

Millom Town Deal Board

Monday 26th February 2024, 14.00 – 16.00

MS Teams

AGENDA

	Item	Paper	Lead
1	Welcome / Apologies Declarations of Interest		Chair
2	Review of minutes and actions from previous meeting	Previous minutes	Chair
3	Programme Performance Report	Millom Town Deal quarterly update report	RD/DK
4	Governance: <ul style="list-style-type: none">• Town Deal Board membership / new member nominations		Chair
5	Project Focus: Connected Millom and Haverigg	Presentation	Charlotte Calin
5	Communications: <ul style="list-style-type: none">• Communications Plan• Cumbria Health – Request for support		S Irving C Carlin Sarah Taylor- Howe
6	AOB / Next Step: <ul style="list-style-type: none">• Town Deal Board schedule of meetings• Forward Plan Agenda items	Meeting schedule	Chair

Millom Town Deal Board

Minutes of Board Meeting held on Friday 17 November 2023 at 2.00pm

1. Welcome from the Chair / Meeting protocol

The Chair welcomed attendees to the Quarterly Town Deal Board.

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.

The Chair took the opportunity to welcome Tim Povall to his first Board Meeting and welcomed both his experience and the support of Morecambe Bay Health NHS Trust to the Town Deal Board.

2. Attendances and Apologies

Present:

Millom Town Deal Board members:

David Savage – Chair

Ian Wheeler, Cumbria LEP – Deputy to Jo Lappin

Cllr Bob Kelly, Cumberland Council (subject to formal confirmation)

Cllr Simone Faulkner, Millom Town Council

Tim Povall, Morecambe Bay Health Trust

Marion Giles, Millom Recreation Centre

Nick Lancaster, L&L Ltd

Matt Savidge, Millom School

Sarah Taylor-Howe – CHOC – Waterloo Practice - Millom

Observer:

Callum Ward, BEIS (Business Sectors – Cities & Local Growth)

Officers:

Robert Docherty, Head of Towns Fund, Cumberland Council

Debbie Kavanagh, Programme Office, Cumberland Council

Apologies:

Jo Lappin, Cumbria LEP
Mike Graham, Deputy for Trudy Harrison

3. Declarations of Interests

The Chair asked for any declarations of interest. The following were noted:

- Tim Povall – Activating Health project - as the health representative on the Board.
- Matt Savidge– Activating Health Project– as school representative.
- Marion Giles – Activating Health Project – Millom Recreation Centre

The Chair advised that there were two vacancies on the Millom Town Deal Board. Currently looking for a replacement representative from BEC. D Savage (Chair) was also in discussions with potential private sector organisation to fill the second vacancy and he welcomed any other proposals for consideration by the Town Deal Board.

All Board members were requested to submit any nominations to the Chair.

Action: All

4. Minutes of the meeting held on 7th June 2023

Board members confirmed the minutes of the previous meeting held on 7th June 2023 as a true record.

5. Quarterly Performance Report / Programme Update

R Docherty advised the Town Deal Board that the quarterly programme report provided the same content as the DLUHC return in a more accessible format. He took board members through the report providing additional information in response to their questions as follows:

TP raised a query regarding rising costs.

RD advised that working through RIBA 4 to finalise the design and build would provide greater certainty on the cost model.

MS asked whether projects were at risk of being reduced in scope.

RD advised RIBA 4 stage gate process would identify any impacts to the design and build. If changes to scope are required, discussion about changes to projects would be brought to this board in the first instance.

DS asked for further information regarding the PM leads for each project to ensure Cumberland is resourced to deliver. Capacity to support RD and the programme is required to provide resilience.

RD advised that all projects are moving forward with PM support. RD to provide further information and assurance at the next informal Town Deal Board meeting. **Action: RD**

DS requested actual spend be included in the report. **Action: RD/DK**

MS raised the matter of the revenue operating model for the Activating Health project. RD referred him to the work being done to move the project from RIBA 3 to RIBA 4 and remodelling to reduce the revenue operating model costs. This has been accepted by Cumberland Council to proceed to RIBA 4.

DS advised that he held fortnightly meetings with Assistant Director – Neighbourhood Services - Michael Barry to have oversight of this risk to the programme. RD also held weekly internal project working group meetings for this project and fortnightly updates with the Chair.

Milestones: Chair requested they be included in future reports and this was presented at both Programme and Project level. **Action: RD / DK**

The Chair raised the issue of Procurement: how does Cumberland Council include social value within procurement process?

RD advised that social value is embedded through the tendering, scoring as part of procedure rules.

Action: An informal board discussion around social value and community wealth to be arranged. (RD)

6. DLUHC Monitoring Return

Having discussed the content in detail under the previous agenda item, the Chair asked Town Deal Board members for their comments prior to his sign off the monitoring return to DLUHC.

The Town Deal Board unanimously approved the DLUHC monitoring return for sign off by the Chair David Savage.

Action: Monitoring report to be signed and submitted (DS / DK)

7. Communications Strategy

RD introduced a draft Communications Strategy and invited Town Deal Board members to provide feedback and comments. The Board was asked to provide input into the key stakeholder groups for inclusion within the communication cascade. **Action: All comments / feedback to the Chair cc'd to Robert Docherty**

The Chair highlighted this strategy was long overdue and now the Board Members are invited to ensure the right stakeholders are being both communicated or appropriately engaged. As a Board, we identified Communications as key area for improvement.

Some Initial comments from Board Members:

- Link key programme and project milestones to the comms plan
- Include any platforms from partners which could promote projects. This is an offer of support to help promote the work of the Town Deal
- Key players for Activating Community Health: Social prescribing, CADAS, 3rd Sector / NHS

8. Any Other Business / Next Steps

Dates for informal Town Deal Board meetings will be going out for diaries. These meetings would provide opportunity to discuss in more detail the development and performance of the projects.

The Chair reminded Members of the scheduled Board Members:

- 26th February
- 16th May

The meeting closed at 15:33



MILLOM TOWN DEAL

Purpose of the Report

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

Town Deal Quarterly Update Report



Background

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

Table 1: Project Summaries

Project Name (& Delivery Organisation)	Project outline	Town Deal Funding	Match Funding	Total
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 QUARTERLY period from 1st October 2023 to 31st December 2023 and the information will be used to complete the DLUHC bi-annual returns.

Project Status and RAG Rating

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

Table 2: Project Status and RAG Rating

Project name	Start Date	Completion Date	Status	Delivery (RAG)	Spend (RAG)	Risk (RAG)
Iron Line	Jan – 22	Apr - 26	Ongoing - delayed	4	3	4
Activating Community Health	Jan -22	Dec - 25	Ongoing - delayed	4	4	3
Reactivating Heritage Buildings	Jan-22	Dec-25	Ongoing - delayed	4	3	3
Connected Millom & Haverigg	Mar – 22	Mar – 26	Ongoing – on track	4	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>Planning Permission delay - comments received from Natural England at variance with project input. Meetings had and ongoing to determine final position in order to consider with project design and assess need for any variance. SI investigation being undertaken to determine ground conditions and to assess need for project constraint or capital implications . Value Engineering continues to be undertaken to reduce capital cost.</p> <p>Progress to date: The planning application for the project was submitted and validated on the 6th September. The application was for: Erection of welcome building with café, retail space, staff facilities and car park, installation of air source heat pumps, repair and stabilisation works and installation of suspended periscope mirrors at Hodbarrow Beacon, repair and stabilisation works and installation of camera obscura structure at Towsey Hole Windmill, installation of cladding and new living roof to existing bird hide, erection of new bird hides and viewing platforms, creation of new multi-use pathways with signage, gateway features and street furniture, making good of existing byway (boat) along sea wall, enhancement of wildlife habitats, and associated access, landscaping and drainage infrastructure. The application number is 4/23/2249/0F1. Planning consultation responses received and ongoing work on comments with Natural England.</p> <p>Procurement of consultant to undertake SI completed. SI works commencing February 2024. Procurement process for suitable Design and Build contractor being developed and subsequently undertaken after planning consultation and SI investigation outcomes. Discussion ongoing with potential site operator and exploration of suitable operating model.</p> <p>Discussion ongoing with Cumberland Council Arts Engagement Project - We are Here - in development of model for community engagement in art work commissioning.</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. 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. These works procured and commencing Feb 2024. Planning approval delay due to consultation response - ongoing discussion with Natural England regarding final position. Ongoing value engineering to take account of outcomes of above work.</p>

<p>Activating Community Health</p>	<p>Procurement of D&B contractor being undertaken - delays due to supply chain issues.</p> <p>Progress to date: RIBA stage 3 design is now complete. This stage includes a full planning pack and supporting reports. Consultation with the community and the school has been undertaken and fed back into the design.</p> <p>Procurement of D&B contractor RIBA 4 has been completed.</p> <p>Internal working group established - review and addressing of capital funding pressures and development of a sustainable operating model (including ongoing discussion regarding local need and provision options).</p> <p>Issues: Procurement of the design team to commence RIBA stage 3 took longer than originally forecasted, this led to this activity not commencing until February 2023 and completed in July 2023. Procurement of RIBA 4 D&B contractor ongoing. 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. The current proposal is that this could be absorbed through reprofiling the public realm budget and either re-engineering scope or sourcing additional match funding for this element. This will be considered during RIBA 4 with a view to bring on budget. Delivery - PM resource delay - plan identified and procurement to be undertaken.</p> <p>Progress to date: Programme Manager in place, however, delay due to identification of PM resource.</p> <p>Optimised Environments (OPEN) have progressed the designs for the Arts & Enterprise Centre to RIBA stage 3 and prepared Design & Access and Heritage Statements.</p> <p>The planning application for the works was submitted on 1st September and validated on 8th September. The application was for: Change of use of property from former commercial (bank) & residential use to proposed Millom Arts & Enterprise Centre including demolition of existing outrigger extensions & bank vault, refurbishment & landscaping and proposed extension to accommodate a ground floor café.</p> <p>The cost plan has been updated with the Arts & Enterprise Centre element of the project coming in at approximately £1.82M compared with £1.67M in the Business Case.</p>

	<p>The Public Realm and Building Grants element of the project are being progressed in conjunction with the Connected Town Project. Discussions have been implemented with the Council's Arts and Culture Team with regards to sustainable operating model.</p> <p>Issues: Delay in project due to identification of PM resource - procurement process identified to address, Capital overspend identified - managed through RIBA 4 and constant review.</p>
<p>Connected Millom & Haverigg</p>	<p>The Stage 3 Design Development and Contracting is on track according to the programme agreed with Specialists at appointment (04.12.2023).</p> <p>There is a delivery partner risk with 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: The Project is at the stage of revisiting the original concept designs to test their suitability for moving into further detailed design. This element of the project differs slightly to it's Town Deal project counterparts due to key stakeholder feedback received from members of the Millom and Haverigg Town Board prior to this stage of the project commencing in December 2023.</p> <p>Specialists are in the process of commissioning topographical surveys and addressing feedback received by the Project Delivery Group, which comprises keys technical expertise from within the Council. There are currently four of the original concept designs which are being discussed once again to test their appropriateness and acceptability within the communities of Millom and Haverigg. 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 have drafted a Background report which provides context of the project from Stages 1 and 2 of Options Identification and Selection through to the current Stage 3 of design development and contracting.</p> <p>Issues: Two issues have been raised at the recently re-established South Area Place Programme update meeting with Millom and Haverigg Town Deal Project Managers and at the fortnightly internal Connecting Millom and Haverigg project team catch up meetings. These concern the following:</p> <ol style="list-style-type: none"> 1. 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 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).

2. Reviewing the Access for All bid, there is no reference of a Changing Places facility (<https://www.changing-places.org/>) proposed for Millom Railway Station nor is there any reference to ensuring WC facilities are made accessible for those with disabilities. Accessibility and the 'purple pound' element (spending power of disabled households) of the Connecting Millom and Haverigg project is important to key stakeholders. At earlier stages of project delivery (stages 1 and 2) Changing Places facilities were initially suggested to be accommodated by each of the four Millom and Haverigg Town Deal projects. As two projects could not accommodate Changing Places facilities it was discussed that only two of the four projects would be able to accommodate such facilities; these projects being Ironline and the Leisure Centre. It has since transpired that none of the four projects are proposing to include Changing Places facilities. It is suggested that this matter is sensitively communicated and managed programme-wide with key stakeholders including Millom and Haverigg Town Board members.

For Connecting Millom and Haverigg, feedback has been received from the community at earlier stages of public consultation questioning why the Council is spending money on an asset that the Council does not own (the railway station). It is suggested that this is one of the reasons Connecting Millom and Haverigg may need to strip back on some of the interventions and improvements discussed for Millom railway station - including the Changing Places facility.

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.

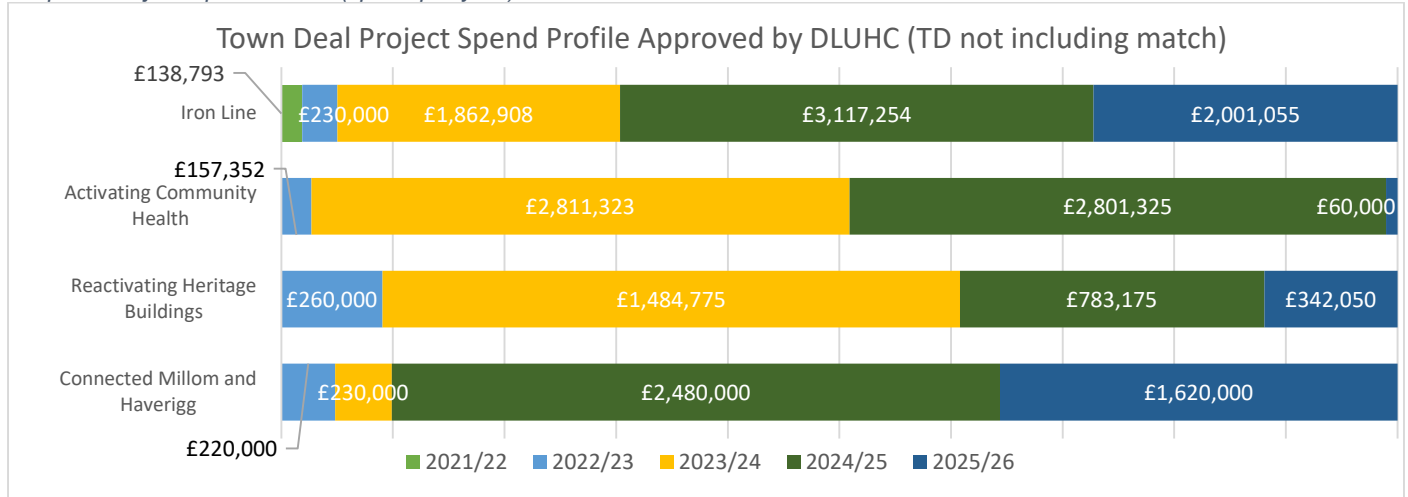
Table 5: Funding Profile (actual and forecast)

Project	2021/ 22	2022/ 23	2023/24				2024/25					2025/26			Total	
			Q1/2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1 Q2	Q3 Q4	Total		
Iron Line	138,783	298,867	70,179	5,034	1,708,827	1,784,041	1,563,627		1,563,627			3,127,254	1,981,055	20,000	2,001,055	7,350,000
Activating Community Health		80,214	136,168	5,078	820,709	961,955	2,430,803		2,297,028			4,727,831	60,000		60,000	5,830,000
Reactivating Heritage Buildings		229,793	25,005	5,008	494,992	525,005	1,661,220		338,938			2,000,158	115,044		115,044	2,870,000
Connected Millom & Haverigg		95,187			100,000	100,000	894,331	894,518	894,518	894,518	894,518	3,527,884	413,465	413,465	826,929	4,550,000
Total	138,783	704,061	231,353	15,120	3,124,528	3,371,001	6,499,981	894,518	5,094,111	894,518	13,383,127	2,569,564	433,465	3,003,028	20,600,000	

Millom Deal Board – 6 Month Update Report (Oct 2023 – Dec 2023)

Graph 1 shows that distribution of spend per year for each project over the lifetime of the Town Deal programme based on what was submitted in the Business Case (match funding not included). The difference from this original profile can be seen in graph 2 which shows the financial profiling of projects based on the most recent project update return. 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

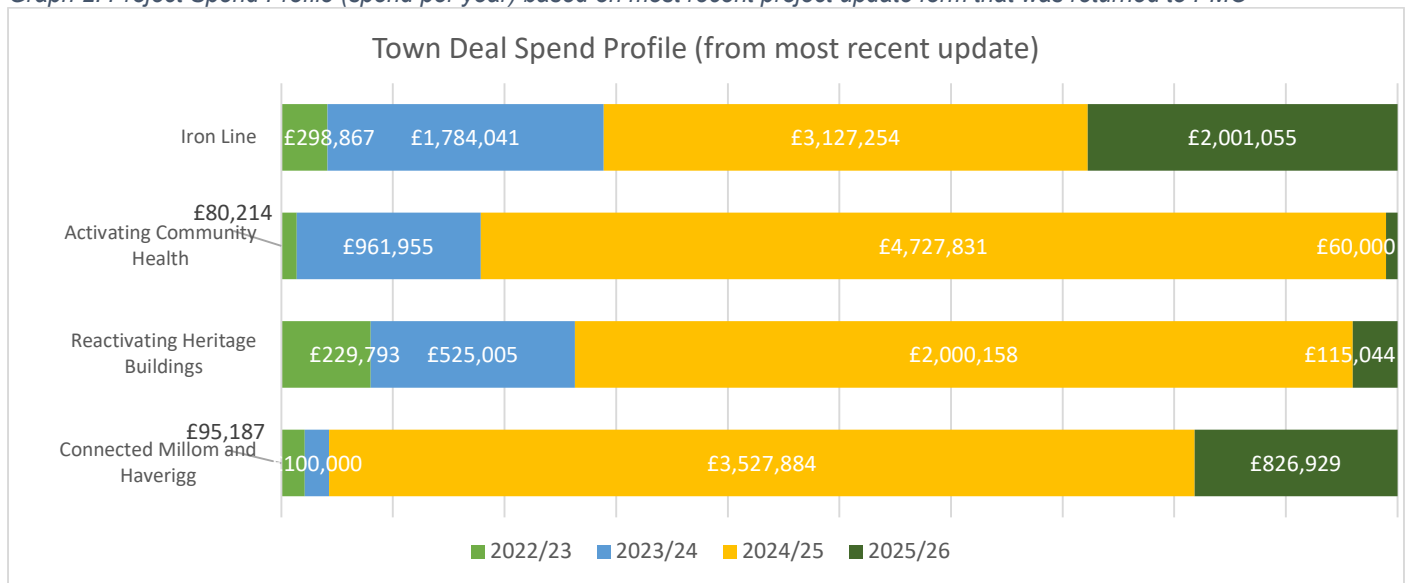


Table 6 (below) highlights comments from project managers with regards to the funding profile. Project Managers have been asked for explanations on any use of freedom & flexibilities, why this has occurred and plans to reconcile this; explanations of why a funding profile has changed in comparison to 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	Contractually committed spend: £513,686
Activating Community Health	Contractually committed spend: £32,540
Reactivating Heritage Buildings	Contractually committed spend: £35,464
Connected Millom & Haverigg	<p>Project is currently underspent in year 2022/23 according to DLUHC approved profile due to delays with progressing the project as a result of LGR and resource capacity. Revised forecasting exercise has been undertaken showing that expenditure will be carried forward to subsequent financial years.</p> <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 then a Project Adjustment Request will 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	
	Number of full-time equivalent (FTE) permanent jobs created through the project	Number	8	
	Co-funding secured	£	£2,710,000	£2,710,000
	New/upgraded walking and cycling paths	Km	7.5	
	Rehabilitated land	m2	150,000	
	Number of new cultural facilities	Number	1	
	Restored heritage buildings	Number	1	
	Amount of existing parks/greenspace improved	m2	300,000	
	New Public Art installations	Number	6	
	New car parking spaces	Number	80	
Activating Community Health	# of temporary FT jobs supported	Number	90	
	# of full-time equivalent (FTE) permanent jobs created through the project	Number	8.5	
	Co-funding secured	£	£5,170,000	£5,170,000
	Improved community/sports facilities	Number	1	
	Additional visits to facility	Number	363,155	
Reactivating Heritage Buildings	# of temporary FT Jobs	Number	20	
	Co-funding secured	£	£212,500	£212,500
	# new cultural facility	Number	1	
	# derelict buildings refurbished	Number	3	
	#m2 public realm improved	m2	1348	
	#m2 new retail, leisure or food & beverage space	m2	296	
	#m2 of new office space	m2	156	
	#m2 new 'other' enterprise space	m2	153	
# EV charge points	Number	2		
Connected Millom & Haverigg	# of temporary FT jobs supported	Number	21	
	Co-funding secured	£	£20,000	£20,000
	New and improved cycleways/pedestrian paths	km	3.1	
	New public spaces	Sqm	919	
	Upgraded road infrastructure - junction improvements	Number	3	
	Station upgrade	Number	1	

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	
Iron Line	Environmental designations limits works on site - Planning Consultation and SI works. 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. Project quality not meeting anticipated aspiration.	Major Impact (5)	High (3)	15	Project team constantly reviewing project cost with budget.	Significant Impact (4)	Medium (2)	8	4 – Close (next 3 months)
	Procurement of operator; management and maintenance responsibilities. Failure to find suitable operator.	Major Impact (5)	High (3)	15	Ongoing discussion with identified potential operator	Medium Impact (3)	Medium (2)	6	2 – Distant – next 12 months
Activating Community Health	Cost exceed project budget. 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. Extended programme, re-sequence works, funding drawdown risk.	Significant Impact (4)	High (3)	12	Maintain programme updates and manage stage sign off end of stage 4.	Significant Impact (4)	Medium (2)	8	3 – Approaching (next 6 months)

Millom Deal Board – 6 Month Update Report (Oct 2023 – Dec 2023)

	Revenue model and long term economic sustainability. Impact on long term viability.	Major Impact (5)	High (3)	15	Develop new revenue model with market input. To update following end of stage 4.	Major Impact (5)	Medium (2)	10	3 – Approaching (next 6 months)
Reactivating Heritage Buildings	Project is delayed due to LGR - PM support. Build prices may escalate and funding may not be spent within timescales.	Significant Impact (4)	High (3)	12	Programme Manager in place. Identification of procurement route for PM support	Medium Impact (3)	High (3)	9	4 – Close (next 3 months)
	Tenders for capital works higher than anticipated. Value engineering required or project delivered to a lower quality, with reduced outputs.	Significant Impact (4)	High (3)	12	Designs have been reviewed and recosted.	Medium Impact (3)	Medium (2)	6	4 – Close (next 3 months)
	Unable to deliver building grants scheme as building owners have no access to match-funding. Outputs not delivered.	Medium Impact (3)	Medium (2)	6	Consideration of increased intervention rates. Ongoing dialogue with potential applicants.	Low Impact (2)	Low (1)	2	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. Delays to project delivery leading to reputational risk for the Council.	Medium Impact (3)	Medium (2)	6	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.	Marginal Impact (1)	Low (1)	1	3 – Approaching (next 6 months)

Millom Deal Board – 6 Month Update Report (Oct 2023 – Dec 2023)

	<p>Currently no Changing Places facility proposed to be provided for any of the four Millom and Haverigg Town Deal projects. Reputational risk and potential dissatisfaction among Millom and Haverigg Town Deal Board members.</p>	<p>Low Impact (2)</p>	<p>Medium (2)</p>	<p>4</p>	<p>Head of Cumberland Town Deal to support in managing stakeholder expectations.</p> <p>Begin to communicate out to key stakeholders for Connected Town taking into account community feedback received regarding questions around spending public sector funding on an asset that is not owned by Cumberland Council.</p>	<p>Marginal Impact (1)</p>	<p>Low (1)</p>	<p>1</p>	<p>4 – Close (next 3 months)</p>
	<p>Concept designs and managing stakeholder expectations. 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>Significant Impact (4)</p>	<p>Medium (2)</p>	<p>8</p>	<p>A fortnightly meeting has been established with key stakeholder engagement meeting with three members of Millom and Haverigg Town Board (including the Chair) to communicate evolving nature of concept designs since public consultation and key stakeholder feedback was received on stages 1 and 2 of project deliver in June 2023. Workshop session organised for 25.01.2024 to discuss designs in more detailed against objectives outlined in the Full Business Case.</p>	<p>Marginal Impact (1)</p>	<p>Low (1)</p>	<p>1</p>	<p>4 – Close (next 3 months)</p>

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 ongoing with regards to planning application responses. Town Fund Board Chair briefings held every two weeks and a schedule of informal workshops implemented to complement formal board meetings. Draft Communication Strategy commented upon by board and finalisation to be noted at next formal board - Feb 2024.
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 finalisation to be noted at next formal board - Feb 2024.
Reactivating Heritage Buildings
Stakeholder engagement ongoing with regards to planning application responses. Town Fund Board Chair briefings held every two weeks and a schedule of informal workshops implemented to complement formal board meetings. Draft Communication Strategy commented upon by board and finalisation to be noted at next formal board - Feb 2024.
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 planned for 27th February between 3-7pm (exact time and date TBC) - further detail to be provided at next reporting stage.

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
Implementation of PM Resource, Procurement of D&B RIBA 4, Planning Approval obtained, Engagement with final operators and users.
Connected Millom and Haverigg
Next steps in project delivery include discussing the Background report and x3 revised concept designs with the Working Group at a site visit and in-person meeting scheduled for Thursday 25th January 2024 and taking all concept designs forward into detailed design with 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 planned for 27th February between 3-7pm (exact time and date TBC) - further detail to be provided at next reporting stage.

Milestones

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

	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Iron Line	RIBA Design Stage 3	February 2023		Complete	
	Planning Application - Submission	45017		Complete	
	Planning Determination period	June 2023	January 2024	Ongoing	
	Contractor Appointment	September 2023	January 2024	Dependent on procurement route, Planning consultation discussions, and SI investigation outcomes	
	RIBA Stage 4	January 2024	March 2024	Commenced. Some intrusive surveys required and sensitivity of site will dictate when these can be completed - may add some delay to completion of stage 4. Programme being monitored for impact.	
	Construction Completion (Handover)	March 2026	April 2026		

	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		
	Stage 4b design	July 2023	June 2024		
	Construction & handover	July 2024	December 2025		
	Opening to public	July 2024	January 2026		

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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)
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	
	Procure Arts & Enterprise Centre Operator	August 23	May 2024	Operating model to be determined	
	Appoint Main Contractor Arts & Enterprise Centre	August 2023	May 2024	Procurement route to be agreed	
	Complete public realm works	February 2024	May 2025		
	Arts & Enterprise Centre opening	March 2024	June 2025		
	Building grant scheme complete	May 2025	Dec 2025		

	Milestone Description	Agreed Date (from GFA/BC)	Revised Date (from previous quarter)	Progress so far in achieving milestone	Revised Date (from this update)
Connected Millom & Haverigg	Stage 2: FBC Submission to Copeland Borough Council	4th April 2022	May 2022	Achieved - June 2022	
	Stage 2: Statutory Undertaker / Topographic Survey Returns	September 2022	May 23 (tbc)	Underway - Dec 2023 / Jan 2024	February 2024
	Stage 3: Preliminary Designs and Review of BCRs (Station and Civils contracts)	December 2023	Jun 23 (tbc)	To be confirmed - awaiting AfA announcement from DfT	TBC
	Stage 4: D&B Contract Award (Workstream 1- Civils Contract)	April 2023 (tbc)	Dec 23 (tbc)		June 2024
	Stage 4: Detailed Design; Workstream 1, Phase 1- St. Georges Terrace	July 2023 (tbc)	Jun 24 (tbc)		June 2024
	Stage 4: Detailed Design; Workstream 1, Phase 2	October 2023 (tbc)	Jun 24 (tbc)		June 2024

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Stage 5: Construction Complete Phase 1	March 2024v (tbc)	Sep 24 (tbc)		June 2025
Stage 5: Construction Complete Phase 2	October 2024 (tbc)	Sep 24 (tbc)		January 2026
Stage 3: Railway Station; Partner agreement and land consents	April 2024 (tbc)	Apr 24 (tbc)		October 2024
Stage 4: Detailed Design complete; Workstream 2- Station	December 2024	Dec 24		August 2025
Stage 5; Construction complete; Station contract	November 2025	Dec 25		January 2026
Stage 6: Project Closeout and Completion	Nov-25	Dec-25		March 2026

Report completed by:

Name	Designation	Contact Details
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