

Carlisle Town Deal Board
Monday 11 October 2021 10:30-12:00

AGENDA

Item no.	Item	Paper	Time
1	Welcome and Introductions	N	10:30
2	Minutes from the previous meeting	Y	10:35
3	Programme update	Y	10:40
4	Business Case Update	N	10:55
5	Town Deal Board Future Remit and Branding	Y	10:25
6	Local Assurance Framework	Y	11:45
7	Next steps and AOB	N	11:55

Carlisle Town Deal Board

AGENDA

Monday 10 May 2021, 15:45-17:15

MS Teams Meeting

No.	Item	Time	Owner	Paper
1	<p>Welcome and apologies</p> <p>Attendees:</p> <p>Emma Porter (Chair) - Story Contracting Cllr John Mallinson – Carlisle City Council Cllr Colin Glover - Carlisle City Council Cllr Paul Nedved – Carlisle City Council John Stevenson MP Jo Lappin- Cumbria LEP David Allen – Cumbria CVS Rob Brittain – Castles and Coasts Housing association Cllr Cyril Weber- Cumbria County Council Jane Meek- Carlisle City Council Mark Boyling – Carlisle Cathedral Julie Mennell– Cumbria University Paul Musgrave – Cumbria County Council Andrew Mackay – Tullie House Sami Falou- Cities and Local Growth Unit Peter Graham – New Skills Consulting Helen Joicey- New Skills Consulting Michael Barry- Cumbria County Council Judith Wilkinson- <i>DWP (Deputising for Elaine Herbert)</i> Steven Robinson – Carlisle City Council Jenson Kemp – Carlisle City Council</p> <p>Apologies:</p> <p>Elaine Herbert - DWP</p>	15:45	EP	N
2	<p>Minutes from previous meeting</p> <p>Minutes from previous meeting were agreed by the Board.</p>	15:50	EP	Y
3	<p>Progress update</p> <p>EP- Stage one process to identify savings undertaken, which identified around half of savings needed, stage 2 has been undertaken by the team working with project sponsors, which has identified some options for the Board's consideration today in order to finalise this process and agree the projects taken forward with government.</p>	15:55	EP/JM	N
4	<p>Stage 2 project assessment results and selection</p>	16:10	PG / SR	Y

<p>PG presenting: projects have been re-evaluated and assessed, using the new proformas and details completed by the project sponsors, focusing on strategic fit, deliverability, match funding/additionality, options have then been considered for removing or reducing scope of the lowest ranking projects. PG presented options and outlined that the issues with removing one project is that it would have an impact on the outputs, as the programme together delivers very well across all the outputs identified by the Towns Deal guidance and TIP. Therefore, Option E, which sees all projects delivered, but at a reduced scope, (most significantly Start with the Park, which will now be phased) is recommended. The final decision however is ultimately for the Board to take.</p> <p>PN: Asks for clarification on output tables, some of the projects have zeroes attributed to them for certain outputs such as job creation, does this not warp our perception, as they would have an impact on this?</p> <p>PG: Highlights that projects need to directly contribute to outputs in order to score here, projects like the Market Hall will contribute directly to job creation by creating new positions and opportunities where as some may have indirect effects on this, they don't directly contribute to certain outputs and therefore do not score under this output.</p> <p>EP: Recognises that it is difficult to put together an evidence base to demonstrate clearly that they are providing jobs.</p> <p>JS: Suggests that Board debates the merits of the specific projects are rather than salami slicing the projects. Highlights that infrastructure projects like Southern Gateway and Start with the Park can be undermined by cost savings and may open further scrutiny by Treasury.</p> <p>EP: Time is identified today to discuss and debate this, and it is important to ensure this is an honest and open discussion and everyone's voices can be heard.</p> <p>PG: In the heads of terms offer all the project passed the gateway, the assurances are to be agreed by the Board through a local assurance process rather than by government.</p> <p>EP: noted that ARUP has also passed the assurances.</p> <p>SF: Confirmed that is the board's decision on which projects go forward, and that the board needs to consider what delivers the outputs and objectives set out in the TIP.</p> <p>JL: In terms of going forward, what kind of flexibility do we have. Once we have received the envelope there generally is no reopening the envelope.</p> <p>JS: If we go ahead with funding and one of the projects being the flounder can we reallocate the funding to another project.</p> <p>PG: This is potentially an option, but it would need to be agreed with MHCLG, on deliverability, all projects have passed the deliverability test twice now, some of the projects come with complex risks, but there is nothing that we have seen in the risks that are unusual at this stage.</p> <p>MB: It is challenging to make savings of this size; the scale of the projects has been had a large impact on our thinking but does not seem that the projects have been fatally compromised.</p> <p>SR: In terms of SWTP there has been a significant reduction in the budget, and we need to have a look whether it can deliver significant output with the reduction and something meaningful. The types of intervention we can bring with a reduced budget still brings additionality, I understand the concerns on reduced budget however it is bringing that glue in terms of additionality and</p>			
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	<p>impact. I just want to reassure the board that a strong business case could be presented.</p> <p>There was a discussion among board members about which option would be best, Board members recognised that this was a difficult decision to make, and would prefer to be in a position where all projects could go forward with the full original funding package. There was a general consensus among for 'Option E', as this provided the greatest balance of outputs.</p> <p>JS: Felt that 50% reduction on SWTP would be questioned, and would prefer to consider removing a project, but accepted that there was a consensus among the board for option E.</p> <p>CJM: Supports the comment from JS.</p> <p>EP: it does seem people are broadly conformable will supporting Option E, if people aren't comfortable with supporting E we need to know</p> <p>A vote was called on the selection of option E</p> <p>10 board members supported option E: EP, MB, CW, RB, AM, DA, CG, JL, JW JuM</p> <p>2 board members supported removing one project, rather than option E: JS, CJM</p> <p>1 Board member abstained: PN.</p>			
5	<p>Working Groups: Communications and Engagement and Project Delivery</p> <p>JK- Presented proposals to establish two subgroups: Communications and Engagement working group and Project Delivery Working Group, which will sit under the governance arrangements of the Board and report to the Board. Seeking board approval for the establishment of these groups.</p> <p>Board endorsed establishment of these groups.</p>	16:50	JK	Y
6	<p>Next steps</p> <ul style="list-style-type: none"> - Complete project confirmation forms and documentation for MHCLG submission on the 24 May. - Consider for next meeting consideration of future strategic role for the board now that the TIP has been submitted. Learning from Barrow - EP to meet with Steve Cole, Barrow TDB chair to gain insights on evolution of their board. - Establish new working groups and work with sponsors to agree communications to announce the agreed funding package. 	17:05	EP	N
7	<p>AOB</p> <p>None.</p>	17:10	ALL	N

CARLISLE TOWN DEAL BOARD

Monday 11th October 2021, 10:30-12:00

ITEM 3: Programme Update Report

1. Purpose of the Report

- 1.1 This paper has been developed to provide the Board with an update on activity that has taken place since the last board meeting.

2. Recommendations

2.1 *The Board is asked to:*

- *Note the progress made with the Town Deal Programme.*

3. Background

- 3.1 At the last board meeting in May 2021, the Board agreed to reprofile all seven projects outlined in the Town Investment Plan, to ensure that all could be delivered in the 19.7 million budget for the Town Deal.
- **Start with the Park, St. Cuthbert's Garden Village:** The 'Start with the Park' project will provide the 'Greenway' a connective, multi-modal green travel route connecting the key settlements of SCGV with Carlisle City Centre and providing a high-quality leisure and recreation facilities. The project will position SCGV as a unique and attractive destination for working-age families.
 - **Southern Gateway:** An integrated programme of investments in active and sustainable travel and public realm to better connect key developments in the Southern Gateway area of Carlisle, including the Railway Station, Citadels, Devonshire Street and the former Central Plaza site, and to connect St. Cuthbert's Garden Village with the City Centre.
 - **Project Tullie:** Welcome & Entrance to Tullie House Museum: part of a wider programme of investment at Tullie House Museum, this project will better connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors.
 - **Lighting Up Carlisle:** Investment of capital funding in digital lighting equipment to support an expanded and transformed events programme.
 - **Digital and Community Learning Hub:** Refurbishment of the City Centre Library to create an accessible digital skills and community learning hub, and installation of digital equipment and training materials in 13 community venues.
 - **Citadels Business Infrastructure:** A purpose-built hyper fast digitally enabled business interaction and accommodation space, linked to the University of Cumbria's flagship campus development on the Citadels site.
 - **Carlisle Market Hall:** Investment to improve the infrastructure and internal structure in the Market Hall to improve the experience for shoppers and visitors and exploring options to create a food court and events space.

3.2 The updated project cost after the reprofiling exercise are as follows:

Table 2: project costs

Project	Towns Fund Total (£)	Towns Fund Capital	Towns Fund Revenue	Match Funding (Public)	Match Funding (Private)	TOTAL PROJECT COST
Carlisle Market Hall	3,015,000	3,015,000		250,000		3,265,000
Citadels Business Infrastructure	4,000,000	4,000,000				4,000,000
Digital and Community Learning Hub	2,350,000	1,750,000	600,000			2,350,000
Lighting-Up Carlisle	620,000	620,000		887,500	135,000	1,642,500
Southern Gateway	6,600,000	6,600,000				6,600,000
Start with the Park (SCGV)	2,000,000	2,000,000			575,000	2,575,000
Project Tullie	918,000	918,000				918,000
Programme Management	197,000	-	197,000			197,000
TOTAL	19,700,000	18,903,000	797,000	1,137,500	710,000	21,547,500

3.3 Project confirmation forms were submitted to Government in May 2021, the forms outline the total funding request and the outputs and outcomes each project will deliver. These are outlined in the table 2 below.

Table 2: Town Deal Project outputs/outcomes

OUTPUTS/OUTCOMES	TOTAL	Carlisle Market Hall	Citadels Business Infrastructure	Digital and Community Learning Hub	Lighting-Up Carlisle	Southern Gateway	Start with the Park (SCGV)	Project Tullie
Jobs created / supported	404	127	149	4	115			9
Business supported (including start ups)	435	60	25	50	300			
Learners Supported	7000			1,500	5,500			
People progressing into jobs / self employment	900			900				
Additional visitors PA	128,300	20,800		0	100,000			7,500
Additional visitor spend PA (£)	7,986,490	1,328,490			6,180,000			478,000
Upgraded Heritage buildings	9	1			7			1
Upgraded community facilities	13			13				
M2 New/ improved floor space (including business space)	4850	2350	888	1,200				412
KM New / upgraded Walking and Cycling routes	8					1	7	
M2 New / upgraded Road Infrastructure	3380					3,380		
Ha Public Realm / green space developed / improved	5.7					0.7	5	

4. Project Delivery Group and Communications and Engagement Working Group

- 4.1 Following resolution of the Board at the last Board meeting, two new workings have been formed to support the Board. These groups are the Programme Delivery Group and the Communications and Engagement Working Group.
- 4.2 Both Groups have since met and the minutes and Terms of Reference for the groups are appended to this report (Appendix A).

5. Business Case Development

- 5.1 One of the first actions for the Project Delivery Group has been to discuss options for Business Case Development.
- 5.2 Following a procurement exercise that involved the project sponsor parties, Mott MacDonald were selected to deliver the business cases for 6 of the 7 projects, with Citadels Business Infrastructure being delivered by Nicol Economics. Nicol Economics have been extensively involved in the project development for the Citadels scheme so far, and therefore are well placed to deliver a strong and compliant business case for the scheme.
- 5.3 Mott MacDonald have been undertaking a gap analysis to outline where additional technical work will be required for each project, Mott MacDonald have been liaising directly with project sponsors to ensure that this technical work is undertaken to support the business case.
- 5.4 Business Cases are required to be completed and submitted to government by the end of March 2022, however some business cases are being progressed to be completed sooner than March, they include:
 - Citadels Business Infrastructure: this Business Case is expected to be completed and submitted to the Board and Carlisle City Council by Autumn 2021
 - Lighting Up Carlisle: this Business Case is expected to be completed and submitted to the Board and Carlisle City Council by January 2022
 - Carlisle Market Hall: This Business Case is expected to be completed by Early 2022
 - The remaining business cases will be completed by March 2022.

6. Delivery Programme

- 6.1 The Delivery Programme (Appendix B) for business case development is available for Board members to review.

- 6.2 At the Next Project Delivery Group meeting project timescales for project specific activities will be identified and the programme will be updated.
- 6.3 The Delivery programme will be a standing item of the agenda going forward, any changes will be highlighted for the Board.

7. Programme Risk

- 7.1 The Programme Risk register is appended to this report (Appendix C). Now that the programme is in stage 2, this risk register will be made available to the Board at each meeting.
- 7.2 Any escalation of risk will be reported to the Board within future programme update reports for the Board to consider the appropriate action.
- 7.3 There are currently no risk escalations for the Board to consider.

8. Early release funding

- 8.1 Following feedback from a number of Towns, in Summer 2021 government announced it would be allocating 'early release funding' to ensure project delivery can be accelerated. This funding is a proportion (5%) of the total town deal funding, which needs to be committed by the end of the financial year 2021-22.
- 8.2 Carlisle has been allocated £985,000 of early release funding, to support accelerating the delivery of the Town Deal Programme.
- 8.3 This funding is for capital expenditure relating only to the projects outlined in the Town Investment Plan and listed in the Grant Offer Letter, however, can be spent on projects prior to business case summary documents being submitted to the Department for Levelling up, Housing and Communities (DLUHC).
- 8.4 The Lead Authorities Section 151 Officer is responsible for determining eligible spend, in consultation with the Town Deal Board.

9. Next steps

- 9.1 The Programme Team, together with the Consultant teams appointed to support the Business Case development and any additional technical work will work to ensure Business Cases can be completed and submitted to the Board for approval by March 2021.
- 9.2 Any upcoming business case submission will be outlined to the Board ahead of their submission.

- 9.3 The proposed process for business case assurance is outlined in agenda item 5. Carlisle City Council is tendering support from external consultants to provide an independent assurance of the Business Cases before submission.

Officer

NAME	DESIGNATION	CONTACT DETAILS
Jenson Kemp	Economy and Enterprise Officer – Carlisle City Council	Jenson.Kemp@Carlisle.gov.uk

Annexes

Annex A- ToR and Minutes of PDG AND CEWG

Annex B- Delivery Programme

Annex C- Risk Register

ANNEX A: Working Group Terms of Reference and Meeting Notes

Carlisle Town Deal: Project Delivery Group

Terms of Reference

Purpose:

The Project Delivery Group is responsible for leading the delivery of the projects within the Town Deal programme, providing updates and information to the Lead Authority and Town Deal Board to ensure the programme is effectively managed across the partnership.

Responsibilities

1. Overseeing the delivery programme, with members taking responsibility to update and advise of any changes relevant to their projects
2. Supporting the procurement processes for future stages of the programme (including business cases and contracting)
3. Supporting the Lead Authority in the appointment and management of contracts relating to the delivery of Town Deal projects
4. Advising the Working Group and the Board of project level updates
5. Outlining issues and risks at project level, to help collate programme level information that will be reported to the Board

Members

The group will have membership from all project sponsor parties for the Town Deal projects:

Officer	Organisation	Project(s)
Steven Robinson	CaCC (Regeneration Team)	Programme Lead; Carlisle Market Hall; Start with the Park; Lighting Up Carlisle
Jenson Kemp	CaCC (Regeneration Team)	Programme; Carlisle Market Hall; Start with the Park; Lighting Up Carlisle
Jillian Hale, Principal	CaCC (Local Plans Team)	Start with the Park
Mark Walshe	CaCC (Property Services)	Market Hall
Paul Walker	CaCC (Discover Carlisle)	Lighting Up Carlisle
Michael Barry	CuCC (Economy and Infrastructure)	Southern Gateway
Paul Musgrave	CuCC (Local Area Team)	Digital and Community Learning Hub
Kate McLaughlin-Flynn	University of Cumbria	Citadels Business Infrastructure
Jo Spencer	Tullie House	Project Tullie

Meetings

Meetings will take place approximately every 6 weeks, ahead of the Town Deal Board, more meetings may be scheduled as required.

Governance

The group reports to the Town Deal Board for all projects and activities relating to Town Deal, The Town Deal Project Delivery Group will be provided with updates from the group for information and comment.

DRAFT

Town Deal Project Delivery Group

7 June 2021- 11:00-12:00

Meeting notes and action tracker

Item	Notes	Actions																						
Welcome and Introductions	<div>Attendees</div> <table><thead><tr><th>Officer</th><th>Organisation</th></tr></thead><tbody><tr><td>Steven Robinson</td><td>CaCC (Regeneration Team)</td></tr><tr><td>Jenson Kemp</td><td>CaCC (Regeneration Team)</td></tr><tr><td>Jillian Hale</td><td>CaCC (Local Plans Team)</td></tr><tr><td>Mark Walshe</td><td>CaCC (Property Services)</td></tr><tr><td>Paul Walker</td><td>CaCC (Discover Carlisle)</td></tr><tr><td>Eleanor Farrell</td><td>CuCC (Economy and Infrastructure)</td></tr><tr><td>Paul Musgrave</td><td>CuCC (Local Area Team)</td></tr><tr><td>Kate Mclaughlin-Flynn</td><td>University of Cumbria</td></tr><tr><td>Jo Spencer</td><td>Tullie House</td></tr><tr><td>Amy Walker</td><td>Tullie House</td></tr></tbody></table> <div>Apologies: Michael Barry- CuCC</div>	Officer	Organisation	Steven Robinson	CaCC (Regeneration Team)	Jenson Kemp	CaCC (Regeneration Team)	Jillian Hale	CaCC (Local Plans Team)	Mark Walshe	CaCC (Property Services)	Paul Walker	CaCC (Discover Carlisle)	Eleanor Farrell	CuCC (Economy and Infrastructure)	Paul Musgrave	CuCC (Local Area Team)	Kate Mclaughlin-Flynn	University of Cumbria	Jo Spencer	Tullie House	Amy Walker	Tullie House	
Officer	Organisation																							
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Paul Musgrave	CuCC (Local Area Team)																							
Kate Mclaughlin-Flynn	University of Cumbria																							
Jo Spencer	Tullie House																							
Amy Walker	Tullie House																							
Programme Background and Purpose of the group	<p>Group reviewed key milestones up to this stage, including submission of TIP, agreement of HoT and completion of project reprioritisation and project confirmation forms.</p> <p>Group established alongside the Communications and Engagement Working Group, by the Town Deal Board at the last meeting in 10 May. The group, made up of project leads across the programme has been set up to</p> <p>Group reviewed purpose and roles as set out in the HoT.</p>	<p><i>Group to come back with any changes or amends to TOR ahead of the next meeting.</i></p>																						
Approach to Business Cases	<p>Range of options for business case development were discussed, including developing packages of business cases- either by commissioning for fast track projects first, or by town deal intervention themes, and commissioning all project business cases to be delivered in one commission.</p>	<p><i>1. CaCC to circulate a redraft of the BC tender brief and ask project leads to come back with comments, and feedback in terms</i></p>																						

	<p>Group agreed that including all projects in one commission would be the best approach to ensure both consistency and provide a simpler management process.</p> <p>It was noted that projects are at different stages of development, and there may be further work required over and above the business case. This would need to be reflected in the business case tender brief.</p> <p>Outlined 3 fast track projects: Citadels BI, Market Hall and Lighting Up Carlisle. These will need business cases completed by 28 October to release spend by December (indicative date).</p> <p>Noted that Citadels BI could have business case completed ahead of this and that there was potential for business case development for this element to be achieved through the existing commission. The deadline ahead of the October would be 29 July, allowing funding to be released around September 2021 (indicative date)</p>	<p><i>of what support will be required.</i></p> <p><i>2. KMF to review business case arrangement for Citadels BI project and feedback to CaCC in line with BC tender brief drafting</i></p>
AOB	<p>Group agreed to hold meetings every 6 weeks, (Monday 11:00-12:00) next meeting would be set up for August, appreciating that many may have leave, and then 6 weeks thereafter.</p>	<p><i>JK to set up recurring meeting for future mtgs.</i></p>

Town Deal Project Delivery Group
Monday 9 August 2021- 11:00-12:00

AGENDA

Agenda No.	Item	Actions
1	<p>Welcome and Introductions Kate McLaughlin-Flynn UoC Jo Spencer- Tullie House John Bosson- CuCC Mark Walshe- CaCC Jillian Hale- CaCC Michael Barry- CuCC Brian Durham- CuCC Paul Musgrave- CuCC Paul Walker- CaCC Oliver Steele- MM Matthew Lambert- MM</p> <p>Apols: Amy Walker- TH</p>	
2	<p>Review of actions from previous meeting</p> <p>All actions have been addressed.</p>	
3	<p>Programme Update Update provided on activity since last meeting: Tender process for BC development completed, with Mott MacDonald (MM) appointed to develop the BC. Communication and Engagement Working Group has held its first meeting, working to produce an updated stakeholder engagement plan for the Board. MB: Important to get Assurance framework agreed locally early on, through the TDB. SR: CaCCs ED PMO will be looking at this once established and will look to take this to a future Board meeting.</p>	<p><i>SR pick up conversation with MB regarding assurance and what has been done elsewhere.</i></p>
4	<p>Approach to task 1: project and technical evidence base review OS- presenting on BC process.</p> <p>MM will pick up individual conversations with individual project sponsors.</p> <p>Update on projects KMF: Citadels BC for borderlands completed. focus for TD will be economic case and outputs. Out to tender for construction and project management for the programme. PW: acceleration of projects to meet event timetable this year. Artwork and design work completed.</p>	<p><i>MM to liaise with project sponsors directly to gather evidence base to support completion of task one.</i></p>

	<p>JH: Landscape institute competition launched. Stage 1 of competition conclude at September, shortlist of 3 selected to do detailed design and winner will deliver design.</p> <p>MB: out to procurement for design of scheme and working to get dependencies with other projects i.e. LCWIP, Station, Citadels, Devonshire Street.</p> <p>PM: looking to appoint technical work (for architecture and design).</p> <p>JS: Tullie House- welcome and entrance a part of the wider scheme, Levelling Up Fund application completed. RIBA Stage 1 completed and working towards RIBA 2 now.</p> <p>MW: CaCC own freehold, headlease to pension fund, and then leases back for management company, project will aim to fund acquisition of the headlease. This project is accelerated to ensure</p>	
5	<p>Co-ordination with Project Sponsors going forward</p> <p>MM will liaise directly with project sponsors for the task 1 requirement.</p> <p>Sponsors asked to ensure that they share any technical work / background documents they hold for the projects with MM at or in advance of this.</p>	<p><i>Project sponsors confirm who are the right people for Motts to engage with. MM to set up 1-1s with project leads.</i></p> <p><i>Project sponsors to collate background documents to share with MM.</i></p>
6	<p>Next Steps</p> <p>As above.</p>	
7	<p>AOB</p> <p>None.</p>	

Communication and Engagement Working Group

Terms of Reference

Purpose:

The Communications and Engagement Working Group is responsible for co-ordinating all communication, promotion and engagement required for the delivery of Town Deal projects. The group will take responsibility for programme level engagement, while reviewing and supporting project level engagement work taken by project sponsor organisations.

Responsibilities

1. To develop and review the projects communication and engagement programme, including planning consultations, surveys and workshops – producing and updating a 'communications planner' for the programme.
2. To co-ordinate project level consultation that will be led by Project Sponsors, ensuring clear, consistent and timely messaging.
3. To provide information and guidance relevant to own area of expertise.
4. To support in identifying and engaging with external stakeholders.
5. To engage with relevant project teams to ensure consistency in approach.
6. Reviewing the webpage and advising of any changes and updates that need made.
7. To provide an update to the Town Deal Board as required.
8. To sign off recommendations to the Board.

Members

The group will have membership from the communications/project teams of all project sponsor parties for the Town Deal projects:

Officer	Organisation	Project(s)
Steven Robinson	Carlisle City Council (Regeneration Team)	Programme Lead; Carlisle Market Hall; Start with the Park; Lighting Up Carlisle
Jenson Kemp	Carlisle City Council (Regeneration Team)	Programme; Carlisle Market Hall; Start with the Park; Lighting Up Carlisle
Sarah Irving	Carlisle City Council (Communications Team)	Programme; Carlisle Market Hall; Start with the Park; Lighting Up Carlisle
Kate Stark	Cumbria County Council	Southern Gateway, Digital and Community Learning Hub

Kieran Barr	Cumbria County Council	Southern Gateway, Digital and Community Learning Hub
Lynn Bewley	University of Cumbria	Citadels Business Infrastructure
Jo Spencer	Tullie House	Project Tullie
Amy Walker	Tullie House	Project Tullie

Meetings

Meetings will take place approximately every 6 weeks, ahead of the Town Deal Board, more meetings may be scheduled as required.

Governance

The group reports to the Town Deal Board for all projects and activities relating to Town Deal, The Town Deal Project Delivery Group will be provided with updates from the group for information and comment.

Carlisle Town Deal: Communications & Engagement Working Group

Monday 21 June 11:00-12:00 (via Teams)

Notes and action tracker

Item	Notes	Actions														
Welcome and Introductions	<p>Attendees:</p> <table><thead><tr><th>Officer</th><th>Organisation</th></tr></thead><tbody><tr><td>Steven Robinson</td><td>Carlisle City Council (Regeneration Team)</td></tr><tr><td>Jenson Kemp</td><td>Carlisle City Council (Regeneration Team)</td></tr><tr><td>Sarah Irving</td><td>Carlisle City Council (Communications Team)</td></tr><tr><td>Kieran Barr</td><td>Cumbria County Council</td></tr><tr><td>Katie Mills</td><td>University of Cumbria</td></tr><tr><td>Jo Spencer</td><td>Tullie House</td></tr></tbody></table> <p>Apologies:</p> <p>Lynn Bewley- UoC Kate Stark- CuCC.</p>	Officer	Organisation	Steven Robinson	Carlisle City Council (Regeneration Team)	Jenson Kemp	Carlisle City Council (Regeneration Team)	Sarah Irving	Carlisle City Council (Communications Team)	Kieran Barr	Cumbria County Council	Katie Mills	University of Cumbria	Jo Spencer	Tullie House	
Officer	Organisation															
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Jenson Kemp	Carlisle City Council (Regeneration Team)															
Sarah Irving	Carlisle City Council (Communications Team)															
Kieran Barr	Cumbria County Council															
Katie Mills	University of Cumbria															
Jo Spencer	Tullie House															
Purpose of the group and Terms of Reference	<p>Presented terms of reference, outlining the purpose of the group and relationship with Lead Authority and Board.</p> <p>Outlined this group’s main aim was a co-ordination role to ensure planned communications regarding town deal projects were passed through the group, to ensure relevant members were sighted and sign off from the lead authority.</p> <p>The group will also take a lead in preparing town deal programme level comms and engagement.</p>	All- submit any comments on ToR ahead of next meeting.														
Comments on draft Stakeholder Engagement Plan	<p>Presented Stakeholder Engagement Plan.</p> <p>Group was asked to review this and provide comments on the plan.</p>	All- review and provide comments on the Engagement Plan ahead of the next meeting.														
Future Engagement Activity	<p>Group discussed process for future engagement activity.</p> <p>Agreed that project leads would want to lead their own communications / engagement relating to their projects, however Lead Authority (CaCC) require sight of any materials prior to publications.</p> <p>Communications relating to Town Deal projects would need to follow the MHCLG Town Deal communications protocol, this would require HM government logo and City Council's on published material for TD projects. for maior announcements.</p>															

	TDB chair, CaCC Leader and Government will have sight prior to release, for sign off/quotes.	
Next Steps	<p>To ensure future communications and engagement activity is lined up to supporting projects in achieving their outputs, an Engagement Outputs matrix template has been developed.</p> <p>This template will form part of the Engagement Strategy and make it clear to government how meaningful engagement will be delivered to strengthen project development. Public and business engagement form a key part of the Town Deal.</p>	All- review and update the relevant sections for their project(s) in the project outputs matrix ahead of the next meeting.
AOB	<p>Future activity will be to undertake a branding exercise for the Town Deal and Town Deal Board.</p> <p>Will look to discuss further at the next meeting.</p>	
Date of next meeting	Group agreed to meeting on a 6 week basis.	JK- Set up recurring meetings for future meetings on 6 week basis.

Carlisle Town Deal: Communications & Engagement Working Group
Wednesday 11 August 2021

Agenda no.	Item	Action
1	<p>Welcome and introductions</p> <p>Steven Robinson Carlisle City Council (Regeneration Team)</p> <p>Jenson Kemp Carlisle City Council (Regeneration Team)</p> <p>Sarah Irving Carlisle City Council (Communications Team)</p> <p>Jo Spencer Tullie House</p> <p>Amy Walker Tullie House</p> <p>Katie Mills University of Cumbria</p> <p>Apologies:</p> <p>Kate Stark Cumbria County Council</p> <p>Kieran Barr Cumbria County Council</p> <p>Lynn Bewley University of Cumbria</p>	
2	<p>Actions from previous meeting</p> <p>Agreed.</p>	All to review Engagement Plan and Matrix
3	Matters arising	
4	<p>Programme updates</p> <p>Mott Macdonald appointed to led BC development.</p> <p>July newsletter drafted, will look to do scheduled newsletters going forward, for members and wider circulation.</p>	updates to newsletter- put updates into a word document to keep this together.
5	<p>Upcoming engagement activity</p> <p>SWTP- Landscape institute design competition launched. Designs will be consulted on- engagement planned for</p> <p>Carlisle Market Hall- CaCC will be looking to establish stakeholder groups of MH traders.</p> <p>Lighting Up Carlisle- good evidence base and engagement exists based on previous past events, like city of lights. This project aims to provide infrastructure to ensure a more regular programme of lighting events.</p> <p>SG- County led, will need to ensure engagement. CuCC out for procurement for technical work.</p>	Citadels- ensure outputs on engagement with businesses are clearly demonstratable for Town Deal BC development.

	<p>Digital and Community Learning Hub- inception meeting held and programme developed. CuCC looking to appoint for technical work.</p> <p>Citadels – engagement taken place for wider scheme (2 consultations) no further planned this year. Noted that TD outputs related to business infrastructure would need to have clear evidence base, inc. engagement.</p> <p>PT- engagement plan for project Tullie developed larger scale engagement work from October onwards.</p>	
6	<p>Branding and city centre investment map</p> <p>Looking to establish new brand for Carlisle Town Deal, to support building a legacy for the board.</p> <p>SI presented investment map drawn up, explaining that this could be used by all partners to help showcase the various investments taking place in the city- supporting any comms/engagement activity taking place for the TD projects. group asked to provide feedback on the map ahead of finalisation.</p>	<p>All- review and provide comments on the draft map circulated.</p> <p>SI – comms team to work on developing a brand for TDB.</p>
7	<p>AOB</p> <p>Considered whether engagement would be based led on project basis or programme basis.</p> <p>Noted that some ‘engagement’ could be led for whole city centre regeneration, but that each project would need its own engagement activities given how diverse project outputs are across the programme. Discussed using existing networks and groups i.e. Ambassadors for project wide engagement.</p>	<p>SR/JK consider establishment of taskforce alongside the TD programme and use initial taskforce meeting to generate good business engagement.</p>

(Item 3) Appendix B Carlisle Town Deal BC Development Master Programme (Oct 21)

Town Deal: Business Case Development Programme

[illegible]

(Item 3) Appendix B Carlisle Town Deal BC Development Master Programme (Oct 21)

[illegible]

CARLISLE TOWN DEAL BOARD

Monday 11th October 2021, 10:30-12:00

ITEM 4: Carlisle Town Deal Future Remit and Branding for the Town Deal Board

1. Purpose of the Report

- 1.1 This paper has been developed to support the Board in determining its future remit as Carlisle moves from development to delivery of the Town Deal Programme.
- 1.2 A draft brand and logo have been developed for the Carlisle Town Deal Board for Board members to feedback on, their input will further develop and shape the final brand for the Board.

2. Recommendations

2.1 The Board is asked to:

- *Consider the future remit of the Board and review the Terms of Reference for the Board going forward, including:*
 - *Roles and responsibilities of the Board*
 - *Regularity of future meetings*
- *Provide feedback on the draft brand developed for the Town Deal Board.*
- *Consider re-appointing the incumbent Chair of the Town Deal Board, or considering appointment of a new Chair.*

3. Background

- 3.1 Carlisle Town Deal Board was formed in January 2020, to develop a Town Investment Plan, which provides a strategy to secure the growth and development of the City of Carlisle between 2020-2030. The Board developed the below vision:

By 2030 Carlisle will be a thriving centre for businesses, residents, education, and culture providing new jobs, thousands of extra homes, better skills, a high-quality leisure offer, a clean environment, and a great quality of life for a growing resident population and workforce. It will be a flourishing visitor destination, welcoming tourists to the City and offering an attractive gateway to the beauty of the wider Cumbrian and Borderlands region.

- 3.2 The Investment Plan included 7 projects, which, alongside the strategic investments secured through funding streams like the Borderlands Inclusive Growth Deal and Future High Street Fund, amounting to over £100 million of public sector investment in the city, will support Carlisle achieving this vision, and securing Carlisle's role as the capital of the Borderlands region.

- 3.3 In March 2021, the government announced that Carlisle has been awarded £19.7 million to deliver its Town Deal Programme. Business Cases are now being developed for the 7 projects, as the programme moves from development to delivery phase.
- 3.4 As the programme moves into this new phase, the role and remit of the Board will need to be reviewed to ensure that the remit reflects this change.
- 3.5 The Town Deal (which runs to the end of the Financial Year 2026), will be delivered in a context of significant changes in Local Government for Carlisle and Cumbria. By 2023, Carlisle City Council and Cumbria County Council will cease to exist as the lower tier and upper tier local authorities respectively for Carlisle and will be replaced by a Unitary Authority for 'West' Cumbria. The new authority will comprise of Carlisle, Allerdale and Copeland areas.
- 3.6 This change presents an opportunity for Carlisle's Town Deal Board to develop the strategic role it currently has for Carlisle, potentially with a wider remit that stretches beyond the delivery of the Carlisle Town Deal, and lasting beyond 2026, if the Board wishes.

4. Roles and Remit for the Board

- 4.1 As per the current Terms of Reference, the Role and remit for the Board is as following:
- 4.2 The Town Deal Board ("the Board") will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan and inform the Town Deal, including the amount of investment secured through the Towns Fund. The Board shall advise the Lead Council on such matters including but not limited to:
- a) The use of the capacity funding received from government to support the development of a Town Investment Plan
 - b) The identification of investment priorities to drive economic growth that are to be set out in the Town Investment Plan
 - c) The development and prioritisation of projects that would form the basis of a business case to apply for funding.
 - d) Wider community and stakeholder involvement in co-production of the Town Investment Plan
 - e) The terms of reference for any sub-groups to established that would operate under the remit of the Board
 - f) Managing the risks associated with the development and delivery of a Town Investment Plan
 - g) The publication of key documentation and communication on the Lead Council's website
 - h) The procurement of support and delivery services in line with the Lead Council's procurement procedures

- 4.3 To manage the stage 2 process and delivery of the Investment Plan projects, it is suggested the above remit is reviewed, including (but not limited to) the following amends and additions:
- a) Advising Carlisle City Council on the approval and submission of Business Cases to government to release funding for the projects.
 - b) The continued development of projects as projects move through the business case development process.
 - c) Monitoring and evaluation of the programme, including the monitoring of spend, outputs/outcomes and risk relating to the programme.
 - d) Wider community and stakeholder involvement in delivery of the Town Investment Plan
 - e) The terms of reference for any sub-groups to established that would operate under the remit of the Board
 - f) Managing the risks associated with the development and delivery of a Town Investment Plan
 - g) The publication of key documentation and communication on the Lead Council's website
 - h) The procurement of support and delivery services in line with the Lead Council's procurement procedures
- 4.4 The Board may wish to consider a wider remit, as a strategic body which aims to drive the wider economic growth and development of Carlisle, this could include:
- Acting as Ambassadors and champions for Carlisle, working with local and national partners to support the growth of Carlisle.
 - Advising the Council of further projects and activities to support the objectives and vision set out in the Investment Plan.
 - The continued development and delivery of strategies relating to the economic growth of the city.
 - Supporting the Council in securing funding and developing bids, business cases and strategies for future funding and investment for Carlisle.
- 4.5 The above acts as suggestions for the Board's consideration only and are not definitive- it is for the Board to consider and shape how its role develops as the programme continues, and any legacy building to last beyond the end of the programme in 2026.
- 4.6 Board members may also wish to consider the regularity of meetings, going forward it is suggested that meetings are scheduled to take place every 2 months, more may be scheduled as required, however Board members may wish to consider an alternative schedule.

5. Review of the Chair

- 5.1 As per the existing Terms of Reference, the Chair needs reviewed annually.
- 5.2 Board members are invited to consider reappointing the incumbent Chair to serve another term; however Board members may also wish to consider the appointment of a new chair.

- 5.3 If Board members wish to consider a new Chair, the appointment of a new chair can be considered at the next Board meeting.

6. Branding

- 6.1 In order to ensure greater local awareness of the Board's role and activities and to support the Board's legacy building, consideration has been made into developing a 'brand' for the Board, including a logo and colour scheme, based on the Town Investment Plan colour palate and style.
- 6.2 A few options for the logo design have been developed for Board members to comment on for 'Carlisle Town Deal Board', however Board members may also wish to consider the name of the Board going forward, if they decide to extend their remit beyond the Carlisle Town Deal programme.
- 6.3 In order to support this, a new microsite for the Town Deal can also be developed to help promote the Board, the project and vision for Carlisle. A website may allow the Board to strengthen its identity and support communication and engagement.

7. Next steps

- 7.1 This item is intended to allow Board members to reflect on their role as a Board, comments on the future role and remit of the Board will be collated and a new Terms of Reference will be taken to the next Board for approval.
- 7.2 Comments on the draft logo and branding developed will be used to finalise the Town Deal Brand. A final brand will be developed for a future Board meeting for the Board's Approval.

Officer

NAME	DESIGNATION	CONTACT DETAILS
Jenson Kemp	Economy and Enterprise Officer – Carlisle City Council	Jenson.Kemp@Carlisle.gov.uk

Annexes

Annex A- Carlisle Town Deal Terms of Reference *(existing)*

Annex B- Carlisle Town Deal draft logo and header

TERMS OF REFERENCE

Carlisle Town Deal Board

1. Purpose

The Town Deal Board (“the Board”) will be the vehicle through which the vision and strategy for the town is defined. It will produce a Town Investment Plan and inform the Town Deal, including the amount of investment secured through the Towns Fund.

2. Status

The Board will act in an advisory capacity to the Carlisle City Council (“the Lead Council”)

3. Membership

The chair of the Board should represent a private sector business or organisation and be reviewed annually. The sitting Town Deal Board Chair is Emma Porter of Story Contracting.

The Board membership may be revised, as required, to best support the evolving nature of the programme, provided the core membership remains in line with government guidance. The decision to appoint or alter the membership of the Board rests with the Corporate Director of Economic Development of the Lead Council, in consultation with the Leader of the Lead Council.

As appropriate, the Board may set up sub-groups or task and finish groups to focus or manage aspects of the Town Investment Plan and any subsequent Town Deal. All such groups will report to the Board. The current members of the town deal board are:

- Emma Porter- Story Contracting (Chair)
- John Stevenson- MP
- Cllr John Mallinson- Carlisle City Council
- Cllr Paul Nedved- Carlisle City Council
- Jane Meek- Carlisle City Council
- Cllr Cyril Weber- Cumbria County Council
- Alison Hatcher- Cumbria County Council
- Professor Julie Mennell- University of Cumbria
- David Allen- Cumbria CVS
- Andrew Mackay- Tullie House Museum
- David Jackson- The Lanes Shopping Centre
- Elaine Herbert- DWP
- Rev. Mark Boyling- Carlisle Cathedral
- Jo Lappin- Cumbria LEP
- Sarah Paton- Riverside Housing
- Nick Jones- Riverside Housing
- Rob Brittain- Castle and Coasts Housing Association

4. Remit

The Board shall advise the Lead Council on such matters including but not limited to:

- a) The use of the capacity funding received from government to support the development of a Town Investment Plan
- b) The identification of investment priorities to drive economic growth that are to be set out in the Town Deal Investment Plan
- c) The development and prioritisation of projects that would form the basis of a business case to apply for funding.
- d) Wider community and stakeholder involvement in co-production of the Town Investment Plan
- e) The terms of reference for any sub-groups to established that would operate under the remit of the Board
- f) Managing the risks associated with the development and delivery of a Town Investment Plan
- g) The publication of key documentation and communication on the Lead Council's website
- h) The procurement of support and delivery services in line with the Lead Council's procurement procedures

5. Geography

The Carlisle Town Deal area is shown in Appendix 1.

6. Meetings

The Board shall meet monthly, with a forward plan of scheduled meetings established. This programme will be supplemented, as necessary, with meetings convened with the agreement of the Chair of the Board.

In consultation with the Chair, members of the Board may nominate substitutes if they are not able to attend a meeting, Board members may invite colleagues to Board meetings to observe and provide technical support, as required.

All agendas, minutes, and supporting documentation will be circulated, electronically, to Board members five days before a meeting.

The quorum for any meeting of the Board shall be **25%** of its membership, including the Chair.

7. Secretariat

Support and administrative arrangements will be provided by the Lead Council.

8. Code of conduct and conflicts of interest

In becoming a member of Carlisle's Town Deal Board, each Board Member agrees and is under an obligation to act in accordance with the Lead Council Code of Conduct, i.e. in performing their duties, they must act with integrity, honesty, impartiality, objectivity and within the law. Members must adhere to the 7 principles of public life, (the Nolan Principles) when carrying out their responsibilities as Board Members:

- **Selflessness:** Holders of public office should act solely in terms of the public interest;
- **Integrity:** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships;
- **Objectivity:** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias;
- **Accountability:** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this;
- **Openness:** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing;
- **Honesty:** Holders of public office should be truthful; and
- **Leadership:** Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Conflicts of interest may arise where an individual's personal, family, business or organisations interests and/or loyalties conflict with those of the group or meeting that Board members are attending. All Members will declare interests as set out in the Lead Council's Code of Conduct.

9. Complaints

Complaints received from stakeholders and members of the public will be considered and responded to in line with the Lead Council's Complaints and Feedback Policy.

10. Data Protection

The General Data Protection Regulation (GDPR) policy and procedure of the Lead Council will be applied in all cases.

11. Equality and Diversity

The Board is fully committed to equality, diversity and inclusion in all aspects of its work and will adhere to the Lead Council's Equality Policy. Equality Impact Assessments will be carried out, as appropriate, when developing plans, policies and projects.

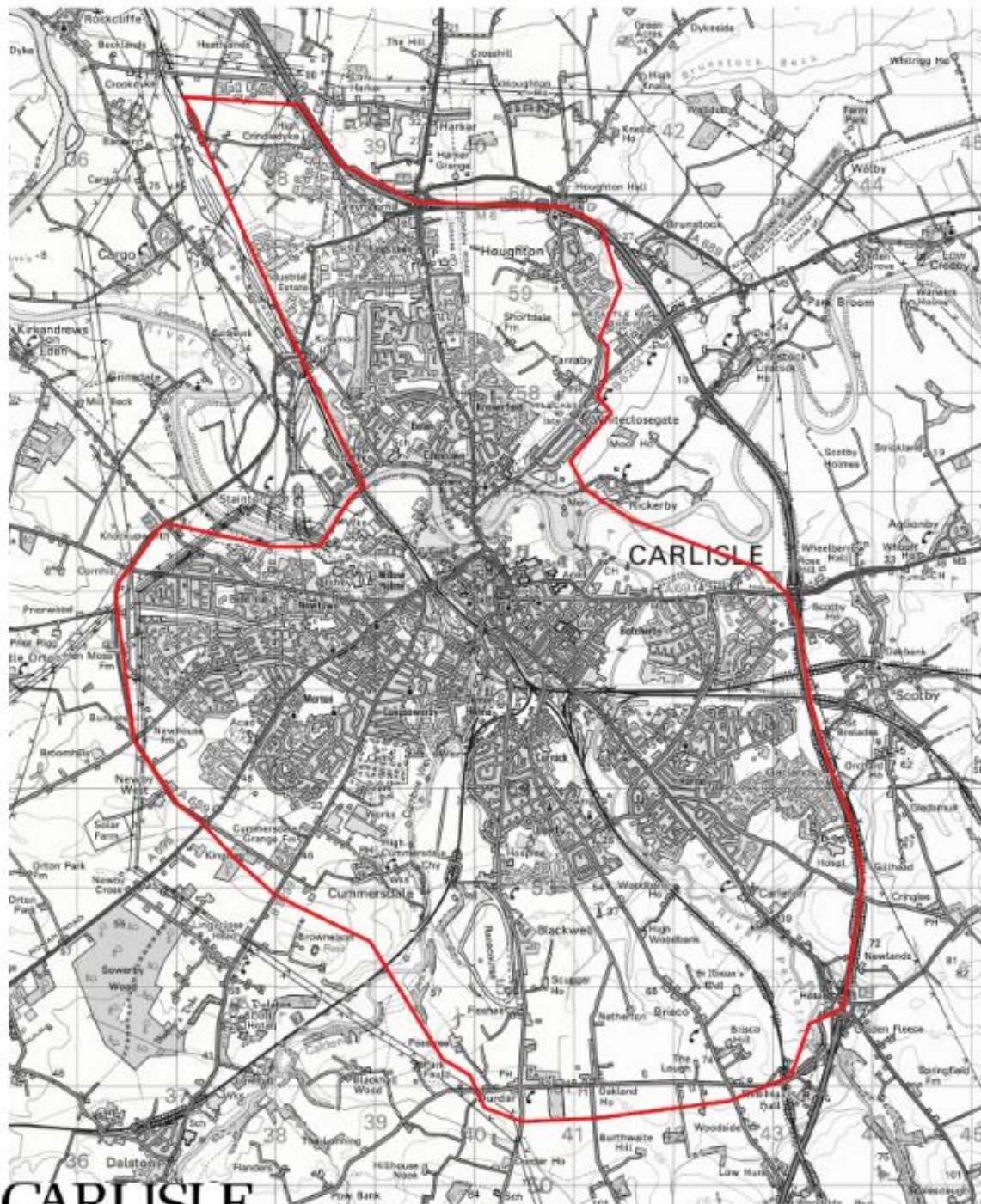
12. Freedom of Information (FOI)

All Freedom of Information request will be dealt with in accordance with the Lead Council's policy and procedure.

13. Amendments

Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed

Annex 1: Carlisle Town Deal Area



CARLISLE
CITY COUNCIL



www.carlisle.gov.uk

Carlisle Town Deal Area



Solution 1 based on an icon already used but to generally show location or place, the colour is taken from the Carlisle Story business palette.



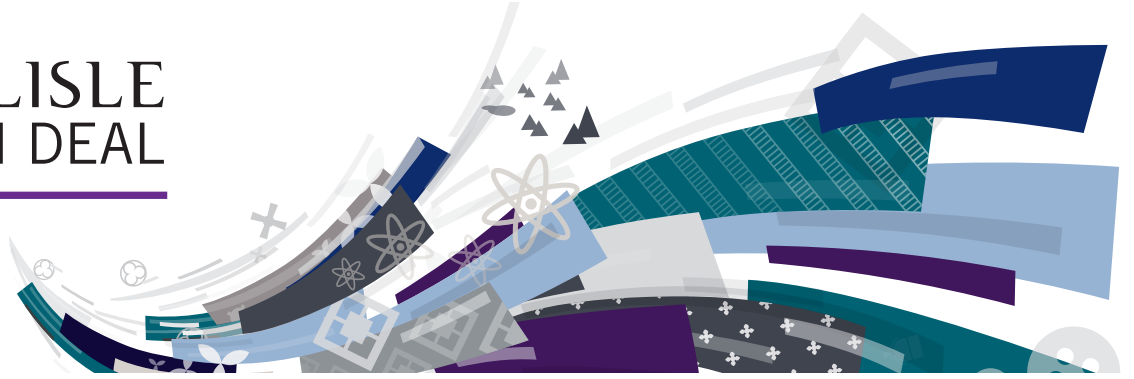
Solution 2 based on an amended icon from the swoosh. Used in this context it could convey heritage or place, bringing to mind the castle or Citadel.



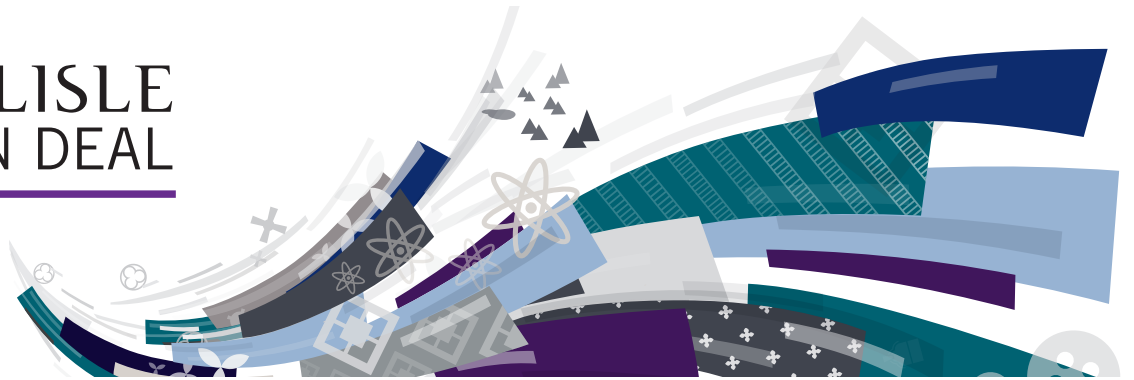
Solution 3 based on solution two, the icon is used to represent the Citadels and the Gateway to Carlisle.



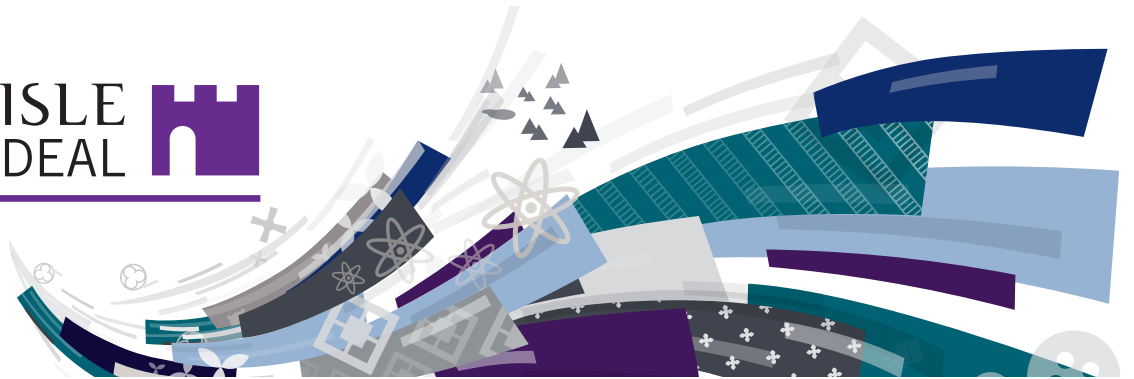
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CARLISLE TOWN DEAL BOARD

Monday 11th October 2021, 10:30-12:00

ITEM 5: Carlisle Town Deal Local Assurance Framework

1. Purpose of the Report

- 1.1 This paper has been developed to provide the Board an overview on the Draft Local Assurance Framework developed for the Town Deal Programme.
- 1.2 The Assurance Framework is required to outline how local assurance will take place, as the Town Deal moves into the stage 2 and towards delivery of the programme. It outlines the roles and responsibilities of the Lead Authority, Town Deal Board, and project partners, and outlines the governance procedures that will be followed for the Town Deal Programme

2. Recommendations

2.1 The Board is asked to:

- *Provide comments on the draft local assurance framework*
- *Approve the Local Assurance Framework in principle, subject to final comments and amends on the draft version. – A final version will be circulated to Board members for final approval following the meeting.*
- *Approve the assurance process, as outlined in this paper and the LAF.*

3. Background

- 3.1 As the Town Deal Programme follows a local assurance process, with the Lead Authority and the Town Deal Board responsible for approving business cases to release funding to the projects, as well as management of the programme, it is vital that the procedures that the Board and Lead Authority will follow are clearly defined and outlined, to ensure good and ethical governance of the programme.
- 3.2 The Local Assurance Framework has been drafted with this in mind- it outlines the proposed approach to the following elements of the programme:
 - Roles and responsibilities of the Board, Lead Authority and Project sponsors
 - Approach to business case assurance
 - Risk management
 - Procurement of services
 - Ensuring Value for Money
 - Communication with public and stakeholders
 - Monitoring and Evaluation

- 3.3 Board members are asked to review the Local Assurance Framework (appendix A), and provide feedback on this document to ensure that it can be finalised. Provided that Board members are broadly content with the Framework, subject to any amends and comments Board members have, Board members are also asked whether they can provide an 'in principle' approval to this draft version. Following this, amends and comments will be collated for a virtual sign off following the meeting.
- 3.4 Board members are asked to provide any comments in writing within 5 days of this meeting.

4. Assurance Process

- 4.1 Independent Assurers will be appointed to assure, appraise and evaluate all business cases submitted to ensure that they comply with the following:
- They adhere to the process as set out above in the 'Business Cases' section.
 - They adhere to the guidance provided by government, are Green Book compliant and meet the 5-case model.
 - The project clearly resembles that developed as per the project proformas developed for stage 1 (October 2020) and stage 2 (where applicable, May 2021)- although recognising that further development may have resulted in some minor changes.
- 4.2 Upon submission of the Full Business Cases, the appointed Assurer will be required to evaluate the documents in line with the required structures and methodologies set out in the Green Book to ensure compliance with the Town Board requirements and governance needs.
- 4.3 The appointed Assurer is expected to meet the deadlines outlined and led by Carlisle City Council and show commitment and integrity in delivering to a fast pace, changeable agenda.
- 4.4 Any changes to deadlines and timescales must be agreed with and approved in writing by the Authorities representative.
- 4.5 The steps for the assurance process and submission of Business Cases are as follows:
1. Following the completion of the independent assurance process, the Assurer shall send their feedback to the Programme/Project Lead. If the assurer is able to provide a recommendation to approve the Business Case, it will then be taken to the Town Deal Board with the Assurer's comments included. If the assurer does not recommend approval as they have concerns that need to be addressed, the Business Case will be reviewed by the Supplier and Project Sponsors before resubmission to the Assurer.
 2. Once the independent assurance has been provided, the Business Case will be taken to the Town Deal Board for endorsement. If the Board endorses the submission of the Business Case, the Business Case will be taken through

Council Approval. If the Board do not endorse the Business Case as they have concerns that need to be addressed, the Business Case will be reviewed by the supplier and project sponsors before resubmission to the Town Deal Board

3. Following an endorsement by the Board, the Business Case will be taken to Carlisle City Council's Executive for final approval ahead of submission to government. If the Executive does not approve the Business Case as they have concerns that need to be addressed, the Business Case will be reviewed by the supplier and project sponsors before resubmission to the Executive.
4. Provided that the Business Case has been independently assured, endorsed by the Town Deal Board and approved by the Accountable Body's Executive, the Business Case will be submitted to the Department of Levelling Up, Housing and Communities (DLUHC).
5. After submission to government, the Business Case will also be taken for approval by Carlisle City Council's Executive.

This process is outlined in the flowchart below:



- 4.6 Where there is a change in personnel within the team developing the Business Case, this must be managed by the appointed Assurer in a reasonable manner to ensure that the service is not affected.
- 4.7 All information included in the Business Case(s) should be kept private and confidential by the appointed Assurer and must not be shared with third parties, unless agreed with Carlisle City Council as the Accountable Body.

5. Next Steps

- 5.1 Following the Board meeting, comments and amends on the LAF will be collated to draft a final version of the LAF. Board members are asked to return any comments within 5 working days.
- 5.2 Following this, a final version will be circulated to Board members for virtual sign off.

Officer

NAME	DESIGNATION	CONTACT DETAILS
Jenson Kemp	Economy and Enterprise Officer – Carlisle City Council	Jenson.Kemp@Carlisle.gov.uk

Annexes

Annex A- Local Assurance Framework

Appendix A- Town Deal Assurance Framework

Carlisle Town Deal Board

Town Deal Assurance Framework

Carlisle City Council

Jenson Kemp
9-1-2021



Contents

Introduction	2
Our vision and Investment Plan	2
Carlisle Town Deal Board	3
Local Assurance Framework.....	3
Governance.....	4
Structure.....	5
Board Representatives and Structure	6
The Lead Authority.....	6
Roles and Duties as the Accountable Body	7
Working groups.....	7
Project Delivery Group.....	8
Communications and Engagement Working Group.....	8
Scheme of Delegation	8
Code of Conduct	9
Communication, Publications and Engagement.....	10
Publication of reports and documents	10
Consultation and engaging with stakeholders.....	10
Branding.....	11
Financial Regulations	12
Procurement.....	12
Inclusion and Sustainability	12
The Projects and Assurance Process	13
Business Cases	13
The Assurance Process	17
Value for Money	19
Risk	19
Monitoring and Evaluation	20
Monitoring and Evaluation report requirements to Carlisle Town Deal Board	21
Monitoring and Evaluation Reporting to MHCLG	22

Introduction

Our vision and Investment Plan

In Autumn 2019, Carlisle was announced as one of the 101 places invited to develop a Town Deal as part of the £3.6 billion Towns Fund. The Town Deal will secure investment to support the regeneration of the city, support skills and business development and improve digital and physical connectivity.

Carlisle City Council has convened a Town Deal Board made up of people from some of Carlisle's key public and private sector organisations to create a Town Investment Plan to drive this investment. The Town Investment Plan includes projects that will be taken forward as part of Carlisle's Town Deal.

Carlisle's Town Deal Board submitted its Town Investment Plan to government in October 2020.

The Investment Plan sets a vision for Carlisle, developed by the Board in consultation with key stakeholders and local communities and businesses:

By 2030 Carlisle will be a thriving centre for businesses, residents, education, and culture providing new jobs, thousands of extra homes, better skills, a high-quality leisure offer, a clean environment, and a great quality of life for a growing resident population and workforce. It will be a flourishing visitor destination, welcoming tourists to the City and offering an attractive gateway to the beauty of the wider Cumbrian and Borderlands region.

The following strategic objectives have also been developed, to help achieve this vision:

- **Growing City:** To grow the working-age population of Carlisle and expand the business and employment base, through investment in housing, business growth, high-quality job creation, and education & skills
- **Vibrant City:** To increase vibrancy and activity in Carlisle city centre, creating a thriving community of students, residents, businesses and workers using the centre for education, housing, work and leisure activities, during the day and into the evening.
- **Connected City:** To make Carlisle a highly accessible and connected city, supporting growth by making it easier for residents, workers, students and businesses to arrive at and move around the City.
- **Destination City:** To grow Carlisle's visitor economy, attracting additional footfall, vibrancy and spending to the City.
- **Resilient and Inclusive City:** To enable Carlisle's businesses, people and communities to be resilient to current and future economic and environmental challenges including climate change, economic exclusion and unemployment, and recovery from the Covid-19 pandemic.

In March 2021 the government confirmed that Carlisle has been successful in securing £19.7 million from the Towns Fund.

Carlisle Town Deal Board

The Carlisle Town Deal Board is the vehicle through which the vision and strategy for the Town Deal has been defined. The Board is made up of 15 representatives from key public and private sector organisations in the city.

The Board provides a leadership role for the City of Carlisle, challenging partners and working collaboratively to ensure the shared vision for Carlisle is realised. Each board member is an advocate for Carlisle. Since its inception in 2020, the Board has worked to agree a vision for Carlisle and develop the Investment Plan- ensuring that this plan is imbedded in evidence and sets a strategy and objectives that are distinctive for Carlisle.

As the Board enters its next phase, it will continue to provide strategic oversight of the delivery of the Town Deal programme.

Local Assurance Framework

This Local Assurance Framework (LAF) sets out how the Carlisle Town Deal Board will effectively undertake its role in relation to good governance and allocation of public funds it is responsible for. It identifies the roles to be taken by Carlisle Town Deal Board and its sub-groups, and by the Accountable Body. This includes the process of ensuring value for money, prioritisation, appraisal, business case development and risk management.

It also sets out the process to be followed in selecting priorities for the Towns Fund.

Carlisle Town Deal Board is fully committed to ensuring the highest standards of governance, accountability and transparency across all aspects of its activities and will review the LAF annually and make any changes in line with changes made to the Local Growth Assurance Framework to ensure consistency and full compliance. The Local Growth Assurance Framework has been used as a guide for the development of this Framework in the absence of an overarching assurance framework for the Towns Fund programme.

Carlisle City Council is the Accountable Body, and therefore has responsibility for ensuring this LAF is in place, meets the standards set out by Government and that all funding decisions are made in accordance with it. The Section 151 Officer will provide assurance of proper use of Government Funds and Governance Procedures within the Carlisle Town Deal Board activities.

Carlisle City Council and the Carlisle Town Deal Board will notify the Ministry of Housing, Communities and Local Government (MHCLG) of any significant changes made to the LAF.

Governance

The Carlisle Town Deal Board has clear processes, rules and systems in place to decision making is transparent and made by the appropriate persons/groups with appropriate skills and ability.

Members of the Carlisle Town Deal Board and other subgroups will work within the agreed governance structures and will always demonstrate the highest standards of conduct. Any third party involved with the Carlisle Town Deal Board or who is providing a service to the Carlisle Town Deal Board will be made aware they are expected to act within the governance system and that their conduct is expected to be consistent with the standards applicable to members of the Carlisle Town Deal Board.

As per the Towns Fund Prospectus, the Government expect that Town Deal Boards align with governance and policies of the Lead Council (Carlisle City Council). This includes whistle blowing, conflicts of interest and complaints.

Carlisle City Council expects employees and its Members to adhere to the seven Nolan Principles of public life. Therefore, Members of the Carlisle Town Deal Board, and its working groups are expected to adhere to those same principles of:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Each Board member is required to submit a signed version of the Register of Interest, Terms of Reference and Code of Conduct (Appendix 1 and 2) in order to become a member. These are published on Carlisle City Council's Regeneration page at: <https://www.carlisle.gov.uk/regeneration/Projects/towns-fund>

In light of COVID-19, meetings may be held in person or virtually, the same rules apply in both settings.

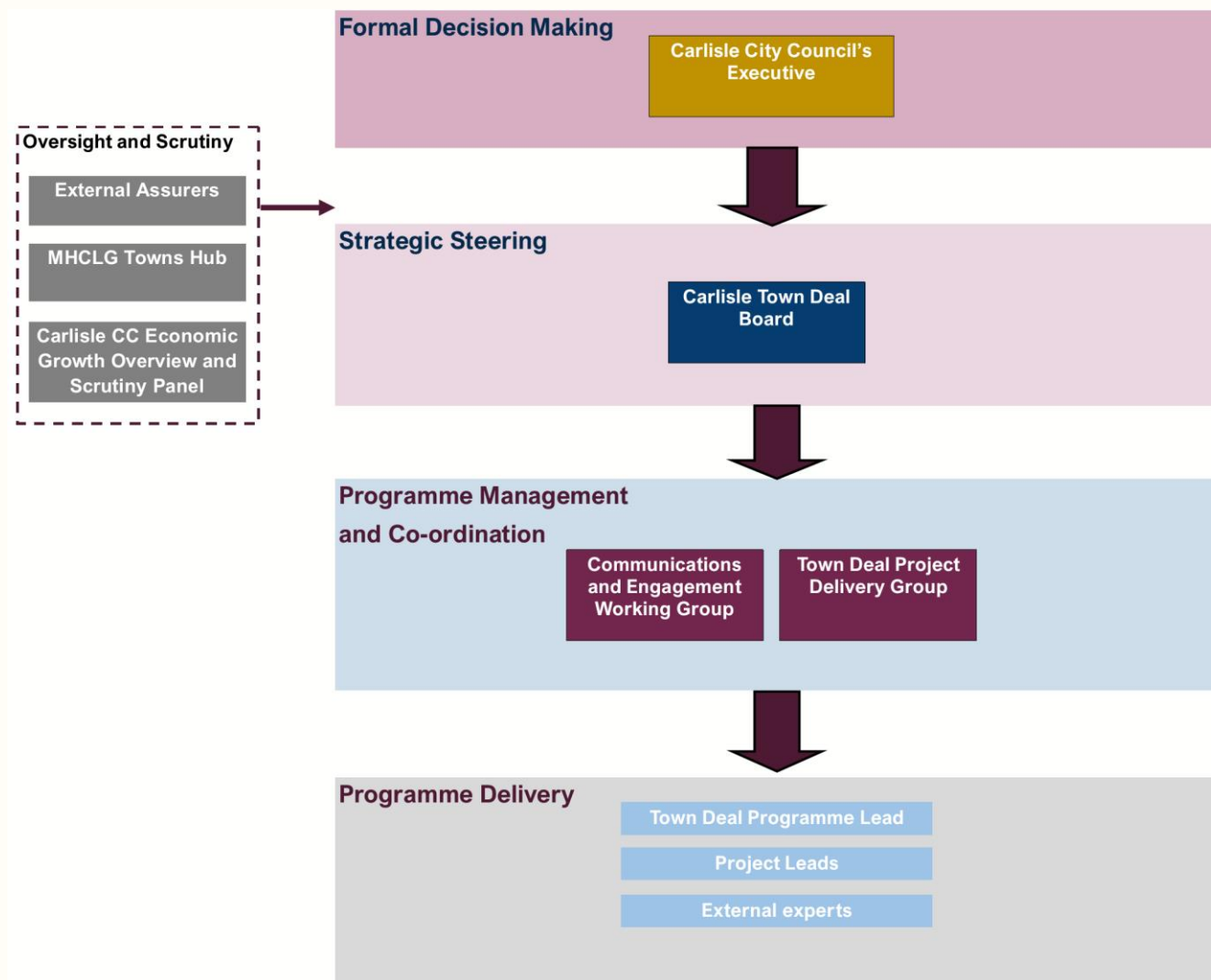
An agenda, including reports presented to the Carlisle Town Deal Board are required to be circulated to all Board Members 5 working days prior to a Board Meeting and will be published on the Regeneration Webpage.

An item of business not included in the agenda for a meeting may be considered by the meeting for reasons of urgency, if the person presiding at the meeting considers it appropriate and necessary to do so. Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance to be dealt with in this manner.

Minutes and actions from Board meetings are required to be published and circulated to Board Members no more than 10 working days following a Board meeting.

Governance Structure

The Governance Structure for the Town Deal is as follows:



- Carlisle Town Deal provides a strategic 'steering' function advising and providing recommendations to Carlisle City Council.
- Carlisle City Council is the Accountable Body (and Lead Authority), therefore formal decision-making responsibilities lie with Carlisle City Council.
- Programme Management and Co-ordination is delivered through the Project Delivery Group and Communications and Engagement Working Group
- The Town Deal Programme Lead and individual project leads are responsible for programme delivery, working with external experts as required.
- Oversight and Scrutiny is ensured through engagement with the MHCLG Towns Hub, Carlisle City Council's Economic Growth Overview and Scrutiny Panel, and the appointment of external assurers to assure the business cases.

Board Representatives and Structure

The Board comprises of 15 public and private organisations, including from local government, education sector, the creative/cultural sector, the voluntary sector and business.

The Board has the following representatives:

- **Chair:** The Chair leads and facilitates the meetings, providing strategic direction, and is filled by a private sector representative. The Chair will be reviewed on an annual basis.
- **Board Members:** Representatives from a range of sectors, including from local government, education sector, the creative/cultural sector, the voluntary sector and business. The Board takes decisions on a collective basis, there may be one vote per member. The Board membership maybe revised, as required, to best support the evolving nature of the programme, provided the core membership remains in line with government guidance. The decision to appoint or alter the membership of the Board rests with the Corporate Director of Economic Development of the Lead Council, in consultation with the Leader of the Lead Council.
- **Substitute Members:** In consultation with the Chair, members of the Board may nominate substitutes if they are not able to attend a meeting, Substitute members are required to follow the governance process.
- **Advisors and technical support:** Advisors are invited by Board Members to participate in the meetings but have no voting rights or ability to make decisions on behalf of the Board.

The Cities and Local Growth Unit (a partnership between the Department for Business, Energy and Industrial Strategy and the Ministry of Housing, Communities and Local Government) Area Lead will attend board meetings in an observer capacity.

The Lead Authority

Carlisle City Council is the Lead Authority and Accountable Body, and the following Committees, Officers and Teams fulfil the following roles in the Town Deal:

- **The Executive:** Recommendations made by the board require approval by the Council's Executive Committee, or the Leader of the Council (as the Portfolio Holder for Regeneration), or a relevant officer, provided that an appropriate scheme of delegation is in place.
- **The Corporate Director of Economic Development:** The Corporate Director of Economic Development attends Board meetings to advise the Board and works closely with the Chair to ensure management of the programme.
- **The Regeneration Manager:** The Regeneration Manager is the Programme Manager and provides day-to-day management of the programme.
- **Secretariat:** The Council provides the secretariat function for the Board Meetings.
- **S151 Officer:** The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body and ensure proper administration of all financial affairs.
- **Economic Development Programme Management Office (PMO):** The PMO will lead a wider management and support function of the Programme, with additional support provided by the Council's Governance and Finance teams as required.

Roles and Duties as the Accountable Body

- Develop a delivery team, delivery arrangements and agreements
- Ensure decisions made by the board are made in accordance with good governance principles
- Ensure transparency requirements are met through publication of information on their website
- Develop agreed projects in detail and undertaking any necessary feasibility studies - undertaking any required Environmental Impact Assessments or Public Sector Equalities
- Develop detailed business cases for projects
- Liaise with potential private investors in identifying local projects
- Agree and Sign the Heads of Terms Agreement with government
- Lead and manage the delivery of public sector projects within the TIP
- Work with partners on the delivery of joint private and public sector projects
- Monitor and evaluate the delivery of individual projects
- Submit regular monitoring reports on all TIP projects to the Towns Hub
- Receive and account for any project funding including Towns Fund monies

Working groups

Two working groups, the Communication and Engagement Working Group, and Project Delivery Group have been formed, that report to the Board. Both groups meet

on a 6 weekly basis and include representation from relevant officers from the project sponsor organisations, who are each Board members. This Includes:

- Carlisle City Council
- Cumbria County Council
- Tullie House
- University of Cumbria

Project Delivery Group

The Project Delivery Group is responsible for leading the delivery of the projects within the Town Deal programme, providing updates and information to the Lead Authority and Town Deal Board to ensure the programme is effectively managed across the partnership.

The group is comprised of project managers and project officers responsible for each project, and includes representation from both Councils, the University of Cumbria, and Tullie House.

Communications and Engagement Working Group

The Communications and Engagement Working Group is responsible for co-ordinating all communication, promotion and engagement required for the delivery of Town Deal projects. The group will take responsibility for programme level engagement, while reviewing and supporting project level engagement work taken by project sponsor organisations.

The group is comprised of communications representatives from each of the project sponsor organisations, alongside the Programme Manager and a supporting officer from the Lead Authority. Other project officers may be invited to attend as required.

Scheme of Delegation

The Town Deal Board acts as a steering board, which is responsible for providing strategic direction with regard to the Town Deal programme, this includes approving strategies and plans (including the TIP and any alterations to the TIP), and decisions regarding any alterations to the projects in the Town Deal programme.

Decisions will generally be taken during Board meetings; a clear majority of Board member votes is needed in order for any decision to be considered valid. Any decision that needs to be made that does not fit within the timeframe of scheduled meetings can be decided through the written procedure:

- Only with the Chair's approval may a decision be taken through the written procedure.
- A report covering the matter at hand will be circulated to Board members, with a recommended action for the Board to take, to ensure Board members are consulted, Board members will be given the chance to comment within 5 days.
- The decision may then be made, with agreement of the Chair.
- If a majority of Board members indicate that they are not comfortable with the decision being made within the 5 days (by notifying the Chair and Lead Authority), the decision will be taken at the next available Board meeting- Board meetings may be brought forward in cases of clear urgency.

Formal decision-making with financial implications must be ratified by Carlisle City Council as the Lead Authority. The Council will ensure that all decisions made by the Board is in line with its own governance processes.

The Corporate Director of Economic Development, in liaison with the S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body and ensure proper administration of all financial affairs.

Code of Conduct

All Members of the Board, sub-boards or Panel or any other Group will be required to sign up to and act in accordance with the Board Members Code of Conduct, which incorporates the Nolan Principles, included as part of the Town Deal Board Terms of Reference.

If any Member's conduct falls short of the standards set in the Member's Code of Conduct, they may be dismissed from any or all, of their roles by a majority vote of the Board.

The member in question will not be allowed to participate in this vote. This will also apply if there has been any proven misconduct in a non-Town Fund role or illegal activity that may bring the Town's Fund activity into disrepute.

Whistleblowing

If a Board Member, officer, third party stakeholder, or member of the public, becomes aware of any activity undertaken by the Board or its members that they perceive as illegal, improper, unethical or otherwise inconsistent with the Code of Conduct, they should report this matter in line with Carlisle City Council's Confidential Reporting Policy, this is available at: <https://www.carlisle.gov.uk/open-data/Publication-Scheme/Our-policies-and-procedures>

Communication, Publications and Engagement

Publication of reports and documents

Carlisle Town Deal Board papers are published on the Carlisle Regeneration webpage.

These are published in line with the Best Guidance Practice Guidance in accordance with the Local Government Act 1972, meeting agendas and papers are published 5 clear days before the meeting takes place and draft minutes of the meeting are published within 10 clear days of the meeting taking place.

Any declaration of interest made at the meeting will be included in the minutes.

Carlisle City Council, as the Accountable Body, determine whether information is treated as public or private (not for publication). The Board and Lead Authority are committed to transparency and openness, and aim to ensure information regarding the Board and projects is readily available, unless there is reason for exemption, as per The Local Authorities-Executive Arrangements Meetings and Access to Information Regulations 2012:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any person (including the Authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultation or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:
 - a. To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. To make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.

Carlisle City Council has in place appropriate data protection arrangements in line with the General Data Protection Regulations (GDPR) and the Data Protection Act 2018. The Council is the Data Controller for the Board in its capacity as Accountable Body.

Consultation and engaging with stakeholders

Carlisle Town Deal Board and Carlisle City Council are committed to ensuring effective engagement and collaboration with all partners and stakeholders to support

the Board in its role as an effective advocate for Carlisle, and communicate key information relating the Town Deal Projects.

Examples of engagement activities include:

- Consultation with partners, stakeholders and local communities on the Town Deal projects.
- Regular engagement with local media on the project updates.
- Regular social media and webpage updates
- Organising focussed sessions with key stakeholders, including young people and local businesses.

Engagement is used to shape project development, inform key decisions and help set priorities for future strategy development.

The Town Investment Plan, together with strategic documents produced by Carlisle City Council and its partners, help provide the context, rationale and up to date evidence base for project and programme development.

Carlisle Town Deal Board will remain in regular communication with MHCLG and the Towns Fund Delivery Partner and other towns who have received investment from the Towns Fund to ensure a collaborative approach to sharing ideas and support on any challenges.

Branding

A brand for all Town Deal publications has been developed by Carlisle City Council's Design Team. This will be used for all publications and can only be used with the Council's permission. Any development of the brand will be led by Carlisle City Council. All project publications must adhere to the branding guidance.

Carlisle City Council will lead on any general Town Deal communications (including announcements and reaction to press enquiries). Press releases and statements to be approved the Corporate Director of Economic Development, the Leader of Carlisle City Council, and the Chair of the Town Deal Board prior to issue.

Project lead organisations will work with the City Council as the Lead Authority to sign off any project level communications, ensuring that the Council is involved in project level communications, and that the material appropriately references Carlisle Town Deal.

For major announcements, HM Government and the Town Deal Board will be notified in advance. The ability to provide any printed material is limited at present. Copies of printed publications will be made available only where there are no other means of sharing the information.

All communications will need to adhere to the government's Towns Fund Communications and Branding guidelines.

Financial Regulations

Carlisle City Council must conduct its business efficiently and ensure it has sound financial management policies in place, including arrangements to monitor compliance.

Carlisle City Council's statutory Section 151 Officer is also charged with ensuring that proper financial management processes are in place.

Carlisle City Council's financial regulations provide clarity about the financial accountability of individuals.

The regulations identify responsibilities of individuals across all levels. Written records are a requirement where decision making has been delegated to members of staff in order to give assurance that tasks or decisions have been performed in accordance with the Financial Regulations.

A scheme for further delegations will be put in place by the Accountable Body with specific reference to the delegation of authority for the Towns Fund programme. This proposal will ensure the most efficient and timely management of the programme, in the context of the delivery timeframes.

Procurement

Carlisle City Council, as the Accountable Body carries out all procurement processes on behalf of Carlisle Town Deal Board. As a public sector body, the Council follows rigorous procurement processes in full compliance with HMT regulation on tendering and procurement and is a 'contracting authority' under the Public Contracts Regulations.

Inclusion and Sustainability

Carlisle Town Deal Board looks to enable inclusivity and sustainability in all its decision-making processes and strategic development.

The Board will consider how projects will improve the economic, social, and environmental well-being of Carlisle, how equality issues are considered, and how such improvements can be secured in the Town Investment Projects.

Carlisle Town Deal Board is committed to securing social value within the project designs.

All of the Carlisle Town Deal Board strategies set out the inclusive ambitions and all decisions for capital funding must take into consideration the relevant charter which requires all projects to align their construction and development projects to a set of principles which create sustainable Economic, Environmental and Social impacts.

Each project as part of the Green Book Business Case should include details of how it meets the governments clean growth principles and Public Sector Equality Duty (PSED).

The Projects and Assurance Process

In October 2020, Carlisle submitted the Carlisle Town Investment Plan, which outlines seven projects to drive Carlisle's growth and regeneration over the next 10 years.

These projects are:

- **Start with the Park, St. Cuthbert's Garden Village:** The 'Start with the Park' project will provide the 'Greenway' a connective, multi-modal green travel route connecting the key settlements of SCGV with Carlisle City Centre and providing a high quality leisure and recreation facilities. The project will position SCGV as a unique and attractive destination for working-age families.
- **Southern Gateway:** An integrated programme of investments in active and sustainable travel and public realm to better connect key developments in the Southern Gateway area of Carlisle, including the Railway Station, Citadels, Devonshire Street and the former Central Plaza site, and to connect St. Cuthbert's Garden Village with the City Centre.
- **Welcome & Entrance to Tullie House Museum, Project Tullie:** part of a wider programme of investment at Tullie House Museum, this project will better connect the Museum to the surrounding streetscape, increasing its visibility by providing a clear and contemporary point of arrival for visitors.
- **Lighting Up Carlisle:** Investment of capital funding in digital lighting equipment to support an expanded and transformed events programme.
- **Digital and Community Learning Hub:** Refurbishment of the City Centre Library to create an accessible digital skills and community learning hub, and installation of digital equipment and training materials in 13 community venues.
- **Citadels Business Infrastructure:** A purpose-built hyper fast digitally enabled business interaction and accommodation space, linked to the University of Cumbria's flagship campus development on the Citadels site.
- **Carlisle Market Hall:** Investment to improve the infrastructure and internal structure in the Market Hall to improve the experience for shoppers and visitors and exploring options to create a food court and events space.

Business Cases

Carlisle Town Deal Board are required to approve Business Cases for each project identified in the Town Investment Plan. Board Approval must also be formally ratified by Carlisle City Council as the Accountable Body. It is the responsibility of the Project Delivery Group to develop, and the Programme Manager submit the Business Cases for assessment.

The Business Case is a document setting out the case for investment used to justify the use of public spending and will set out the Case for Change, demonstrate that the investment is good value for money, affordable and deliverable. The Business Cases should be developed in accordance with the following government guidance documents; HM Treasury Green Book, HM Treasury Guide to developing a Business Case, Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guidance, DfT Transport Appraisal Guidance, DfT Appraisal and Modelling Strategy.

The Business Cases should be structured on 5 key dimensions, as referred to in the HM Treasury Green Book and referred to as the '5 Case Model'

The Strategic Case should cover:

- Baseline analysis of the study area identifying key challenges to be addressed
- Review of relevant local, regional and national strategic policies
- Develop and agree a clear vision and objectives with stakeholders
- Analyse the need for intervention
- Project prioritisation to identify option for investment
- Develop a clear theory of change for the investment
- Assess how the investment fits in with other investments including consideration of dependencies.

The Economic Case should cover:

- Identify key benefits based on the theory of change
- Identify ways of modelling and monetarising benefits based on departmental guidance and considering the risk of double counting
- Determine costs, setting out clearly what they include and apply relevant adjustment factors
- Value for money assessment over the appraisal period including sensitivity tests
- Consideration of non-monetary benefits including social value.

The Financial Case should cover:

- Identify project costs including capital and operating costs and risks over time
- Ensure funding and financing are both covered
- Assess funding sources, project cash flows over time and the funding ask in a financial model
- Assess overall affordability of schemes
- Consider wider financial implications such as balance sheet treatment and tax issues
- Provide information on due diligence that has been undertaken to ensure the project costs are robust and sensitivity testing to understand a range of possible outcomes.

The Commercial Case should cover:

- Identify who the scheme/promoter is.
- Develop the procurement strategy

- Set the commercial strategy and set out contract arrangements including implications
- Consider social value in procurement
- Demonstrate market testing or other evidence that there is a market to deliver the project
- Determine the allocation of risks

The Management Case should cover:

- Identify governance including roles and responsibilities
- Develop a programme for investment with key milestones and decision points clearly identified
- Develop a stakeholder engagement and communications strategy
- Assess project risks and dependencies
- Develop a benefit realisation plan and monitoring & evaluation strategy

A Business Case must be developed for each of the selected projects in line with the conditions set in the Heads of Terms document. If a project consists of a package of smaller interventions these can be grouped into one Business Case as long as the strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole but each intervention must be costed in the financial case.

A Public Sector Equality Duty (PSED) should be fulfilled through a programme-level impact assessment; a relevant project-level impact assessment should also be undertaken. The Supplier assigned to develop the Business Case should work with the Accountable Body to produce a Summary Document for submission to MHCLG within 12 months of signing the Heads of Terms document. Environmental Impact Assessments should also be undertaken when required.

Green Book compliant Business Cases should be developed for each project. Business Cases should include:

- The evidence for the intervention using rigorous analysis of quality data and the application of best practice.
- An assessment of value for money. Attention should be given to how different types of projects will be compared and assessed. Typically, this would include the following considerations at a level proportionate to the scale of funding required for the proposal:
 - A clear economic rationale that justifies the use of public funds in addition to how a proposed project is expected to contribute to strategic objectives
 - Clearly defined inputs, activities, outputs and anticipated outcomes, ensuring that factors such as displacement and deadweight have been considered
 - Benefits that exceed the costs of intervention using appropriate value for money metrics

- Appropriate consideration of deliverability and risk along with appropriate mitigating action (the costs of which must be clearly understood).

Recognising the diversity of market conditions and the acute nature of the Covid-19 impact in some localities, no minimum value for money threshold is set for Towns Fund projects. However, to follow best practice, all Business Cases must contain robust value for money assessments. If value for money values are low, then additional justification should be provided. A variety of measures can be used to summarise value for money, this includes estimates for:

- Net Present Social Value - defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option.
- Benefit-Cost Ratios - defined as the ratio of the present value of benefits to the present value of costs. It provides a measure of the benefits relative to costs

Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.

Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book. The Green Book has recently been updated to ensure the methodology supports the delivery of Government's levelling up ambitions and other policy priorities. These updates include a much stronger emphasis on the strategic case backed up by rigorous theory of change analysis, and renewed clarity on what constitutes value for money.

Business Cases should be developed to meet the assurance requirements of the Accountable Body. In addition to the Green Book, other appraisal guidance should be followed for specific thematic interventions where available.

All Final Business Cases must be signed off by the Carlisle Town Deal Board and Carlisle City Council to be considered a complete and final document. A Summary Document of the Full Business Case must be produced for each project. This should be submitted to MHCLG within 12 months of signing the Heads of Terms for the Town Investment Plan in order for funds to be released, save for any revenue or capitalised funding received in advance.

It may be permitted by MHCLG that all or a proportion of project funding can be released at an earlier date (fast tracked) before a Full Business Case has been developed where there is a clear case for funding being needed to enable/support project progression. Release of funding will be conditional on the submission of Summary Documents, appropriate monitoring & evaluation agreements made between the Board and the project lead and completed within 12 months of the Heads of Terms Agreement. Therefore Full Business Case's will still need to be worked up for all projects. Should the project not progress during the development of FBC the accountable body may seek to claw back funds from a project lead organisation.

It is possible that some projects may have to submit 'Conditional Business Cases' for Board and Accountable Body approval at the 12-month stage. Conditional Business Cases may be necessary where progress is dependent on procedures and permissions beyond the control of the project sponsors (e.g. the granting of full planning permission or other third party processes). In these cases, the qualification must be clearly stated, and an appropriate risk analysis included.

The Assurance Process

Independent Assurers will be appointed to assure, appraise and evaluate all business cases submitted to ensure that they comply with the following:

- They adhere to the process as set out above in the 'Business Cases' section.
- They adhere to the guidance provided by government, are Green Book compliant and meet the 5-case model.
- The project clearly resembles that developed as per the project proformas developed for stage 1 (October 2020) and stage 2 (where applicable, May 2021)- although recognising that further development may have resulted in some minor changes.

Upon submission of the Full Business Cases, the appointed Assurer will be required to evaluate the documents in line with the required structures and methodologies set out in the Green Book to ensure compliance with the Town Board requirements and governance needs.

The appointed Assurer is expected to meet the deadlines outlined and led by Carlisle City Council and show commitment and integrity in delivering to a fast pace, changeable agenda.

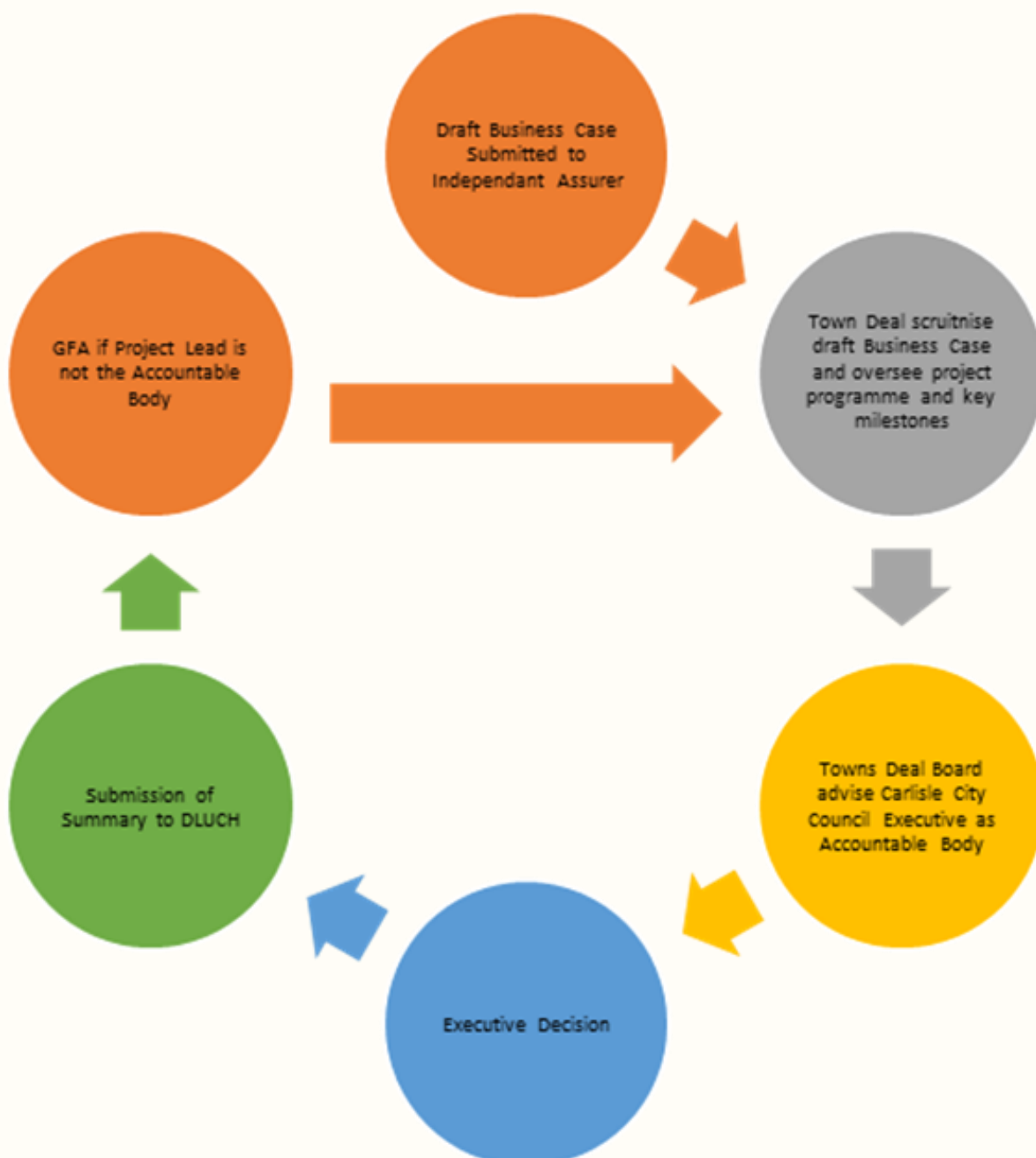
Any changes to deadlines and timescales must be agreed with and approved in writing by the Authorities representative.

The steps for the assurance process and submission of Business Cases are as follows:

1. Following the completion of the independent assurance process, the Assurer shall send their feedback to the Programme/Project Lead. If the assurer is able to provide a recommendation to approve the Business Case, it will then be taken to the Town Deal Board with the Assurer's comments included. If the assurer does not recommend approval as they have concerns that need to be addressed, the Business Case will be reviewed by the Supplier and Project Sponsors before resubmission to the Assurer.
2. Once the independent assurance has been provided, the Business Case will be taken to the Town Deal Board for endorsement. If the Board endorses the submission of the Business Case, the Business Case will be taken through Council Approval. If the Board do not endorse the Business Case as they have concerns that need to be addressed, the Business Case will be reviewed by the supplier and project sponsors before resubmission to the Town Deal Board

3. Following an endorsement by the Board, the Business Case will be taken to Carlisle City Council's Executive for final approval ahead of submission to government. If the Executive does not approve the Business Case as they have concerns that need to be addressed, the Business Case will be reviewed by the supplier and project sponsors before resubmission to the Executive.
4. Provided that the Business Case has been independently assured, endorsed by the Town Deal Board and approved by the Accountable Body's Executive, the Business Case will be submitted to the Department of Levelling Up, Housing and Communities (DLUHC).
5. After submission to government, the Business Case will also be taken for approval by Carlisle City Council's Executive.

This process is outlined in the flowchart below:



Where there is a change in personnel within the team developing the Business Case, this must be managed by the appointed Assurer in a reasonable manner to ensure that the service is not affected.

All information included in the Business Case(s) should be kept private and confidential by the appointed Assurer and must not be shared with third parties, unless agreed with Carlisle City Council as the Accountable Body.

Value for Money

Carlisle City Council, and the Carlisle Town Deal Board will need to have full assurance that the projects are deliverable and represent good value for money. Project sponsor organisations are responsible for ensuring sufficient independent evidence that the project delivers the required value for money in line with the Green Book principles. The Project Delivery Group and Accountable Body are responsible for appointing appropriate external consultants working on the Business Case development to consider VFM and make recommendations to the Lead Authority, the Board, and Project Sponsors.

The evidence and information provided will vary from project to project due to the nature and priorities of the project.

Carlisle Town Deal Board will be responsible for ensuring value for money for all Town Deal Projects. The consultants secured for developing the business cases will include this assessment within the business case development, which will be scrutinised by the independent assurer. All business cases will be signed off by the Accountable Body and the Carlisle Town Deal Board.

Risk

A risk register is maintained for each project and the programme itself. It is the responsibility of the Project Delivery Group to monitor risk via the register, and individual project leads to provide update the group on any escalation of risk relating to their project(s). The risks of each project are RAG rated using a matrix based on likelihood and impact that each risk presents. Mitigation actions are also included.

The risk register is updated on a regular basis and any escalation of risk likelihood or impact is then reported to the Carlisle Town Deal Board. If any risk is deemed 'high'

this will be raised with the Board via the Programme Update Report and project leads will highlight mitigating actions that are being undertaken.

Where a project as a whole is deemed high risk, the Town Deal Board shall request a full risk report on the project, with mitigating actions outlined clearly. If the Board are not satisfied with the response the following actions may be considered by resolution of the Board:

- Removal of the project from the Programme.
- Consider re-profiling project to reduce risk, which may impact costs and outputs/outcomes.

This resolution will then be considered by the Lead Authority, in line with its own approvals processes.

In the event where a project has, in the opinion of the Board, significantly changed (by 25% or more) from the stage two proposal (submitted to government in May 2021), in terms of spend profile, outputs, outcomes or delivery, the Board will seek an update from the project lead requesting a written response detailing why the project has changed.

Following this update, the Board may recommend that the Accountable Body takes the following actions: proceed with the project, request that actions are taken to revert the project back to, or closer to the original proposal, choose to alter the project costing, or remove the project from the programme. The Accountable Body will consider the recommendations of the Board and take appropriate action.

As part of the Programme Update Report drafted for each Board meeting, the Town Deal Board will be provided with project performance updates. If it is reported that a project is delayed by more than 3 months, the project will be reported as high risk. In this instance the Board will request a written update from the project lead on why the project has been delayed. The Project Lead may then be requested to give additional evidence at a Board meeting. Based on this evidence the Board may consider recommending that Carlisle City Council removes the project from the programme.

Monitoring and Evaluation

The Carlisle Town Deal Board will be provided with monthly updates from the project leads on the progress for each project.

Carlisle City Council's Economic Development Programme Management Office (The PMO) will be responsible for monitoring and evaluation of the programme, and ensuring project leads complete the necessary project level monitoring. The terms of monitoring will be laid out in each project's grant offer agreement and will be in line with the Monitoring & Evaluation Framework as set out by MHCLG.

Monitoring and Evaluation report requirements to Carlisle Town Deal Board

Carlisle Town Deal Board will be required to monitor the Town Deal Projects according to the milestones and outputs set out in the business case. This will be set out in the grant offer agreements.

Project lead will be responsible for day-to-day risk management, programme risks will be managed by the Town Deal Board and Lead Authority, through proactive engagement with project leads, and developing a system of regular reporting as set out above. A Programme Update Report will be taken to each Board meeting, which will include the reporting of risk and highlight all risk elevation and high-risk projects.

The Board and Lead Authority have the right to withhold funding if the project delivery expectations, as per the business cases, are not met within the agreed funding period.

Projects will be required to submit quarterly monitoring reports (financial, output and narrative) explaining their progress to spend and delivery targets and noting the specific changes to the project and challenges in delivery. The Project Lead will check monitoring reports are correct prior to submitting and ensure records are retained for the duration of the reporting period. Spot checks for verification purposes will be undertaken by the Accountable Body.

A variance of 25% or more on spend profile and delivery targets will trigger a review by The Board and Accountable Body, who will request a written response detailing why the project has changed from the project lead.

The Board and Accountable Body reserve the right to withhold all or part of the funding supplied for a project in the following circumstances:

- The project is not delivered within agreed dates
- The project delivered differs from that specified
- The outcomes demonstrated through post-delivery evaluation fall short of those on which the value for money assessment and business case were based
- The outputs identified in the Business Case are not delivered.

Monitoring reports will be summarised for the consideration of Carlisle Town Deal Board, using a RAG rating system. In line with good practice and to support effective and robust decision making, monitoring reports to the Town Deal Board will typically summarise good progress and areas of good practice. The report will also highlight risks to the delivery of the programme.

If the Board deems it appropriate, project leads may be invited to Board meetings to explain slippage. The Board will take local circumstances into account when taking decisions over whether funding should be withheld or recovered.

All projects will be subject to a post project evaluation report, this will ensure best practice using recognised project and programme management techniques to ensure thorough evaluation, the opportunity for reflection and lessons learned, to support project sponsor organisations, the Board and Lead Authority in future programmes.

Each project monitoring reports will be defined by the outputs, outcomes, and interrelationships to the wider programme.

Furthermore, an annual monitoring report for all projects will be required to ensure overall progress on the Town Investment Plan.

Monitoring and Evaluation Reporting to MHCLG

A condition of receiving Towns Fund funding will be providing regular feedback to MHCLG on progress of the Town Investment projects, to allow for monitoring and evaluation.

At least every six months (or more regularly, if agreed with the Towns Hub) Carlisle City Council will be required to provide MHCLG with a comprehensive set of data relating to each Town Investment Project, including both total and forecast spend, and output metrics. These returns will be scrutinised and signed off by the Accountable Body's Section 151 Officer.

The specific data requirements are set out in the Monitoring and Evaluation Framework.

The Towns Hub will also conduct an annual review, assessing progress, understanding issues and agreeing any actions to be taken forward by each town. Continued funding is linked to the effective delivery of the deal.