



MEETING OF TOWN DEAL BOARD

Date:	Friday, 29 September 2023
Time:	15.00 – 17:00
Location:	Reflections, The World of Glass, Chalon Way East, St Helens, WA10 1BX

Invitees

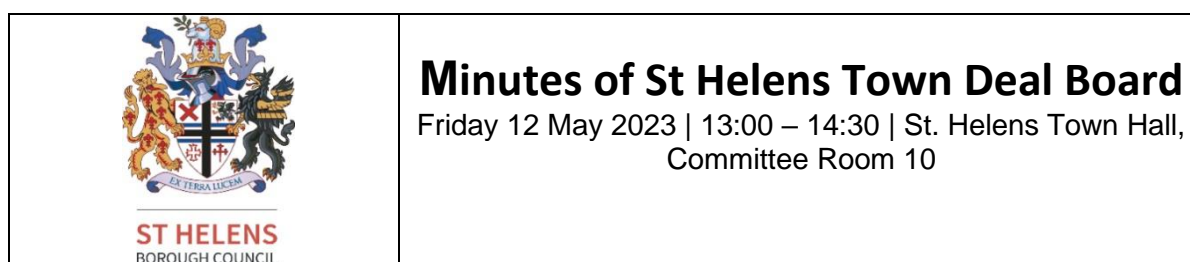
Name	Role	Organisation
Board Members		
John Tabern	Town Deal Board Chair	Cannington Shaw Preservation Trust CIC
Mick Allen	Director, Cities and Growth Unit	Department for Business, Energy and Industrial Strategy
Councillor David Baines	Leader of the Council	St Helens Borough Council
Steve Coffey	Chief Executive	Torus
Cath Fogarty	Executive Director, Corporate Services (Section 151 Officer)	St Helens Borough Council
Justin Hill	Chief Executive	YMCA
Councillor John Hodgkinson	Member Champion for Business	St Helens Borough Council
Richard Katz	Chief Executive	Glass Futures
Tracy Mawson	Chief Executive	St Helens Chamber
Councillor Richard McCauley	Cabinet Member for Regeneration and Planning	St Helens Borough Council
Conor McGinn	MP	Member of Parliament, St Helens North
Kath O'Dwyer	Chief Executive	St Helens Borough Council
Marie Rimmer	MP	Member of Parliament, St Helens South and Whiston
Daniel Bimpson	Investment Manager	Liverpool City Region Combined Authority
Local Authority Representatives		
Lisa Harris	Executive Director, Place Services	St Helens Borough Council
Sean Traynor	Director of Strategic Growth	St Helens Borough Council
Mary Jefferson	Head of Regeneration and Growth	St Helens Borough Council
Robert Gatensbury	Programme Lead	St Helens Borough Council
Jon Ridgeon	Head of Financial Management	St Helens Borough Council
Sarah Platt	Head of School Effectiveness & Improvement	St Helens Borough Council
Rachael Buckley	Partnerships Officer	St Helens Borough Council
David Saville	Programme Lead	St Helens Borough Council
Dean McGauley	Project Officer	St Helens Borough Council
Kate Martlew	Project Officer	St Helens Borough Council

Project Sponsors		
Max Bentham	Town Centre Living and Regeneration	ECF
Mark Palethorpe	Executive Director – Integrated Health & MHS	St Helens Borough Council
Pete Frost	St Helens Heritage World	The World of Glass
Richard Katz	Glass Futures 2	Glass Futures
Vicky Willets	Digital Infrastructure	St Helens Borough Council
Daniel Bimpson	Connected Places	Liverpool City Region Combined Authority
John Tabern	Cannington Shaw No.7 Bottle Shop	Cannington Shaw Preservation Trust CIC
Justin Hill	Healthy Communities: Youth Zone	YMCA
Observers		
Callum Heaps	Callum Heaps	BEIS
Ste Tant	Ste Tant	BEIS
Chris Founds	Chris Founds	CJ Founds
Iain Taylor	Iain Taylor	IMT Consulting
Apologies Received:		
Wayne Longshaw	Director of Integration	NHS
Mick Allen	Director, Cities and Growth Unit	Department for Business, Energy and Industrial Strategy

AGENDA

Item	Title	Lead
1.	Welcome and Apologies	JT
2.	Declarations of Interest	JT
3.	Minutes of the Last Meeting	JT
4.	Matters Arising and Action Log	RG
5.	Minutes of Town Deal Steering Group – 15 September 2023	RG
6.	Youth Engagement Report Appendix 1 - Full Youth Consultation Feedback - VIBE (attached separately) Appendix 2 - Community Engagement Report – PLACED (attached separately)	SP
7.	Recruitment of New Board Members and Terms of Reference	RG
8.	Town Deal Finance Update	JR
9.	Project Highlight Reports Ai Sina Medical Glass (Glass Futures 2) - Walter Coxon Aii Cannington Shaw No. 7 Bottle Shop – John Tabern B Town Centre Living and Regeneration – Cllr McCauley C The World of Glass – Pete Frost Di Youth Zone – Justin Hill Dii Health Innovation Hub – Mark Palethorpe E Connected Places – David Saville F Digital Infrastructure – Vicky Willets	SRO and Project Leads
10.	Any Other Business	ALL
11.	Date of Next Meeting – 8 December 2023	RG

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Board Members in Attendance:

Town Deal Board Chairman – John Tabern
Councillor David Baines – Leader, St Helens Borough Council
Steve Coffey – Chief Executive, Torus
Justin Hill – Chief Executive, YMCA St Helens
Tracy Mawson – Chief Executive, St Helens Chamber
Councillor Richard McCauley – Cabinet Member for Regeneration and Planning, St Helens Borough Council
Marie Rimmer – Member of Parliament, St Helens South and Whiston
Councillor John Hodgkinson – Member Champion for Local Business
Cath Fogarty – Executive Director Corporate Services, St Helens Borough Council
Kath O'Dwyer – Chief Executive, St Helens Borough Council

Observers:

Steve Tant – Cities and Growth Unit, BEIS (Business, Enterprise, Industry and Skills)

Project Sponsors:

David Saville – Connected Places
John Tabern – Cannington Shaw No.7 Bottle Shop
Max Bentham – Town Centre Living & Regeneration

Local Authority Representation:

Lisa Harris – Executive Director, Place Services, St Helens Borough Council
Sean Traynor – Director of Strategic Growth, St Helens Borough Council
Mary Jefferson – Head of Regeneration & Growth, St Helens Borough Council
Robert Gatensbury – Programme Lead, St Helens Borough Council
Donna Wilby – Finance Business Partner, St Helens Borough Council
Rachael Buckley – Partnerships Officer, St Helens Borough Council
Kate Martlew – Project Officer, St Helens Borough Council

1. WELCOME – CHAIRMAN JOHN TABERN

Chairman, John Tabern welcomed everyone to the meeting.

1a. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

Richard Katz – Chief Executive, Glass Futures (Iain Taylor attended as a substitute)
Conor McGinn – Member of Parliament, St Helens North
Pete Frost – Chief Executive, The World of Glass
Councillor Kate Groucutt – Cabinet Member for Economy, Business and Skills, St Helens Borough Council
Mick Allen – Deputy Area Director, Department for Business, Energy, & Industrial Strategy (Steven Tant attended as a substitute)
Rachel Cleal – Director of Adult Social Services, St Helens Borough Council

2. DECLARATIONS OF INTEREST

The following attendees declared conflicts of interest:
John Tabern – Cannington Shaw Preservation Trust
Marie Rimmer – The World of Glass
Tracy Mawson – The World of Glass and Health Innovation Hub

3. MINUTES OF THE LAST MEETING - 3 February 2023

Previous minutes were agreed as an accurate record of the meeting.

The Chair provided an update on Board membership. Sophie Bevan has stepped down following her change in employment and nominated a colleague to take over her role at Board, and the suitability of the individual is being assessed.

The Chair further explained that in addition to this nomination, the new Partnerships Officer, Rachael Buckley, would be working to seek Expressions of Interest for new Board members in accordance with previous discussions at meetings of the Board. Robert Gatensbury clarified that work had already been undertaken to check terms of reference and governance, and some work had already been undertaken to identify potential candidates. The proposed timeline for the recruitment of new members was shared, with a view to bringing a paper to the next Board meeting.

Action: Update Report on Board Membership to be given at the next Board Meeting - RG

Justin Hill asked for clarity on the Terms of Reference and if they would be updated. Robert Gatensbury confirmed that they would.

Action: Update Terms of Reference - RG

Tracy Mawson reaffirmed that at the previous meeting she raised the importance of procurement and how significant this is to good governance. Tracy Mawson raised the importance of the Board taking a lead in this area and requested that this be included in the previous minutes and suggested that procurement should be a recurrent theme included in the highlight reports, going forward.

Post meeting note: It is noted and agreed that the need to follow robust and appropriate procurement processes was discussed at the Board Meeting of 3 February 2023. There was a related action (completed) to share the Social Value Portal baseline report.

Action: Procurement to be included in the highlight reports – RG to advise project leads

4. MATTERS ARISING

There were no matters arising from the previous meeting and the action log was noted.

5. MINUTES OF THE TOWN DEAL STEERING GROUP – 28 APRIL 2023

The Chair clarified that the purpose of the Steering Group was non-decision making in nature, with the Board being responsible for all final decisions. It was agreed that minutes from the Steering Group would be included in the Town Deal Board agenda (as actioned in the pack today).

Marie Rimmer MP noted a lack of highlight report for Healthy Communities and the Youth Zone. The Chair commented that this was an item for discussion later in the agenda.

6. PRESENTATION ON ECF ST HELENS REGENERATION PHASE 1 – MAX BENTHAM

A presentation was shared to the Board and noted it was progressing well. Max Bentham highlighted the importance of 'St Helens'ness' and how this would be kept in mind in the design/delivery of the whole project. Max Bentham noted the significance of history and heritage, creating community and maintaining 'reflections' of the town.

Tracy Mawson commented that the business community would broadly accept and welcome this but raised concerns over car parking, being climate adaptive and future proofed. Tracy Mawson also raised the point of procurement activity, with Max Bentham confirming that soft market testing had started in relation to this. Furthermore, engagement with stakeholders had already been undertaken and would continue as Stage 3 design is finalised. With regards to being climate adaptive, ECF are working with a sustainability champion and have a sustainability workstream to highlight issues.

Councillor Richard McCauley noted that the office building has been designed as a high-quality example of sustainability. He also noted the importance that residents and local businesses would benefit from this regeneration in terms of social value. Consultation with school children has also been very positive.

Steve Coffey noted the significant cost residential development brings and how this could impact viability. Max Bentham assured the Board that the housing offer available would suit a wide variety of residents.

7. TOWN DEAL BOARD PERFORMANCE REPORTING

Robert Gatensbury thanked project leads for their support in completing the performance template and advised that this second performance template, which covers the period of October 2022 to March 2023, will require Board endorsement in order to submit to Government.

Robert Gatensbury noted that the Performance Report was due to be submitted by 9 June 2023 and would require the signature of the Chair. It was highlighted that the report template had changed to separate Health Innovation Hub and the Youth Zone, but the level of detail would remain the same.

ACTION: The final version of the Performance Report will be shared with Board Members in advance of submission by RG

8. CAPACITY AND MAIN GRANT FUNDING UPDATE

Donna Wilby provided an update on the financial position in relation to grant funding for the Town Deal projects and requested approval to revenue grant funding requests or variations of such.

Town Deal Board agreed to:

- i) Approve the requisite reallocation of Revenue Grant funding in respect of Programme Management support as detailed herein (£50,550 movement).**
- ii) Approve the allocation of £17,000 for the Digital Project using the remaining Revenue Grant available to support pre-procurement market engagement (Appendix 1 relates).**
- iii) Note the grant funding profile returned to DLUHC and the expected expenditure timelines for all projects, which are set out at Appendix 2.**

The Chair advised that Tracy Mawson has made enquiries with respect to the Health Innovation Hub project. This relates to more detailed design work for the Business Connects elements of the project, which is based within the Chamber of Commerce building. This was expected to be drawn from an agreed capacity funding allocation of £35,000.

Donna Wilby advised that all of the £25 million is now allocated and the funding profile will now be tracked via the performance reporting to DLUHC to ensure that delivery is on target.

9. PROJECT HIGHLIGHT REPORTS

The Chair highlighted the updated projects included in the agenda pack and asked the Board if they had any questions on the projects by exception.

Marie Rimmer MP expressed deep concern at the lack of reports for the Youth Zone and the Health Innovation Hub, and that there was no attendance for a verbal update on the Health Innovation Hub project. This concern was echoed by the Chair who requested clarity on the matter, along with similar comments from other Board members including the Leader of the Council.

The Chair noted that this was unacceptable given the dates of the meetings are set well in advance. The Chair confirmed deputisation could take place where necessary.

Robert Gatensbury noted the last-minute apologies from the Project Sponsor for the Health and Innovation Hub project, who did provide an email update just prior to the meeting, which would be circulated to the Board.

Action: Update on the Health and Innovation Hub to be circulated to the Board by RG.

Robert Gatensbury provided a verbal update on the Youth Zone project. With regards to the Gamble Building initiative, Robert Gatensbury advised that Cabinet (at its meeting of January 2023) approved procurement of the next stage of design work for the Gamble Building, with Faithful + Gould appointed as multi-disciplinary consultants to oversee the project and a site visit has recently been completed.

Marie Rimmer MP requested clarity on where the Youth Zone would be situated and commented on the excellent work undertaken by VIBE in Knowsley, questioning whether similar work had taken place in St Helens. Marie Rimmer MP also suggested that a risk assessment should have been undertaken on the Youth Zone/Gamble.

Action: Childrens Services consultation feedback to be circulated – RG

Sean Traynor addressed the Board and noted his disappointment at the lack of the reports and attendance at the meeting for the Healthy Communities project. Sean Traynor confirmed that the Town Deal Board agreed for the Youth Zone to be situated in The Gamble Building at a previous Board meeting. Sean Traynor also advised of young people engagement undertaken by Placed as part of the development and maximisation of social value opportunities through the St Helens Town Centre regeneration programme.

Action: Share the Placed report on engagement with young people - RG

Action: Share previous Board decision when the Youth Zone was agreed to be situated in the Gamble Building - RG

Justin Hill noted that the YMCA have a Youth Investment Fund bid in which has been considered by the panel and the outcome is awaited. This project and the Youth Zone need to be synchronised and complement each other. He has met and discussed this with Sean Traynor as per the action agreed at the previous meeting of the Board.

Sean Traynor advised that the Youth Zone project currently has no SRO appointed and suggested nominations from the Board to help address the current issues.

Lisa Harris highlighted the comment made by Justin Hill in relation to the YMCA Youth Investment Fund bid being compatible with the Youth Zone and the YMCA and suggested that Justin Hill could be considered for appointment as the SRO for the Youth Zone project.

The Chair asked Justin Hill to consider being the SRO with appropriate support being provided. Justin Hill welcomed the approach and agreed to hold a separate conversation to discuss the time commitment concerned with the role.

Action: Justin Hill and John Tabern to meet and discuss the potential SRO appointment for the Youth Zone project - RG

Steve Coffey commented that it is not sensible to have two separate Youth Zones.

Marie Rimmer MP suggested that the youth won't engage with one facility, in just one location.

Councillor Richard McCauley confirmed that several conversations had taken place in relation to the location of the Youth Zone and that it was decided to house this in the Gamble Building.

The Chair suggested he could see no issue with two locations as it was the offer that mattered.

Tracy Mawson mentioned her attendance at the Health Innovation Hub project meetings and the updates were positive overall with progression across the Chamber and College components. It was suggested that the projects were moving at different speeds causing difficulties, further compounded by a lack of a Project Manager and these issues should be taken into consideration.

Cath Fogarty raised the issue of SRO for Digital Infrastructure, which was previously Rob Huntington. Rob Huntington has recently left the authority, with a recruitment process is currently underway; however, an interim has been appointed who could take on this responsibility in the meantime until a permanent replacement has been appointed.

Justin Hill requested a governance map (page 63, Connected Places) to see accountability and how everything connects together.

Action: Prepare governance map for Connected Places - DS

Town Deal Board:

- (i) Noted and discussed the highlight reports appended to the report;**
- (ii) Noted and discussed the overall progress of the Town Deal programme;**
- and**
- (iii) Identified issues or concerns with the Project Sponsors and sought to identify requisite mitigation actions as appropriate**

10. ANY OTHER BUSINESS

The Chair thanked members for their attendance and input and reiterated that the Board was a place to discuss any issues raised.

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ITEM 4

Matters Arising Action Log

ITEM No. & TITLE	ACTION	LEAD	STATUS	COMMENT
3. Minutes of the Last Meeting	Update Report on Board Membership to be given at the next Board Meeting	RG	COMPLETED	Included at Agenda Item 7
3. Minutes of the Last Meeting	Update Terms of Reference	RG	COMPLETED	Included at Agenda Item 7
3. Minutes of the Last Meeting	Procurement to be included in the highlight reports – RG to advise project leads	RG	COMPLETED	Project leads advised and Procurement section included in Highlight Reports shared at Agenda Item 9
7. Town Deal Board Performance Reporting	The final version of the Performance Report will be shared with Board Members in advance of submission	RG	COMPLETED	Shared 5 June 2023
9. Project Highlight Reports	Update on the Health and Innovation Hub to be circulated to the Board	RG	COMPLETED	Shared 25 September 2023
9. Project Highlight Reports	Childrens Services and Placed consultation feedback to be circulated	RG	COMPLETED	Childrens Services consultation Report included at Agenda Item 6. Full VIBE Report and Placed Report appended as separate files. Shared 25 September 2023
9. Project Highlight Reports	Share previous Board decision when the Youth Zone was agreed to be situated in the Gamble Building	RG	COMPLETED	Shared 25 September 2023

9. Project Highlight Reports	Justin Hill and John Tabern to meet and discuss the potential SRO appointment for the Youth Zone project	RG	COMPLETED	Undertaken 5 July 2023
9. Project Highlight Reports	Prepare governance map for Connected Places	DS	COMPLETED	Shared 25 September 2023

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 ST HELENS BOROUGH COUNCIL	<h2>Minutes of St Helens Town Deal Steering Group Meeting</h2> <p>Friday 15 September 2023 14:00 – 15:30 St. Helens Town Hall, The Dream Room</p>
Invited Attendees:	
PROJECT MANAGERS OR SPONSORS	
Max Bentham	Town Centre Living and Regeneration
Chris Bishop	Town Centre Living and Regeneration
Vicky Willett	Digital Infrastructure
Chris Founds	Digital Infrastructure
David Saville	Connected Places
Iain Taylor	SINA, Glass Futures 2
John Tabern MSc	Cannington Shaw
Wayne Longshaw	Healthy Communities
LOCAL AUTHORITY REPRESENTATIVES	
Mary Jefferson	Head of Regeneration & Growth
Robert Gatensbury	Programme Lead
Jon Ridgeon	Head of Financial Management
Sarah Platt	Head-School Effectiveness & Improvement
Kate Martlew	Project Officer
Rachael Buckley	Partnerships Officer
Dean McGauley	Project Officer
APOLOGIES	
Steven Sharples	Assistant Director, Policy & Transformation
Sean Traynor	Director of Strategic Growth
Walter Coxon	Director, SINA, Glass Futures 2
Pete Frost	Executive Director, The World of Glass
Donna Wilby	Finance Business Partner - Regeneration

1 **WELCOME AND INTRODUCTIONS**

MJ welcomed everyone to the meeting and advised that she would chair the Steering Group in Sean Traynor's absence. New members of the Steering Group were welcomed, and introductions were made.

MJ noted the importance of attendance at both Town Deal Steering Group and Town Deal Board meetings, with a reminder that Board Meetings are in-person. Timeliness of highlight reports was reiterated, and colleagues were asked to prioritise both Steering Group and Board meetings to ensure maximum attendance.

1(a) **APOLOGIES FOR ABSENCE**

Apologies for absence were received from DW, PF, WC, ST and SS. WL and IT were only able to attend part of the meeting and requested the Healthy Communities and SINA, Glass Futures 2 items were moved up the agenda with the agreement from the Chair.

2 **PROJECT FUNDING UPDATE (including capacity funding)**

RG updated the group in DW absence on the position of capacity funding for the projects and presented a summary of the current profile across the projects. This included a request for the reallocation of £33,000 funding within the Cannington Shaw project to match fund a District Heat Network feasibility study. IT noted that £4m appeared to be missing in Table 2 and that it would be helpful to have a column on future/total expenditure for reassurance, which was noted and agreed by JR in the absence of DW.

ACTION: RG to request that DW make the report more of an overview for the Board to include any future expenditure.

3 HIGHLIGHT REPORTS AND UPDATES

MJ thanked everyone for their contribution, reiterated the importance of updating the project reports ahead of the Board on 29 September 2023, before handing over to the Project Managers or Sponsors in turn, to present their Highlight Reports and updates on their projects.

A.i SINA Medical Glass - (Glass Futures Phase 2)

IT commented that significant progress had been made on the project since the highlight report had been written.

Key actions and progress on the project were outlined in accord with the highlight report provided, with added updates provided on planning permission to reflect the change of use. In confidence, JK Phillips are due to vacate at the end of January 2024. It was noted that JK Phillips are due to sign a new lease on the 25 September 2023 relating to premises in Warrington.

IT advised that he would provide a summary of additional progress made since writing this highlight report due to further significant progress.

CF inputted on other work he is conducting with the LCRCA and outlined that he was interested in ensuring the synergy between the various projects is explored and opportunities maximised.

A.ii Cannington Shaw No 7 Bottle Shop

JT summarised key actions and progress on the project as outlined in the information contained within the agenda pack, detailing the interviews of the three heritage contractors that took place at Cannington Shaw. It was pleasing to note that all contractors could be on site by October 2023. A separate day was also organised where the individual strengths of each contractor was evident. The next steps are to move forward the procurement process to ensure best social value outcomes and value for money. Issues with the building being overgrown with destructive vegetation through brickwork is a current issue, with a need for this to be tackled with an appropriate weedkiller whilst in full bloom allowing work to start next year (MB offered to make some enquiries on recommendations). JT also advised that he is seeking Board agreement to match fund a feasibility study to bring the district heat network to Cannington Shaw.

MJ commented on the positive progress and asked what the status is with Tesco, with JT confirming that progress has been made, albeit slowly and commented that Tesco could make use of this opportunity to demonstrate how they are supporting and collaborating with the community.

B Town Centre Living & Regeneration

MB summarised key actions and progress on the project as outlined in the information contained within the agenda pack and reiterated the thoughts of others that the project had progressed quite rapidly, which needs to be updated ahead of the Board. The team are currently securing the contractor for the first phase development and the Social Value Mission Statement was in final draft before being shared with the public. The success of the CPO was recognised, as was the confirmation of £69.2m confirmed at Cabinet, with a reserved matters planning application likely to be submitted next month.

C Heritage World – The World of Glass

RG summarised key actions and progress on the project as outlined in the information contained within the agenda pack in PF absence. It was acknowledged how successful the opening event was and how well the project had progressed. JT reiterated this praise, noting the number of visitors to The World of Glass, that it was fast becoming an even more popular attraction for the town and a fantastic start to the first completed project.

RG commented on the added benefits of Town Deal Funding that were not apparent at the start of a project; in this case, an internationally renowned glass collector donating part of his collection to the attraction.

Di Healthy Communities – Youth Zone

RG provided a background to the project and summarised the project progress from the highlight report. At present the team are preparing the brief for RIBA design stage 2, collaborating with stakeholders, and conducting visits to other establishments where the repurposing of buildings has been successful such as Storyhouse in Chester, Manchester Central Library and Rainford Village Hall. The brief is due to be finalised this month to allow further work to be conducted before moving onto RIBA Stage 3 in the New Year. The project team is working closely with Justin Hill from the YMCA, who is also the new SRO for Youth Zone, ensuring the Gamble Building project compliments the Youth Investment Fund and YMCA projects. SP noted the feedback from the VIBE report that the youth voice was for 'Chill Out/Hang Out Zones' in a place they could feel safe, without being asked to 'move on'.

MB and CF reiterated the importance of synergy with youth facilities across all projects. CF noted that the Combined Authority have a digital inclusion network with 70 organisations across the area and it would be useful to involve St Helens in that project.

MJ confirmed details for briefing on this project and the need for the SRO to provide reassurance on progress following concerns raised at the last Board meeting.

ACTION: CF to connect us with the CA initiative on this project.

Dii Healthy Communities – Health Innovation Hub

WL summarised the highlight reports key actions and progress and apologised for the lack of a highlight report and lack of attendance at the last Board. The absence of a Project Manager, combined with the rising cost of inflation had hampered the progress on the project and after considering alternatives; however, WL confirmed that the project is looking instead at alternative sites involving refurbishment therefore ensuring value for money. The Programme Board was reestablished over the summer with a new temporary Project Manager in place after moving resources around internally to ensure the work was covered. MJ advised that this update was reassuring and asked about an approximate start date for the longer-term Project Manager (PM), which was confirmed as likely to be early in the new year based on the role currently being at the shortlist phase, with some excellent candidates applying and interviews scheduled for 29 September 2023. The interim PM will, however, provide support until the new PM is in post.

WL also updated that a Career Expo took place at Whiston Hospital to allow local people to see the various opportunities available with the hope of running more Careers Expo events in schools. Overall, the hope is to de-bureaucratise and streamline the recruitment process, agree protocols with partners, agree the legalities and draw down capital funding in early 2024.

MJ and JT emphasised the need for the progress on this project to be very clearly articulated to provide reassurance at Board following concerns raised at the last Board.

ACTION: WL to provide the name and contact details of the current Project Manager to RB

E Connected Places

DS summarised key actions and progress on the project as outlined in the information contained within the agenda pack and reiterated other comments that the project had made good progress in the previous few weeks with major progress on concept designs on the temporary bus station and the next stage being procurement. Plan-It consultants have been appointed for the wider town centre public realm following the success of the CPO enquiry allowing clear progression of the bus station.

F Digital Infrastructure

CF summarised key actions and progress on the project as outlined in the information contained within the highlight report and noted the initial onboarding challenges but advised that the project is now progressing well. The Project Board is well established with colleagues from wider teams such as Highways and IT. A Stakeholder Engagement Plan is in place after discussions with the Communications Team. A Contract Options Paper is in progress considering the best model of a choice of 3 options (LCRCA model, Single Supplier, Co-operative Model), with initial thoughts being a Single Supplier model being the preferred option due to overall lower risk profile. It was acknowledged that finding the right supplier would be the challenge. The end of November 2023 is the target to go to tender on this.

CF informed the group that they had been approached by Contex, a mobile connectivity company offering additional 5G capability that could offer more for St Helens. Linking all of this to the other projects and making it outcome based and being clear on what the provisions are for each site is paramount to ensure the right connectivity and to future proof the solution. As this project could be one of the first on the ground in terms of the Town Centre regeneration work, it is important it links in with all other projects. MB commented how this would be the right time to have these discussions with the Town Centre Regeneration & Living Project.

MJ thanked CF for his update and for his clear and easy to understand explanations on the outcomes this project would provide for those living, working, and visiting the town.

DS thanked James Luckman who has recently left the authority for his work with CF to keep the Digital Infrastructure project on track.

4 ANY OTHER BUSINESS

MJ requested that the Project Highlight Reports be updated as soon as possible ahead of the Board given the extremely positive progress on many of them.

ACTION: CF to be invited to the Town Deal Board on the 29 September 2023 to support on the Digital Infrastructure update.

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1. Purpose of the Report

- 1.1 This report provides the Board with an update as to the outcome of the Youth Consultation delivered to seek the views of young people in the borough as to what they would like to see prioritised as part of the developing youth offer in St Helens, and to frame ‘the ask’ for any application to the Governments Youth Investment Fund.
- 1.2 It also provides the Board with an update on the outcome of youth engagement activities conducted by PLACED on behalf of the English Cities Fund (ECF) partnership to understand how young people felt about St Helens town centre.

2. Recommendations for Decision

Board is recommended to:

- i) Note the findings of Vibe’s Young Peoples consultation at Appendix 1
- ii) Note the Community Engagement Report by PLACED at Appendix 2, which will inform design development of the Town Deal Youth Zone project within the Gamble Building.
- iii) Note the views of the young people captured during these respective consultations and consider how to factor such into the borough’s developing youth offer and the proposed Town Deal Youth Zone project.

3. Background

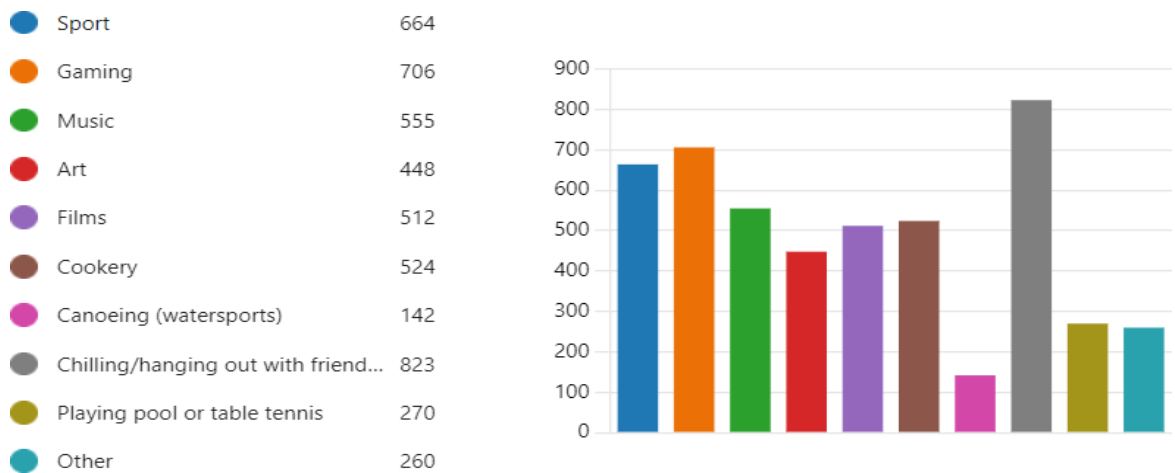
- 3.1 The Council has worked in partnership with ‘Vibe’, a charitable youth organisation who support St Helens Youth Council, to consult with young people as to the type of youth offer our young people would like to see in the borough. St Helens Youth Council proposed 10 questions to inform a questionnaire that was shared across all schools and colleges in St Helens. From October to December 2022:
- 1,225 responses were collated from young people aged 11-17
 - 75% of all responses received were from young people aged 11-13 years old
 - 30% of respondents were age 11
 - The majority of responses provided were from students attending the Sutton Academy
- 3.2 St Helens Borough Council and the English Cities Fund (ECF) also commissioned Social Value Portal (SVP) and PLACED to produce a Social Value Measurement Framework to feed into the development of the St Helens masterplan. PLACED co-ordinated and delivered engagement activities with young people across the borough to help shape this framework. 95 young people from 4 schools across the borough (Carmel College, Lansbury Bridge School and Sports College, Cowley International College and De La Salle School) took part in 1day workshops in February 2023.

4. Progress Update

Vibe Activity

4.1 When asked what difference improved youth facilities would make for young people in St Helens, the top priorities identified by young people were:

- Somewhere to make new friends
- To be able to socialise in safe spaces and to have fun, which in their view could contribute to the improved mental health and emotional well-being of young people in the borough.
- The young people who responded identified 'chilling/having fun with friends' as their favorite interest, followed closely by 'gaming' and 'sport', then 'Music'.

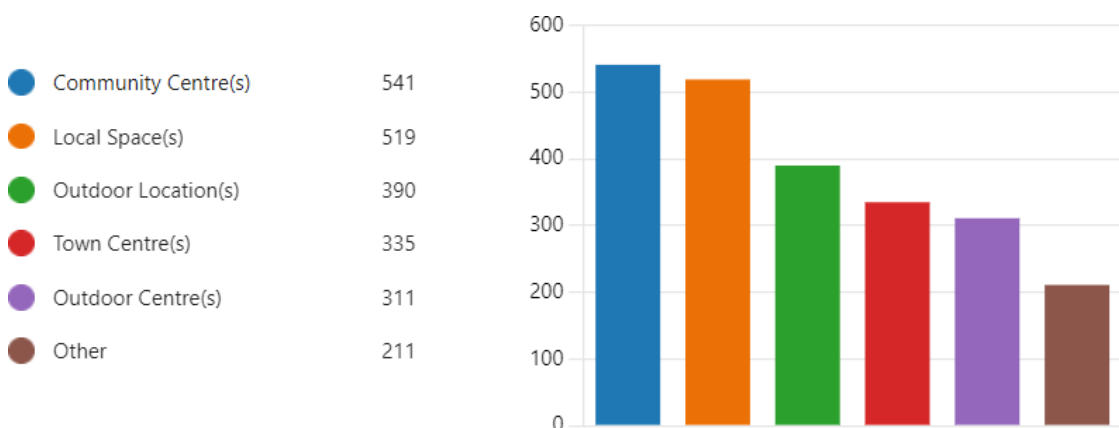


4.2 Young people highlighted the following activities/services as those not currently available to them, which they would like to see included in the plan.

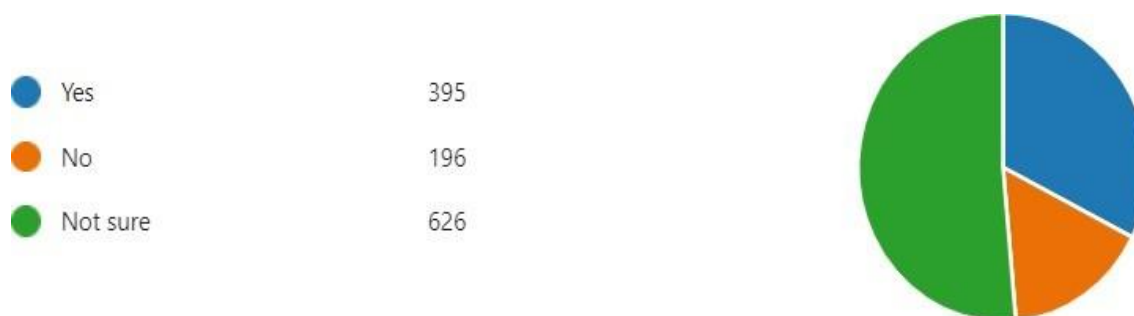
young people art clubs trampoline park Swimming pool pool tables
 Gaming Clubs place Football sport Water sport
 gaming centre Clubs
 Sports clubs football pitches activities art ice skating
 Netball clubs Cooking clubs youth club

4.3 When young people were asked where youth provision should take place or be located, the most popular response received was they would prefer this to be in the form of community centres. They also said that a future youth offer would need to be an attractive place to use, it needed to be a safe place where they could have fun with nice people.

4.4 After being asked where the space should be located, young people were clear that they would prefer this to be a community centre(s) (541) or local space (519).



- 4.5 Interestingly, when asked would they attend a space dedicated to young people for example a dedicated 'Youth Zone' most respondents stated they were not sure (51%) followed by (32%) saying they would.



ECF/PLACED Activity

- 4.6 In the workshops the young people were asked what they thought was missing in their local area and they shared that they would like more of the following:

- Activities (cultural, sports, entertainment) that are geared towards young people and that are free-of-charge
- Study spaces where they can do their homework
- A sense of safety in the town centre and borough
- Retail shops for teenagers, especially affordable shops such as H&M and Primark
- Communal outdoor spaces such as parks, and links to nature and country walks
- Wheelchair access and general accessibility for disabled people
- Road safety, such as signs and markings on road to enable cycling
- Public services such as library, baths, leisure centres
- More aesthetic cohesion between the buildings

- 4.7 On the theme of leisure, the young people raised several issues that include:

- When asked 'Do you feel there are enough things for young people to do in your area?', only four young people responded 'Yes', and 87 of them responded 'No'. They explained they saw the town centre as a place for older generations, with retail and restaurants aimed at the elderly.
- Many of the young people said that provisions for children seem to be targeted at babies, toddlers and young children, and feel that teenagers are ignored in the design of play areas and public spaces.
- Many young people told us that there's no indoor spaces where they feel welcome to hang out in groups without spending money, and that teenagers don't feel welcome in the borough's outdoor public spaces. "There's nowhere for us to sit without feeling observed or judged. Everything is too expensive and very unaffordable." Many spoke about resorting to hanging out in car parks with friends in the warmer months, or just staying home alone when it's bad weather. Many also spoke about being stigmatised by older generations and commented on feeling that they are unfairly stereotyped as being part of gangs or dealing drugs because they resort to hanging around in groups on the streets.
- A common point made by young people is that there's not many sports facilities for young people in St Helens.
- Young people told us that there are no gyms that allow under-16s.

- 4.8 Interestingly, in terms of solutions:

- The young people said they'd like to have access to activities and spaces specifically targeted at teenagers. Many young people spoke about wanting

access to free-of-charge and discounted creative spaces, places where they can spend time with groups of friends and make new friends in creative environments. Young people spoke about clubs focusing on dance; music; drama; creative spaces; games; nutrition; cooking; swapping clothes; and teen-friendly spaces to hang out with friends.

- Lots of young people talked about the benefits of having a teenager-zone, with fixed seating and places to charge phones.
- Young people would like to see creative spaces and events, some of which to be targeted at young people. Many proposed being involved in curating exhibitions. Some young people said they'd like the opportunity to create artwork, such as sculptures, and be able to exhibit them around the town centre.
- Many young people said they'd like to see sports facilities and sports clubs for young people.
- Many young people spoke about wanting to see more activities for teenagers in leisure centres.

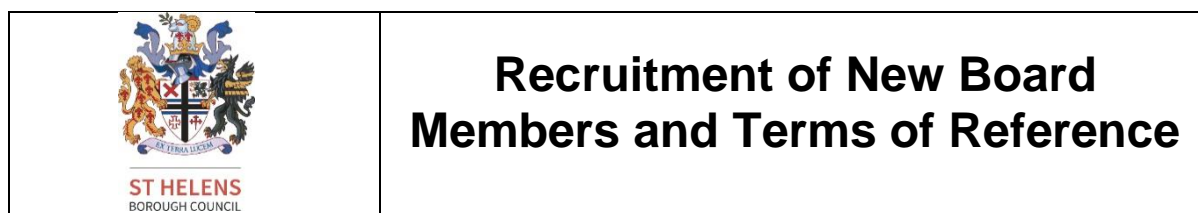
5. Conclusion

- 5.1 The responses given to the VIBE engagement suggest that young people across St Helens are interested in securing a dedicated space for young people in which they can 'chill or 'hang out' with friends and peers; however, 51% of those responding highlighted that they were not sure that they would attend a dedicated Youth Zone. When asked specifically about what services which are not available locally, they would like to see included in the ask, young people seemed to want things in their community, stating things are often 'too far' to get to. However, the majority of responses were framed around 'something to do for young people in a safe space – youth clubs'. Finally, when looking at what would make the space attractive to young people, key presenting aspects included: a warm, comfortable space where young people can chill and not be asked to move on all the time. They want trusted adults [youth workers] who can effectively engage with young people. They were also keen to ensure that the offer was available for when young people wanted them – after school, school holidays and weekends.
- 5.2 There are several synergies with the outcomes of the ECF/PLACED engagement, which usefully expanded into the young person's identifying potential solutions that will inform proposals for the proposed Gamble Building Town Deal Youth Zone project. They include having access to activities and spaces specifically targeted at teenagers, free-of-charge and discounted creative spaces, places where they can spend time with groups of friends and make new friends in creative environments, with clubs focusing on dance; music; drama; creative spaces; games; nutrition; cooking; swapping clothes; and teen-friendly spaces to hang out with friends.
- 5.3 The Board is requested to note the views of the young people captured during these respective consultations and to consider how to factor such into the borough's developing youth offer and the proposed Town Deal Youth Zone project.

Appendix 1 - Full Youth Consultation Feedback - VIBE (sent separately with Agenda pack)

Appendix 2 - Community Engagement Report by PLACED (sent separately with Agenda pack)

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Recruitment of New Board Members and Terms of Reference

1 Purpose of the Report

- 1.1 This report provides Board with an update and overview of the recruitment process for new Town Deal Board members, together with an updated draft Terms of Reference for review.

2 Recommendations for Decision

Board is recommended to:

- i. **Note the feedback from the Town Deal recruitment update and provide any comments in response.**
- ii. **Agree the proposed next steps in the review process.**
- iii. **Review the amended Terms of Reference for approval.**

3 Background

- 3.1 A Town Deal Board Governance Review was undertaken in line with the transition from 'Stage 2 Business Case submission' to the next stage 'Project Delivery' and the requisite monitoring of outputs set out in the Town Investment Plan.
- 3.2 Arup, a Towns Fund delivery partner, were commissioned to facilitate the Governance Review given their good understanding of the issues and challenges that the Town Deal Board faces as part of the Towns Fund programme. Arup are well placed having worked as a Towns Fund Delivery Partner, supporting all 101 towns throughout the Towns Fund programme, including providing governance support specific to Town Deal Boards.
- 3.3 The scope of the Governance Review and the proposed stages were summarised at the Board meeting on 21 October 2022. Stages One and Two, as set out in Table 1 below, have now been completed.

Stage	Activity	Timescale
Stage One: Governance Review	<ul style="list-style-type: none"> • Workshop • Feedback findings to Board • Consideration of next steps by Board 	Completed 16 Sept 22 Completed 21 Oct 22 Completed 21 Oct 22
Stage Two: Skills Audit	<ul style="list-style-type: none"> • Arup to prepare a confidential survey for Board Members to evaluate skills within the current Board. • Identify any skills gap in the current Board. • Review Terms of Reference of the Board and propose any revisions and refresh. 	Completed 21 Oct 22 Completed Nov 22 Completed Jan 23

Stage Three: Recruitment	<ul style="list-style-type: none"> Design a recruitment process to fill any skills gaps with suitable candidates. Refresh Board Membership. Induct any new members into the Board. 	February 23 (<i>Completed July 23</i>) May 2023 (<i>Scheduled Sept 23</i>) May 2023 (<i>Scheduled Sept 23</i>)
Stage Four: AGM	<ul style="list-style-type: none"> Establish a cycle for AGM in line with updated Terms of Reference Formalise annual appointments of Board Members and Chair 	February 23 (Scheduled Sept 23) February 23 (Scheduled Sept 23)

3.4 To understand and provide recommendations on the current skills landscape across the Board, its members were asked to complete a bespoke survey that asked each member to rate their experience in a variety of diverse skills areas:

Project Management	Governance
Cost Value Engineering	Budget Management
Architecture	Strategic Thinking
Town Planning	Local Government Procedure
Risk Management	Consultation and Engineering
Contract and Procurement	Education and Training
Managing Conflict	Youth Activities / Engagement
Delivering Large Scale Projects	

3.5 Board Members were asked to rate their professional experience of each skill across these areas through one of the following indicators:

- Competent and confident to engage
- Professional experience or qualified in this area
- Would benefit from further training or experience in this area

Table 2: RAG rating of skills

Skills	Competent and confident to engage	Professional experience or qualified in this area	Would benefit from further training or experience in this area
Project Management	7	3	1
Cost Value Engineering	6	2	3
Architecture	4	1	6
Town Planning	5	1	5
Risk Management	5	5	1
Contract and Procurement	5	4	2
Managing Conflict	5	6	0
Delivering Large Scale Construction Projects	3	3	5
Governance	4	7	0
Budget Management	3	8	0
Strategic Thinking	3	8	0
Local Governance Procedures	3	6	2
Consultation and Engineering	4	5	2
Education and Training	4	6	1
Youth Activities and Youth Engagement	4	4	3

- 3.6 Alongside the skills audit, Arup has additionally reviewed and drafted revised Terms of Reference for the Town Deal Board, to reflect the progression of the programme into its delivery phase and will be reported to the Town Deal Board in due course. These are included at Appendix 1 for Board Member consideration.
- 3.7 The Board reviewed and agreed to take recommendations forward to commission a campaign to recruit new Board members with the appropriate skills, knowledge and expertise.

4. Progress Update

- 4.1 In July 2023 a comprehensive campaign was initiated to recruit new members to the Board, with the intention of addressing the skills gaps identified by ARUP and diversifying the membership. It was considered important that applicants and new members to the Board should be a St Helens resident and/or have a significant vested interest in the town.
- 4.2 A detailed advert was drafted and circulated via St Helens Borough Council website and shared across suitable and relevant social media platforms. The advert was for the duration of one month with a closing date of the 14 July 2023. Candidates were requested to submit a CV and a cover letter demonstrating why they were suitable for the role. A total of 23 applications were received from a wide range of individuals and from a variety of backgrounds. A summary of each applicant was drafted to define their suitability for the role based on the skills gaps identified by ARUP.
- 4.3 Eleven candidates were invited for an informal interview with the panel, consisting of the Town Deal Chair (part-only due to illness), Lisa Harris and Sean Traynor. Interviews took place across two days, 31 August and 4 September 2023, with candidates given the option of a Teams or in-person interview. Due to unforeseeable circumstances, one candidate requested a later interview date which took place on the 8 September 2023.

5. Conclusion

- 5.1 After much interest from candidates, and following a selection process (based on the Arup analysis of the skill set across existing members), the following four additional new members are suggested to be formally appointed to the Board at today's AGM:
- Gill Smith (Faithful + Gould) is a construction manager with an impressive 20-year track record that also includes project strategy and governance. Gill is also Social Value lead for her current employer and has strong community engagement skills.
 - Jennifer Greenan (E-Verve Energy Ltd) will provide valuable industry leading understanding of the renewable energy sector together with a clear passion for championing the town and inspiring young people.
 - Lance Flor (LLPT Foods Ltd) will provide business growth expertise together with professional legal and financial knowledge. With over 600 employees, many of which are young persons from St Helens, Lance will also be able to directly contribute to youth engagement opportunities.
 - Rachel Yeates (MBDA) is a young professional with a desire to bring a unique contribution to the towns ongoing success and having experience across project management governance, budget and risk management, contracting and procurement, and delivering large scale construction projects.
- 5.2 In addition to the recruitment of new members to the Board, due to a change in the personal and professional circumstances of some individuals, some changes to Board members are proposed that include:

- Daniel Bimpson, Investment Manager, has been nominated by as the representative from the LCRCA following the departure of Sophie Bevan
- Mick Allen to be replaced by a suitable colleague from BEIS, with a nomination awaited.

Appendix 1 - ST HELENS TOWN DEAL BOARD TERMS OF REFERENCE

Background

In September 2019, the UK Government identified 101 towns to participate in bidding for up to £25m, to support the delivery of innovative regeneration plans. Those towns selected generally had a proud industrial and economic heritage but had not yet benefitted from recent economic growth. The initiative added £1.325bn to a previously announced Towns Fund, targeted at stimulating regeneration of towns, town centres and high streets, taking the total fund allocation to £3.6bn.

These additional funds are referred to as “Town Deal Funds” and are aligned to “whole town” proposals, not just town centres.

Government set an initial requirement to complete a written “readiness statement” which was completed and submitted by 19th December 2019 and the St Helens Town Deal Board was established in December 2019.

The St. Helens Town Deal Board was successfully awarded £25m in funding in July 2021.

Objective of the Fund

The objective of the Town Deal Fund is to drive the economic regeneration of towns to deliver long- term economic and productivity growth via:

- **Urban regeneration, planning and land use** – ensuring towns are thriving places for people to live and work, including by increasing density in town centres; strengthening economic assets including local cultural assets; site acquisition, remediation, preparation, regeneration, making full use of the planning tools to bring strategic direction and change.
- **Skills and enterprise infrastructure** - driving private sector investment and ensuring towns have the space to support skills and small business development.
- **Connectivity** – developing local transport schemes that complement regional and national networks as well as supporting the delivery of local digital connectivity.
- **Local** - most importantly, local communities must have a say on how the money is spent.

Government named the Lead Authority as ST HELENS BOROUGH COUNCIL and set out its role, which is to:

- Convene the Town Deal Board.
- Make clear the governance structure and decision-making structures and ways of working of the Town Deal Board which should be made public.
- Define the area the Town Deal Board will represent on a map (using boundaries defined by ONS).
- Ensure that the Town Deal Board aligns with the governance standards and policies of the Lead Council including whistle blowing, conflicts of interest and complaints.
- Be open by default about Town Deal Boards whilst recognising commercial sensitivity.
- Ensure that all evidence and supporting documents will be made publicly available. The administration of these funds will be delivered as a two-stage process:

Stage 1: providing capacity support to places to put the structures and vision in place to move to the next stage of agreeing a deal.

Stage 2: places to use their locally owned Town Investment Plan to put together a business case to apply for funding for interventions.

Role of the Town Deal Board

The St. Helens Town Deal Board (Board) was formed to analyse the town's current situation, formulate a vision for its future, agree activities and interventions to realise this vision and oversee their delivery.

Key to this work is identifying an economically, socially, and environmentally sustainable vision for the town centre as a successful, sustainable, and well-liked place, (the Town Vision). The Board then provides strategic insight on the direction on the delivery of the Town Investment Plan, which brings the Town Vision to reality. To achieve this, it will:

- **Influence** making and governance, using their professional expertise and local knowledge, to best deliver value for money across the Town Deal projects, as well as actively attracting other funding, be it from the private or public sector.
- **Champion** the Board's economic vision and promoting bold, deliverable interventions that will generate maximum economic and social benefits for St. Helens.
- **Coordinate** plans, contributions and initiatives to make the whole greater than the sum of the parts.
- **Promote** the Town Vision, being active ambassadors for St. Helens, working together to help realise its longer-term development and prosperity.
- **Monitor** progress in activities over their delivery period.

Working Principles

The Board can support the delivery of the Town Vision by systematically considering:

- How can the town's anchor institutions and main stakeholders contribute to achieving the Town Vision, recognising that this contribution may arise through financial contributions, supporting programmes, volunteering, joint promotion, or initiatives. The Board should consider what avenues for impact are available.
- How to bring together public, private and community partners from across the Borough to support the Council in identifying and supporting efforts to deliver the long-term sustainability and vitality of our town centre as the focal points of our community. In particular, there is no merit in establishing competing boards – the Board will need to collaborate with existing interest groups.
- **Diversity** – we believe our submissions will benefit from a broad range of backgrounds and interests. The Board should actively promote equality, diversity, and inclusion across all of its activities.
- **Net Zero** – How can projects align with the Council's Climate Emergency declaration from July 2019 and the achievement of sustainable development within the borough? The board should consider opportunities at each stage of the projects to benefit tackling the climate crisis.

Key Activities

In its **first phase of work**, the Board answered the following questions:

- What is the town for, i.e., what should attract people to visit, work and live in the town?
- How should people (locals and visitors) use the town, including the homes, shops, business spaces, public spaces and amenities?
- How does this Town Vision fit into the wider system, i.e., the network of villages, towns and cities surrounding? What makes this town's offer attractive and different from elsewhere?
- What is it that will make the town's offer attractive?

The answers to these questions were both aspirational and founded in financial and social reality. In its **second phase**, which followed directly afterwards, the Board answered the following questions:

- What are the gaps between this Town Vision and the current situation and what has caused the gaps? We must recognise here that many of the gaps will be beyond the town's direct control, e.g., changes in retail economy, changes in job market, changes in tourism trends.
- What changes to the current physical environment would help achieve the Town Vision? This includes high streets, transport links, digital connectivity, housing supply and renewal, i.e., the fabric and connectivity of the place.
- How can we support locals to join and contribute to this Town Vision? This refers to how people use and participate in the life of the town. It links to locals' skills, access to employment, wellbeing, and the cultural offer. For LCR, culture is the rocket fuel of regeneration.

St. Helens was awarded Capacity Funding via a s31 grant to support the development of the Town Deal Board and the Town Investment Plan.

In its **third phase**, which involved deliberation, outreach and analysis, the Board determined as a collective:

- Interventions and projects
- Partnerships
- Funding
- Communications
- Delivery

Workstream

The Board ultimately agreed on an evidence-based, strategic Town Investment Plan, which was informed by existing local strategies to develop a clear programme of intervention, coordinating resources regionally and influencing stakeholders to invest.

The Town Investment Plan included background, context, and evidence for the suggested strategic intervention, as well as a Town Vision that complements local economic strategies. If the business cases do not align with the proposed objectives of the Towns Fund or the proposed outcomes of the Town Investment Plan, it was unlikely that funding would be released, causing a risk to project delivery.

There was also consideration of the short, medium and long-term plan for the town that will address how:

- Activity can be locally funded.
- How projects can be supported by public investment (such as Towns Fund) with cost estimates.
- How projects can be privately invested.

Following the agreement of Heads of Terms, towns had one year to develop agreed projects in detail, complete and assure comprehensive business cases, and submit a Summary Document to DLUHC to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms.

The Board have an ongoing role through this stage, having sight of decisions as projects are developed in more detail. All business cases passed through local assurance mechanisms with oversight from the Town Deal Board.

A condition of receiving Towns Fund funding is providing regular feedback on progress, to allow for monitoring and evaluation of projects. To ensure successful delivery of the Town Deal, the Board should:

- Ensure independent 'on-the-ground' monitoring of deal delivery.
- Act as a critical friend to the Lead Authority throughout the programme lifecycle.
- Have regular communication with the Lead Authority.
- Take ownership of the proposed projects.
- Provide a level of accountability for the proposed projects.
- Raise issues to the progress of capital works or contractual negotiations from the perspective of their organisational members, constituents, or interest groups.

Additionally, towns must demonstrate their capacity to deliver their investment plan. St Helens must ensure they can:

- Begin delivery agreed within the Town Investment Plan.
- Ensure that proposals align with the Towns Fund objectives and address the strategic need identified in the individual Town Plan.
- Provide a total value spend and expected spend for each of the projects, in line with agreed programmes.
- Agree delivery of Towns Fund with relevant partnerships and obtain planning permission for intervention to begin.
- Manage in-house capacity for proposed scale of project and accountability for funding delivery.
- Demonstrate an ability to spend capital monies-as agreed within the Town Investment Plan.

All Town Investment Plans had to be informed by existing local strategies, including those that exist at Liverpool City Region Combined Authority level, as they provide the strategic overview of an area and hold powers that are critical to deliver the aims of the funding.

Members supported the development of a series of strategic and policy recommendations for the town, supported by evidence and analysis. This informed the basis of the Council's final submission to DLUHC- It was-essential that the Board's findings helped the Council to develop a clear criteria-based strategy for future investment and intervention into the town.

Specific areas of consideration:

- Identify the factors driving the shape, patronage, and performance of the town centre.
- Test the hypothesis that its role as a retail centre will diminish and identify what alternative functions might maintain its sustainability and vitality.
- Options available to improve services and amenities, and to use them to improve social value in the town centre.
- How community groups and the third sector can both support town centre vitality and benefit from it.
- How town centre development can complement wider economic growth and opportunities in the Borough.

LCR/LA Strategic Vision

This is a fantastic opportunity for the Board to:

- Influence a key LCR policy area on a topic where the issue exists throughout the UK.
- Engage with the local authority and CA on a key policy area.
- Help inform investment plans into the town centre for future years.
- Use the Town Investment Plan as a framework to secure further government and private investment.

Liverpool City Region Combined Authority and its Local Authority Partners recognise the need for intervention regardless of the central government Towns Fund. The role and structure of our town centres are changing. Their positions as retail centres are diminishing and there is a need to re-position them to ensure they fully serve the needs of our communities, visitors, and businesses.

The Board should note that the LCR Metro Mayor has appointed IPPR North to run an expert led Commission to consider the long-term future of Liverpool City Region town centres, alongside making £6m in immediate funding available to Councils for investment in their existing town centre plans and piloting ideas to influence town centre interventions in possible future funding rounds.

This work will support the Board in its policy making.

The LCR Local Industrial Strategy also recognises the importance of the towns' strategy, aligning with the directive that regeneration is not just a property initiative, it's a whole place initiative where people and place take priority of traditional property solutions.

ADMINISTRATIVE PROCEDURES

1. Purpose and Objectives of the Board

1.1 The Purpose of the Board is to assist in the facilitation of the delivery of the projects set out in the Town Investment Plan.

1.2 The Objectives of the Board are to:

- Define strategy and vision for the town.
- Develop and oversee the delivery of the St. Helens Town Deal.
- Develop detailed business cases.
- Serves as an advisory board to the local Council.
- Co-ordinate resources and influence stakeholders.
- Ensuring communities' voices are involved in shaping design and decision-making at each phase of development.
- Ensure diversity in its engagement with local communities and businesses.
- Be active and attentive, striving for the best outcome for St. Helens.

2. Board Membership

2.1 The **Chairperson** should be a locally invested business leader, nominees proposed by the Lead Local Authority, and approved by the Board, having taken into consideration a number of factors including the ability to meet all the essential requirements of a Board Member and in addition, a demonstrable ability to:

- Understand the public, private, voluntary and community sectors.
- Run an effective, diverse and inclusive Board and manage relationships with both shareholders and stakeholders.
- Influence, persuade and communicate with others towards achieving the purpose and ambition of the Board.
- Competently manage conflicts that may arise through competing/conflicting interests of the Board members and key stakeholders.
- Ensure that the business is discussed in line with the agenda and ensure that everyone's views are heard and discussed, clear decisions are reached, accepted and follow-up.

2.2 The Chairperson is invited initially for a term of office for 24 months, with options to extend for a further 12 months.

2.3 The ideal number of Board members, as agreed at the first meeting, is circa 20.

- 2.4 Selection and appointment of the **Board Members** will be led by the Lead Local Authority. It is the Council's responsibility to ensure that the Board should include:
- All tiers of local government, Mayoral Combined Authority, Town and Parish Councils, Local Enterprise Partnerships.
 - Local business and investors.
 - Community representatives from diverse backgrounds, both culturally and professionally.
 - Local MPs (Members of Parliament).
- 2.5 The Board may also include:
- Local BID (Business Improvement District).
 - Job Centre Plus.
 - Anchor Institutions.
 - Arms-length bodies and other non-governmental agencies.
 - Other private investors and developers.
- 2.6 Duration of Board Membership will be for a period of 24 months initially, with options for extension with the agreement of the Board and the Lead Authority.
- 2.7 The selection and appointment process of Board Members will be invitation-led, and the following criteria will be taken into consideration:
- Demonstrable passion and commitment to the development of the town's future.
 - Record of commitment of time and resources into local social and economic infrastructure.
 - Willingness to engage with the Local Authority and Town Deal Board, abiding by the Terms of Reference of the Town Deal Fund Board and its Code of Conduct and Decision-making processes.
 - Respected and credible local community leader.
 - Ability to meet the time commitments of the Board and attend Board meetings regularly.
 - Domain knowledge or expertise, pertinent to the business of the Board.
- 2.8 The Board must have a diverse range of skills and experiences which include:
- | | |
|----------------------------|---------------------------------------|
| • Project Management | • Delivering Large Scale Construction |
| • Cost Value Engineering | • Governance |
| • Architecture | • Budget Management |
| • Town Planning | • Strategic Thinking |
| • Risk Management | • Local Governance |
| • Contract and Procurement | • Consultation and Engagement |
| • Managing Conflict | • Education and Training |
- 2.9 If there are skills gaps on the Board, this must be addressed by re-shuffling the Board to ensure the above skills are covered, or with external support to help address any shortfalls.
- 2.10 Board Members will be required to adhere to the governance standards and policies of the Lead Council including whistle blowing, conflicts of interest and complaints as well as the Nolan Principles.

3. Attendance at Meetings

- 3.1 Meetings will be held quarterly for a period of approximately two hours, at an accessible and appropriate venue within the town centre- or through digital mechanisms at the discretion of the Chair. Meetings may also be a hybrid of both real time/place and digital engagement.

- 3.2 Secretariat support will be provided by officers of the lead Council, recording the business, decisions, and actions of the Board.
- 3.3 Members will endeavour to attend all meetings of the Town Deal Board, however if they are unable to attend any meeting then they should submit their apologies in advance of the meeting. Members should not miss two meetings in a row.
- 3.4 Board Members may only substitute with a deputy if unable to attend if pre-authorized in advance with the Chair. Where they are not able to attend, they must notify the secretary to the Board no later than 24 hours before the Board meeting.
- 3.5 The Council will be responsible for ensuring that the Town Deal Board:
- Aligns with the governance standards and policies of the Lead Council including whistle blowing, conflicts of interest and complaints.
 - The meetings are open by default in terms of how the Board conducts its business whilst recognising commercial sensitivity.
 - Ensure that all evidence and supporting documents will be made publicly available whilst recognising commercial sensitivity.
- 3.6 The meetings will not be open to attendance by the press and public.
- 3.7 Agendas, decisions, and actions agreed by the Board will be made available to Members of the Public via Mod.Gov operated by the Lead Authority.
- 3.8 Costs of hosting the meeting will be met by the Council. Costs of travel to Board meetings will not be met, but reasonable pre-approved expenses to carry out agreed business of the Board, may be met.

4. Decision-making

- 4.1 All board members have a responsibility to ensure that adequate discussion of issues occurs before recommendations are made.
- 4.2 The Board has power to make all decisions in respect of the delivery of the Town Investment Plan. In due course, further responsibilities of the Board may be defined with respect to the delivery of specific projects.
- 4.3 Board Members are expected to attend regularly, and meetings will be diarised to ensure optimal attendance. However, if Board members are not able to attend, they are still required to read the board papers and make their views known to the Chair of the Board in advance of the Board meeting.
- 4.4 If consensus cannot be agreed by the Board, in the first instance, the Chairperson will mediate towards satisfactory resolution, based on an evidenced-led approach. If the Board still cannot reach consensus, decisions will be made on the basis of voting.
- 4.5 In the event that a decision needs to be made by casting a vote, each Board member is entitled to one vote. Board Members are not entitled to cast a vote if they are not in attendance at when the decision is formally agreed at a Board Meeting.

5. Delegating Tasks and Powers

- 5.1 Sub-committees may be established by the Board to act as Task and Finish Groups for specific and appropriate elements of the Board's business. The Board should agree what Sub- Committees are required.

- 5.2 Additional non-Board members may be invited to provide skills, resources, insight, and capacity to the task but must abide by the decision-making structures, Code of Conduct and Terms of Reference of the Board.
- 5.3 Each Sub-Committee should be chaired either by a Board Member or a Board-approved nominated representative.
- 5.4 Progress on tasks of the Sub-committees should be updated and reported to the Board, to a schedule agreed by the Board as appropriate to its agenda.
- 5.5 Procurement processes will be governed by the Financial Regulations and Procurement Procedures for any goods or services procured by funds for which the Council is the accountable body.

6. Code of Conduct

- 6.1 One Code of Conduct will cover all Members of the Board with respect to its purpose and objectives, its sub-committees and all public sector officers supporting the development and delivery of St Helens Town Investment Plan. This will also apply to any secondees, consultants and contractors.
- 6.2 Board Members and supporting officers will be made aware of the importance and significance of upholding these standards at their inaugural Board Meeting and through regular training processes if required.
- 6.3 Subsequently, at every board meeting, Board Members will be asked to confirm their conflict of interest, and these will be publicly recorded. Where the board agrees that a conflict is inappropriate, the member should be recused from both the discussion and decision making. At the AGM, a comprehensive record of conflicts of interest will be undertaken and referred to at the start of each meeting.
- 6.4 Particular care will be taken where board members have a live, concurrent post which could give rise to conflicts of interest. Any conflict of interest for Board Members will be established at the start of the selection process and actively managed to ensure there are no material factors impeding independence of judgement.
- 6.5 Board Members will demonstrate visible independence which is vital to ensure that there is no bias or favouritism towards or against particular players. This freedom of action is needed to reassure investors, competitors, residents, employees, and all tiers of government.
- 6.6 The Lead Authority, St Helens Borough Council will publish the list of Board Members and registered Conflicts of Interest
- 6.7 In accordance with the Towns Fund Prospectus, Members of the Board agree to comply with the Nolan Principles, the 7 principles of public life which apply to anyone who works as a public officeholder.

L Harris (Executive Director of Place Services)
in conjunction with Liverpool City Region Combined Authority
September 2023 (Draft)

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1 Summary

- 1.1 This report provides Board with an update on the financial position in relation to Town Deal grant funding approved by DLUHC. The total of £25m available includes £23.75m capital grant and £1.25m revenue grant. Accounting considerations for the Council will report via the Capital Programme and revenue budgets as appropriate.

2 Recommendations for Decision

Board is recommended to:

- i. **Approve the reallocation of funding in respect of Cannington Shaw for £33,000 to support the District Heat Network feasibility study.**
- ii. **Consider the change of use of £24,000 capacity funding for the Health Innovation Hub project to conduct market engagement and research.**
- iii. **Note the requirements for all Project Managers to review and provide updates to expected expenditure profiles for the next performance return as at the end of September 2023.**

3 Purpose of this Report

- 3.1 This report provides an update on the financial position in relation to grant funding for the Town Deal projects and seeks consideration by Board to certain change proposals received from Project Sponsors.

4 Revenue Funding

- 4.1 The recommendations set out within this report note the additional requests for usage of the funding available for the Town Deal.

- 4.2 The initial £1.25m utilised as capacity funding for all projects will now either be part of the main capital grant for each project, or the revenue allocation that has been requested as part of previous approvals. The reporting will now be based on the revenue and capital grant allocations following the full approval of all projects from DLUHC.

- 4.3.1 Details of the requests that are to be funded are as follows.

- **Cannington Shaw Bottle Shop** - reallocate £33,000 from the main capital grant for the project to support a Heat District Network feasibility study. The Project Manager has confirmed that it will not impact on the delivery of the required works for the related Town Deal project following the securing of additional National Lottery funds.
- **Health Innovation Hub** – the request received from the Business Connect element of the project is to allocate £24,000 of the capacity funding to support market engagement and research as detailed in Appendix 1. This is a change to the previously agreed earmarked value to support additional design fees for the Skills

Hub element of the project. Given the limited progress on identifying suitable premises for the majority Skills Hub element (see project report under Item 9) this proposal will need to be considered carefully by Board in terms of priority investment of the remaining allocated capacity funding.

- 4.3 Table 1 below shows the current expenditure, forecast position and the total allocated revenue grant. Expenditure incurred to date totalling £684,217, and remaining expenditure to be incurred is £565,783.

Table 1: Revenue Grant

Town Deal Project	Budget as at Town Deal Board May 2023 (£)	Expenditure/ Funding Released to date (£)	Remaining Expenditure (£)
Overall Project Management & Business Case Development	443,572	291,797	151,775
Digital Infrastructure	105,748	82,138	23,611
Cannington Shaw	226,178	56,815	169,363
Glass Futures 2/ SINA Medical Glass	193,502	78,150	115,352
Health Innovation Hub	200,000	164,068	35,932
Youth Zone	81,000	15,749	65,251
TOTALS	1,250,000	684,217	561,283

- 4.4 These figures represent values released to projects to date. For the externally delivered projects, the grants are issued to the relevant organisations. As part of the assurance review for all projects, the expenditure and associated evidence for audit purposes is being reviewed and checked on an ongoing basis.

5 Main Capital Grant

- 5.1 The funding is expected in tranches from DLUHC, over financial years. As part of the assurance process the expenditure will be tracked against the expected profile, and performance monitoring returns need to be submitted on this basis. The performance returns will report on actual progress every six months back to DLUHC. The assurance framework provided from DLUHC will require a deep dive into performance if actuals are 40% behind profile, or on a random sample selection.
- 5.2 Expenditure released to date from the Council against the expected profile agreed with Project Managers is in Table 2 below. This profile of expenditure requires a review and update in order to submit the next performance review to DLUHC as of September 2023's reporting period. The significant movement of expenditure expected up to September 2023 will now happen early in 2024 instead, which is due to the timing of the SINA/ Glass Futures 2 project and the start date of the lease for the associated building now acquired by the Council.

Table 2: Main Capital Grant

Project	Expenditure Expected up to September 2023 (£)	Expenditure Incurred/ released to Projects to September 2023 (£)	Variance to September 2023 (£)	Expenditure expected next period October to March 2024 (£)	Expenditure expected April 2024 onwards (£)	Total Capital Grant Budget (£)	Progress
Town Centre Living & Regeneration	0	0	0	1,582,741	5,657,259	7,240,000	Cabinet Report approval for Council Investment 13/09/23. Once phase one contract is in place ECF will invoice to recover costs
The World of Glass	889,900	889,900	0	0	0	890,000	Funding all released – final assurance checks required
Connected Places	0	0	0	0	3,250,000	3,250,000	Expected to commence with expenditure from April 2024
Digital Infrastructure	0	0	0	83,788	2,416,212	2,500,000	Procurement activity due to begin in October 2023, construction expenditure from June 2024- revised profile has been provided by project team delaying £416,000 by 6 months
Cannington Shaw	0	0	0	720,000	650,000	1,370,000	Grant Funding Agreement being arranged for the release of the first tranche of capital funding
SINA/ Glass Futures 2	4,474,000	0	4,474,000	4,474,000	1,026,000	5,500,000	First tranche of grant funding now expected to be released to SINA in January 2023
Health Innovation Hub	0	0	0	872,000	831,000	1,703,000	Awaiting the updated financial case for the project before arranging the grant agreements
Youth Zone	0	0	0	628,000	669,000	1,297,000	Expenditure likely to move and be later than this, dependent on the design work for the Gamble and any necessary wider Council approvals.
TOTALS	5,363,900	889,900	4,474,000	8,360,529	14,499,571	23,750,000	

- 5.3 For completeness, the total budget and expenditure to date for each project including the capital and revenue grant allocations from the Town Deal funding is as below in Table 3.

Table 3: Total Budget and Expenditure

Project	Revenue Grant (£)	Capital Grant (£)	Total Grant Funding (£)	Expenditure to Date (£)	Remaining Expenditure (£)
Programme Management	443,572	0	443,572	291,797	151,775
Town Centre Living & Regeneration	0	7,240,000	7,240,000	0	7,240,000
The World of Glass	0	890,000	890,000	890,000	0
Connected Places	0	3,250,000	3,250,000	0	3,250,000
Digital Infrastructure	105,749	2,500,000	2,605,749	82,138	
Cannington Shaw	226,178	1,370,000	1,596,178	56,815	1,539,363
SINA/ Glass Futures 2	193,502	5,500,000	5,693,502	78,150	5,615,352
Health Innovation Hub	200,000	1,703,000	1,903,000	164,068	1,738,932
Youth Zone	81,000	1,297,000	1,378,000	15,749	1,362,251
TOTALS	1,250,000	23,750,000	25,000,000	1,578,717	23,421,283

6 Conclusion

- 6.1 The report sets out the progress to date financially with all Town Deal projects and highlights where focus needs to be in order to ensure successful continuity.
- 6.2 Board is recommended to note the position on agreed expenditure and funding allocations to date and consider the recommendations for new allocations as set out in Section 2 above.

Appendix 1

St Helens Town Deal – Capacity Funding Request Form

Project Name:	St Helens Health & Care Sector Research Project 2023
Project Sponsor:	St Helens Chamber – Delivery Organisation
Project Manager:	David Marnell

Description of Request:

The Health & Care sector is in a challenging and transitional period post covid. The sector faces multiple pressures linked to inflation, employment (attraction & retention), regulation, increasing demand, new objectives linked to ESG, such as progressing to Net Zero and use of local supply chain. Since our initial research during the business proposal phase the market has shifted, and the current state of our local economy in this sector is not fully known.

We seek capacity funding so we can design and deliver a Business Connect Hub that is fit for purpose and meets the need of this sector. St Helens Chamber are working across the Liverpool City Region providing a voice, and to strengthen the relationship between employers and training providers through a Local Skills Improvement Plan (LSIP). This work is vital and supports our collective objectives in supporting St Helens College in the design and delivery of the Skills Hub and service linked to this project. [LSIPs | LCR Chambers \(lcrchambersofcommerce.co.uk\)](https://www.lcrchambersofcommerce.co.uk).

However, whilst we will target the Health & Care sector through LSIP, it will not deliver on our objective to conduct additional market engagement and research, so we understand the current challenges, opportunities, and market conditions. This funding will ensure that the market position and needs are understood, it will provide a detailed level of information and data that is crucial when designing the services that the Business Connect Hub will offer.

We propose a mix of qualitative and quantitative research between September to December 2023 that will result in a final report with recommendations being issued in January 2024.

We will secure an in-depth understanding through qualitative research, in the form of interviews, focus groups, and open-ended surveys. This will allow us to delve deep into the perspectives, experiences, and opinions of stakeholders. This can help us uncover nuances and insights that quantitative data might miss.

Our aim is to identify pain points and barriers faced by local businesses and stakeholders in the health and care sector. This information can be crucial in developing targeted solutions and support mechanisms.

We will be exploring innovations, solutions, and approaches that stakeholders already adopt, to understand best practice and future opportunities. These insights can guide the development of new services or adaptations to existing ones.

Through this, we will secure context, understand the businesses conditions and relationships with larger health organisations, their perceptions of the sector's challenges, and their visions for growth and what influences decision-making.

Through quantitative research we will focus on collecting measurable data from a larger sample size. This provides statistical insights that can validate trends and patterns identified in qualitative research.

Data collected from this representative sample will be generalised to the broader population, providing a more objective understanding of the overall landscape. This will also aid in substantiating the qualitative findings, lending credibility to the proposed recommendations outlined in the final report.

Combined we should have a holistic insight and view of the market, helping us triangulate findings and develop a more accurate and complete understanding of the situation.

Our objective is to secure a comprehensive understanding that helps us make informed decisions on resource allocation, investment, business strategies, and the design of the main business service that you plan to commission.

We will work in collaboration with two of our preferred suppliers on this research project. They include AI Change Management - <https://ai-cm.co.uk/> and Link Telemarketing - <https://www.linktelemarketing.com>

Both our existing suppliers have worked on different projects previously and are currently working with St Helens Chamber.

<p>Key Objectives/ benefits/ timescales of project.</p>	<p>Planned activity include:</p> <ul style="list-style-type: none"> • Sector Marketing Campaign, awareness campaign to stimulate interest, 2 months including sector-based platforms and publications • Telemarketing campaign, a min of 300 local companies contacted and made aware of the research • Online Survey, 100 responses secured • One To One Interviews, 10 Stakeholders / Companies completing an in-depth interview • Two Focus Group Sessions, in person with a min of 24 Stakeholder / Companies attending combined • Full Written Report with corresponding data that includes detailed findings and recommendations • Two case studies (Written) <p>This project will be led by David Marnell, Director of Business Services and supported through our front-line delivery and project teams. This includes:</p> <ul style="list-style-type: none"> • Business Membership • Events • Business Information Services • Business Support Services • Local Skills & Improvement Plan Project Team <p>Initial research to conclude September 2023 with the main body of activity taking place between 1st October 2023 – 8th December 2023.</p> <p>The final report with supporting data and case studies will be produced in January 2024 and submitted by 26 January 2024.</p>
<p>Potential Risks of Town Deal Project and how this piece of work helps to de-risk.</p>	<p>Not conducting the proposed research on the health and care sector in St Helens Borough could lead to several risks and missed opportunities. Here are some key risks we face:</p> <p>Without research, decision-makers across the full project will lack the necessary insights to make informed choices about strategies, policies, and interventions to support the health and care sector. This could lead to ineffective resource allocation and missed chances for growth.</p> <p>Without understanding the specific needs and challenges faced by local businesses in the health and care sector, potential innovative solutions might be overlooked. This could result in a lack of progress and stagnant growth in the sector.</p>

Lack of targeted support will mean businesses in the sector might struggle due to a lack of tailored support. Without research, there would be limited knowledge of the specific barriers they face, preventing the creation of effective support programs.

Not meeting our ambition on economic growth, St Helens Borough might miss out on economic growth opportunities that could arise from addressing the needs of the health and care sector. Failing to tap into the sector's potential could hinder job creation and the generation of additional value.

Resource wastage, without understanding the current market conditions and needs, there is a risk of allocating resources and investment to initiatives that might not align with the real challenges and demands of the health and care sector.

St Helens Borough's efforts to encourage business start-ups and growth might suffer if there is no understanding of the specific sector needs and opportunities. This could result in limited entrepreneurship and economic diversification.

Without research, the potential benefits of anchor institutions such as the NHS might not be fully realised. Missed collaboration opportunities could hinder the growth of both the sector and the local economy.

The absence of research insights could lead to a lack of clear direction for local businesses and organisations looking to supply to the health and care sector. This could result in a fragmented and disorganised approach to growth.

The health and care sector's needs do evolve over time, and without this ongoing research we do not know if we have lost touch with the changing demands, preventing us from staying relevant, responsive and fit for purpose.

In essence, not conducting the proposed research could lead to missed opportunities, ineffective solutions, and the failure to capitalise on the potential for economic growth and innovation within the health and care sector in St Helens Borough.

Estimated Total Cost.

Please itemise costs and include VAT where applicable.

Item	Estimated costs	VAT
Marketing	£2,000	£400
Telemarketing Campaign	£3,000	£600
2 x Focus Group Sessions and 10 x 1:1 Interviews	£8,000	£1,600
Online Survey	£2,500	£500
Final Report	£1,500	£300
Project Management & Staffing, Additional Costs	£3,000	£600
Total	£20,000	£4,000
Total Inc VAT	£24,000	

Contact Details for response:

David.marnell@sthelenschamber.com

Please return this proposal to:	robertgatensbury@sthelens.gov.uk
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1. Summary

- 1.1 This report provides the Board with a highlight report for the individual projects, and an update on programme level achievements.

2. Recommendations for Decision

Board is recommended to:

- (i) Note and discuss the highlight reports appended to this report;**
- (ii) Note and discuss the overall progress of the Town Deal programme; and**
- (iii) Identify any issues or concerns with the Project Sponsors and seek to identify requisite mitigation actions as appropriate**

3. Purpose of this Report

- 3.1 This report provides the Board with an overview of each of the individual projects by means of a highlight report, with each report identifying risks and escalating matters that require Board attention and/or intervention.

4. Project Highlight reports

- 4.1 For the Town Deal Board to have a strategic oversight of the overall programme, all Project Sponsors are providing highlight reports (appended to this report), enabling understanding of current status, outstanding issues and risks to resolve. The overall ratings for the projects are as follows; 2 are rated green, 5 are amber and 1 red. Key updates are as follows:

- **A (i) SINA Medical Glass (Glass Futures Phase 2) RAG rated Amber** – Land purchase completed on 13 July 2023 and lease shared with SINA and their legal advisors. JKP have been informed of the requirement for vacant possession by October 1, 2023. Grant funding agreement substantially agreed between St Helens Borough Council and LCRCA for £7.2m, subsidy control advice being provided and site included in LCR Life Science Investment Zone. A professional planning team has been appointed to undertake a change of use application from B8 to B2 use, existing buildings retained.
- **A (ii) Cannington Shaw #7 Bottle Shop RAG rated Green** - The transfer of the site to the Trust took place on 1 June 2023 and was a milestone day for the Trust and the project. Custodianship of the site enables the Trust to act with confidence in approaching potential funders and corporates for support for the project. Planning and Scheduled Ancient Monument Consent were submitted on 12 July 2023. An application to the Heritage Lottery Fund for £250,000 was successful at the end of August 2023. Formal agreement has yet to be reached by Tesco, this remains a project

risk and is being negotiated. Renia Kotynia has been appointed to conduct feasibility work for an application to the Heat Networks Delivery Unit.

- **B: Town Centre Living & Regeneration RAG rated Amber** – The CPO Inquiry was held on 8 August 2023 and the Order was confirmed by the Secretary of State on 23 August 2023. The completion of a First Stage tender, with an appointment confirmed. The ICP/IDNO tender is completed, with a recommendation for appointment. The public consultation is completed with high levels of attendance and community feedback collated into a statement of community engagement for submission with the Reserved Matters planning application. Heads of Terms have been agreed with a hotel brand and operator. Financial modelling and cash flowing has progressed for the Stage 3 proposals and a positive investment decision made.
- **C: Heritage World - The World of Glass RAG rated Green** – A sensitive process of modernisation by introducing experiential, multi-layered visitor engagements that are based around people-stories. These simple but vital ingredients will catapult The World of Glass to being both a major tourist attraction and a vibrant community hub. Achievements and activities completed include Gallery One complete, Mezzanine Contemporary Glass collection installed, roof repairs started in lieu of works to the cone, graphic treatments completed and the first exhibition took place in Gallery One. Museum galleries and Tank house all complete. The launch successfully took place on 12 August 2023 with an interview on BBC NW Tonight taking place on 9 August 2023. The launch was attended by some of the UK's most accomplished glass artists and organisations including Contemporary Glass Society, Glass Arts Society, the Worshipful Company of Glass Engravers, and Worshipful Company of Glass Sellers. The reimagined visitor attraction has cemented The World of Glass standing in the UK as an important player in the glass world. The Glass Arts Society have approached TWOG with early discussions about taking a pivotal role in 2026's British Glass Biennial. Feedback since the opening has been incredible, with one commentator saying that The World of Glass was like a mini Corning Museum (USA). The attraction has benefitted from glass donations, and now has an incredible contemporary glass collection. October will see the Contemporary Glass Society Open exhibition at TWOG and the first Festival of Glass complete with a family programme.
- **D (i) Healthy Communities Youth Zone RAG rated Amber** – In 2022, a team of consultants conducted a scoping exercise to review initial options for a repurposed Gamble Building. This commission concluded in June 2022 with the production of a Design Report in support of the Levelling Up Fund Round 2 bid submission, which Cabinet endorsed at its meeting of 30 June 2022. The Design Report explored options, opportunities, and challenges for repurposing The Gamble Building to provide a new creative and learning hub as the community "living room" of St Helens town centre which included indoor facilities for young people. The Council was advised in January 2023 that the Levelling Up Fund bid for the Gamble was unsuccessful. In January 2023, the Cabinet of St Helens Council approved the next stages of design work for the Gamble (RIBA Stages 2 and 3) and Faithful + Gould were appointed in April 2023 to lead a multidisciplinary consultant team. This work is ongoing with various surveys being organised and engagement workshops undertaken. Design Stage 2 is intended to be completed by December 2023. The Tranche 2 Business Case has been approved and in March 2023 DLHUC formally endorsed the Project Adjustment Request to split the Youth Zone project from the Health Innovation Hub project and first project payment was made to the Council in April 2023. Justin Hill, as the new SRO, will provide Board Member oversight of the project moving forward.
- **D (ii) Healthy Communities Health Innovation Hub RAG rated Red** – A number of partners have visited the Clickworks site as a possible alternative to a new build (now deemed unaffordable) but it has since been dismissed as a viable option. A workshop was held in August 2023 with a view to clarifying purpose and determining suitability.

The Skill Academy Careers Expo event was held on 8 July 2023 at Whiston Hospital and was designed as a proof of concept to provide an immersive experience for residents to understand the wide range of careers in care available and encouraging people to become employed in this sector. The Business Connect element of the Health and Care Innovation Hub is to be located at St Helens Chamber of Commerce as a larger refurbishment with a separate ground floor entrance. The Chamber is eager to commence work on the refurbishment. The programme team have reshaped the structure to develop workstreams to deliver the programme. A Project Manager has been appointed (awaiting a start) but interim project support is in place to keep the project moving. Now that funding has been agreed, the team have begun to start developing legal structures/collaboration models between the Council, St Helens Place ICB, St Helens Chamber and St Helens College. Sufficient legal agreements worked up in detail are now required together with a fix on the premises for the Skills Hub element.

- **E: Connected Places RAG rated Amber** - Current RIBA Stage 3 concept design for bus station was amended to reflect Merseytravel's requirements for the operation of the bus station (exit/entry arrangements) ahead of the CPO Public Inquiry which took place on 8 August 2023. Further work is required following the contractor's appointment to develop this amended design to the end of RIBA Stage 3. Consultants have been appointed to further develop the public realm/local active travel proposal through RIBA Stage 2 to ensure it ties in with the proposals for the ECF Phase 1 scheme. Consultants have also been appointed to develop an Interim Movement Strategy and an Interim Parking Strategy to help ensure that the town centre continues to operate and ensure all steps have been taken to minimise disruption from the works. The Council have commissioned surveys (now complete) and a traffic model with Aecom to support Works Package 3. The scheme is progressing through LCRCA's governance gateway process, and a Gateway 3 submission was made July 2023 with the review outcome expected October 2023. Concept designs are being developed for the temporary bus station, which will be located on Chalon Way, with a bus trial undertaken on 6 August 2023. Following the Connected Places programme being reintegrated into the wider ECF phase 1 'design and build' procurement package, tenders have been returned from the NW Construction Hub and a preferred bidder (VINCI) has been appointed.
- **F: Digital Infrastructure RAG rated Amber** - There has been a delay due to finalising and procuring expert consultancy support – this has been mitigated in the latest revised programme – with overall completion still planned for March 25, but a delay to procurement now planned to commence October 2023, with appointment of preferred supplier Q4 23/24. The Stakeholder Engagement Plan has been reviewed by the internal Communications Team and feedback provided. The revised plan needs to be reviewed by the project team, internal communications and submitted for approval at the next Digital Infrastructure Project Board. The Options Appraisal Report around preferred commercial and delivery model has been produced and reviewed by the project team. A revised version is to be reviewed by the project team and submitted for approval at the next Digital Infrastructure Project Board.

5. Programme Highlights

- 5.1 The Board is asked to note the key activity for the Town Deal Programme Manager and the Board. Of particular note is:
- Successful completion of Town Deal funded works to transform the World of Glass Attraction with an opening event taking place on 12 August 2023.
 - The transfer of the Cannington Shaw site to the Cannington Shaw Preservation Trust and the submission of the required Planning and Scheduled Ancient Monument applications.

- Award of £250,000 from the Heritage Lottery Fund for the Cannington Shaw Heritage Training Academy in August 2023.
- Acquisition of the JK Phillips site to enable progression of the SINA Medical Glass project, with full possession anticipated in October 2023.
- Progression to Design Stage 3 for the Town Centre Living and Residential project, with the undertaking of a CPO Public Inquiry on 8 August 2023 and with the CPO being confirmed on 23 August 2023. Also identification of a preferred principal contractor to undertake the works and positive investment decision.
- Intended procurement process for the Digital Infrastructure project to take place in October 2023.

Project Ai: SINA Medical Glass (Glass Futures 2) – Medical Glass Manufacturing and Innovation Centre

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	SINA Medical Glass (Glass Futures 2)		
Report of:	Steering Group		
Report Date:	25th September 2023	Reporting Period:	September 2023
Project Start Date:	January 2021	Project End Date:	March 2025
PID Completed:	Yes	Business Case Submitted:	5 th Aug 2022

1. PROJECT HEADLINES

Key Actions and Progress Since Last Meeting

Property

- Land purchase completed on the 13th July
- Agreement for Lease and Lease shared with SINA and their legal advisors, aiming for conditional completion by end of September
- Agreement with JKP for vacant possession by end of January 2023 - lease being prepared to formalise position
- Quote from SPEN for 700KV supply and Utility quote for 1.5MVA in preparation (12 month lead in time from order)
- GFA completed for £7.2m to allow fund purchase
- Site included in LCR Life Science Investment Zone

Operational Business Plan

- SINA Medical Information Memorandum / Investment Case for further public investment prepared.
- Confirmation of FTE, roles, shift patterns
- Towns Fund Grant Funding Agreement prepared, awaiting confirmation from St Helens Legal Services
- IMT preparing Subsidy Control Assessment following advice from Hill Dickinson
- Change of use planning application submitted, awaiting validation.

Delivery Phasing

- Development of a phased approach to unlocking overall vision, considering the following:
- Phase 0 – October 2022 – end December 2023: Pre-development / occupation works - including planning, energy, legal approvals.
- Phase 1 – [indicative, dependent on vacant possession and AW approval to lease] February 2024– September 2024: Works to JKP Building to prepare for vial manufacture, manufacturing vials from October 2024 [provisional]
- Phase 2 – TBC – July 2025: Additional government funding and private investment to secure business case for furnace installation and tubing manufacture. Potential allocation within LCR IZ - retained rates investment fund.

Overall		
<ul style="list-style-type: none"> • Positive progress on property delivery arrangements, including purchase and SINA lease. • Establishment of SINA delivery company and with detailed phasing strategy to be prepared based on works timescales and confirmation on machine lead in times and electricity capacity 		
2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focused)		
Achievements/activities completed:	Completion of Towns Fund Business Case	
	Planning application submitted	
	Land purchase completed	
	Agreement for lease advanced	
Procurement:	Decision regarding utility upgrade	
Slippage (give reasons):	Delay in SINA occupation due to extended phase out works needed by JKP to exit	
3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS		
Activity	Programme Milestone	Owner
Secure funding for land purchase	30 July 2023 (previously May but well progressed)	IMT
Secure Land Purchase	Completed	IMT
SINA Agreement for Lease Completed	30 September 2023	IMT
GFA Agreed for SINA	31 August 2023 (subject to Subsidy Control Assessment, underway)	IMT
4. ACTIONS AND OUTPUTS FOR REMAINDER FOR REMAINDER OF 2023/24		
Activity	Programme Milestone	Owner
Secure AW Consent to alterations / planning application	TBC	IMT
Secure Planning Consent B8 - B2	Target 30th November if delegated	IMT
Monitor Grant Agreement and SINA Investment	November - March 2025	IMT
5. KEY ISSUES/CHALLENGES FOR RESOLVING		
Please refer to risk section below and decisions required from the Town Deal Board.		

6. RISKS (new or raised)				
Risk	Impact	Likelihood	Overall	Mitigation
Political	2	4	8	Continue to demonstrate the strategic, economic, and environmental value of the proposition – demonstrated in the Business Plan.
Economic	3	3	9	Establish a clear investment case for the Joint Venture partners, using their experience and knowledge of the glass industry to build a compelling case.
Business / Social	3	5	15	Continue active management of key stakeholders to ensure project remains relevant and of interest. Set out the commercial and wider value of locating adjacent to Glass Futures Phase 1.
Demand	3	2	6	Customers secured through investment partners – not considered a material risk to the project progressing.
Sustainability	1	5	5	Occupational interest confirmed, if phase 1 fails, a warehouse can be re-let with confidence. If Phase 2 confirmed, use of long term secured.
Results and Impacts	3	5	15	Full appraisal of expected results and impacts based on the preferred/agreed operating model will be clearly set out with a robust Monitoring and Evaluation Plan.
Staff	1	4	4	Staff requirement established and marketed at appropriate time, close collaboration with skills partners across St Helens and LCR (Liverpool City Region).
Land Availability	3	4	12	Key terms to be agreed, remains a risk, but funding secured for purchase reduces land related risks.
Timing	2	5	10	Sensitive, confidential approach to third parties, via NS to determine options and proposals for way forward. Project to review options to meet potential requirements. Target September 1 occupation allowing 3+ months' notice to JKP.
Uncertainty	3	5	15	AW Consent Required to alterations and sublease Energy capacity, costs, and timing.
Cost increases	4	3	12	Cost plan and scope of works to be confirmed in Q2/Q3 2023.
Delays	2	4	8	Establish effective project development and management systems to track change and allow effective monitoring with robust decision making.
Resources	3	5	15	Ongoing communication and funder / key stakeholder engagement throughout, key focus on funders requirements and use of expert professional services and legal team to ensure issues are understood and resolved.
OVERALL STATUS:				
Medium				

7. OUTCOMES AND KPI's

To be confirmed:

Refurbishment sq.ft – 130,000 sq.ft

New Build sq.ft – TBC sq.ft

New Jobs Created c350 overall, c180 from vial manufacture. 170 jobs connected to the furnace and tubing facility, subject to further government funding.

Private Sector Investment Secured – £65m (revised)

8. FINANCIAL VARIANCES

Year to date actual costs incurred	£77,900	Costs to Date July 2023		
	Includes costs in Jan – March 2022	IMT		46,750
	Purchase costs excluded, funded by £7.2m GFA with LCR CA	JMW		3,500
		Hill Dickinson		12,250
		Hoare Lea		5,000
		Aspinal Verdi		10,400
		To Date		77,900
Forecast outturn costs	Utility costs c£75,000, funded from purchase grant. Planning costs expected in the next quarter to include:			
	Supplier	Role	Value	
	Spawforths	Planning application	£10,700	
	Curtins	Transport	£5,950	
	Curtins	Risk Assessment, Drainage, Mining etc	£1,950	
	Broadway Malayan	Plans	£7,500	
	Ardent	Acoustics and Air Quality	£5,200	
	Hill Dickinson	Subsidy Control	£3,200	
Further information	Opening allocation of £5.7m (£193,502 Pre-development)		Financial RAG rating	

9. INFORMATION GOVERNANCE

N/A

10. DECISIONS REQUIRED FROM THE EXECUTIVE

The TD Board are asked to consider the following matters and advise of their decision:

- Progress: Note progress on property delivery and phasing proposals, including c170 jobs (of the 350) connected to further public funding from BEIS.
- Programme: Continue to support the pre-development process to secure occupation, planning, and investment in Phase 1.

11. CHANGES TO ORIGINAL SCOPE

N/A

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Project A ii: Cannington Shaw No:7 Bottle Shop

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	Cannington Shaw No: 7 Bottle Shop		
Report of:	Steering Group		
Report Date:	18 th July 2023	Reporting Period:	July 2023
Project Start Date:	October 2023	Project End Date:	March 2026
PID Completed:	Completed	Business Case Submitted:	5 th Aug 2022

1. PROJECT HEADLINES

Transfer of site to Trust

The transfer of the site to the Trust took place on Thursday 1st June 2023 and was a milestone day for the Trust and the Project. Custodianship of the site enables the Trust to act with confidence in approaching potential funders and corporates for support for the Project.

Planning Application & Scheduled Monument Consent

Both sets of applications were submitted on 12 July 2023, as detailed in previous Highlight Report.

Heritage Lottery Application

An application to the Heritage Lottery Fund was submitted on 20 May 2023. This was for the amount of £250k match funding to support the Heritage Training Academy as detailed in the Business Case (now revised). HLF funding of £250,000 was confirmed at the end of August 2023.

Tesco and access to the Cannington Shaw site

A Traffic Management Plan has been submitted with the rest of the documentation in the Planning Application; however, formal agreement has yet to be acknowledged by Tesco and a form of agreement reached. This will be supported by SHBC.

Cannington Shaw Project Review Meeting

All requests from the last project review have now been addressed.

Green Energy Project

I have engaged the services of Renia Kotynia to advise and help to construct our application to Heat Networks Delivery Unit (HNDU) for funding to carry out a feasibility study. The application will focus on a Combined Heat and Power (CHP) installation at Cannington Shaw powered by Low-Carbon Hydrogen. This will support cluster 28 as identified in the district heat network survey and the Pilkington Heat Recovery Project, potentially providing power to their heat pumps and supplementary heat to the network.

2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focussed)

Achievements/activities completed:	<ul style="list-style-type: none"> Transfer to Trust completed. Planning applications submitted. HLF funding of £250,000 confirmed for the Heritage Training Academy.
Procurement:	We have worked with Muse Developments to get advice on the structure and content of our Procurement Process. This has been developed and designed with the requirements of the project in mind. We are in the first stages of rolling this out and have held several preliminary interviews with potential lead contractors.
Slippage (give reasons):	Concerns still exist around the land to the north of the Section 106 perimeter. Agreement must be reached to allow the project to move forward.

3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS

Activity	Programme Milestone	Owner
Planning Application	August 2023	JT/SBC
Scheduled Monument Consent	August 2023	JT/MGMA
Submit app to HNDU	End of July 2023	JT/RK

4. ACTIONS AND OUTPUTS FOR REMAINDER FOR REMAINDER OF 2023/24

Activity	Programme Milestone	Owner
On site	October 2023	JT
Delivery of utilities, welfare, and facilities	March 2024	JT

5. KEY ISSUES/CHALLENGES FOR RESOLVING

Please refer to risk section below and decisions required from the Town Deal Board.

6. RISKS (new or raised)

Risk	Impact	Likelihood	Overall	Mitigation
Match funding from HLF fails to be secured.	2	1	2	Exploring alternative support from Corporates such as Siemens, other brands, and other funders.
Lack of agreement with Tesco over access.	2	1	2	Traffic management plan.
Planning consents are unsuccessful.	3	1	3	Ensure rigorous testing of consent application prior to submission.
Risk that wider economic factors influence the deliverability of the project, in particular on the construction and	3	3	9	Establish a clear investment case for Cannington Shaw partners, using their experience and knowledge of the glass industry to build a compelling case. Apply prudent approach to risk, investor returns and apply above normal contingencies to construction costs.

equipment supply as well as investor interest.				
Risk that land interests cannot be secured to the satisfaction of the project	2	1	3	Sensitive, confidential approach to third parties, via St Helens BC (Building Control), Network Space to determine options and proposals for way forward.

OVERALL STATUS:

Low

7. OUTCOMES AND KPI's

Outcomes and KPI's are as follows:

Indicator	Quantity
Jobs Created	45
Indicator	Quantity
Delivery of a centre of excellence building (sqm)	10,000
Indicator	Quantity
New learners assisted	50
Indicator	Quantity
Ancient monument and listed asset protected and safeguarded	1
Indicator	Quantity
Brownfield Land Reclaimed (Ha)	2.02

8. FINANCIAL VARIANCES

Year to date actual costs incurred	£23,127 out of Capacity Fund £56,815	
Forecast outturn costs	Not exceeding the allocation identified below	
Further information	Opening allocation of £226,178 (VAT allocation) plus £1.37m project capital budget	Financial RAG rating

9. INFORMATION GOVERNANCE

There are no information governance matters to consider at this meeting of the Town Deal Board

10. DECISIONS REQUIRED FROM THE EXECUTIVE

The Town Deal Board are asked to consider the following matters and advise of their decision:

Board agreement is requested for the allocation of £33,000 main programme funding to match fund the District Heat Network feasibility work at Cannington Shaw.

11. CHANGES TO ORIGINAL SCOPE

There are no reported changes in scope at this time, pending any decisions made from today's meeting.

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Project B: Town Centre Living and Regeneration

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	Town Centre Living and Regeneration (Phase 1)		
Report of:	Steering Group		
Report Date:	July 2023	Reporting Period:	July 2023
Project Start Date:	April 2021	Project End Date:	March 2026
PID Completed:	Yes	Business Case Submitted:	5 August 2022

1. PROJECT HEADLINES

Specific work groups have been set up to inform the Steering Group:

Acquisitions and VP

- The CPO Inquiry took place on 8 August and the Order was confirmed by the Secretary of State on 23 August 2023.
- Agreement has been reached with Angela Hindley, the Landlord of the Swan Hotel, to surrender her interest.
- Attempts are ongoing to reach agreement by private treaty with Punch Taverns, the freeholder of the Swan Hotel. Use of CPO powers would be a last resort.
- Negotiations are ongoing with the Hardshaw Centre's existing occupiers. Heron Foods and One Below are yet to agree relocations and engagement is ongoing.
- Negotiations are progressing on properties surrounding the bus station.

Finance

- Approval to invest the MTFs budget of £69.2m for Phase 1 was granted at the Cabinet Meeting on 13 September.
- Head of Terms have been completed with a hotel brand and operator. The Franchise Agreement and Management Agreement are being progressed.

Design / Planning

- The Stage 3 design has been completed and Stage 4 design is commencing imminently following selection of the main contractor.
- The Reserved Matters planning application is forecast for submission in October.
- The statutory Public Consultation was completed, with 15 in person events hosted throughout the Borough. The engagement has been successful, with estimated over 1300 attendees.

Utilities

- Detailed programme for utilities disconnections and the new supply now is embedded in the master programme. Utilities are a critical path to project delivery.
- The tender for selection of an Independent Connection Provider (ICP)/Independent Distribution Network Operator (IDNO) has progressed and recommendation report for appointment compiled.
- Appointment of ICP/IDNO is targeted for October.

Main Contract Procurement

- A procurement process has been undertaken by the partnership via the Northwest Construction Hub Framework Lot 2 (High Value).
- A detailed tender review and analysis was conducted by the nominated scoring panel, and a recommendation for the first stage appointment was issued. Subsequently to this Vinci Construction has been confirmed as the selected construction partner.
- The bus station is captured in the main contract procurement for Phase 1.

Social Value

- Social value workshops have been conducted with local interest and support groups on; Local employment, skills & health, Wellbeing and the environment. The workshops were well attended.
- The sessions took a deep dive into local priorities, to understand the challenges and opportunities for creating social value.
- The Social Value Vision Statement and Action Plan have now been completed.

2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focused)

Achievements/activities completed:	<ul style="list-style-type: none">• Completion of Design Stage 3.• CPO Inquiry 8 August 2023 and Order confirmed 23 August 2023.• Completion of First Stage tender, Vinci Construction selected.• Completion of ICP/IDNO tender, with a recommendation for appointment.• The public consultation is completed with high levels of attendance and community feedback collated into CIC for submission with the Reserved Matters planning application.• Heads of Terms have been agreed with a hotel brand and operator. FA and HMA are being progressed.• Approval to invest the MTFS budget of £69.2m for Phase 1 was granted at the Cabinet Meeting on 13 September.
Procurement:	<ul style="list-style-type: none">• A procurement exercise was undertaken via the North West Construction Hub to appoint a construction partner to deliver the Town Centre Phase 1 works.• The exercise was to appoint a contractor under a PCSA to progress the remaining pre-construction activities.• Following the procurement activities, a Main Contractor Recommendation Report was submitted and endorsed by partners.• Vinci Construction has been selected as the main contractor partner.
Slippage (give reasons):	Up to 3 months slippage to starting on site for the main works. This is caused by the lead-in and process associated with funding approvals, now resolved during the Cabinet meeting on 13 September.

3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS

Activity	Programme Milestone	Owner
Negotiation for Hardshaw Centre vacant possession and acquisitions of other properties surrounding bus station.	Ongoing (potential use of CPO powers)	Council/ECF
Progress negotiation of hotel brand and management contracts.	September/October	Council/ECF
Commencement of Design Stage 4	September	ECF/Council
Reserved Matters Application for Phase 1	October	ECF/Council
Appoint First Stage Contractor and launch PCSA	September	ECF/Council
Appoint ICP/IDNO and progress subs design in liaison with SPEN	October	ECF/Council

4. ACTIONS AND OUTPUTS FOR REMAINDER FOR 2022/23

Activity	Programme Milestone	Owner
Design development with contractor partner	Ongoing to close of 2023	ECF/Council
Submit and seek approval to DPN	Ongoing to close of 2023	ECF/Council
Complete hotel franchise and management agreements	October	ECF/Council

5. KEY ISSUES/CHALLENGES FOR RESOLVING

Please refer to risk section below and decisions required from the Town Deal Board.

6. RISKS (new or raised)

Highest Risks	Impact	Likelihood	Overall	Mitigation
Lack of demand evidence for hotel and office components results in financial losses for the Council	Major	Unlikely		<ul style="list-style-type: none"> Intelligence gathered from existing businesses in respect of client demand. Hotel operator and management company completed Heads of Terms
Council Ways of Working reduces demand for office component	Major	Likely		<ul style="list-style-type: none"> Currently assumed that the Council will not occupy the new office. Sought clarification from the Council on office floorspace requirement alongside that of other agencies/potential occupiers.

Unforeseen Phase 1 delivery costs (including acquisitions, loss of income, compensation, relocations, construction, statutory undertakers, etc.)	Major	Likely		<ul style="list-style-type: none"> • ECF share detailed development appraisals. • The Council has appointed Global Mutual on Hardshaw vacant possession strategy. • Use of CPO powers approved • Cost saving opportunities reviewed throughout design stages.
Failure to reach agreement with owners of Hardshaw Centre, former Woolworths and M&S stores, Bickerstaffe Street premises, Swan PH, etc over acquisition	Major	Likely		<ul style="list-style-type: none"> • Hardshaw Centre and former M&S acquired. One outstanding – former Woolworths. • Agreement reached with Swan Hotel Landlord. Freeholder, Punch Taverns interest outstanding. • Ability to use CPO powers confirmed following Inquiry decision.
Failure to secure Cabinet approval to Phase 1 funding strategy	Major	Resolved		<ul style="list-style-type: none"> • Approved on 13 September 2023
Delay in vacant possession of Hardshaw Centre	Major	Possible		<ul style="list-style-type: none"> • The Council has appointed Global Mutual to advise on a decant strategy and engagement with tenants. • Two occupiers now remain to agree relocations. Negotiations continue. • Progress CPO powers.
Insufficient space available to accommodate decants from Hardshaw Centre (i.e., J Hughes) and St. Mary's (i.e., B&M, Costa)	Major	Possible		<ul style="list-style-type: none"> • Acquisition of former M&S Store. • Identify relocation options for remaining occupiers. • Proactive stakeholder management.
Increased and continued costs to Council from St. Mary's voids	Major	Possible		<ul style="list-style-type: none"> • Negotiate exit of final unsecured occupiers to facilitate demolition.
Impact on viability of market traders retained in St. Mary's	Moderate	Possible		<ul style="list-style-type: none"> • Proactive engagement as part of design development process.

Reputational harm associated with loss of businesses from acquired premises prior to opening of new-build development	Moderate	Possible		<ul style="list-style-type: none"> • Positive identification of alternative premises and facilitation of fit-out. • Quantifying compensation payments. • PR/Comms management. • Economic conditions are likely to result in the loss of some businesses or relocations to retail parks.
Adverse reaction to masterplan development frameworks proposals and Phase 1 Reserved Matters application during consultation periods	Moderate	Unlikely		<ul style="list-style-type: none"> • Outline proposals adopted by Cabinet in February 2022. • Reserved Matters consultation completed with high levels of engagement. Feedback under review with no material negative PR response. • Ongoing positive PR/Comms activity.
Failure to secure external funding for key components i.e., CRSTS (City Region Sustainable Transport Settlement) contribution to transport hub, Town Deal contribution to ECF, The Gamble Medical Innovation Centre, Youth Hub, Digital Connectivity, etc.	Catastrophic	Possible		<ul style="list-style-type: none"> • Town Deal Project Business case approved by Cabinet. • Explore alternative funding contributions and/or solutions working with partners. • LUF bid successful.
Conflicts with or disruption caused by other work programmes or initiatives i.e., LCR (Liverpool City Region) backhaul network, City Fibre, Heat Network, College estate review.	Moderate	Possible		<ul style="list-style-type: none"> • Instigate a mapping exercise of key dependencies. • Liaison with promoters of other projects to understand potential conflicts and agree mitigations wherever possible. • Amend phasing programmes. • Regular communications through workstream reviews with appropriate stakeholders.
Demolition of the Hardshaw Centre would impact the current first floor servicing provision of the former M&S Store	Major	Almost Certain		<ul style="list-style-type: none"> • To consider reconfiguration of the rear servicing arrangements post demolition of the Hardshaw Centre and necessary accommodation works/related costs (including any compensation entitlements). • The Council purchased the former M&S store which will enable reconfiguration. • Servicing strategy to be developed as part of M&S brief and wider Phase 1 infrastructure activity.

Reputational harm due to lack of visible development activity pending vacant possession of the Hardshaw Centre	Moderate	Possible		<ul style="list-style-type: none"> • Progression of reserve matters planning applications and public consultation. • Regular PR/Comms activity and related announcements. • Continued engagement with businesses and key stakeholders. • Progression and delivery of Town Deal projects. • Site hoarding presence upon VP of Hardshaw Centre.
Timing of planning application submissions	Major	Unlikely		<ul style="list-style-type: none"> • Hybrid application approved 27 September 2022. • Reserved Matters application date targeted for October 2023.
Compulsory Purchase Order required to acquire sites	Major	Likely		<ul style="list-style-type: none"> • CPO decision confirmed 23 August 2023. • Negotiation by private treaty continues with use of CPO powers granted as a last resort.
Risk opposite design interfaces between Phase 1 and Bus Station Project	Major	Possible		<ul style="list-style-type: none"> • ECF supporting delivery of bus station. • Regular meetings at senior level, opposite decisions to be made.

OVERALL STATUS:

Medium

7. OUTCOMES AND KPI's

To be developed during Stage 4 design to include approximate new build sq. ft / refurbished sq.ft / job creation.

8. FINANCIAL VARIANCES

Year to date actual costs incurred	£2.97m (July 2023)	Fees for master planning, RIBA Stage 2 and 3 design, hybrid planning application and initial CPO costs.
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Forecast outturn costs	Not exceeding the allocation identified below
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Further information	£69.2m investment approval following Cabinet meeting on 13 September.	Financial RAG rating	
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9. INFORMATION GOVERNANCE

There are no information governance matters to consider at this meeting of the Town Deal Board.

10. DECISIONS REQUIRED FROM THE EXECUTIVE

There are no decisions required for the Town Deal Board.

11. CHANGES TO ORIGINAL SCOPE

ECF/Council partnership to include the Bus Station redevelopment and former M&S building scope.

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Project C: The World of Glass

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	The World of Glass		
Report of:	Steering Group		
Report Date:	14 July 2023	Reporting Period:	March - July 2023
Project Start Date:	April 2021	Project End Date:	August 2023
PID Completed: YES	TIP (Town Investment Plan) complete: YES	Business Case Submitted:	5th Aug 2022

1. PROJECT HEADLINES

Heritage World: Reimagining the visitor experience at The World of Glass

We believe that by carrying out a sensitive process of modernisation by introducing experiential, multi-layered visitor engagements that are based around people-stories we can add simple but vital ingredients that will catapult TWOG to being both a major tourist attraction and a vibrant community hub.

2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focussed)

Achievements/activities completed:	<ul style="list-style-type: none"> • Gallery one complete • Mezzanine Contemporary Glass collection installed. • Graphic treatments completed and the first exhibition took place in Gallery One. • Museum galleries and Tank house wall complete. • The launch successfully took place on 12 August 2023 with an interview on BBC NW Tonight taking place on 9 August 2023. The launch was attended by some of the UK's most accomplished glass artists and organisations including the Contemporary Glass Society, Glass Arts Society, the Worshipful Company of Glass Engravers, and the Worshipful Company of Glass Sellers. The reimagined visitor attraction has cemented The World of Glass standing in the UK as an important player in the glass world. • The Glass Arts Society has approached TWOG with early discussions about taking a pivotal role in 2026's British Glass Biennial. • Feedback since the opening has been incredible, with one commentator saying that The World of Glass was like a mini Corning Museum (USA). The attraction has benefitted from glass donations, and now has an incredible contemporary glass collection. • October will see the Contemporary Glass Society Open exhibition at TWOG and the first Festival of Glass complete with a family programme.
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Procurement:	The World of Glass undertook the procurement of a design and build contract independently of St Helens Council but followed the guidance of St Helens Council. We employed an independent expert who helped identify companies that had the relevant museum experience. The Board of Trustees focus group selected 7 organisations to invite to tender. The tender packs were assessed through a point-based criteria by the members of the Board of Trustees.
Slippage (give reasons):	Delays with imports had meant that some parts of the project were in danger of running over, however the launch event successful took place on 12 th August 2023.

3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS

Activity	Programme Milestone	Owner
To have started the procurement process for the conservation accredited survey of the Tank House.	Project out for tender – working with Historic England and a procurement adviser.	Historic England The World of Glass Board of Trustees.
Roof work has started to repair the sections that would put the reimagined areas at risk.	Repair of lower roof before the opening. Other roof work ongoing.	Sponsor and Project Manager

4. ACTIONS AND OUTPUTS FOR REMAINDER FOR REMAINDER OF 2023/24

Activity	Programme Milestone	Owner
Further roof works will be necessary on the top roof	August 2024	Project manager and sponsor

5. KEY ISSUES/CHALLENGES FOR RESOLVING

Please refer to risk section below and decisions required from the Town Deal Board.

6. RISKS (new or raised)

Highest Risks	Impact	Likelihood	Overall	Mitigation
Risks identified include not having enough visitors on completion of the project.	3	3	9	The World of Glass have tested with local community engagements throughout the project.

Delays in opening will have a short-term financial impact on the charity.	3	3	15	To mitigate this risk the RIBA stages were commissioned to run back-to-back. Project was completed and launched on 12 August 2023.
Water ingress from the roof damaging new works.	3	3	15	Repairs have started taken place on the lower roof and have been successfully repaired. Ongoing works on the upper roof will continue.

OVERALL STATUS:

Low

7. OUTCOMES AND KPI's

Indicator	Quantity	
New Jobs Created	3	
Indicator	Quantity	
Visitor numbers forecasted per annum	100,000	
Indicator	Quantity	
New Database Names	30,000	
Indicator	Quantity	
Repositioned visitor attraction (sqm)	4,418	
Indicator (multiple choice)	If 'Other'	Quantity
Perceptions of the place by residents/visitors		
Indicator (multiple choice)	If 'Other'	Quantity
Number of visitors to arts, cultural and heritage events, and venues		100000

Outcomes not listed above:

Educational Programme: Working with partners to deliver educational sessions across the Merseyside Region. Partnerships with other Town Deal projects including Glass Futures and Canning Shaw.

Community Engagements: 20 community groups will engage with The World of Glass

Contribution to wellbeing in the Town: The World of Glass will host the first exhibition celebrating the Borough's past and present artists, designers, musicians, animators, architects, and fashion designers. A new play area will present a peaceful and safe space for children and parents to relax at the side of the canal. Sessions for under 5's and over 5's will mean parents and children can engage with the museum. New Volunteer opportunities will help members of the community become involved with the Towns heritage and cultural activities.

8. FINANCIAL VARIANCES			
Year to date actual costs incurred	£670,264.00		
Forecast outturn costs	Not exceeding the allocation identified below		
Further information	Opening allocation of £890,000	Financial RAG rating	
9. INFORMATION GOVERNANCE			
There are no information governance matters to consider at this meeting of the Executive Group.			
10. DECISIONS REQUIRED FROM THE EXECUTIVE			
11. CHANGES TO ORIGINAL SCOPE			
There are no reported changes in scope at this time, pending any decisions made from today's meeting.			

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Project Di: Youth Zone

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	Youth Zone		
Report of:	Steering Group		
Report Date:	June 2022	Reporting Period:	April - June 2023
Project Start Date:	May 2022	Project End Date:	March 2026
PID Completed:	Yes	Business Case Submitted:	November 2022

1. PROJECT HEADLINES

Due to it not being possible in the designated timescales to secure a suitable site for the delivery of a bespoke and permanent Youth Zone in the Borough, it was agreed by the Town Deal Board (on 18 March 2022) to repurpose the funding allocation of £1.3m to create a youth offer as part of the development of the Gamble Building in St Helens town centre. Extensive external repairs to the Gamble, funded independently by the Council were completed in Summer 2022.

In 2022, a team of consultants conducted a scoping exercise to review initial options for a repurposed Gamble Building. This commission concluded in June 2022 with the production of a Design Report in support of the Levelling Up Fund Round 2 bid submission, which Cabinet endorsed at its meeting of 30 June 2022. The Design Report explored options, opportunities, and challenges for repurposing The Gamble Building to provide a new creative and learning hub as the community “living room” of St Helens town centre which included indoor facilities for young people. The advantage of this approach being that the provision for young people could be integrated with and support broader plans to provide a new creative and learning hub with the youth facilities complementing the re-introduction and regeneration of the town’s library and archive service. In addition the Gamble is centrally located for public transport links.

The Council was advised in January 2023 that the Levelling Up Fund bid for the Gamble was unsuccessful.

In January 2023 the Cabinet of St Helens Council approved the next stages of design work for the Gamble (RIBA Stages 2 and 3) and Faithful + Gould were appointed in April 2023 to lead a multidisciplinary consultant team. The company has since been rebranded as AtkinsRealis (in September 2023). In March 2023 DLHUC formally endorsed the Project Adjustment Request to split the Youth Zone project from the Health Innovation Hub project and first project payment was made to the Council in April 2023. Justin Hill will provide Board Member oversight of the project moving forward.

The work of AtkinsRealis is ongoing with a bat survey and measured building survey being undertaken in September 2023, a number of stakeholder engagement workshops undertaken and site visits made to view how other community buildings can be transformed with a mix of complementary uses including Rainford Village Hall, the Storyhouse Theatre in Chester and Manchester Central Library. These engagement sessions and visits undertaken to-date have been designed to focus and firm up the brief for the building with RIBA Design Stage 2 work starting in October and followed by the detailed design stage (at RIBA stage 3) following in the New Year.

It is intended that further consultation with local youth organisations will take place in the New Year to review the Stage 2 designs.

2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focussed)

Achievements/activities completed:	<ul style="list-style-type: none"> • Sensitive restoration works to the exterior of the building were completed in the Summer of 2022. • The unsuccessful outcome of the joint Levelling Up Fund bid with Knowsley Council was announced in January 2023. • Cabinet approval granted to undertake the next stages of design work in the Gamble in January 2023. • Appointment of Faithful + Gould (since rebranded as AtkinsRealis in September 2023) to lead a multidisciplinary consultant team to undertake the next stages of design work in April 2023 • SHBC project requirements workshop undertaken on 4 August 2023
Procurement:	St Helens Borough Council followed a competitive tendering exercise with respect to the appointment of consultants to undertake the required next design stages for the Gamble building.
Slippage (give reasons):	Need to refine client brief for RIBA design stage 2.

3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS

Activity	Programme Milestone	Owner
Organise bat and measured building survey	From September 2023	SHBC / AR
Client Brief Sign off	13 October 2023	SHBC / AR
Stage 2 Design development	16 October 2023	SHBC / AR

4. ACTIONS AND OUTPUTS FOR REMAINDER FOR REMAINDER OF 2023/24

Activity	Programme Milestone	Owner
Design risk workshop	13 October 2023	SHBC / AR
Stage 2 Client sign off	26 January 2024	SHBC / AR
Review session with youth organisations	January 2024	SHBC / AR
RIBA 3 Cost Plan development	January 2024	SHBC / AR

5. KEY ISSUES/CHALLENGES FOR RESOLVING

Please refer to risk section below.

Financial: Levelling Up fund bid was unsuccessful. The scope of the project to deliver the Youth Zone has been revised through the current design stages to align with the available Town Deal grant and Council match funding. Further external funding opportunities for reuse of full building being explored.

6. RISKS (new or raised)

Risk	Impact	Likelihood	Overall	Mitigation
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Financial: Levelling Up fund bid unsuccessful	3	5	15	A strong Levelling Up fund bid was prepared, with positive feedback received from DLUHC, but the bid was unsuccessful. The design and costing work being prepared by AtkinsRealis will allow for further funding bids to be made when announced, including the opportunity for Levelling Up Round 3.
Strategic: Lack of stakeholder buy-in and difficulties with stakeholder partnership /engagement	2	1	2	Stakeholder mapping exercise taken place to engage with key stakeholders. Significant public engagement taken place relating to the Gamble and repurposing. Stakeholder engagement sessions undertaken by AtkinsRealis.
Strategic: Failure to develop KPI's for project may dilute measurability.	2	1	2	KPI's were developed in conjunction with consultant and reflecting DLUHC outputs as part of project business case.
Failure to secure external funding	3	3	9	Current design stages will enable the development of detailed costs and business case which will enable further bidding to enhance overall Gamble project. Current project will be aligned to available resource.
Conflicts with or disruption caused by other work programmes or initiatives i.e., Town Centre Living and Regeneration project	3	1	3	Regular communications through workstream reviews with appropriate stakeholders.
Reputational harm due to lack of visible development activity	3	2	6	Implementation of comms strategy, including use of new website.

OVERALL STATUS:

Medium

7. OUTCOMES AND KPI's

INDICATORS	Intervention theme:	Target:
£ spent directly on project delivery (either local authority or implementation partners)*	N/A	£3.3m
£ co-funding spent on project delivery (private and public)*	N/A	£2m
£ co-funding committed (private and public)*	N/A	£2m
# of temporary FT jobs supported during project implementation*	N/A	
# of full-time equivalent (FTE) permanent jobs created through the projects*	N/A	
# of full-time equivalent (FTE) permanent jobs safeguarded through the projects*	N/A	
# heritage buildings renovated/restored	Urban Regeneration	1
# improved community/sports centres	Urban Regeneration	1

500 sq m. flexible function space, dedicated music/video and gaming pods and breakout spaces provided for young people.

8. FINANCIAL VARIANCES

Year to date actual costs incurred	None yet		
Forecast outturn costs	Not exceeding the allocation identified below		
Further information	Opening allocation of £1,300,000	Financial RAG rating	

9. INFORMATION GOVERNANCE

There are no Information Governance decisions required at this time.

10. DECISIONS REQUIRED FROM THE EXECUTIVE

The Town Deal Board are asked to consider the following matters:

- a) Note the progress detailed above

11. CHANGES TO ORIGINAL SCOPE

Scope altered as agreed by Town Deal Board to repurpose the Youth Zone allocation to inform the development of the Gamble Building, with a view to hosting a youth offer art of the new use.

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Project Dii: Health Innovation Hub

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	Health & Care Innovation Hub		
Report of:	Steering Group		
Report Date:	21 July 2023	Reporting Period:	July 2023
Project Start Date:	Oct 2021	Project End Date:	March 2025
PID Completed:	Yes	Business Case Submitted:	Yes - submitted and approved.
1. PROJECT HEADLINES			
<p>Skills Academy Location – A number of partners have visited the Clickworks site as a possible alternative to a new build (now deemed unaffordable). Whilst the building does have potential, some partners have some reservations. A workshop is being held in August to gain clarity of purpose and decide on its suitability. In a further meeting of the Steering Group on 19th September further options were explored.</p> <p>Skill Academy Careers Expo – This event was held on 8 July 2023 at Whiston Hospital and was designed as a proof of concept to provide an immersive experience for residents to understand the wide range of careers in care available and encouraging people to become employed in this sector.</p> <p>Business Connect - The Business Connect element of the Health and Care Innovation Hub is to be located at St Helens Chamber of Commerce as a refurbishment of the second-floor space. The Chamber are eager to commence work on the refurbishment. A Capacity Funding request has been submitted to undertake some market research and engagement. The steering group endorsed this but requested that the scope could be expanded to include an element for the skills hub.</p> <p>Delivery Structure – The programme team have reshaped the structure to develop workstreams to deliver the programme.</p> <p>Capacity – Appointed a Project Manager (awaiting to start) but interim project support is in place to keep the project moving.</p> <p>Collaborative Agreements – The team have begun to start to consider legal structures/collaboration models between the council, St Helens Place ICB, St Helens Chamber and St Helens College. Sufficient legal agreements worked up in detail is now needed.</p>			
2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focused)			
Achievements/activities completed:	<ul style="list-style-type: none"> • Skills Academy – Health and Social Care Careers Expo took place on Saturday 8th July 2023 • Viable alternative for the Skills Academy explored (Clickworks) but discounted. • Programme reshaped for delivery • Programme Manager Appointed (awaiting a start date) 		
Procurement	No procurement has been made		
Slippage (give reasons):	n/a		

3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS

Activity	Programme Milestone	Owner
Skills Academy -decision on location	30 th September 2023	Steering Group
Skills Academy -Planning of more Expo	30 th September 2023	Workforce and Skills workstream
Skills Academy -Streamlining of recruitment designed	31 st October 2023	Workforce and Skills workstream
Programme Manager in place	30 th September 2023	Wayne Longshaw
Business Connect – Capacity funding proposal submitted to design activity programme	31 st July 2023	Business Connect workstream
Business Connect – Capacity funding approved to design activity programme	30 th September	Business Connect workstream
Business Connect – Chamber Board project approval	30 th September	Business Connect workstream

4. ACTIONS AND OUTPUTS FOR REMAINDER FOR REMAINDER OF 23/24

Activity	Programme Milestone	Owner
Business Connect – Start of technical design and procurement	30 th November 2023	Business Connect Workstream
Enter into collaborative agreements with partners	31 st December 2023	Business Connect Workstream
Capital drawn down from Town Deal to commence construction/build	31 st January 2024	Steering Group/Project Team
Business Connect -Building Programme starts	28 th February 2024	Business Connect Workstream
Skills Academy – Technical design of chosen option	31 st January 2024	Skills Academy Workstream

5. KEY ISSUES/CHALLENGES FOR RESOLVING

Please refer to risk section below and decisions required from the Town Deal Board.

6. RISKS (new or raised)

Risk	Impact	Likelihood	Overall	Mitigation
Financial: Funding not incurred by March 2026	3	5	15	Town Deal programme and project finance reports to be reviewed at TDB and supporting board meetings
Operational: Capacity to deliver - Project Manager left post	3	3	9	Programme Manager appointed, interim arrangements in place
Financial: Match funding for projects fails to be secured	3	4	12	Additional funding has been provisionally approved by College, Chamber and Council
Financial: Capital for new build now insufficient, alternative schemes need to be sourced	3	5	15	Alternative sites for refurb are being looked at but still not identified suitable site to date.
Strategic: Difficulties with stakeholder partnership	3	4	12	Detailed plan of commitments, requirements, and responsibilities for all stakeholders' aspects within the project
Compliance: Towns Fund conditions not adhered to (as stipulated within the HoT (Heads of Terms))	1	3	3	Amion, CCL and project team working closely together on a detailed action plan.
Programme: Failure to consult with Planning Authorities	3	4	12	Discussions to be held with Planning Authority once alternative site for Skills Academy is identified.
Strategic: Failure to set in motion appropriate governance structure and establish clear workstreams to develop business case.	4	3	12	Governance structure presented to Steering Group and agreed. Establish and continue dialogue with workstream leads and agree ToRs.

OVERALL STATUS:

High

7. OUTCOMES AND KPI's

Strategic Investment Objectives	Benefits to be realised	Measures
1. SKILLS HUB - to develop a strong and multiskilled workforce by	To provide an opportunity for development of the future health and social care workforce for St Helens To enhance the opportunities for residents of St Helens to develop their skills and career prospects in health and social care	<ol style="list-style-type: none"> 300 additional people to complete their training H&SC (Health and Social Care) via the skills hub annually from 2026 300 existing H&SC staff to complete role required training annually from 2026

<p>offering training, qualifications, experience, and personalised coaching across a variety of roles within health and social care, as well as guaranteed interviews with key organisations in the sector</p>	<p>To provide dedicated careers advice and guidance to people looking for a career in health and social care or to develop their career further To increase the amount of apprenticeship roles in health and social care To expand and future-proof the health and social care workforce in St Helens with a constant stream of potential employees to meet demands, not only for both acute and social care settings, but also for enabling roles within Health and Social Care such as IT. To fill gaps in the health and social care workforce, specifically in roles which are difficult to recruit to. To increase the engagement of the workforce of the future in Health & Social Care To improve the quality of provision of health & social care in St Helens</p>	<ol style="list-style-type: none"> 3. 75% of people to be offered a H&SC job/apprenticeship in St Helens via the Health Innovation Hub annually from 2026 4. 300 people to have undertaken careers advice and guidance via the skills hub annually from 2026 5. Estimated 25% of people attending training at the skills hub to be unemployed, annually from 2026 6. 50% reduction in the amount of vacant health and social care roles in St Helens by end of 2027 7. 50% reduction in agency cost within H&SC in St Helens by 2027 8. 35% increase in the amount of new employees/apprenticeships within H&SC to be from St Helens by end of 2027 9. 500 contacts with local people annually from 2026 10. 300 people introduced to Health & Social Care as a creditable career annually from 2026 11. Improvement in the provision of health & social care in St Helens CQC (Care Quality Commission)
<p>2. BUSINESS CONNECT - to harness a culture of collaboration, innovation, research and development between the Health & Social Care sector and local business by providing a space to develop and explore opportunities, coupled with business</p>	<p>To provide an opportunity for the Health & Social Care sector and local business to collaborative on innovative ventures and share their ambition in a modern incubator and accelerator environment. To offer dedicated specialist business support for all businesses in St Helens working in the health and social care sector To maximise the opportunities afforded by the transition to integrated and partnership approaches and an increased focus on wellness and prevention of ill health. To be attractive to, and support the development of, local business concerned with developing health and social care products and services that can benefit St Helens residents. To be a leading provider of research and community trials to benefit the St Helens population who have multiple complex needs, by harnessing Liverpool City Region digital infrastructure including Sensor City and Daresbury Big Data</p>	<ol style="list-style-type: none"> 12. 20 new H&SC business collaborations annually by 2026 13. 6 new H&SC business start-ups or expansions annually by 2026 14. 30 St Helens Borough businesses to be supplying H&SC organisations with goods or services by 2026 15. £200,000 annually business support investment in public and private sector by 2027

specialist advice and support.	To improve and enhance the health and wellness of the local community, many of whom have multiple complex needs, through the access of available and innovative trials	
3. To develop a visible and prestigious Health & Social care focussed hub in a prime and accessible location that emphasises St Helens' commitment to health and social care.	<p>To ensure the space is located and designed to promote St Helens focus on improving health and social care provision.</p> <p>To provide a central focus for health and social care in the locality.</p> <p>To promote joint working and further integration of health and social care provision.</p> <p>To ensure services provided are convenient to access regardless of physical or geographical limitations.</p> <p>To stimulate local economic growth and regeneration, foster economic resilience in the local community and encourage footfall for local business.</p> <p>To attract new visitors to the local area</p> <p>To create a sense of community access and ownership</p> <p>To Increase footfall to the local area, supporting the local economy and enhance the local health local health and social care system.</p>	<ol style="list-style-type: none"> 1. Health Innovation Hub to be open by July 2025 2. Health Innovation pilot to be in place by December 2023 3. 22% of St Helens residents to be aware of the health innovation hub by 2027 (proxy)

4. FINANCIAL VARIANCES

Year to date actual costs incurred	£164,068	Options for the Academy being considered. Business Connect looking to drawdown funds of £24,000	
Forecast outturn costs. 2023/24	Not exceeding the allocation identified below: £400,000 refurbishment costs and a further £500,000 if Clickworks is chosen (acquisition and design costs)		
Further information	Opening allocation of £1.7m	Financial RAG rating	

5. INFORMATION GOVERNANCE

N/A

6. DECISIONS REQUIRED FROM THE EXECUTIVE

The TD Board are asked to consider the following matters and advise of their decision:

- a. Progress: as detailed above
- b. Provide: approval for additional capacity requests for market research/engagement for the business connect project to be extended for the skills academy.

7. CHANGES TO ORIGINAL SCOPE

N/A

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Project E: Connected Places

Town Deal Project Highlight Report			
Reporting to:	Town Deal Board		
Project Name:	Connected Places		
Report of:	Steering Group		
Report Date:	18 th July 2023	Reporting Period:	Q1 2023/24
Project Start Date:	April 2021	Project End Date:	TBD – circa 2026
PID Completed:	Completed	Business Case Submitted:	5 th Aug 2022

1. PROJECT HEADLINES

An overarching Connected Places programme for the Town Centre, which includes enhancements to key public transport nodes including new bus station delivery and public realm upgrades to St Helens Central, creation of enhanced permeability, way-finding and public realm town-centre wide and provision of pedestrian and cycle connections traversing the ‘Concrete Collar’ of St Helens Linkway.

2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focused)

<p>Achievements/activities completed:</p>	<ul style="list-style-type: none"> • Current WSP RIBA Stage 3 concept design for bus station has been amended to reflect Merseytravel’s requirements for the operation of the bus station (exit/entry arrangements) ahead of the CPO Public Enquiry in August 2023. Further work will be required now following the ECI Contractor appointment to develop this amended design to the end of RIBA Stage 3 ahead of public consultation. • Consultants (Planit-IE) have been appointed to further develop the public realm/local Active Travel proposal through RIBA Stage 2 to ensure it ties in with the proposals for the ECF Phase 1 scheme. • Consultants have also been appointed to develop an Interim Movement Strategy and an Interim Parking Strategy to help ensure that the town centre continues to operate and ensure all steps have been taken to minimise disruption from the works. • SHBC have commissioned traffic surveys (now complete) and a traffic model to support Works Package 3. • The scheme is progressing through LCRCA’s governance gateway process, and a Gateway 3 submission was made July 2023 with the review outcome expected October 2023. • Designs are being finalised for the temporary bus station, which will be located on Chalon Way, informed by a bus trial undertaken in August 2023. • Keppie Massie has continued to engage on the land acquisition via negotiation, with Compulsory Purchase Order activities in parallel. • Memorandum of Understanding signed between LCRCA and SHBC on land interests for operation of the bus facility.
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	<ul style="list-style-type: none"> • A new consultant Programme Manager is on board and now leading on engagement with LCRCA and Merseytravel and managing the live work packages. • Following the Connected Places programme being reintegrated into the wider ECF phase 1 'design and build' procurement package, tenders have been returned from the NW Construction Hub and a preferred bidder (VINCI) being appointed. • Fortnightly design workshops continued with ECF and the Gamble consultants to align designs and programmes. • Specification for the Full Business Case is being drafted ahead of a competitive procurement process to appoint a consultant to develop the Full Business Case for late 2023. 	
Procurement	Following a tender and evaluation process to engage a contractor on both the St Helens Town Centre Regeneration and St Helens Multi Modal Interchange (SHMMI) schemes, English Cities Fund (ECF) have identified a contractor to take the two schemes forward through design and ultimately to construction (subject to further approvals). St Helens Borough Council's Cabinet met on 13 September 2023 to approve funding towards the delivery of Phase 1a of St Helens Town Centre Regeneration, including SHMMI. Approval by Cabinet will allow the Council to enter into a Development Agreement with ECF for Phase 1a, which will in turn allow ECF to appoint their contractor and progress design development work on SHMMI.	
Slippage (give reasons):	<ul style="list-style-type: none"> • Engagement and Communication strategy delayed until the amended RIBA Stage 3 design for the Bus Station has been developed. • Initial Early Contract Involvement (ECI) pathways and soft market testing feedback has resulted in the Connected Places programme being reintegrated into the wider ECF phase 1 package of works (rather than separate tender activity – 6 months delay in securing ECI). 	
3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS		
Activity	Programme Milestone	Owner
Appoint ECI Contractor to develop design and ultimately build: -WP1 Bus Station update RIBA 3 and then progress RIBA 4 detailed design WP2 Public Realm RIBA 3&4 WP3 Active Travel RIBA 3&4	WP1 Bus Station design to be progressed by ECI Contractor following appointment in September 2023. WP2 Public Realm design to be progress via ECF using Planit, then will be picked up by the ECI Contractor. WP3 Active Travel design will be delivered by the ECI Contractor; however, in the interim SHBC are developing the designs in-house.	St Helens Council/ ECF partners
Develop Engagement and Communications Strategy for all Connected Places components	Autumn 2023	St Helens Council

Develop proposals for temporary bus station	Autumn 2023	St Helens Council/Merseytravel		
4. ACTIONS AND OUTPUTS FOR REMAINDER FOR 2023/24				
Activity	Programme Milestone	Owner		
Planning and land acquisition strategy implemented	Planning Approvals/Reserved Matters: April 2024 Land Acquisition: March 2024	St Helens Council / Consultant		
Detailed Designs complete (RIBA 4)	Spring 2024	St Helens Council / Consultants		
Design Approvals (CA & SHBC).	Spring 2024	St Helens Council / LCRCA/ Town Deal		
Full Business Case submission (for CRSTS funding contribution)	Winter 2023	St Helens Council / Consultants		
D&B contract awarded	September 2023	St Helens Council		
Construction commences (Temp Bus Station)	Early to Spring 2024	St Helens Council		
Construction commences (New Bus Station/Active Travel)	Summer to Autumn 2024 (Depend on tenants vacating properties)	St Helens Council		
Completion	Summer 2026	St Helens Council		
5. KEY ISSUES/CHALLENGES FOR RESOLVING				
Please refer to risk section below and decisions required from the Town Deal Board.				
6. RISKS (new or raised)				
Risk	Impact	Likelihood	Overall	Mitigation
Procurement Delay (Issue)	2 Months	Occurred	Yellow	<ul style="list-style-type: none"> ECI Contractor Design (and Build) award delayed to September 2024
Affordability	High	Possible	Red	<ul style="list-style-type: none"> Scheme costs are significantly higher than the LCRCA allocated budget – ongoing discussions with the CA
Unable to acquire 3 rd party land, or delays in doing so, impacts ability to deliver scheme	High	Unlikely	Green	<ul style="list-style-type: none"> ECF have appointed Keppie Massie to acquire land via negotiation. The Council and ECF have been granted a CPO order..

Lack of agreement on scheme designs between stakeholders – particularly Merseytravel and ECF	High	Possible		<ul style="list-style-type: none"> • Key stakeholders attend monthly project progress meetings and discuss emerging designs. • Design workshops established to seek agreement on key issues. • Additional technical work to address Merseytravel concerns underway. • Escalation to LCRCA if necessary.
Complex reporting routes results in delays in approvals processes at critical points in programme and loss of project sponsor	Moderate	Possible		<ul style="list-style-type: none"> • Establish dedicated project governance arrangements, including a multi-organisational Board. • CA Gateway governance now in place, for critical review. • New Programme Manager reporting to both St Helens and LCRCA gateway processes.
Lack of alignment between ECF and connected places outputs creates delay and abortive work	Moderate	Possible		<ul style="list-style-type: none"> • Reintegration of Connected Places programme into Design and Build contract for all Phase 1 works. • Ongoing liaison between project teams, including attendance at ECF Board and Connected Places progress meetings. • Joint consultant team between ECF and Connected Places projects. • More integration between teams on shared objectives, and delivery outcomes.

OVERALL STATUS:

Medium	<ul style="list-style-type: none"> • Procurement delays that have occurred now show ECI Contractor appointed September 2023, with the project being reintegrated into the design and build contract for all Phase 1 works, creating a single point of contact, streamlining future processes, and enhancing communication. • Council supports CPO processes and ECF progressing its elements in parallel with land acquisition via negotiation. • Governance gaps being addressed by establishing dedicated project governance arrangements, and a new Programme Manager including a multi-organisational Board incorporating the LCRCA new Gateway processes. • Design risk being mitigated by reintegrating the public realm elements into existing ECF contracts, supported by ongoing liaison between project teams, including attendance at ECF board and Connected Places progress meetings.
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7. OUTCOMES AND KPI's

To be developed for next reporting period.

8. FINANCIAL VARIANCES		
Year to date actual costs incurred	£0	No claim on Town Deal finances to date – LCRCA funded
Forecast outturn costs	Capital costings being developed as part of the current commissioned work.	
Further information		Financial RAG rating
9. INFORMATION GOVERNANCE		
The project is now subject to a more detailed LCRCA internal Gateway process. Strengthening communications, and co-ordination of design principals between SHBC, LCRCA and Merseytravel.		
10. DECISIONS REQUIRED FROM THE EXECUTIVE		
None		
11. CHANGES TO ORIGINAL SCOPE		
<ul style="list-style-type: none"> Interim car parking and movement strategies were added to programme to complement and support the wider regeneration masterplan within the town centre, together with landscape design development. 		

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Project F: Digital Infrastructure

Digital Infrastructure Project Board Highlight Report			
Reporting to:	DIP Project Board		
Project Name:	Town Centre Digital Infrastructure Project		
Report of:	Steering Group		
Report Date:	September 2023	Reporting Period:	June - August 2023
Project Start Date:	June 2024	Project End Date:	March 2025
PID Completed:	Completed	Business Case Submitted:	Submitted 5 th Aug 2022
1. PROJECT HEADLINES			
<p>Implement a Digital Infrastructure network for the Town Centre aligned to the TIP and broader St Helens Council strategy and delivers the requirements of the Grant Funding and Business Case.</p>			
2. KEY PROGRESS SINCE LAST HIGHLIGHT REPORT (output focussed)			
Achievements/activities completed:	<ul style="list-style-type: none"> • CJ Founds Associates delayed in onboarding. • Commercial Options Paper shared with the Project Board and Single Supplier approach agreed as preferred commercial model. • Review of project objectives completed and approved by the Project Board. • Risk workshop has taken place between project team and risk register has been agreed and baselined. • Baseline programme has been established and agreed. Project construction due for completion July 25. • Stakeholder Engagement and Comms plan reviewed and agreed as a working approach by SHC Comms Team. • Meetings held with Chamber and Town Centre Management Team to agree focus group approach to support business and resident engagement. • Draft content has been produced for the website. • Stakeholder engagement continues with meetings with other 3rd parties delivering TIP schemes (City Fibre, LCRCA, Ontix) and further meetings planned post-Steering Group discussions. 		
Procurement:	<p>The Procurement Strategy is currently being developed for the Digital Infrastructure Project. This will be finalised once the preferred delivery model has been agreed by the Project Board. Early Market Engagement undertaken in March23 suggested a preference from Suppliers for a more conventional tender process, which was simplified to reduce the resource burden of bidding. It is likely any procurement will follow a more traditional PCR 2015 route – using either Open Tender, or Restricted Procedure with Negotiation. This will be agreed by the Project Board.</p>		

	Current Programme timescales for procurement are as follows: Pre-Market Warming – Dec23 Commence Tender – Jan24 Tender Returns – Mar24 Contract Award – May24 Mobilisation/Start – Jun24	
Slippage (give reasons):	Delay due to finalising and procuring CJ Founds Associates and non-payment of Supplier invoices has resulted in a two-month slippage. Overall completion still remains planned for Sept 25, appointment of preferred supplier July 24 and construction complete May 25.	
3. ACTIONS AND OUTPUTS FOR NEXT 2 MONTHS		
Activity	Programme Milestone	Owner
Comms Team approval of Stakeholder Engagement and Comms Plan	13 th Sept 23	Project Team
Board approval of Stakeholder Engagement and Comms Plan	14 th Sept 23	Project Team
Approval of Contract Strategy	14 th Sept 23	Project Team
Creation of High-Level Public Realm Master dependencies Programme	End Sep 23	Place Services
Outline design and specification	End Sept 23	Project Team
Procurement Strategy developed	End Sept 23	Project Team
Project webpages go live	Nov 23	Project Team
Final draft specification produced for Board approval	End Oct 23	Project Team
Tender documents produced and finalised	End Oct 23	Project Team
4. ACTIONS AND OUTPUTS FOR REMAINDER FOR 2022/23		
Activity	Programme Milestones (DRAFT)	Owner
Launch Webpage	Nov23	CJF
Expected Tender launch	Dec 23	CJF
Tender returns	Mar23	CJF
Evaluation end	April 24	CJF + STAR Procurement + SHC Team
Contract awarded	May 24	SHC Legal
Works commence	June 24	Appointed Contractor / Supplier

5. KEY ISSUES/CHALLENGES FOR RESOLVING

Contract Options Appraisal Report approved by project Board – this will determine the preferred commercial / contract model for the digital network and shape the design and specification requirements.

Stakeholder Comms and Engagement Plan to align with Town Centre Projects – a collaborative approach with Town Centre Projects to reduce duplication and confusion of various town centre projects and to assesses resource requirements

6. RISKS (new or raised)

Risk	Impact	Likelihood	Overall	Mitigation
The project becomes unaffordable based on the defined specification, time constraints and variable costs of materials (inflation)	High	Unlikely		<p>Development of a Cost Plan and Programme cohesive with the design specification, project milestones and objectives.</p> <p>Control measures in place</p> <ul style="list-style-type: none"> - CJF now produced baseline programme and cost plan - Contract Model agreements to be cross revised against comments provided and revised objectives - Programme and cost plan to be reviewed monthly (project Board) and revisions issued to capture changes in time, cost and quality
Project programme not accurate with key milestones, objectives and timescales. Project runs behind schedule and project progress not in line with programme and objectives.	Medium	Unlikely		<p>Development of a project programme alongside a Cost Plan and project objectives. Agreed by project team, awaiting approval from Project Board 30/08.</p> <p>Control measures in place</p> <ul style="list-style-type: none"> Project team to review programme and Contract Model Options Report to provide comment Draft programme updated. Further detail to be added once we have confirmation of procurement route Final approval required at Project Board 30/08.
Key milestones and deliverables not linked to wider TIP dependencies	Medium	Unlikely		<p>Set up regular meetings with ECF to ensure programmes align. Regular review of matrix and programme with SHC Comms.</p> <p>Control measures in place</p> <ul style="list-style-type: none"> Weekly agenda item within Project Team Meeting to sense check internal flow of information from ECF Programme Monthly meeting with Multi Modal Interchange Programme

Project Adjustment Request submission required due to unrealistic Town Deal Grant Funding Expected Outcomes/Outputs	Medium	Unlikely		<p>Complete the Adjustment Request. Give ample explanation to the funding provider and justify that despite these adjustments, the project can still deliver its benefits and objectives.</p> <p>Control measures in place</p> <ul style="list-style-type: none"> • Raise the issue to the Towns Fund Deal Board to establish whether the Project Adjustment Request submission is required, following guidance from Project Board at the next available meeting (30/08/23)
Internal SHC Resource Availability - BAU and huge amount of ongoing activity across SHC strain resources such that decisions are slow and untimely	Medium	Unlikely		<p>As and when pinch points occur, escalate to SRO and agree prioritisation with relevant heads of service/leads.</p> <p>Control measures in place</p> <ul style="list-style-type: none"> • Bi-weekly resource planning to ensure team members have the capacity to complete project tasks. • HOB has developed annual leave calendar.

OVERALL STATUS:

Medium

7. OUTCOMES AND KPI's

Project Objectives

1. Achieves equality relative to borough wide connectivity metrics for fixed connectivity and improves the ability for improved mobile connectivity by 2025
2. Enables public services to be delivered digitally within the Town Investment Plan intervention area
3. Increase economic productivity within the Town Investment Plan intervention area (as measured by turnover per worker per year) 3.8% by 2030.
4. Delivers the digital requirements of the Town Investment Plan aligned to St Helens Digital Strategy
5. Ensures that there is Gigabit capable fixed connectivity direct to the new St Helens town centre bus station
6. Develop a Corporate social responsibility (CSR) strategy through procurement and contracting arrangements, working with the appointed suppliers (and wider St Helens and Liverpool City Region organisation) to delivery benefits to residents and communities.

ANNEX TO THE HEADS OF TERMS: PROJECTS WITHIN SCOPE OF THE TOWN DEAL July 2021 - Digital Infrastructure – Provision of full fibre broadband across St Helens borough to link in with the proposed Liverpool City Region Backhaul Network

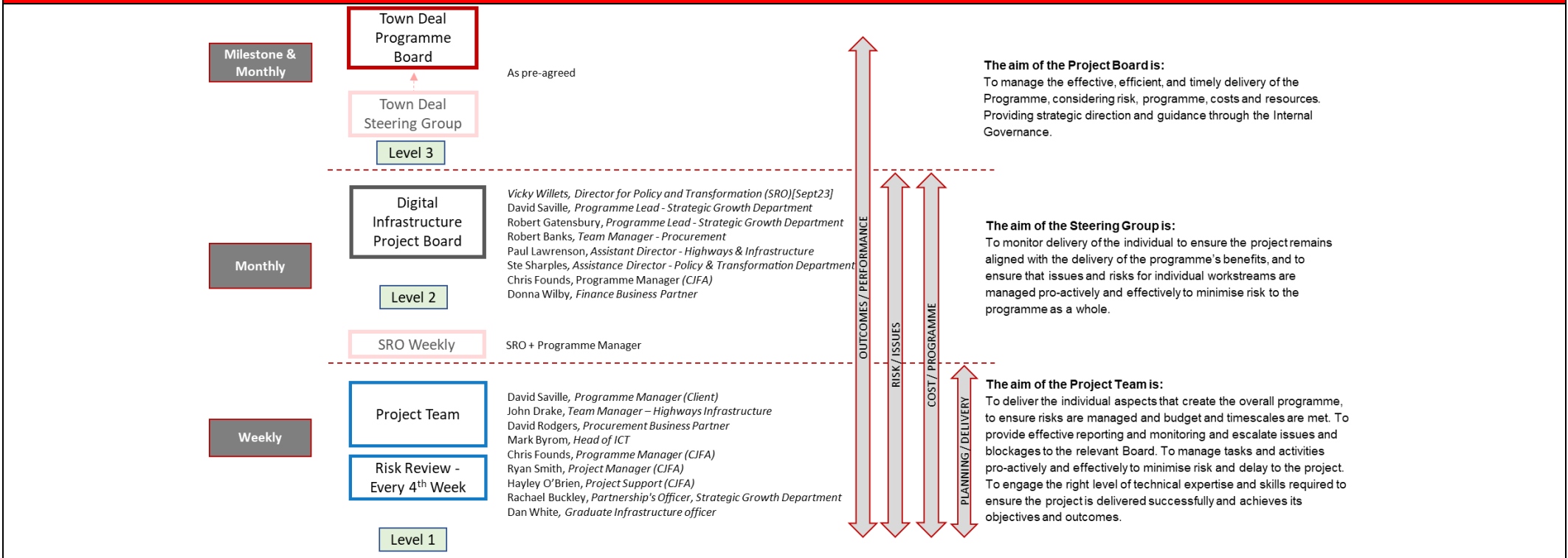
Expected outputs and outcomes:

- Construction Jobs created -1000
- Homes connected to full fibre – 42,500
- Businesses connected to full fibre - 4,780

8. FINANCIAL VARIANCES

Year to date actual costs incurred	Fees to-date £21,606 of £153,100	These are CJFA fees
Forecast outturn costs	Forecast £0.1m 23/24 and £2.4m 24/25	Overall project budget
Further information		Financial RAG rating

9. INFORMATION GOVERNANCE



10. DECISIONS REQUIRED FROM THE EXECUTIVE

1. Confirm preferred contract model option as approved by Project Board
2. Confirm governance and assurance approach as adopted
3. Confirm project objectives and determine appropriate timing when these are proposed for change

11. CHANGES TO ORIGINAL SCOPE

Dependent on outcome of wider review of all Town Fund Programme objectives.

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