

Town Deal Board

Monday 6th December 2021 10:00 – 12:30

AGENDA

Agenda No.	Item
1	Welcome
2	Review of actions from previous meeting.
3	Business Case Review: Lighting Up Carlisle
4	Business Case Review: Carlisle Business Exchange Centre
5	Update from Project Delivery Group & Communications and Engagement Working Group.
6	AOB.

Carlisle Town Deal Board

Minutes

Monday 11 October 2021

10:30 – 12:00 noon

No.	Item	Action	Owner
1	<p>Welcome and Apologies</p> <p>Attendees:</p> <p>Emma Porter (Chair) – Story Contracting Cllr John Mallinson – Carlisle City Council Cllr Paul Nedved – Carlisle City Council Jane Meek – Carlisle City Council Cllr C Weber – Cumbria County Council Jo Lappin – CLEP Andrew MacKay – Tullie House Paul Musgrave – Cumbria County Council Alison Hatcher – Cumbria County Council Julie Mennel – University of Cumbria Elaine Herbert – DWP Sami Falou – Cities and Local Growth Unit Mark Boyling – Carlisle Cathedral Matthew Lambert – Mott MacDonald Maxine Kennedy – Mott MacDonald Stephen Cox – Mott MacDonald Steven Robinson – Carlisle City Council Jenson Kemp – Carlisle City Council Ken Lau – Carlisle City Council Debbie Kavanagh – Carlisle City Council</p> <p>Apologies:</p> <p>John Stevenson MP David Allen – Cumbria CVS</p>		
2	<p>Minutes from previous meeting</p> <p>The minutes from the previous meeting held on 10 May 2021 were agreed by the Board.</p>		
3.	<p>Progress Update</p> <p>A Programme Update Report was circulated with the meeting papers.</p> <p>Table 2. Outputs / Outcomes – SR took the Board through the outputs and outcomes submitted to MHCLG following the reprofiling of the seven projects agreed by the Board.</p> <p>Section 4 of the report outlines the status of the two new working groups formed to support the Board.</p> <p>The following documents were provided for information:</p> <ul style="list-style-type: none">• Terms of Reference for the Communication and Engagement Working Group		

	<ul style="list-style-type: none"> Minutes of Communication and Engagement Working Group meetings on 21 June 2021 and 11 August 2021 Terms of Reference for the Project Delivery Group Meeting Notes of Project Delivery Group dated 7 June 2021 and 9 August 2021 <p>Section 5 of the report provided an update on Business Case Development. SR advised the Board of the appointment of Mott MacDonald to work on 6 of the 7 business cases. The Citadels business infrastructure will be delivered by Nicol Economics. Mott MacDonald will begin with a gap analysis to outline where additional technical work is required for each project. Deadline for business case submission to Government is March 2022, however some business cases will be progressed and completed by the Autumn 2021 and early 2022.</p> <p>A masterplan is in production setting out business case timeframes.</p> <p>Section 8. Early release funding Government announced early release funding to accelerate project activity. The funding is 5% of the total Town Deal award of £19.7million which equates to £985K This funding needs to be spent in order to draw down the remainder of the Town Deal Fund.</p>		
4	<p>Business Case Update</p> <p>Representatives of Mott MacDonald joined the meeting to provide an update on the business case development. Matthew Lambert, Maxine Kennedy and Stephen Cox.</p> <p>Business case development would be staged with focus on Lighting Up Carlisle; Citadels; Market Hall as projects in their most advanced stages.</p> <p>Lighting Up Carlisle: is the first business case being produced in order to submit in the Autumn. This is to ensure project delivery in early 2022. Focus will be on value for money and benefits.</p> <p>In addition, gap analysis work and research are being undertaken to highlight any gaps in the business cases. This gap analysis will be sent to each project lead to address. As part of the assurance process, the Town Deal Board will be asked to consider each business case. The Lighting Up Carlisle draft is already with the project lead and will be circulated to the Board.</p> <p>The Chair thanked Mott MacDonald for their update and opened the floor to questions:</p> <p>A Hatcher raised the matter of the Citadels project which had been due to come to the TDB in October but had not been included in the agenda today. If the business case was due but not circulated to the TDB for agreement this could delay submission.</p>	Circulate the Lighting Up Carlisle Business case to the TDB	SR / Mott MacDonald

	<p>This was a governance issue. The TDB needed to have sight of the business case and needed to be comfortable with it.</p> <p>Mott MacDonald advised that they were producing the assurance work on this business case.</p> <p>The question was raised as to whether the Board would be happy to receive an electronic copy of the business case for the Citadels project or preferred to meet to review. It was suggested that the business case could be circulated to the TDB with a special meeting convened via MSTeams for this one item.</p> <p>A MacKay asked Mott MacDonald about the VCR at 2.1 and whether this was included in all project business cases. It was confirmed that this was for Lighting Up Carlisle only but will need to demonstrate VFM for each project.</p>	<p>Circ Citadels Business case to TDB and convene MSTeams meeting</p>	<p>SR/DK</p>
5	<p>Town Deal Board Future Remit and Branding</p> <p>A paper had been circulated to the Board to support a discussion on the future remit as Carlisle moves from development to delivery of the Town Deal Programme.</p> <p>The Board was asked to consider:</p> <ul style="list-style-type: none"> • Roles and responsibilities of the Board • Regularity of future meetings • Provide their comments / feedback on the draft brand development for the TDB • Re-appointment of the incumbent Chair or appointment of new Chair. <p>J Kemp took the TDB through the key points for consideration</p> <ul style="list-style-type: none"> • How the Board would manage the stage 2 process of delivering the Investment Plan projects • Whether the Board would wish to consider a wider remit as a more strategic body <p>In addition, the paper also looked at branding to help strengthen the identity of the TDB.</p> <p>Comments were sought from TDB members on the above.</p> <p>J Lappin – in terms of the remit of the TDB, this would need to come from the accountable body. With regard to any renaming of the Board, a move from ‘town’ to City to reflect Carlisle’s status would future proof the Board in light of local government review.</p> <p>In terms of the Chair, it would be better to look at lengthening the tenure to more than one year for the role of Chair which would provide greater consistency and in line with the funding. The suggested quorum of 25% was too low, this would need to be higher in order to take key decisions.</p> <p>S Falou – Any change from Town Deal Board would not be recommended at this point. The name should stay in line</p>		

	<p>with national funding. In terms of governance, the Chair role should be 3 year tenure.</p> <p>A Hatcher – The TDB is here to deliver the Town Investment Plan. Local Government Review will happen around this work but the TDB needs to deliver the outputs in the Investment Plan. Any changes to the Board would be the responsibility of the future local authority as the new accountable body.</p> <p>E Herbert – Do not change the Board remit now, concentrate on delivery of the Investment Plan. The quorum needs to be higher, over 50% in order to make key decisions.</p> <p>J Mennel – We do need to consider the quorate in decision making and need to be aware that this a small Board and members may be conflicted in terms of taking some decisions</p> <p>J Kemp advised the Board that the main area of update within the Terms of Reference is the Board roles and responsibilities in delivery of the Investment Plan going forward. In addition, the quorum would be updated to 50%.</p> <p>A copy of the amended terms of reference would be circulated to the TDB for any final comments and feedback.</p>	<p>DB updated ToR to be circulated</p> <p>ALL</p>	<p>JK</p>
6	<p>Local Assurance Framework</p> <p>A paper was circulated to provide the Board with an overview on the Draft Local Assurance Framework developed for the Town Deal Programme.</p> <p>The paper set out the approach to assurance, the roles and responsibilities of the Board and projects and assurance process.</p> <p>The flow chart at 4.5 set out the independent assurance of each business case showing how assurance is now built into the programme.</p> <p>It was advised that Mott MacDonald would be undertaking the assurance on the Citadels project. The six business cases being developed by Mott MacDonald would be appointed to an independent assurer.</p> <p>Comments from the Board:</p> <p>J Lappin asked whether any Board members would benefit from insight into the assurance framework. The CLEP have induction for assurance frameworks.</p> <p>Several Board members agreed they would benefit.</p> <p>S Robinson advised that the section on page 15 of the report sets out what is required of a Green Book compliant business case. However, a session for the TDB members on assurance frameworks could be arranged with Mott MacDonald.</p>		

	<p>A Hatcher also suggested that the TDB would benefit from understanding what the Board's requirements were in terms of understanding VCRs and strategic business cases. Need to establish ground rules.</p> <p>S Robinson proposed that the following could be included in a session with Mott MacDonald:</p> <ul style="list-style-type: none"> • Assurance framework • Strategic business cases (and what TDB requirements are) • Green Book compliance <p>It was noted that a word needed changed in the first line of 4.6 of the report from: 'developing' to 'assuring' the Business Case.</p>	<p>Session with Mott MacDonald to be arranged</p> <p>Amendment to 4.6</p>	<p>SR / Mott MacDonald</p> <p>SR</p>
7.	<p>Next Steps and AOB</p> <p><i>Next Steps</i> Citadels Business Case circulated to TDB and date in the diary to discuss any issues.</p> <p>Agenda item for next meeting: Assurance Framework session with Mott MacDonald</p> <p>Regularity of future meetings: the programme is extremely tight so it was agreed that meetings should be held bi-monthly or at the discretion of the Chair in order to take key decisions.</p> <p><i>Any Other Business</i></p> <ul style="list-style-type: none"> • E Porter to attend Barrow Town Deal Board • S Robinson advised that J Kemp would be leaving Carlisle City Council and that this was his last meeting of TDB. On behalf of the TDB, SR thanked JK for all his work on Town Deal. 		

Meeting closed at: 12 noon

Town Deal Project Delivery Group
Monday 29 November 2021- 11:00-12:00

AGENDA

Agenda No.	Item	Actions
1	<p>Welcome and Apologies Steven Robinson (CaCC) Ken Lau (CaCC) Jillian Hale (CaCC) Ged Acton (CuCC) Paul Musgrave (CuCC) Maxine Kennedy (MM) John Bosson (CuCC) Kate Mclaughlin-Flynn (UOC) Matthew Lambert (MM) Mary Jarvie (BE) Graeme Blackett (BE) Michael Barry (CuCC) Brittany Mason (BEIS) Paul Walker (CaCC) Paul Musgrave (CuCC)</p> <p>Apologies: Mark Walshe (CaCC) Amy Walker (TH)</p>	
2	<p>Review of actions from previous meeting</p> <p>Notes agreed and all actions completed.</p>	
3	<p>Programme Update SR presenting overview of programme.</p>	
4	<p>Biggar Economics approach to assurance GB/MJ presenting assurance case update and approach. GA: What is considered an appropriate BCR? GB: There isn't a straightforward answer however there are a number of projects which reinforce each other in a number of ways, the appraisals are looking for an overall assessment across the project in which a full range outputs are assessed. SR: It isn't dictated by the number but ideally a number above 1.5 BM: anything above 4 would require much more detail. ML: The challenge is where we can squeeze additional benefits, collectively we are pushing forward to capture the full range of benefits. MB: The rulebook doesn't leave much room for low BCR's, need to be careful in case projects are submitted with low BCR government may not accept it.</p>	
5	<p>Update from Mott Macdonald MK/ML presenting update on strategic case and economic assessment of projects.</p>	

6	<p>Update from Project Leads</p> <p>GA providing update on Southern Gateway Project, identifying junction improvement, member engagement on options, working on costs and management of commercial cases. Working on submission for Christmas.</p> <p>JB providing update on Library Project, tender has gone out for architectural consultancy is now out again,</p> <p>PM: Business case development gathering pace, members will be given an opportunity to input into the two projects this afternoon to give us a chance to fully develop the business cases.</p> <p>KMF providing update on Carlisle Business Exchange borderlands funding secured, development of designs, pre application consultation which will take place on Wednesday in the assembly rooms, aim to submit planning application in the new year.</p> <p>JH providing update on start with the park, GAP analysis completed, Landscape design competition shortlisted down to 3 for stage 2, Working with H&H to do Land Valuations, Public consultation at Carlisle Racecourse has taken place with a positive turnout and response.</p> <p>PW providing update on Lighting up Carlisle, discussion with estates team at English heritage is underway to ensure proposals are suitable.</p> <p>SR providing update on Market Hall, acquisition proposals still under discussion, survey and business case development to be out for tender soon.</p>	
7	<p>Next Steps</p> <p>SR: Get the two business cases in front of the town deal board and get them in before Christmas.</p> <p>KMF: If there is a grant funding template, would be useful to have it circulated, needs to be a governance process around that.</p> <p>BM: not one we know of but will ask the question and take that back.</p>	
8	<p>AOB</p> <p>None.</p>	

Town Deal Project Delivery Group
Monday 8 November 2021- 11:00-12:00

AGENDA

Agenda No.	Item	Actions
1	<p>Welcome and Apologies Steven Robinson (CaCC) Ken Lau (CaCC) Jillian Hale (CaCC) Paul Walker (CaCC) Mark Walshe (CaCC) Corinne Watson (CuCC) Ged Acton (CuCC) Paul Musgrave (CuCC) Amy Walker (TH) Joanne Spencer (TH) Maxine Kennedy (MM)</p> <p>Apologies: Kate McLaughlin-Flynn (UoC)</p>	
2	<p>Review of actions from previous meeting</p> <p>Notes agreed and all actions completed.</p>	
3	<p>Programme Update SR: Biggar Economics Appointed, lighting up Carlisle has gone to Biggar for assurance and citadels business case has gone to MM for assurances. CW: Providing an update on Southern Gateway and Digital Hub projects: Southern gateway and digital hub will be working to similar timescales, Internal committee procedure dates need to be considered from County Council side, timescales will be tight. Programme risks need to be considered and making sure we have the right people available at the right time or this could cause delays in the process.</p> <p>AW: Providing update on Tullie House project, happy for wave 2 to focus on county project as there has been a set back with funding which will need to be sorted before business case submission.</p> <p>JH : Providing update on SWTP, stage of design 2 competition is underway which will lead into December, H&H appointed to assist with land ownership issues, public exhibition held which has helped raise the profile.</p> <p>MW: Providing update on Market Hall, negotiations still ongoing, Technical work would like to commence alongside negotiations however there have some complications with LGR.</p> <p>SR: Defer Project Tullie, Market hall and SWTP to Wave 3 once county projects have been dealt with in wave 2.</p>	

4	<p>Review of task 1</p> <p>MK: Progress being made across all the projects, comfortable with progress made so far, each project is at varying levels of progress. Happy with programme and prioritising with library project and Southern gateway for wave 2. Weekly phone calls set up for library and southern gateway projects</p> <p>GA: Southern gateway is progress at a pace and options are quickly being developed so the weekly calls will be useful. Remit is to enhance public realm, prioritising public space around the station and citadels. Prioritising cyclists on Botchergate, commitment to improving cycling infrastructure, working way through options and applying assessment criteria in the next few weeks to identify a preferred option.</p> <p>PW: meeting with cathedral to make sure project is fit for purpose and meets their needs to give them a bit of ownership of the project as well.</p> <p>SR: Business case for UoC project received and now with MM for assurance.</p>	<p><i>SR to contact University for update on their project and then circulate around the group.</i></p>
5	<p>Approach to task 2- phasing of business case development</p> <p>As above. Covered in Agenda item 3 and 4.</p>	
6	<p>Next Steps</p> <p>SR: if there are any catchups to be held with MM, encouraged to do so.</p>	
7	<p>AOB</p> <p>SR: Capacity for more regular calls, Bi Weekly from 29th November onwards.</p> <p>CW: Lessons learned from Biggar Economics.</p> <p>SR: Biggar to join the call in the future.</p>	<p>SR to speak to Biggar Economics regarding potential future attendance on calls.</p>

Carlisle Town Deal: Communications & Engagement Working Group
Wednesday 3rd November 2021

Agenda no.	Item	Action
1	<p>Welcome and apologies</p> <p>Steven Robinson Carlisle City Council (Regeneration Team)</p> <p>Ken Lau Carlisle City Council (Regeneration Team)</p> <p>Sarah Irving Carlisle City Council (Communications Team)</p> <p>Jo Spencer Tullie House</p> <p>Apologies:</p> <p>Amy Walker Tullie House</p>	
2	<p>Actions from previous meeting</p> <p>Minutes Agreed – All actions from previous meetings completed.</p>	
3	<p>Programme updates</p> <p>SI updated on several projects City of lights, Start with the park, Station Gateway, Project Tullie, Market Hall & Citadel business infrastructure.</p> <p>SR – Update on business cases (Citadels and Lighting up Carlisle).</p> <p>University business case has also now been received.</p> <p>Biggar Economics have been appointed as the assurers for the Town Deal Projects.</p> <p>JS: Project Tullie board to take place, Tullie house have fed back to Mott Macdonald on gap analysis.</p>	<p>SR to share programme management plan with group</p> <p>SI to contact university regarding proposed consultation for end of November.</p>
4	<p>Project engagement outputs</p> <p>SI – recent consultations station gateway & start with the park have taken place.</p>	
5	<p>Stakeholder engagement plan</p> <p>Nothing further to report.</p>	
6	<p>Upcoming engagement activity</p> <p>SI: Consider frequency of Town Deal newsletter</p>	

	SR: On the principal of every couple of months, however it depends on what we have to report on. Would be useful to put something together.	
7	AOB None.	