractors. Discussions underway with potential users of the building and again discussion with procurement regarding options.

Connected Millom & Haverigg

Awaiting of the DfT announcement regarding the Access for All bid submitted for proposed improvement works at Millom Railway Station, the outcome of which remains unknown by Cumberland Council and Northern Trains. This provides uncertainty for this element of the Connected Town project delivery. It poses a service delivery risk as well as a reputational risk with key stakeholders - including the Trustees of the Millom Heritage & Arts Centre based at Millom Railway Station and who have been in touch with Chair of the Millom Town Board to request further engagement. Graeme Innes - Senior Manager Infrastructure Planning and Transport has taken an action to raise this during the next meeting held with

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DfT to understand more about announcement timescales. If successful with the announcement - the next stage will be for the project team to work with Northern Trains to proceed with the GRIP 4 process (single option development).

Challenges that are expected in the next 6 to 12 months

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

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

Increased public engagement with regards to project design and progress.

Update on local evaluation activities

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

Key milestones that have been achieved

All projects are progressing through RIBA Stage 4.
PM and consultancy support in place.
Discussions progressing well with proposed operators.

Support requested from DLUHC

None at this stage.

Project Status and RAG Rating

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

Table 2: Project Status and RAG Rating

Project name	Start Date	Completion Date	Status	Delivery (RAG)	Spend (RAG)	Risk (RAG)
Iron Line	Jan 22	Mar 27	Ongoing-delayed	4	3	3
Activating Community Health	Jan 22	Dec 25	Ongoing-delayed	4	3	3
Reactivating Heritage Buildings	Jan 22	Dec 25	Ongoing-delayed	5	3	3
Connected Millom & Haverigg	Mar 22	Mar 26	Ongoing-delayed	3	3	3

Table 3: RAG Guidance

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

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

Table 4: Commentary on Status and RAG Rating

Project	Commentary on Status and RAG Rating
Iron Line	<p>Delivery: Planning Permission delay - Planning extension has been requested to allow the design team time to pull together the required information/documents requested to satisfy all consultation comments.</p> <p>Spend / Cost: Value Engineering continues to be undertaken to reduce capital costs.</p> <p>Risk: Key risks on the project include - planning determination, project cost, Unregistered land, Natural England Approval.</p> <p>Progress to date: <i>Update from the Last reporting period:</i> The planning application for both Welcome building and Landscape works with reference number 4/23/2249/0F1 was submitted and validated on the 6th of September.</p> <p><i>Planning Update:</i> Planning consultation responses received from Natural England, United Utilities, and Highways. Planning extension has been requested to allow the design team time to pull together the required information/documents requested to satisfy all consultation comments.</p> <p><i>Phase 2 Site Investigation works:</i> On Zone 1 (Welcome building site) SI works commenced on February 24 and completed on April 24, Further SI works are planned on Zones 2 & 3 (Hodbarrow Site) for around May 24 with Natural England Permit application submitted - Awaiting Approval. And Zone 4 & 5 are planned for later in September 24 due to bird Nesting season.</p> <p><i>Procurement:</i> Procurement strategy document suitable for NEC 4, Design and Build contract being developed and reviewed. Aim to agree on contract and framework end of April 24.</p> <p><i>Operator Engagement:</i> Discussion ongoing with Groundworks as a potential site operator and exploration of the suitable operating model.</p> <p>Issues: Progress is now being made but early delays have set back some works including the intrusive site investigations needed for stage 4 and the lengthy permission process that is required from Natural England. The site is a SSSI and a European designated site for wintering birds and therefore there are restrictions on when certain activities can be undertaken on site. We are progressing the procurement of the site investigations but delivery will need to accommodate the site sensitivities. The original planning submission has received some objections which has required the</p>

	<p>submission to be extended to allow the team to submit additional documentation required.</p> <p>Currently the project is over budget and the team are aiming to do an extensive value engineering exercise to bring the project back onto budget. To progress into stage 4 the Council are looking to procure a contractor early to assist with the design and project costs. This process is to be begin in May 24.</p>
<p>Activating Community Health</p>	<p>Procurement of D&B contractor being undertaken - delays due to supply chain issues with location. Procurement now complete with a preferred contractor identified.</p> <p>Progress to date:</p> <p>RIBA stage 3 design is now complete. This stage includes a full planning pack and supporting reports. Consultation with the community and the school has been undertaken and fed back into the design.</p> <p>Procurement of D&B contractor to progress RIBA 4 has been completed and award letters are to be issued April 2024. Soft market testing exercise completed for an operator, discussions with procurement to take place on how to further engage and follow formal procurement route. Health and wellbeing and leisure partners workshop planned for late May to review with partners the leisure offer and understand how the facility can meet the health and wellbeing needs of the local community.</p> <p>Internal working group established - review and addressing of capital funding pressures and development of a sustainable operating model (including ongoing discussion regarding local need and provision options).</p> <p>Issues:</p> <p>Procurement of the design team to commence RIBA stage 3 took longer than originally forecasted, this led to this activity not commencing until February 2023 and completed in July 2023. Procurement of RIBA 4 D&B contractor complete in April 2024 but award letters are to be issued. Work with Cumberland Council and contractor to address capital funding gap and work ongoing on sustainable operating model.</p>
<p>Reactivating Heritage Buildings</p>	<p>Spend - Project cost estimates at the end of RIBA Stage 3 (Capital) are slightly higher for the Arts and Enterprise Centre than the original forecast budget this is being reviewed through an external QS. Following consultant award we will be reviewing the designs and reviewing specifications of materials to try and maximise any material savings. Risk around the operator for the building, we are currently having discussions with a number of users of the building, reviewing operator options with procurement.</p> <p>Progress to date:</p> <p>Project manager now in place through Identity Consult. A commission has been issued using the Cumberland Council's</p>

	<p>Professional services framework for a multi disciplinary consultant to take forward the RIBA Stage 3 design. We expect to award the contract to the new consultant late April 2024, they will take forward the design, procure a contractor and act as NEC Project manager until handover. Planning has now been approved for the scheme with communications issued in the form of a press release and social media updates. Meetings have been diarised late April 2024 with potential users of the building and operators. The next steps will include completion of a review of the stage 3 costs for the scheme through QS company Watermans. The team will also be working with the appointed consultant on the design and tendering for a contractor.</p> <p>Issues: No issues with procurement of a consultant we may experience difficulties with procurement of a contractor we will be reviewing best options with procurement and undertaking early engagement with our framework contractors. Need an operator to manage the building discussions underway with potential users of the building and again discussion with procurement regarding options.</p>
<p>Connected Millom & Haverigg</p>	<p>The Stage 3 Design Development and Contracting is on track according to the programme agreed.</p> <p>There is a delivery partner risk with procurement of a design and build contractor to take RIBA stage 3 designs forward and through Northern Rail and the proposals for Millom Railway Station as outcome of the Access for All application made in 2023 remains unknown with no available timescales. This is the main justification for the Delivery RAG rating of 3 and the Risk RAG rating of 3.</p> <p>Progress to date: An engagement event took place in Millom on 6th March 2024 to share with the public and local businesses the concept designs. Feedback was taken on the 4 designs and amendments have been made to the designs incorporating feedback received from the local highways and lighting teams.</p> <p>The project engages fortnightly with the Connecting Millom and Haverigg Working Group to bring key stakeholders back on the journey of project delivery and to promote ownership over plans for their communities.</p> <p>Specialists are updating a project report which provides context of the project from Stages 1 and 2 of Options Identification and Selection through to the current end of Stage 3. The next steps will include procurement of a design and build contractor.</p> <p>Issues: One outstanding issue is the awaiting of the DfT announcement regarding the Access for All bid submitted for proposed improvement works at Millom Railway Station remains unknown by Cumberland Council and Northern Trains. This provides uncertainty for this element of the Connected Town project delivery. It poses a service delivery risk as well as a reputational risk with key stakeholders - including the Trustees of the Millom</p>

Heritage & Arts Centre based at Millom Railway Station and who have been in touch with Chair of the Millom Town Board to request further engagement. Graeme Innes - Senior Manager Infrastructure Planning and Transport has taken an action to raise this during the next meeting held with DfT to understand more about announcement timescales. If successful with the announcement - the next stage will be for the project team to work with Northern Trains to proceed with the GRIP 4 process (single option development).

A significant value of £900,000 approx is allocated for works to the train station the town deal board will be considering the reallocation of this funding to another Millom Town deal project. The project are not requiring a change control at present we wish to discuss further with network rail the Internal place programme board and town deal boards for consideration.

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Funding Profiles

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

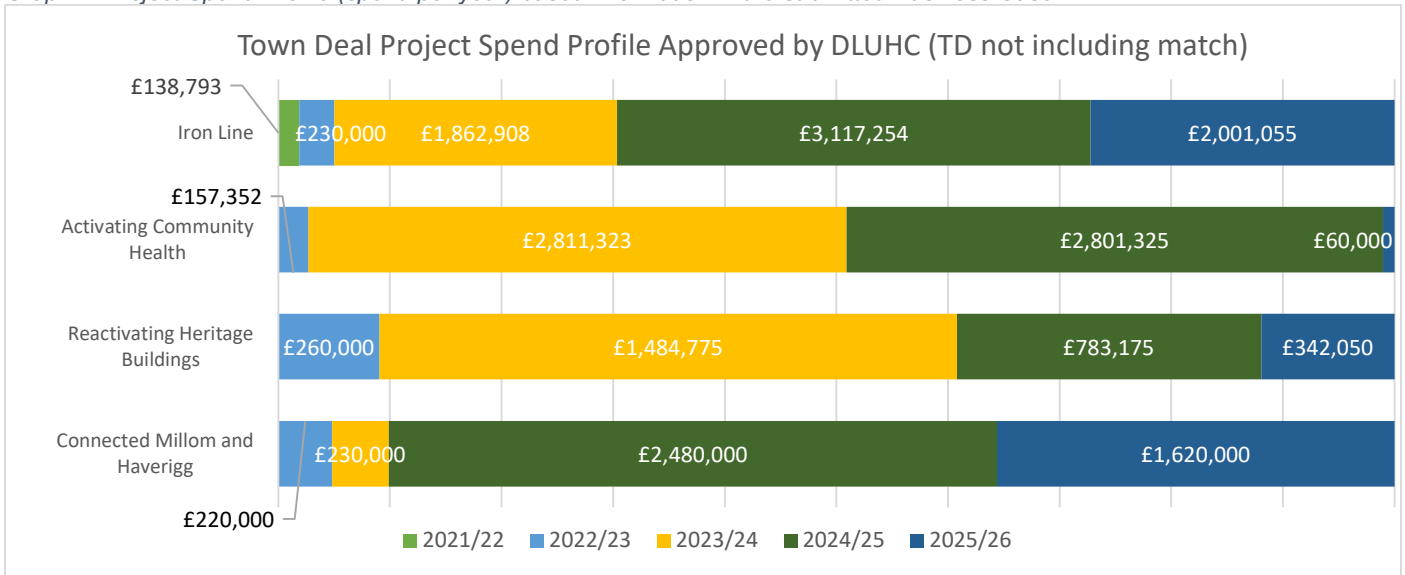
Table 5: Funding Profile (actual and forecast)

	Source	2021/22	2022/23	2023/24				2024/25					2025/26					Total
				Q1/2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	
Iron Line	DLUHC	138,783	298,867	70,179	5,034	49,233	124,447	50,000	50,000	200,000	50,000	350,000	1,594,476	1,594,476	1,594,476	1,594,476	6,377,903	7,290,000
	Match	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,710,000	2,710,000	2,710,000
	Total	138,783	298,867	70,179	5,034	49,233	124,447	50,000	50,000	200,000	50,000	350,000	1,594,476	1,594,476	1,594,476	4,304,476	9,087,903	10,000,000
Activating Community Health	DLUHC	0	82,609	136,168	20,579	0	156,747	274,479	137,239	100,000	474,221	985,939	1,136,176	1,136,176	1,136,176	1,196,176	4,604,705	5,830,000
	Match	0	0	0	0	1,000,000	1,000,000	0	0	0	1,281,383	1,281,383	1,281,383	568,150	0	1,086,136	2,935,669	5,217,052
	Total	0	82,609	136,168	20,579	1,000,000	1,156,747	274,479	137,239	100,000	1,755,604	2,267,322	2,417,559	1,704,326	1,136,176	2,282,312	7,540,374	11,047,052
Reactivating Heritage Buildings	DLUHC	0	229,145	25,005	5,008	1,694	31,707	30,000	68,000	130,453	466,639	695,092	466,639	466,639	466,639	514,139	1,914,056	2,870,000
	Match	0	0	0	0	0	0	0	0	0	125,000	125,000	0	0	0	87,500	87,500	212,500
	Total	0	229,145	25,005	5,008	1,694	31,707	30,000	68,000	130,453	591,639	820,092	466,639	466,639	466,639	601,639	2,001,556	3,082,500
Connected Millom & Haverigg	DLUHC	0	95,672	0	0	100,000	100,000			725,721	725,721	1,451,443	725,721	725,721	725,721	725,721	2,902,885	4,550,000
	Match	0	0	0	0		0					0					0	0
	Total	0	95,672	0	0	100,000	100,000	0	0	725,721	725,721	1,451,443	725,721	725,721	725,721	725,721	2,902,885	4,550,000
Total	DLUHC	138,783	706,293	231,353	30,621	150,927	412,900	354,479	255,239	1,156,174	1,716,581	3,482,474	3,923,012	3,923,012	3,923,012	4,030,512	15,799,550	20,540,000
	Match	0	0	0	0	1,000,000	1,000,000	0	0	0	1,406,383	1,406,383	1,281,383	568,150	0	3,883,636	5,733,169	8,139,552
	Total	138,783	706,293	231,353	30,621	1,150,927	1,412,900	354,479	255,239	1,156,174	3,122,964	4,888,857	5,204,395	4,491,162	3,923,012	7,914,148	21,532,719	28,679,552

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

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



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

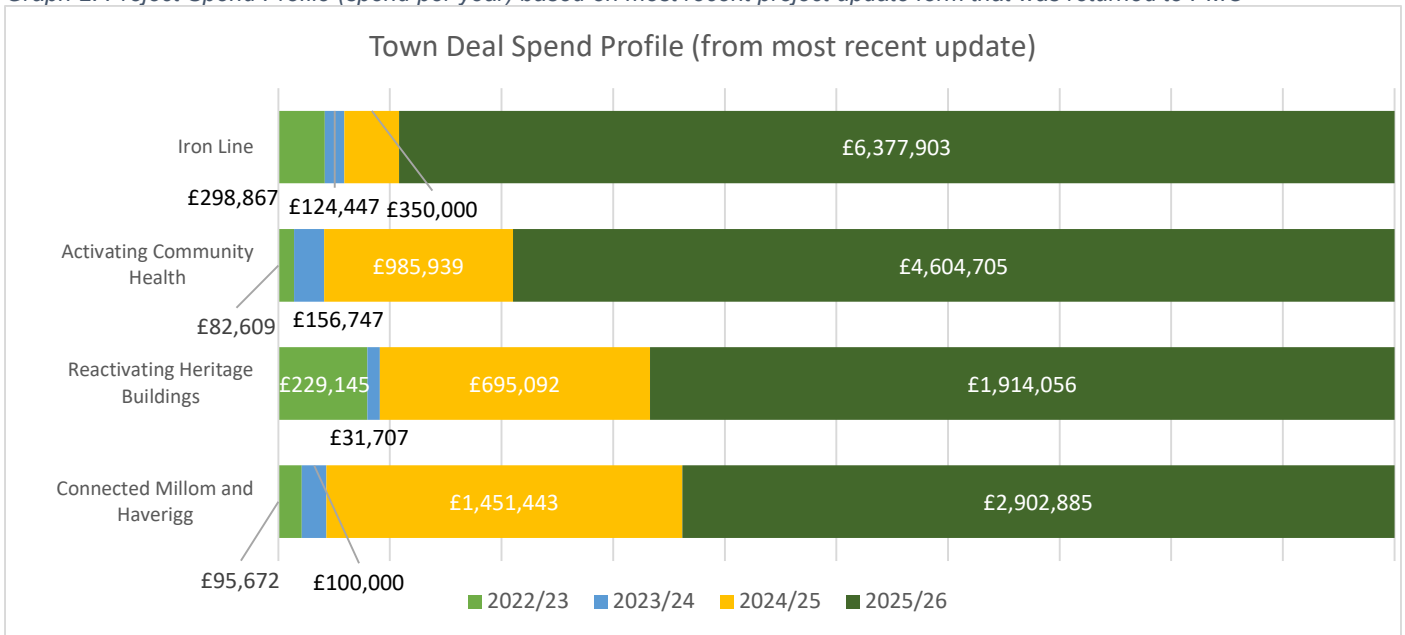


Table 6 (below) highlights comments from project managers with regards to the funding profile. Project Managers have been asked for explanations on any use of freedom & flexibilities, why this has occurred and plans to reconcile this; explanations of why a funding profile has changed in comparison to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

Table 6: Comments on funding profile

Project name	Comments on variance between funding profile and spend profile (from Project Managers)
Iron Line	<p>Contractually committed spend is the contract with layer studio agreed for design and overseeing delivery of £744,566 now in contract with Cumberland council. Current programme expects a start on site date in April/May 2025 on the welcome building and works to Hodbarrow reserve. Not yet entered into contract with a construction contractor.</p> <p>Contractually committed spend: £744,566</p>
Activating Community Health	<p>Contractually committed spend to Thomas Armstrong for stage 1 of design and build contract the total for completion of stage 1 is £411,718 this is expected to be spent by December 2024 with stage 2 commencing in Jan 2025 subject to contract.</p> <p>Contractually committed spend: £411,717.99</p>
Reactivating Heritage Buildings	<p>Contractually committed spend of £238,160 for professional fees to cover design, procurement of contractor and overseeing construction period of arts and enterprise centre , £2,212,500 allocated for contractor to carry out refurbishment of arts and enterprise centre £2,000,000 of towns fund and rest via SSIF and Cumberland Council and £822,500 for building grants scheme funded via towns fund.</p> <p>Contractually committed spend: £238,160</p>
Connected Millom & Haverigg	<p>Contractually committed spend: £120,000</p>

Outputs to be reported against

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

Table 7: Project Outputs to be reported against

Project	Output	Unit	Total figure	Achieved to Date
Iron Line	Number of temporary FT jobs supported	Number	26	0
	Number of full-time equivalent (FTE) permanent jobs created through the project	Number	8	0
	Co-funding committed	£	£2,710,000	£2,710,000
	New/upgraded walking and cycling paths	Km	7.5	0
	Rehabilitated land	m2	150,000	0
	Number of new cultural facilities	Number	1	0
	Restored heritage buildings	Number	1	0
	Amount of existing parks/greenspace improved	m2	300,000	0
	New Public Art installations	Number	6	0
	New car parking spaces	Number	80	0
Activating Community Health	# of temporary FT jobs supported	Number	90	0
	# of full-time equivalent (FTE) permanent jobs created through the project	Number	8.5	0
	Co-funding committed	£	£5,170,000	£5,170,000
	Improved community/sports facilities	Number	1	0
	Additional visits to facility	Number	363,155	0
Reactivating Heritage Buildings	# of temporary FT Jobs	Number	20	0
	Co-funding committed	£	£212,500	£212,500
	# new cultural facility	Number	1	0
	# derelict buildings refurbished	Number	3	0
	#m2 public realm improved	m2	1348	0
	#m2 new retail, leisure or food & beverage space	m2	296	0
	#m2 of new office space	m2	156	0
	#m2 new 'other' enterprise space	m2	153	0
# EV charge points	Number	2	0	
Connected Millom & Haverigg	# of temporary FT jobs supported	Number	21	0
	Co-funding committed	£	£20,000	£20,000
	New and improved cycleways/pedestrian paths	km	3.1	0
	New public spaces	Sqm	919	0
	Upgraded road infrastructure - junction improvements	Number	3	0
	Station upgrade	Number	1	0

Risk Register

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

Table 8: Risk Register

Project	Risk	Current risk			Mitigation	Target risk			Proximity
		Pre-mitigated Impact	Pre-Mitigated Likelihood	Pre-Mitigation Score		Post-mitigated Impact	Post-Mitigated Likelihood	Post-mitigation Score	
Programme	Capacity – lack of project management support and external consultancy interest availability.	Major Impact (5)	High (3)	15	PM support and consultancy support in place	Medium Impact (3)	Low (1)	2	3 – Approaching (next 6 months)
	Delays in procurement of suitable contractors / letting of contracts to undertake the works leading to delays in delivering a suitable outcome	Major Impact (5)	High (3)	15	Effective procurement route is established to attract suitably qualified contractors and internal procurement and legal support is in place	Low Impact (2)	Low (1)	2	3 – Approaching (next 6 months)
	Cost of works at tender exceeds the available budget. Leading to Impact on scope or quality of project delivered.	Major Impact (5)	High (3)	15	Ongoing review of costs during RIBA 4. Identification of additional funding sources.	Major Impact (5)	Medium (2)	10	3 – Approaching (next 6 months)
Iron Line	Environmental designations limits works on site - Planning Consultation and SI works. Consequences: Unable to deliver transformative project to satisfy Towns Fund objectives.	Major Impact (5)	High (3)	15	Retained ecologist to oversee development of design, ecologists on design team and continued discussion with Natural England regarding planning consultation response. SI works commissioned and outcomes to be assessed.	Significant Impact (4)	High (3)	12	4 – Close (next 3 months)
	Budget insufficient to deliver the quality aspired. Consequences: Project	Major Impact (5)	High (3)	15	To be continuously monitored by CC, QS and Layer. Once	Significant Impact (4)	Medium (2)	8	4 – Close (next 3 months)

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	quality not meeting anticipated aspiration.				VE process complete, all parties to discuss options.				
	Failure to meeting planning timescales. Consequences: Unable to progress to the next stage resulting in programme and cost implications.	Major Impact (5)	High (3)	15	Ongoing discussion with identified potential operator Planning tracker in place and all parties committed to ensuring information is issued to planning consultant Conversations with planner to remain ongoing and in regular dialog.	Medium Impact (3)	Medium (2)	6	2 – Distant – next 12 months
Activating Community Health	Cost exceed project budget. Consequences: Additional capital cost or scope change required to reduce impact which will have an impact on the revenue model.	Major Impact (5)	High (3)	15	Identify cost savings in stage 4. Seek additional funding. Identify scope changes.	Major Impact (5)	Medium (2)	10	3 – Approaching (next 6 months)
	Project Delay. Consequences: Extended programme, re-sequence works, funding drawdown risk.	Significant Impact (4)	Medium (2)	8	Maintain programme updates and manage stage sign off end of stage 4.	Significant Impact (4)	Medium (2)	8	3 – Approaching (next 6 months)
	Revenue model and long term economic sustainability. Consequences: Impact on long term viability.	Major Impact (5)	High (3)	15	Develop new revenue model with market input. To update following end of stage 4. Soft market testing carried out working closely with leisure team.	Major Impact (5)	Medium (2)	10	3 – Approaching (next 6 months)
Reactivating Heritage Buildings	Procurement of an operator. Consequences: A construction contract will not be awarded until an operator is in place.	Significant Impact (4)	Medium (2)	8	Further discussions with procurement and the town deal board. Discussions also underway with potential operators and arts and cultural groups.	Medium Impact (3)	Medium (2)	6	3 – Approaching (next 6 months)
	Tenders for capital works higher than anticipated. Consequences: Value	Medium Impact (3)	Medium (2)	6	Costs for the stage 3 designs has recently been reviewed by a QS. Continue to work with	Low Impact (2)	Low (1)	2	3 – Approaching

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	engineering required or project delivered to a lower quality, with reduced outputs.				specialists appointed to review inflation and material prices.				(next 6 months)
	Unable to deliver building grants scheme as building owners have no access to match-funding. Consequences: Outputs not delivered.	Medium Impact (3)	Medium (2)	6	Consideration of increased intervention rates. Ongoing dialogue with potential applicants.	Medium Impact (3)	Medium (2)	6	2 – Distant – next 12 months
Connected Millom & Haverigg	The DfT announcement regarding the Access for All bid submitted for proposed improvement works at Millom Railway Station remains unknown by Cumberland Council and Northern Trains. Consequences: Delays to project delivery leading to reputational risk for the Council.	Major Impact (5)	High (3)	15	Raised at South Area Place Programme PM meeting and internal Project Team meeting as a risk. Senior Manager Infrastructure Planning and Transport has taken an action to raise this during the next meeting held with DfT to understand more about DfT announcement timescales. Re-establish frequent meetings between CC Project Team and Northern Rail once more information is known about anticipated timescales of DfT AfA announcement. No further developments with DfT.	Marginal Impact (1)	Low (1)	1	3 – Approaching (next 6 months)
	One of the interventions includes an area within Haverigg which is not within Cumberland Council ownership. Risk that the proposed designs will not be achievable. Consequences: The intervention is removed from the scheme.	Medium Impact (3)	Medium (2)	6	Ongoing discussions with the landowner	Marginal Impact (1)	Low (1)	1	4 – Close (next 3 months)

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	<p>Concept designs and managing stakeholder expectations. Consequences: Concept designs do not meet stakeholder expectations caused by multiple stakeholders not being able to agree on proposed designs and resulting in no support for the designs and project as a whole.</p>	<p>Medium Impact (3)</p>	<p>Low (1)</p>	<p>3</p>	<p>Stakeholder engagement event taken place overall positive feedback received on designs</p>	<p>Marginal Impact (1)</p>	<p>Low (1)</p>	<p>1</p>	<p>4 – Close (next 3 months)</p>
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Stakeholder Engagement

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

Table 9: Stakeholder Engagement

Iron Line
Stakeholder engagement is currently ongoing following rejection of the planning application. The project team are in regular communication with CC planning, Natural England and others to collate the responses required in order for the planning to be approved. Planned communication in coming months will be appointment of the contractor.
Activating Community Health
Town Fund Board Chair briefings held every two weeks and a schedule of informal workshops implemented to complement formal board meetings. Draft Communication Strategy commented upon by board and finalised. Planned communications will include appointment of the contractor, further communications around the outcome of the soft market testing exercise.
Reactivating Heritage Buildings
Informal project board meetings now scheduled for the board. Communications being picked up by the central Cumberland Council comms team, project updates being cascaded in the form of press releases and updates on social media as required. Recent comms around approval of planning permission. Planned communications around appointment of specialist to provide a multi disciplinary team to take the stage 3 design forward for the arts and enterprise centre.
Connected Millom and Haverigg
From 22.11.2023 - Land Ownership with Agents of The Front Haverigg (re: existing planning application red line boundary) and Tesco Supermarket Millom (re: potential to introduce disabled parking bays for use by Millom Railway Station) - discussions ongoing.
Fortnightly from 12.12.2023 - Connecting Millom and Haverigg Working Group meeting comprising Town Board Chair David Savage, Cllr Bob Kelly and Mayor / Town Councillor / Board Member / School Governor Simone Faulkner - project progress updates with actions log.
Monthly from 20.12.2023 - Connecting Millom and Haverigg Project Delivery Group comprising technical officers from Cumberland Council to help advise and steer designs discussions.
Further engagement planned between January and February with other key stakeholders including Trustees of Millom Heritage and Arts Centre (based at Millom Railway Station), Millom School, South Cumberland Disability Forum, Haverigg Residents Association, local businesses - further detail to be provided at next reporting stage.
Public consultation event undertaken on 6th March, comms done in the form of a press release and social media communications including advertising in the area in the form of posters and leaflet dropping into local businesses. Planned future communications around appointment of contractor expected in Summer 2024.

Future Activity

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

Table 10: Future Activity

Iron Line
Completion of SI and consideration of any impact of outcome. Agreed final position on planning consultation responses. Work with potential operator to refine operating model. Procurement of D&B contractor RIBA 4.
Activating Community Health
Work on capital funding gap and RIBA 4, Work on sustainable operating model.
Reactivating Heritage Buildings
Procurement of contractor, procurement of operator.
Connected Millom and Haverigg
Procurement of a design and build contractor.

Milestones

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

Milestone Description	Agreed Date <i>(from GFA/BC)</i>	Revised Date <i>(from previous quarter)</i>	Progress so far in achieving milestone	Revised Date <i>(from this update)</i>
RIBA Design Stage 3	February 2023		Stage 3 now complete, RIBA Stage 4 commenced	Complete
Planning Application - Submission	April 2023		Complete	Complete
Planning Determination period	June 2023	February 2024	Objections raised from Natural England, highways and UU all addressed with additional ecology surveys instructed. Surveys expected back late May 24 with planning determination expected in June 24.	June 2024
Contractor Appointment	September 2023	March 2024	We will be procuring a 2 stage contract 1st stage to work closely with lead designer on reviewing any further value engineering and stage 2 construction. This will be an open tender and will take 2 months planning to commence in May 24	August 2024
RIBA Stage 4	January 2024	March 2024	Commenced	December 2024
Construction Completion (Handover)	March 2026	April 2026	Welcome building to be handed over in June 2026 works around Hodbarrow to be complete in June 2027 due to ecological impacts. All spend will be committed pre-March 2026	June 2026 (Welcome Building) June 2027 Hodbarrow works

Iron Line

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	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Activating Community Health	Complete RIBA stage 2	May 2022	May 2022	Achieved May 2022	
	Business case submission	June 2022	June 2022	Achieved June 2022	
	Complete RIBA stage 3	September 2022	July 2023	Achieved July 2023	
	Planning Application	April 2023	April 2024		
	Stage 4a design	February 2023	February 2024		
	Contractor procurement	March 2023	January 2024	Achieved April 2024	
	Stage 4b design	July 2023	June 2024		
	Construction & handover	July 2024	December 2025		
	Opening to public	July 2024	January 2026		

	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Reactivating Heritage Buildings	Complete option to purchase Arts & Enterprise Centre	September 2022	March 2023	Achieved - Property acquired Mar 23	
	Appoint design team RIBA 3 for Arts & Enterprise Centre	September 2022	December 2022	Achieved - December 2022	
	Building grant scheme launched	March 2023	January 2024	Documents being prepared	
	Planning permission secured for Arts & Enterprise Centre	June 23	January 2024	Application submitted September 2023	Permission granted April 2024
	Procure Arts & Enterprise Centre Operator	August 23	May 2024	Operating model to be determined	September 2024
	Appoint Main Contractor Arts & Enterprise Centre	August 2023	May 2024	Following RIBA Stage 4 design contractor to be procured using Cumberland Councils capital works framework	October 2024
	Complete public realm works	February 2024	May 2025	The public realm works are being covered as part of Connected Millom and Haverigg	
	Arts & Enterprise Centre opening	March 2024	June 2025		December 2025
	Building grant scheme complete	May 2025	Dec 2025		

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	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Connected Millom & Haverigg	Stage 2: FBC Submission to Copeland Borough Council	4th April 2022		Achieved - June 2022	N/A
	Stage 2: Statutory Undertaker / Topographic Survey Returns	September 2022	February 2024	Underway - Dec 2023 / Jan 2024	February 2023
	Stage 3: Preliminary Designs and Review of BCRs (Station and Civils contracts)	December 2023	TBC	To be confirmed - awaiting AfA announcement from DfT	TBC
	Stage 4: D&B Contract Award (Workstream 1- Civils Contract)	April 2023 (tbc)	June 2024	Currently at end of RIBA 3 procurement commencing May 24	June 2024
	Stage 4: Detailed Design; Workstream 1, Phase 1- St. Georges Terrace	July 2023 (tbc)	June 2024	Commence with contractor	June 2024
	Stage 4: Detailed Design; Workstream 1, Phase 2	October 2023 (tbc)	June 2024	Commence with contractor	June 2024
	Stage 5: Construction Complete Phase 1	March 2024v (tbc)	June 2025		June 2025
	Stage 5: Construction Complete Phase 2	October 2024 (tbc)	January 2026		January 2026
	Stage 3: Railway Station; Partner agreement and land consents	April 2024 (tbc)	October 2024	Awaiting outcome design and access bid	Unknown
	Stage 4: Detailed Design complete; Workstream 2- Station	December 2024	August 2025	Awaiting outcome design and access bid	Unknown
	Stage 5; Construction complete; Station contract	November 2025	January 2026	Awaiting outcome design and access bid	Unknown
	Stage 6: Project Closeout and Completion	Nov-25	March 2026		March 2026

Report completed by:

Name	Designation	Contact Details
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