Brilliant Barrow Board

Friday 25 February 2022, 1:00pm – 3:00pm

Item	Agenda Item	Time	P/R/V*
1	Opening comments from Chair	1:00	V
2	Apologies for absence	1:05	V
3	Declarations of interest	1:10	V
4	Matters arising not covered in agenda	1:15	V
5	Minutes of the Meeting held on 22nd Oct, 2021	1:20	R
6	Town Deal Submission Update	1:25	R
7	Programme Update	1:40	R
8	Project Progress Update	2:00	R
9	Risk Management Update	2:15	R
10	Communications and Engagement Update	2:20	P
11	Levelling Up Fund and Town Centre	2:30	P
12	AOB	2:50	V

* Presentation / Report / Verbal

BRILLIANT BARROW BOARD

Meeting: Friday, 22nd October, 2021
at 9.00 a.m. (Virtual Meeting)

PRESENT:

Steve Cole – Chair (BAE Systems), Sam Plum (Barrow BC), Michael Barry (Cumbria CC), Cllr Derek Brook (Barrow BC), Cllr Anne Burns (Cumbria CC), Suzanne Caldwell (Cumbria Chamber of Commerce) – Minute No's 32 (part) - 36 only, Chris Clouter (ABP), Steph Cordon (Barrow BC), Janet Garner (BAE Systems), Jill Glennie (Spirit Energy) – Minute No's 32 (part) - 36 only, Ali Greenhalgh (Cumbria CVS), Rebecca Halton (Futures Board), Alison Hatcher (Cumbria CC) – Minute No's 31 – 32 (part) only, Elaine Herbert (DWP), Tracey Ingham (Cumbria CC), Geoff Jolliffe (Morecambe Bay CCG), Jo Lappin (Cumbria LEP), Brittany Mason (BEIS) – Minute No's 32 - 36 only, Julie Mennell (University of Cumbria) – Minute No's 32 – 36 only, Lauren Newby (Hatch Regeneris), Duncan Nicolson (National Lottery), Judith Wilkinson (DWP), Liz Watson (Cumbria CC) and Andrew Wren (Furness College).

Paula Westwood – Minute Taker (BBC).
Emma Porter - Guest (Chair of Carlisle City Council's Towns Deal Board)

ITEM	ACTION
26 – Introductions and opening comments from the Chair The Chair welcomed everyone to the meeting which was seen as a key meeting in moving towards formal approval of Business Cases on 10th November by the Accountable Body's Executive Committee. He welcomed Emma Porter, Chair of Carlisle City Council's Towns Deal Board as a guest observer. **27 – Apologies** Apologies for absence had been received from Simon Fell (MP), Paul Hodgson (Barrow BID) and Cllr Ann Thomson – Vice Chair (Barrow BC). Cllr Derek Brook had attended as a Substitute for Cllr Ann Thomson. **28 – Declarations of Interest** The Chair noted that each member of the Board each had interests in matters pertaining to their respective organisations and that it was not necessary for these to be repeated at every meeting as these had been recorded in the register of interests.	

ITEM	ACTION
29 – Matters Arising not covered elsewhere on the Agenda There had been no matters arising, not covered elsewhere on the Agenda. **30 – Minutes of the Last Meeting** The minutes of the meeting held on 23rd September, 2021 were agreed as a correct record. **31 – Work Programme and Risk Update** Michael Barry reported that following the Heads of Terms agreement there was a requirement to develop full Business Cases for each project and submit a mandatory Summary Document to Government for consideration. Government needed to review and be satisfied with the Summary Document before funding could be released. Supporting that activity, a Work Programme and Risk Register had been developed which had been included as appendices to the report. The Work Programme mapped out the assurance process up to submission of the Summary Document and the Risk Register identified key risks to delivery of the Work Programme and how those could be managed. Michael advised that progress was in line with the Work Programme, as the conclusions of the assurance process were now being shared with the Board for consideration. The remaining stages in the work programme concerned finalisation of the Business Case assurance process and preparation of the package of documents required for submission to Government, following consideration by the Board and the completion of Accountable Body internal governance. <u>Business Case Assurance</u> In line with the agreed Local Assurance Framework, project business case assurance had now been undertaken. The conclusions from the assurance process had been presented under Agenda Item No. 7 (Minute No. 32 refers). The assurance process had included input from the Accountable Body's Legal and Finance functions and had been necessary to ensure that Business Cases had been developed in compliance with HM Treasury 'Green Book' requirements and followed the approved '5 case' methodology.	

ITEM	ACTION
The assurance process also added the level of risk associated with the delivery of each project and identified any risks which required appropriate mitigations. It had been noted that in some cases, the assurance process had required clarifications and additional information to be provided in support of Business Cases, or amendments to the detail of Business Cases had been required. Following agreement of the assurance findings, a final review and refinement of each Business Case would be carried out to ensure all updates had been reflected in the final assured Business Cases. Michael advised that, in most cases, this work was already underway and would be completed prior to the Accountable Body's Executive Committee on 10th November, 2021. He added that Business Case assurance was an important process as, although Business Cases are not submitted to Government with the Summary Document, they do remain subject to 'call-in' by Government during the review process. <u>Next Steps – Submission</u> Michael advised that the conclusion of the Work Programme involved the submission of the Town Deal Summary Documents and accompanying information to Government, which must take place within 12 months from the signing of the Heads of Terms (by 17th November, 2021). Details of the package of documents which make up the submission had been provided under Agenda Item No. 8 (Minute No. 33 refers). Michael advised that, subject to review by the Board of the assurance process findings and the package of documents required by Government, submission would take place following the Accountable Body's Executive Committee on 10th November, 2021. It had been noted that, following submission, Government would review the documentation provided which may lead to requests for clarifications or adjustments. Current guidance from Government provided an indicative timetable for the consideration of Town Deal Summaries and accompanying documents, prior to release of first annual funding allocations. That suggested that submissions received by Government between mid-October 2021 and mid-January 2022 would be processed and payments released by the end of March 2022. Michael advised that although Barrow's submission fell early with the window in mid-November, there had been no indication from Government that a payment turnaround earlier than March 2022 should be expected.	

ITEM	ACTION
However, the timetable related to the period required to review submissions and make payments. Discussions with Government had indicated that it may be possible to provide some form of notification to the Accountable Body, once the review process concludes that no amendments or clarifications would be required to the documentation submitted. Whilst it may be some additional weeks until payment was received it would nevertheless be valuable to receive such a confirmation and would mark a significant step towards the implementation of the Town Investment Plan. It would also provide additional comfort to both the Accountable Body and Project Delivery Bodies, as development work and preparation for delivery would continue to be advanced 'at risk' by all parties during that period. <u>Risk Management</u> A copy of the Programme Risk Register had been appended to the report. The key risks revolved around the work of Project Delivery Bodies and the inputs required to complete Business Cases and meet the requirements set out in the Government's Green Book. In addition, external factors such as the requirement for statutory permissions, match funding contributions and the ongoing impacts of Covid-19 had been addressed. It had been noted that each Project Delivery Body was responsible for maintaining an appropriate project-level Risk Register for their respective projects. Project Business Cases included a full project Risk Register which were subject to review as part of the assurance process. Conclusions from the assurance process outlined what were considered the key risks in relation to each project and, where possible, those risks would be mitigated by recommended conditions to be included with project grant funding agreements. Michael invited any comments from the Board on the Risk Register. The Chair stated that the Risk Register was essential when transitioning to the next stage of the work programme. He added that it would be good to have an equal focus on risks as well as opportunities and suggested that a Balanced Opportunities Assessment Register could be produced. Michael acknowledged that the Risk Register required an overhaul for the next stage of the work programme and had suggested holding a workshop next month and requested the support of available Board Members. Board Members had been in agreement to support.	Michael Barry

ITEM	ACTION
Councillor Burns asked if Local Government Reorganisation had been taken into account within the Risk Register. Michael advised that Risk 13 had been added since the last meeting which detailed the risks that LGR posed, and the mitigating actions identified. Alison Hatcher added that capacity and capability to deliver was the main concern with LGR. Jo Lappin echoed those concerns and stated that capacity and capability to deliver does not come across strongly enough as a significant risk in the individual project assessments. RESOLVED:- (i) To note the progress made in relation to the Work Programme and the identified next steps; and (ii) To note the Programme Risk Register and planned workshop to review it. **32 – Business Case Assurance** Liz Watson had submitted a comprehensive report including appendices with details of the full business case appraisals. Independent appraisers had completed a Green Book appraisal of the Business Cases for all seven schemes to provide the required assurance, for review and approval by the Board and the Accountable Body. The assurance process had also utilised expert economists and throughout the process, there had been liaison with the Accountable Body's Legal and Financial functions to discuss any identified risks. She explained that the assurance process had been undertaken in line with the agreed Local Assurance Framework and in accordance with the Five Case Model. The key aim of the assurance process was to ensure that projects were robust, deliverable, aligned to a clear case for intervention and represented good value for money. Key risks had been highlighted for each scheme, and where possible, conditions had been recommended to mitigate those risks. Where a case had been considered an amber risk overall, the key project specific risks had been summarised for review by the Board. No risks had been considered unacceptable and, subject to review by the Accountable Body, the assurance process had recommended that all seven schemes could be supported at this stage.	

ITEM	ACTION
There was a requirement for a change control process to be considered at a local level in the future. The Chair stated that change control was a key feature of governance and assurance and that the Board needed to be confident at programme level that they have understood the impact of that and that each individual project has a good system for change control. The Board had been recommended to note the outcomes of the Business Case Assurance process and to endorse the recommendations made by the assurance process to enable to enable final consideration by the Accountable Body's Executive Committee. The Board provided feedback on each of the Assurance Summary Reports for each of the seven projects and had made some recommendations for modifications to outcomes and conditions. RESOLVED:- (i) To note the outcomes of the Business Case Assurance process; and (ii) To note that Liz Watson would modify the Assurance Summary Reports as suggested by the Board prior to reporting to the Accountable Body's Executive Committee meeting on 10th November, 2021. **33 – Draft Town Deal Submission** Michael Barry advised that the Town Deal Summary Document and accompanying supporting documents must be submitted to Government with 12 months from the signing of Heads of Terms (by 17th November, 2021). His report and appendices set out the package of documents, currently in draft form, which would be submitted to Government following consideration by the Board and the Accountable Body's Executive Committee on 10th November, 2021 as follows:- 1. Town Deal Summary Part 1: Project Summary Documents; 2. Town Deal Summary Part 2: TIP Improvement Conditions; 3. Programme Financial Profile; 4. Programme Monitoring and Evaluation Plan; and 5. Public Sector Equality Duty Analysis. It had been noted that the content of the submission had been guided by the requirements set out in the Heads of Terms and subsequent communications received from Government, as national Towns Fund programme guidance had developed.	Liz Watson

ITEM	ACTION

Town Deal Summary Part 1: Project Summary Documents

Michael advised that the Town Deal Summary was a template provided by Government and was used to submit final details of approved projects to Government for endorsement. In conjunction with information provided in the Financial Profile and Monitoring and Evaluation Plan, Part 1 of the Summary Document sets out the key information on each project within the Town Investment Plan, following the completion of full Business Cases and reflecting the results of the local assurance process. The summary documents require sign-off from the Board Chair and the Accountable Body.

The Part 1 document consists of the following sections:

Section		Information Required
1	Project Name	Project title consistent with TIP.
2	Heads of Terms Project Conditions	Details of how any project-specific conditions included within the Heads of Terms letter have been addressed.
3	Business Case Appraisal	Details of the local assurance process undertaken on the project business case.
4	MHCLG Capital 5% Payment[1]	Details of how the project would contribute to utilising the 5% advance capital payment made to Accountable Bodies for 2021/22. Note the 5% advance is at programme-level and the level of contribution from each project can vary.
5	Quantified benefit-cost ratio (value for money)	Detail the Benefit/Cost Ratio (BCR) calculated for the project and summarise the project outcomes.
6	Deliverability	Confirmation that the project could be delivered within Towns Fund timescales i.e. by March 2026.
7	Delivery Plan	Details of project milestones, delivery partnerships, key risks and mitigations, constraints and dependencies.

ITEM		ACTION

8	Town Deal Board Chair Sign-off	Sign-off to confirm that a compliant business case has been provided, that the project represents value for money and that other key documents have been provided where applicable.
9	Accountable Body Sign-off	

[1]The approach to managing the 5% capital advance was agreed by the Board on 23rd September.

Draft summary documents for each of the seven projects within the Town Investment Plan had been provided as appendices to the report. The Board had been requested to note that those documents would remain in draft form until they had been provided to the Accountable Body's Executive Committee for approval to submit to Government. Summaries would be updated where any assurance conditions had been cleared in advance of submission.

Section 3 (Business Case Appraisal) in the draft summary documents was not currently populated. This was primarily to avoid duplication with the details of project assurance, which had been presented for Board for consideration under Agenda Item No. 7 (Minute No. 32 refers). Once reviewed by the Board and following any required amendments, details of the results of the assurance process, including any agreed conditions, would be inserted into section 3.

Town Deal Summary Part 2: TIP Improvement Conditions

Michael advised that Part 2 of the Town Deal Summary related to the Town Investment Plan 'Improvement Conditions' which were included in the Heads of Terms. Details were required as to how the conditions had been addressed and again sign-off was required from the Board Chair and Accountable Body. These conditions were:

1. Barrow should conduct project assurance in line with agreed routes for each individual project; and
2. Barrow should provide a plan for continued and varied private sector engagement.

Documents had previously been provided to Government to address both conditions. The meeting of the Brilliant Barrow Board on 21st May, 2021 had endorsed the draft Local Assurance Framework, which had subsequently been approved at the June meeting of the Accountable Body's Executive Committee and submitted to Government.

ITEM	ACTION
A Private Sector Engagement Plan, building on details provided in the Town Investment Plan, had been produced in December 2020 and submitted to Government as part of the initial response to Heads of Terms, in January 2021. A draft Part 2 summary document had been provided as an appendix to the report. Copies of the Local Assurance Framework and Private Sector Engagement Plan had not been provided, as those remained unchanged from those previously shared with the Board. <u>Programme Financial Profile</u> Michael advised that the Programme Financial Profile (full title: TIP Appendix A-1 – Financial Information) was a template provided by Government and was used to set out how the £25m Towns Fund allocation to the Town Investment Plan would be utilised, building on previous drafts and project allocations confirmed in the Heads of Terms. The profile shows the financial allocation to each project, split by capital (CDEL) and revenue (RDEL) funding streams and broken down into financial years to 2025/26. The profile reflects only Towns Fund contributions and does not set out the match funding associated with each project. As agreed by the Board on 23rd September, the financial profile now reflects adjustments to previous project allocations, in response to feedback from Government, to enable just under £500,000 of the overall £25m TIP allocation to be used to support the costs of ongoing programme management by the Accountable Body. Final confirmation of the Programme Financial Profile had been required earlier than other documents and had been submitted to Government on 27th September. The profile had been provided for information as an appendix to the report. Michael advised that although submission of the final programme profile pre-dated the completion of business case assurance, the profile reflected the financial details set out in Business Cases and any amendments required as a result of assurance up to that point. Although the finalisation of business case assurance may lead to variances in the annual spend forecasts within Business Cases, projects must continue to work within the parameters of the Programme Financial Profile as submitted.	

ITEM	ACTION
No significant issues had been identified in that regard, either because variances had been minor, or because projects had been able to use match funding contributions to manage fluctuations. <u>Programme Monitoring and Evaluation Plan</u> Michael advised that In April this year, Government published details of the Monitoring and Evaluation Framework to be utilised nationally for the Towns Fund, including a template Monitoring & Evaluation (M&E) Plan. The framework provided a list of common indicators, across the themes of Transport, Digital Connectivity, Urban Regeneration and Skills and Enterprise Infrastructure. The indicators must be used, as appropriate, to detail the activities and achievements (outputs and outcomes) to be delivered by projects. Indicators were also included at programme level, covering items such as spend, project completions and local capacity. The Accountable Body and TIP projects would be required to report on progress against the M&E Plan indicators at 6 monthly and 12 monthly intervals, for the duration of the Town Deal programme. An initial draft M&E Plan had been submitted to Government on 30th April and no significant issues had been identified in the feedback received. The M&E Framework had been used during Business Case development and in the Business Case assurance process, to ensure that projects contributed to the appropriate common indicators and aligned with the definitions and reporting requirements set out in the framework. Projects also had the freedom to include 'bespoke' indicators in addition to the framework indicators, where this more accurately reflected project outputs and outcomes. The latest draft M&E Plan had been included as an appendix to the report. It had been noted that it remained in draft form at present, to allow for final amendments to be made, as relevant conditions from the assurance process were addressed and the quantification of some indicators was clarified, prior to being provided to the Accountable Body's Executive Committee for approval to submit to Government. The M&E Plan would remain to some extent a 'live' document and may be subject to further amendments following submission, as a result of feedback from Government. The Board had been requested to note that the M&E Plan also required details of how the £750,000 'Accelerated Towns Fund' provided in summer 2020 had been utilised.	

ITEM	ACTION
As the design and implementation of those activities pre-dated publication of the M&E framework, data on common indicators had not been collected. The M&E Plan therefore only reflected high-level details of those activities and only included the indicator concerning '£ spent on project delivery'. <u>Public Sector Equality Duty Analysis</u> Michael advised that the Public Sector Equality Duty (PSED) required public bodies (including all Local Authorities receiving Towns Fund) to consider how their Town Investment Plan and projects would affect groups who were protected under the Equality Act 2010. The Heads of Terms included a 'general condition' which required submission of a PSED analysis at both project and programme level, alongside the Town Deal Summary Documents. While the PSED had been reflected in the design of projects and Business Cases reflected relevant organisational policies, template documents had been provided by Government which aimed to draw out the required details from Business Cases into a separate report. An assessment of those project-level reports would then be carried out to inform a programme-level report, which would also reflect on how the Town Investment Plan as a whole could promote equality and deliver positive impacts. The assessment has been co-ordinated by the Accountable Body, drawing on existing approaches and reflecting the detail in project Business Cases, while also incorporating additional input from project leads as required. A draft of the project and programme level assessments was currently being finalised. This would be shared with the Board for information, prior to being provided to the Accountable Body's Executive Committee for approval to submit to Government. Michael invited any comments from the Board on the draft submission documents which had been included as appendices to his report. The Chair asked Michael if he had everything that he needed in terms of support and assistance. Michael advised that there was nothing at this stage that could not be addressed and that Liz Watson was comfortable as to how the conditions needed to be revised following discussions under Agenda Item 7 – Business Case Assurance (Minute No. 32 refers). The Chair requested Michael to inform the Board if any further help or assistance was required.	

ITEM	ACTION
RESOLVED:- (i) To note the content of the draft submission as set out in the appendices to the report; (ii) To note the areas of the draft submission where further refinements and updates would be incorporated prior to finalisation; and (iii) To recommend to the Accountable Body's Executive Committee that the draft submission be endorsed to enable submission of all the documents to Government prior to 17th November, 2021. **34 – Communications Update** Steph Cordon advised that a public engagement event had been arranged to take place at the Forum on 12th November. The event would provide an opportunity for people to find out about the individual projects and their collective benefit to the Town. The number of followers on Facebook had increased by 6 to 1,310 and the number of followers on Twitter had increased by 23 to 603. The link with the Futures Board to feed in the ideas of young people had been seen as a positive step. Julie Mennell asked if connections with young people had been proactively sought through Schools and Colleges. Rebecca Halton stated that the Futures Board had many established connections with Youth Groups and regular meetings. She added that the Futures Board were engaged with the public engagement event due to take place at the Forum to ensure that young people were made aware of the event. Councillor Burns added that it was really important to engage Schools and that most secondary Schools have School Councils and Colleges have a College Union. Steph Cordon added that it was fundamental to engage young people and it was part of the ongoing plan which the Communications and Engagement Group were working on. Sam Plum stated that since the inception of the programme there had always been issues around the capacity and capability to deliver programme management and communications and engagement. She added that now that funding could be top sliced to assist in delivering programme management, this would help to drive engagement going forward. RESOLVED:- To note the information.	

ITEM	ACTION
35 – Any Other Business <u>Levelling Up and Community Renewal Fund</u> Sam Plum advised that live funding applications had been submitted to both of these funding streams. An announcement regarding the Levelling Up Fund was expected next Wednesday as part of the Budget and Comprehensive Spending Review, but it was not yet known when an announcement would be made regarding Community Renewal Fund. <u>Local Government Reorganisation (LGR)</u> Sam Plum advised that she would provide a progress update on LGR at the next meeting. <u>Outputs/Outcomes</u> Sam Plum stated that it was important to ensure that every pound of the £25M of funding provided through Towns Deal counted, meaning that we should be sure to use local supply chain and local workforce wherever possible which would build in social value and anchor institution principles in all of the capital spend. This would be considered further at a future meeting in the new year. <u>Reflections from Chair of Carlisle City Council's Towns Deal Board</u> Jo Lappin asked if Emma Porter, Chair of Carlisle City Council's Towns Deal Board wished to offer any reflections on her experience of attending today's meeting as an observer. Emma had welcomed the opportunity to attend as an observer, especially with Barrow being a wave ahead of Carlisle. She advised that she had noted how she could make a number of improvements after observing the formal and structured approach of the meeting. **36 – Date of Next Meeting** The next meeting would be held at 10:00am on Friday 19th November, 2021. The meeting closed at 11:03am.	Sam Plum

BRILLIANT BARROW BOARD	Agenda Item No. 6
Date of Meeting: 25th February, 2022	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Town Deal Submission

Summary and Conclusions:

The required Town Deal Summary Documents were submitted to Government in November 2021 and, following conclusion of the review process, Government have recently confirmed that no further actions or amendments are required.

While the first annual payment from Government may still be some weeks away, this confirmation marks a significant step towards implementation of the Town Investment Plan, as it provides the funding certainty that will allow projects to move towards fully funded delivery.

Recommendations:

It is recommended that the Brilliant Barrow Board:

1. Note the final Town Deal Summary Documents provided for information at Appendices A, B & C; and

2. Note progress in relation to Government feedback on the Town Deal Summary Documents submission.

Report

1. Following the agreement of 'Heads of Terms' on the Town Deal on 17 November 2020, there was a requirement to develop final business cases for each project and submit mandatory Town Deal Summary Documents to Government for consideration, within 12 months. Government needs to review and be satisfied with the Summary Documents before the full allocation of Towns Fund can be released.

2. Final business cases were developed during 2021 and a local assurance process was undertaken, to ensure business cases were compliant with the Government's 'Green Book' requirements. The results of the local assurance process were agreed by the Brilliant Board on 22 October 2021 and Barrow Borough Council's Executive Committee on 10 November 2021.

3. In addition to the results of the local assurance process, the Brilliant Barrow Board and Barrow Borough Council's Executive Committee also agreed the content of the Town Deal Summary Documents and accompanying information, which were subsequently submitted to Government on 16 November 2021, having been signed by the Board Chair and Barrow Borough Council's Section 151 Officer (as the Accountable Body for the programme).

4. The submission consisted of the following documents, which are provided for information at Appendices A to C:

    - Town Deal Summary Part 1: Project Summaries (**Appendix A**).
    - Town Deal Summary Part 2: Statement on Town Investment Plan Improvement Conditions (**Appendix B**).
    - Programme Monitoring & Evaluation Plan (**Appendix C**).

5. The submission was first reviewed by Cumbria's Deputy Area Lead within the Cities & Local Growth Unit, followed by a further review by the central Towns Fund team within the Department for Levelling Up, Housing and Communities (DLUHC). The DLUHC stage includes a review of economic case calculations by Government economists. In response to queries raised during the review process, the Accountable Body has provided the following additional information to Government:

    - A paper providing a comparison of forecast project outputs and outcomes, between the 'Project Confirmations' submitted as part of the Heads of Terms acceptance in January 2021, and the November 2021 Programme Monitoring & Evaluation Plan. The M&E Plan reflects the development of project business cases (from Strategic Outline to Final) which includes progress in the designs, costs and delivery models of projects. It therefore includes amendments to the originally forecast outputs/outcomes, including the addition of new outputs/outcomes from the Towns Fund M&E Framework, which was not available at the time the Project Confirmations were submitted.
    - Papers providing greater detail on benefit calculations for two projects with BCRs exceeding 4:1 (Community Wellbeing Hubs & Earnse Bay Outdoor Centre / Local Cycling & Walking Infrastructure). These papers did not

require any additional work to be undertaken, rather they provided greater detail taken from project business cases, which had not been required within Project Summary Documents.

6. No amendments to the Town Deal Summary Documents or the Monitoring & Evaluation Plan have been requested and Government confirmed on 15 February that the submission has now passed the review process and progressed to the payment stage. The timetable issued by Government states that first payments (over and above the 5% capital advance already received) should be expected before the end of March 2022. While payment may be some weeks away, this confirmation marks a significant step towards implementation of the Town Investment Plan, as it provides the Accountable Body with the necessary funding certainty to enter into Grant Funding Agreements with project delivery bodies.

End.

Appendix A: Project Summary Documents
Appendix B: Statement on Town Investment Plan Improvement Conditions
Appendix C: Programme Monitoring & Evaluation Plan

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Barrow Learning Quarter
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached to this project within the Heads of Terms.
3. Business case appraisal Provide details of how the business case has been appraised including: - business case type - any internal or external assurances
The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury. Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book. Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case. Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021. The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.
4. MHCLG capital (CDEL) 5% payment
The spend profile allocates £296,667 of Towns Fund towards capital expenditure in 2021/22, from a total annual capital spend of £349,014. This spend is in part to support business case development and also supports scheme design to RIBA stage 3.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money of the Barrow Learning Quarter project is considered 'high' with a Benefit Cost ratio (BCR) of 3.4.

		Preferred option (net of reference case)
A	Net Present Social Value (£m)	48.8
B	Public sector cost (£m, discounted with optimism bias)	13.7
C	Private sector cost (£m, discounted with optimism bias)	2.3
D	Appropriate Benefits Cost Ratio (A – C) / B	3.4
	Time horizon and reason	20 years - covers the entire development process and both the University Campus and Skills Centre reaching full student capacity

Optimism Bias of 24% was applied to the capital cost of delivering the project.

The monetised benefit is entirely driven by the increased productivity of the local labour force in Barrow. The Barrow Learning Quarter will:

- Bring a higher education campus into the heart of Barrow and provide courses for over 1,400 learners per year once at full capacity
- Increase the capacity of Furness College's Rating Lane campus to accommodate 800 students per year (from less than 500)
- Increase the number of college leavers retained within the town on completion of A-Levels or T-levels
- Retain many more highly skilled graduates in the local labour force

A per person/graduate annual productivity uplift of approximately £3,250 or £730 was applied for the impact of every additional undergraduate degree or A-Level qualification (from a previously held A-Level or GCSE qualification, respectively) that was retained in the local labour force. This annual workforce productivity gain was derived from the ONS Human Capital estimates and was assumed to accrue from the point of graduation through to the end of the 20-year appraisal period.

The present value of these productivity gains was £48.8 million, net of deadweight (existing HE and L3 qualifications retained with in the labour force), displacement

(25% of increased L3 qualifications assumed to be displacing local residents or other in-commuters from the workforce) and leakage. The retention rate within the Barrow economy for University graduates is assumed to be 70% (30% leakage) due to the severe shortage of higher level skills identified in the Strategic Case. For L3 learners the retention rate was 50%, up from 40% in the reference case – reflecting the increased opportunities for higher education locally.

The project will deliver:

- A Learning Quarter comprised of:
    - A new University Campus on Barrow Island and increased R&D potential in the neighbouring Submarine Academy buildings operated by BAE Systems.
    - A refurbished Rating Lane Campus college campus with increased capacity.
- Over 15,000 new unique learners enrolled within Barrow during the 20-year appraisal period.

The BLQ will be supported by private sector support from BAE Systems which will provided in kind benefits (access to a site with enabling infrastructure and additional teaching space within their own buildings) worth £2.1 million.

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

Other significant non-monetised benefits include:

- Town centre regeneration – land value uplift from increased footfall and growing resident population
- Opportunities for young people locally
- Improvements in perceptions of Barrow
- R&D spill-overs

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2025/26, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The University of Cumbria and Furness College have been allocated Towns Deal funding to develop a Barrow Learning Quarter. The University of Cumbria is the project lead for the Barrow Learning Quarter. A new university campus will be supported by a rapidly developing partnership with BAE Systems Barrow and a partnership with Furness College that will integrate a skills hub within the college's Rating Lane campus. The university's Strategic Adviser Enterprise and Engagement liaises with the Towns Deal secretariat and is a member of the Towns Deal implementation group, as nominated project lead and Senior Responsible Officer (SRO) for the Barrow Learning Quarter.

Furness College and the University of Cumbria will independently deliver their own capital works programmes (with University of Cumbria as the project lead). Once capital works have been completed, the long-term success of the Barrow Learning Quarter project will be managed by the interaction between Furness College and The University of Cumbria.

A Memorandum of Understanding between the two organisations will be based on the following core principles:

1. the two institutions will collaborate to ensure that there are enhanced opportunities to progress on to relevant Higher Education that increases retention of young people and graduates in Barrow, and
2. this collaboration will involve at least 3 components:
    - engagement of Barrow Sixth Form students at the university campus, to enhance awareness and options for HE progression and also to develop employability skills;
    - engagement of the University, through its Widening Participation team, in engaging with students at the Sixth Form Centre in order to provide advice and guidance on future HE options;
    - engagement of University students in Furness College, via use of the Advanced Manufacturing Technology Centre for practicals and learning opportunities
3. both institutions will have responsibility for delivering the outputs and undertake appropriate governance and financial management for their aspects of the BLQ
4. both parties will work together to ensure that the BLQ operates effectively and maximises the opportunities presented by the partnership and project.

The memorandum of understanding also lays out the responsibilities of Furness College and the University of Cumbria with respect to their contractual obligations under the Towns Fund.

BAE Systems is a strategic sponsor of the project, providing match fund for the capital build, and funding courses and R&D at the campus. BAE Systems will prepare the site for construction and ensure enabling works are undertaken but it is not responsible for the build or operation of the campus, which will sit with the University

of Cumbria. The agreement with BAE Systems will contain a Heads of Terms that will determine the overall nature of the partnership, and will be overseen and monitored by a combined oversight group.

The University of Cumbria has also signed a partnership agreement with Lancaster University to support development of the Barrow Learning Quarter. This agreement, which has been approved by both institutions, commits the universities to cooperation on provision of joint teaching, primarily at postgraduate taught masters level, and also collaboration on research and R&D activities with businesses in Barrow.

The main dependencies in the programme relate to:

- **Design work** – both the college refurbishment and new campus have completed RIBA stage 2 designs to date. RIBA 3-7 stages will be required to reach project completion: The University of Cumbria has already commissioned RIBA 3 reports from DAY Architectural.
- **Planning permission** – the University of Cumbria will need planning permission to progress to construction of the new campus. Pre-application discussions have started with the local planning authority and a full planning application is due to be submitted in November 2021. An 'in principle' letter of support from the planning authority has been provided.
- **Land Transfer & Site Clearance** – although construction of the new campus will be delivered by the University of Cumbria, this is reliant on the provision of the campus site by BAE Systems. Site clearance, the provision of necessary infrastructure (e.g. substation) and landscaping will be the responsibility of BAE Systems, who have confirmed their commitment to this enabling role. Heads of Terms on site transfer are in development and will be in place in December 2021. The site will then be cleared ready for construction by November 2022.

The key milestones for the Barrow Island campus are:

Stage	Milestone Description	Target End Date
Design	RIBA Stage 3 design	12 November 2021
Planning	Planning Application submitted	26 November 2021
Land Transfer	Site Heads of Terms agreed	23 December 2021
Procurement	Issue Invitation to Tender	16 February 2022
Planning	Planning decision notice	15 March 2022
Procurement	Award contract	21 October 2022
Planning	Planning conditions discharged	10 May 2022
Construction	Site clearance: Building Decant / Asbestos Removal / Demolition / Site Clearance	1 November 2022
Design	RIBA Stage 4 design	14 February 2023
Construction	Construction activities	15 May 2024
Completion	Facility Go-Live date	1 July 2024

The key milestones for the Rating Lane Campus Refurbishment are:

Stage	Milestone Description	Target End Date
Funding	Success of Further Education Capital Transformation Fund (FECTF) bid announced	January 2022
Construction	Work Area 1 – Block F and Block T corridor	March 2022
Building control	Work Area 5 – Block B building control submission	March 2022
Construction	Work Area 2 – Block E and Block T corridor	September 2022
Construction	Work Area 5 -Block B	November 2022
Construction	Work Area 4 -Block A and upper sports	August 2023
Construction	Work Area 3 - Block C - Reception, Independent Study & Sports Changing	February 2024

The key risks associated with the Barrow Learning Quarter project are:

Risk	Mitigation
BLQ - The Learning Quarter does not encourage increased participation in Higher Education	Development of the BLQ to join up sixth form provision and local HE provision, in reach of year 12 and 13 students into BLQ, outreach of UoC staff to year 12 and 13 students and earlier through 'Widening Participation' activities, wider awareness raising and development work.
BLQ - The Learning Quarter does not respond to employer needs for higher level skills	Engagement in local economic development forums, strategic partnership with BAE Systems, ongoing consultation with businesses, and skills needs identification surveys and workshops.
UoC Campus - planning application for the new site is delayed or unsuccessful.	Engagement with the planning department pre-application, sharing of design and development programme with planning, contingency in timeline for delays in planning approvals.
UoC Campus - Removal of existing buildings delayed impacting capital build and university operation	Options explored and agreed with BAE Systems, removal of building before building opening confirmed.
UoC Campus – Costs escalate beyond identified budget and contingencies	UoC will be responsible for covering cost overruns.
UoC funding - Internal funding decision is delayed or unsuccessful	Funding has been confirmed in principle and is subject to Board decision.

FC funding - match funding provided through FECTF is unsuccessful or timing delayed	Proposal developed to optimise prospects of successful award. Options for phasing investment with TD funds applied upfront and remaining investment to follow over longer time period. Alternative sources of funding will also be considered.

The new University Campus and refurbished Furness College campus will be owned and maintained by the University of Cumbria and Furness College, respectively. The land for the new University of Cumbria campus will continue to be owned by BAE Systems albeit granted on a long (99 year) lease to the University.

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole

Date: 15th November 2021

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Barrow Borough Council

Job title: Director of Resources, S151 Officer

Name and signature: Susan Roberts

Date: 15th November 2021

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Community Wellbeing Hubs & Earnse Bay Outdoor Centre
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached to this project within the Heads of Terms.
3. Business case appraisal Provide details of how the business case has been appraised including: - business case type - any internal or external assurances
The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury. Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book. Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case. Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021. The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.
4. MHCLG capital (CDEL) 5% payment
The spend profile allocates £195,000 capital expenditure in 2021/22. This spend supports business case development including technical design and costings.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money assessment identifies a 'high' Benefit Cost Ratio achieved from the preferred option of 5.8:1.

Economic impacts, net of reference case	Preferred Option (Initial BCR)	Preferred Option (Adjusted BCR)
Present value of costs (£m)	4.4	4.4
Present value of benefits (£m)	25.9	26.4
Benefit Cost Ratio	5.8	6.0

Optimism bias of 20% was used taking into account the upper limit for built projects of 24%, reduced to take into account the experience of the project delivery team in managing large scale projects. After discounting the net present value of costs was £4.4 million.

A net present value of benefits of £25.9 million was derived from a range of benefit streams, uplifted to £26.4m when adjusted to reflect construction activity at the local level.

Benefits (£m)	**Preferred Option (net)**
Social impact of wellbeing improvements (digital inclusion, volunteering, improved sense of belonging)	22.6
Human capital impacts (qualifications gained)	1.8
Amenity benefits (improved public realm and green space)	0.9
Carbon emission savings (retrofitting)	0.6
Employment impact (jobs created)	0.0057
Direct land value uplift (construction activity)	*0.5*
Total NPV Benefits	26.4

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

The following wider benefits will also be delivered:

- An improved sense of belonging, and enhanced community resilience and cooperation
- Further physical and mental wellbeing improvements through engagement in outdoor activity and adopting healthier lifestyles, and learning and development benefits for children
- Public cost savings as a result of access to general support facilities

- Increased town centre footfall, dwell time and spend
- Improved perceptions of Barrow as a place to live by current residents and visitors.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2025/26, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The project will be managed by Cumbria County Council, sponsor of the overall project and asset owner of the Bram Longstaff, Ormsgill and Earnse Bay sites, working in partnership with Barrow Borough Council, local planning authority and asset owner of The Forum (Town Centre Hub).

Key dependencies include:

- **Member approval at key milestones**. Local Elected Members from both authorities have been included in the project governance structure and are fully supportive of the scheme.
- **Existing uses of The Forum**. The Forum is currently used by a range of Barrow Borough Council services and to accommodate the use as a community hub there is a requirement for existing services to be relocated. Barrow Borough Council will provide the steer and direction relating to how the hub will interface with existing services as the project develops.
- **Planning permission**. Full planning approval will be required at Earnse Bay. Early dialogue with the planning authority has commenced and initial discussions are positive, with an 'in principle' letter of support having been provided. Early dialogue has included consultation with CCC as highway authority and lead local flood authority and discussions have been positive with key issues addressed through RIBA 2 design.
- **Links to other projects**. Including Local Walking and Cycling infrastructure which will support required improvements in the Town Centre, making the Town Centre hub more accessible to a wider range of residents.

The County Council's Capital Programmes Team will manage all design and capital works required to deliver the project. The County Council's portfolio of capital projects is overseen by the Strategic Investment Group (SIG), which manages resources to ensure effective delivery of the portfolio and uses a 'gateway' approach to approve the development and delivery of projects at key stages. The County Council's Area Manager for Barrow will act as the Senior Responsible Officer (SRO) for the project.

The business case identifies the key project milestones.

Milestone	End Date
Governance Arrangements & design preparation	Town Centre Hub August 2020-June 2021
	Ormsgill Hub October 2020-April 2021
	Bram Longstaffe Hub October 2020-April 2021
	Earnse Bay August 2020-April 2021
Scheme Design	Town Centre Hub - September 2021-March 2022
	Ormsgill Hub *already undertaken*
	Bram Longstaffe Hub - June 2021-December 2021
	Earnse Bay - June 2021-July 2022
Planning Permission	Earnse Bay - March 2022-June 2022
Construction	Town Centre Hub - May 2022-February 2023
	Ormsgill Hub - June 2020-April 2021
	Bram Longstaffe Hub February 2022 - November 2022
	Earnse Bay September 2022 - October 2024
Scheme Opens	Town Centre Hub - March 2023
	Ormsgill Hub – May 2021
	Bram Longstaffe Hub - December 2022
	Earnse Bay - November 2024

Key risks to be managed by Cumbria County Council through the project delivery are:

Risk	Impact	Likelihood	Mitigation
There is a risk that materials and labour may be unavailable due to the overheated construction market resulting in increased programme costs and possible programme delays.	4	4	Procurement strategy to consider options for ECI. Contingency added to programme and budget.
The designs for the community hubs do not meet local needs resulting in a reduction in potential usage and poor delivery of outcomes	5	2	Close liaison with stakeholders throughout all stages of the project to ensure that project designs are developed in collaboration with the community
Potential service providers may not find the site attractive or commercially viable to operate from the site.	5	2	Comprehensive soft market testing early in the programme to establish interest and demand for the facilities.
There is a risk that potential costs for the project rise caused by a number of 'unknowns'	4	3	Ensure regular and up to date cost analysis and discuss alternative cheaper options to ensure project is

resulting in potential additional costs to the programme.			delivered within scope and budget. Include appropriate level of contingency.
There is a risk that changes associated with Local Government Reform (LGR) will affect the agreed project governance and begin to influence the project, creating programme delay and possible cost increases.	5	4	Monitor the risk and ensure that any changes in governance are reflected as early as possible.
There is a risk that planning permission is not secured in a timely way. This could be caused by public / stakeholder objections and result in the delay to project delivery	4	2	Early engagement with planning authority. Early public consultation to understand public support for the scheme and any potential objections.

Key financial risks will be managed through contracts with the design consultant and principal contractor.

As owner of the Forum, Barrow Borough Council will manage the ownership of risks relating to operation of the Town Centre Hub.

Cumbria County Council has a track record of delivering major schemes across a range of property, infrastructure and maintenance interventions. This provides reassurance of capability and capacity to deliver the project on time and to budget.

The Community Hubs and Earnse Bay will remain in the ownership of the existing organisations as summarised below and will be managed as follows:

- **Earnse Bay:** Cumbria County Council own the land and intends to enter into a long-term lease arrangement with Barrow Borough Council to manage and maintain the site
- **Bram Longstaffe**: Cumbria County Council own the site. Friends of Bram are the tenant and will be responsible for managing the site.
- **Town Centre Hub:** Barrow Borough Council own the Forum and manage all existing operations. Barrow Borough Council will be responsible for managing and maintaining the site following the capital improvement works.
- **Ormsgill:** Cumbria County Council own, manage and maintain the site.

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole

Date: 15th November 2021 [redacted]

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Barrow Borough Council

Job title: Director of Resources, S151 Officer

Name and signature: Susan Roberts [redacted]

Date: 15th November 2021

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Business & Enterprise Support
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached to this project within the Heads of Terms.
3. Business case appraisal Provide details of how the business case has been appraised including: - business case type - any internal or external assurances
The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury. Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book. Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case. Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021. The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.
4. MHCLG capital (CDEL) 5% payment
No capital funding is included in the programme for this project.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money assessment identifies a 'very high' Benefit Cost Ratio achieved from the preferred option of 4.2:1.

Economic impacts, net of reference case	Preferred Option
Present value of costs (£m)	0.5
Present value of benefits (£m)	1.96
Benefit Cost Ratio	4.2

Optimism bias of 5% was used taking into account the robustness of benchmark information used to inform benefits. The net present value of costs was £0.5 million.

A net present value of benefits of £1.96 million was derived from GVA (associated with jobs created or safeguarded) and social value (associated with skills development, employment, and provision of business support to social enterprises).

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

The preferred option will also deliver wider benefits including:

- The development of new technologies, products, and processes through Strand 3 as businesses access new opportunities in the BAE Systems supply chain.
- Improved perceptions of Barrow as place to start and grow a business, particularly a community business/social enterprise.
- The development of collaborations between business, organisations and residents in the community.
- Positive impacts on social cohesion, civic participation and individual wellbeing.

Final outcomes secured through the project include:

- To assist residents, particularly from the most derived communities in Barrow, access good quality economic opportunities (by starting their own businesses, becoming self-employed or via the creation and growth of community businesses).
- To enable SMEs in Barrow to become more competitive, resilient, expand and recover from the effects of Covid-19.
- Creation of a strong on-the-ground presence to encourage enterprise in Barrow, working through the Community Wellbeing Hubs.
- Working with schools, Furness College and the University of Cumbria (including the proposed Barrow Learning Quarter development), the local community and voluntary sector to encourage greater levels of enterprise in Barrow.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2025/26, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The project will be managed by Cumbria Local Enterprise Partnership (CLEP) who are responsible for delivering the government's local growth hub activities. CLEP intends to procure specialist provision to deliver all four strands of activity which will be delivered under two separate contracts with suitably procured suppliers.

The main dependencies involved in delivering the project are as follows:

- Interest and take up in the tender specifications developed and released. Any risk to securing appropriate interest should be mitigated through the soft-market testing.
- Confirmation of a funding award from BEIS to CLEP for growth hub support, BEIS have indicated that as part of the LEP Review, this service will form a core part of LEP activity going forward.
- Ability of sub-contractors to successfully deliver the required outcomes. CLEP will reduce any risk to delivery through providing each sub-contractor with appropriate support as well as implementing robust contract management procedures. This will also be underpinned by targeted marketing to increase visibility of the schemes.

The business case identifies the key project milestones:

Milestone	**Date**
Soft market testing activities commence	15/11/2021
Soft market testing activities complete	15/12/2021
Development of tender specifications commence	1/1/2022
Consultation on tender specifications with Barrow BC	15/1/2022
Finalisation of tender specifications	31/1/2022
Tender specifications launched	1/2/2022
Closing date for tender specifications	20/2/2022
Appointment of sub-contractors	1/3/2022
Pre-launch meetings with sub-contractors commence	2/3/2022
Anticipated notification of BEIS growth hub funding award for 2022/23	15/3/2022
Targeted marketing campaign commences	25/3/2022
Service delivery commences	1/4/2022
Monthly sub-contractor reporting commences	15/5/2022

Quarterly progress and claim reports submitted to Barrow Borough Council (commencing)	15/7/2022
Project completion	30/9/2025

The key risks to be managed by CLEP through project delivery are:

Risk	Impact Score 1-5 (5= highest)	Likelihood Score 1-5 (5= highest)	Mitigation
Lack of interest in the tendered opportunities	5	2	• Soft market testing to be undertaken through Q3 2021/22
Lack of suitable compliant tenders	3	2	• Soft market testing to be undertaken through Q3 2021/22
Lack of local interest in the programmes available	3	2	• Careful selection of sub-contractors to ensure they have necessary experience and local infrastructure • Targeted marketing campaign.
Lack of integration with other business support services/duplication with other offers	3	2	• Careful design of tender specifications • CLEP involvement in National Growth Hub Network to ensure knowledge of new business support programmes • Regular dialogue with Business Strategy Group • Break clauses in contracts allow for redesign of activity if required
Poor delivery of contracted services	3	2	• Robust tender process should assess for quality and experience • Regular contract monitoring for both performance and quality • Contract control measures to ensure performance remains on track (including improvement plans) • Option to terminate contracts

Given the nature of the project, there are limited financial risks which can be managed through procurement and the Grant Funding Agreement. CLEP has an established track record of delivering business support which provides confidence in successful delivery.

A programme manager will be identified to lead delivery of the project and wider support will be provided through CLEP's Business & Programmes Team.

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole

Date: 15th November 2021 [redacted]

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Barrow Borough Council

Job title: Director of Resources, S151 Officer

Name and signature: Susan Roberts [redacted]

Date: 15th November 2021

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Housing Renewal Programme
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached to this project within the Heads of Terms.
3. Business case appraisal Provide details of how the business case has been appraised including: - business case type - any internal or external assurances
The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury. Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book. Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case. Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021. The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.
4. MHCLG capital (CDEL) 5% payment
The spend profile allocates £65,000 capital expenditure in 2021/22. This in part is to support business case development and is also directed towards the early stages of improvements to properties on Rawlinson Street. This activity will include mobilising the specialist consultants to review and verify the existing schedule of works and update the cost profile accordingly.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money of the Housing renewal programme is considered 'high' with a Benefit Cost ratio (BCR) of 2.0.

Economic impacts, net of reference case	Preferred option
Present value of costs (£m)	4.18
Present value of benefits (£m)	8.27
Benefit Cost Ratio	2.0

Optimism bias of 24% was used for the majority of capital costs (reduced for Rawlinson Street elements of the project, where scheme costs are further developed). After discounting the net present value of costs was £4.18 million.

A net present value of benefits of £8.27 million was derived from a range of benefit streams, as follows:

Benefits (£m)	**Preferred Option (net)**
Carbon emission savings	2.00
Public realm impact	0.11
Wellbeing impact / Direct land Value Uplift	3.29
Distributional impact	1.15
Wider Commercial Land Value Uplift	0.09
Health Benefits	1.63
Total NPV Benefits	8.27

The project benefits described above will deliver:

- CO_2 reduction of 367 tonnes per year in Barrow, through increasing the EPC rating of 295 homes
- Removal of up to 112 Housing Health and Safety Rating System (HHSRS) Category 1 Hazards with associated cost savings to the NHS
- Improved well-being for 295 affected households with associated impact on Land Values
- Energy cost saving to 295 households (IMD lowest decile for income deprivation)
- Employment of approximately 25 construction FTEs per year

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2024/25, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The project will be managed day to day by the identified lead officer in Barrow Borough Council, currently the Property Services Group Manager.

Project progress will be reported monthly to the Corporate Programme Board, consisting of the Council's Senior Management Team and including the Senior Responsible Officer (SRO) for the project within the Council, which is the Director of People and Place.

The main dependencies in the programme relate to:

- **Design/costing work** – a pre-tender schedule of works will be required before the second stage of procurement. This has been allowed for in the project milestones
- **Planning permission** – consent will be required for some of the external works. This approval will be sought in early 2022 for Rawlinson Street and in late 2022 for the Ferry Road Triangle once survey work has been completed.

The business case identifies the key project milestones.

Milestone	Start	Completion
Refresh surveys and spec for Rawlinson St	1-Oct-21	30-Dec-21
Public engagement / Obtain property owners consents	1-Jan-22	1-Apr-22
Planning consents for Rawlinson St	1-Jan-22	1-Apr-22
Procurement of contractor for Rawlinson St	1-Jan-22	1-Apr-22
Start on site Rawlinson St	1-May-22	1-May-22
Work on site Rawlinson St	1-May-22	30-Oct-22
Procurement of professional services Ferry Road Triangle	1-Jul-22	30-Aug-22
Survey works and specification Ferry Rd Triangle	1-Sep-22	16-Oct-22
Ferry Rd Public engagement / Obtain property owners consents	1-Sep-22	15-Dec-22
Planning consents for Ferry Rd Triangle	20-Dec-22	18-Feb-23

Procurement of contractor for Ferry Rd Triangle	20-Oct-22	19-Dec-22
Start on site Ferry Rd Triangle	1-Mar-23	1-Mar-23
Work on site Ferry Rd Triangle	1-Mar-23	29-Feb-24
Rawlinson St defects and retentions	15-Sep-23	30-Oct-23
Ferry Rd defects and retentions	1-Jan-25	2-Mar-25

The key risks to be managed by Barrow Borough council through the project delivery are:

Risk	Impact	Likelihood	Mitigation
Reputational risk of procurement of works over budget	4	2	Realistic business case and robust pre-tender estimates including contingency/headroom suggest budgets can be managed and benefits delivered. Effective communication of the process and of the fall back position of reducing the scope of the scheme.
Low take up of scheme	4	2	Effective liaison and engagement with property owners. This will require adequate staffing resource into the project but the Council's track record indicates high take-up is expected
Delays to programme	3	2	Effective programming and contractor managements
Failure to appoint main contractors	4	1	Mature and competitive market, the type of works required are fairly standard and numerous firms are available in this market
Failure to obtain planning consent	4	1	Early engagement with Planning Department
Failure to appoint consultants	4	1	Mature and competitive market means consultancy services are available

The key financial risks, around cost overruns can be managed through the contract to limit Barrow Borough Council's exposure to financial uncertainty, while maximising deliverable outputs for the available budget. The risk retained by the Council primarily relates to the extent to which benefits are realised if the scope of work is required to change to manage the budget.

The track record of Barrow Borough Council in managing this type of scheme in line with their budget minimises the likelihood of this eventuality, however, sensitivity testing in the Economic Case suggests that the project would still delivery value for money even if outcomes fall short of the central estimate.

A project manager will be appointed to manage the contract with consultants and all other stakeholder engagement including property owners and (where applicable) their tenants.

The homes and commercial properties that receive improvement will not be owned or managed by Barrow Borough Council in the long run. The properties will only be improved in agreement with the current owners and occupiers.

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole



Date: 15th November 2021

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Barrow Borough Council

Job title: Director of Resources, S151 Officer

Name and signature: Susan Roberts



Date: 15th November 2021

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Marina Village
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
The following project condition was included within the programme Heads of Terms letter dated 27th October 2020: **Assurances on deliverability and further information on private sector investment once remediation is complete.** In response to this condition, LSH were commissioned to provide an independent assessment of market conditions and interest. Their report ('Barrow Marina Village: Remediation Context & Marketing Report') was submitted to Government as part of the Heads of Terms response on 15th January 2021. The report concluded: 'The Marina Village site is a key development site within Barrow-in-Furness Town Centre, and presents an opportunity to enliven the waterfront, provide a new diverse housing offer and bringing a unique and perception changing development to the town. The market research undertaken by LSH has provided evidence that there is a demand for the housing to be provided at the Marina Village Site. But more importantly that there is clear interest from the private sector to bring forward the site for housing, from both local and regional developers'.
3. Business case appraisal Provide details of how the business case has been appraised including: - business case type - any internal or external assurances
The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury. Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book. Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case. Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021.

The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.

4. MHCLG capital (CDEL) 5% payment

The spend profile allocates £90,000 capital expenditure in 2021/22. This spend supports business case development and will also be directed towards professional fees in support of the land acquisition required to progress the development of Marina Village for housing.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money of the first phase of the Marina Village programme is considered 'Acceptable' on the basis of its monetised costs and benefits, with an initial Benefit Cost Ratio (BCR) of 1.2.

Economic impacts, net of reference case	Initial BCR: land value uplift	Adjusted BCR: including temporary construction
Present value of net economic impact (£m)	3.3	3.9
Present Value of Town Deal Project Costs (£m)	2.7	2.7
Benefit Cost Ratio	1.2	1.4

Optimism Bias of 15% was applied to the capital costs. These were reduced from the upper bound 24% estimate on the basis of an existing programme of similar work taking place on the site. This allowed the programme team access to detailed studies and some existing tender prices for work on other parts of the site with Optimism Bias reduced accordingly.

A present value of £3.3 million was estimated for the phase of the programme most closely associated with the Town Fund project on the basis of associated direct and indirect land value uplift. This value is estimated net of the existing remediation projects on site at Marina Village and after accounting for displacement (15% direct LVU and 25% wider LVU).

A further £0.64 million of local economic benefits were estimated from the construction activity associated with this phase of the project, net of deadweight (50%), displacement (50%) and leakage (25%).

Benefits	Preferred Option (net, £m)
Direct land value uplift	1.62
Wider and value uplift	1.68
Temporary construction	*0.64*
Total:	**3.94**

The project will deliver:

- acquisition of three plots (known locally as plots 7, 10 & 12) on the Marina Village site that remain outside of the Council's ownership to give full land title
- a detailed feasibility study on relocating the waste services depot that is currently blocking (subject to lease conditions around relocation) the redevelopment of a further 2.9 hectares of land on the site
- commission the professional services required to progress a planning application on the site e.g. ecological surveys and interventions
- clearance of vacant industrial buildings

The outcomes associated with the project include:

- improved access to further remediation funding, and
- consolidation of the whole of the Marina Village site (north of Cavendish Dock Road) into Barrow Borough Council control, leading to:
    - an expanded planning application boundary
    - the opportunity to market land suitable for 124 homes to developers

Wider benefits of the redevelopment of Marina Village include:

- remediation of contaminated land
- reduced crime and anti-social behaviour
- improved amenity value to residents with access to a waterfront nature reserve
- wider regeneration impact of new community close to the town centre

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

The overall Marina Village development will be capable supporting 550 homes. The first phase of the regeneration is already underway, across 6 hectares of land that adjoin the plots to be acquired and supported by £5.5 million remediation funding awarded by the Cumbria Local Enterprise partnership from the Getting Building Fund.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2024/25, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The project will be managed day to day by the identified lead officer in Barrow Borough Council, currently the Property Services Group Manager. The project will report into the wider Marina Village Programme Board which is jointly attended by officers from Cumbria County Council and Barrow Borough Council.

The main dependencies in the project relate to:

- The core of the activity proposed for the Towns Fund project relates to land acquisition and consequently the key dependencies for the project relate to the timeline for acquisition. Although the objective is to achieve a negotiated sale of plots known locally as plots 7, 10 & 12, the Council has to date been unable to reach agreement with current landowners, at the market values estimated by the council's surveyors.
- In the worst case the Council will be required to pursue a Compulsory Purchase Order (CPO) in which the land acquisition may take up to a further two years. Key dependencies in the process are:
    - The decision to confirm the CPO process by Barrow Borough Council
    - If the CPO is contested the length of time to hold a public enquiry and receive a decision from the Secretary of State.
- This legal process is also the key constraint on acquisition, with the existing landowners able to contest the process should they choose to and believe this to be in their best interests. The final payment of compensation for the land is also dependent on whether the compensation amount is contested and the length of negotiations. This means the final compensation may realistically be paid in any of the financial years 2022/23, 2023/24 or 2024/25.
- Planning is not necessarily a constraint on the land acquisition, but Barrow Borough Council intend to begin the planning application process as part of this project to continue removing constraints on development from the wider Marina Village site. With site ecology a potential constraint on site clearance and a desire to consolidate the planning application boundary this activity supports the wider strategic aim of preparing the site for remediation.
- The eventual relocation of the waste / recycling depot is also a dependent on the feasibility study identifying a suitable site. This stage of the redevelopment of Marina Village is out of scope for the Towns Fund project however and the feasibility is in that respect a mitigating action in support of the wider programme

The main milestones for the land acquisition are as follows:

Milestone	Negotiated sale	Uncontested CPO	Contested CPO
Negotiations with landowners continue	July – November 2021		
Negotiations fail to reach a conclusion		End of November 2021	
Submit report to Full Council to confirm CPO		End of January 2022	
Prepare documents for Secretary of State and serve notices		Mid-April 2022	
Submit to Secretary of State		End of April 2022	
Secretary of State decision			End November 2022
Council take possession and ownership of the property		End August 2022	End June 2023
Compensation negotiations fail			End of June 2023
Lands Tribunal Decision			End October 2023
Outstanding compensation paid		End August 2022	October 2023 – April 2024

The waste depot relocation study will be procured in 2021-22 and should complete by 2022.

The key partnership for the Marina Village programme is with the Cumbria County Council which is currently managing the first phase of remediation work on Marina Village.

The key risks associated with the project are:

Risk	**Mitigating Actions**
Lack of engagement from owners of plots 7, 10 and 12.	Build in sufficient time for an effective CPO process. At a minimum the CPO process is expected to take 18 months. The programme allows for significantly longer than this period.
Unrealistic expectations of value from owners of plots 7, 10 and 12.	Obtain robust valuations and allow sufficient time for the formal First Tier Tribunal process to be used.

CPO process fails	Ensure that appropriate advice is obtained and case for CPO is robust. This will include using Counsel advice if needed.
Waste depot relocation feasibility indicates lack of alternatives for depot site	Work with One Public Estate programme to assess strategic asset management rationalisation approaches across Cumbria, to develop alternative solutions.
Cost overruns for clearance / demolition work	Mature and competitive market. Correct project management will escalate any risks in prices rising to the programme board. Legislation will be added to the contracts with partners.
Failure to appoint main contractors	Currently a very competitive market in the area. Initial soft testing with the market could be undertaken.
Failure to gain updated planning permission	Work closely with Barrow Borough Council Planning Department. The proposed planning boundary will remain in line with the planning policy of the area.

Asset ownership and management

The intention of the project is a) to bring third-party owned land assets into Barrow Borough Council ownership and b) to take control of Barrow Borough Council owned assets by removing constraints in current land uses to make the whole site suitable for remediation and subsequently redevelopment. The final outcome of the project will involve gradually disposing of the site to the private sector as remediation work allows.

8. Town Deal Board Chair name & signature

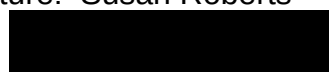
Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole

Date: 15th November 2021

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer
Name of the lead Local Authority: Barrow Borough Council Job title: Director of Resources, S151 Officer Name and signature: Susan Roberts  Date: 15th November 2021

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Place Development
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.

The following project condition was included within the programme Heads of Terms letter dated 27th October 2020:

Conversation required on alignment with the Towns Fund Intervention Framework.

Following constructive conversations with Government, the scope of project activities was revised to focus on capital 'events infrastructure' which seeks to remove key barriers to the successful delivery of cultural and heritage related activity within Barrow, while retaining a supporting revenue element (c20% in terms of Towns Fund contribution) to facilitate project management and place promotion activities.

The project will directly deliver the Town Deal outputs of new, upgraded or protected arts, culture and heritage capital investment, and maximise the success of these aligned investments through place promotion activity to realise the outcomes of perceptions of the place by residents/visitors and increase the number of visitors to arts, cultural and heritage events and venues.

Intervention Framework	Output Indicators	Outcome Indicators
Arts, Culture and Heritage	New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens	Perceptions of the place by residents/visitors Number of visitors to arts, cultural and heritage events and venues Other: Social Return on Investment

Source: Towns Fund Guidance, Annex A Intervention Framework

These details were confirmed to Government as part of the Heads of Terms response on 15th January 2021.

3. Business case appraisal

Provide details of how the business case has been appraised including:

- business case type
- any internal or external assurances

The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury.

Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book.

Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case.

Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021.

The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.

4. MHCLG capital (CDEL) 5% payment

The spend profile allocates £9,000 of Towns Fund towards capital spend in 2021/22 (from a total annual spend of £19,000). This spend supports business case development including design and costings.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money assessment identifies a 'high' Benefit Cost Ratio achieved from the preferred option of 2.1:1.

Economic impacts, net of reference case	Preferred Option
Present value of costs (£m)	0.9
Present value of benefits (£m)	2.0
Benefit Cost Ratio	2.1

Optimism bias of 15% has been applied to total costs reflecting that capital works are limited to temporary structures rather than a building; the duration of public realm improvements will be relatively short; detailed costs provided; and strong track record of delivery. After discounting, the net present value of costs was £0.9m.

A net present value of benefits of £2m was derived from a range of benefit streams, as follows:

Benefits (£m)	Preferred Option (net)
Social impact of increased wellbeing as a result of arts and cultural engagement	1.7
Amenity benefits (improved public realm)	0.2
Wider land value uplift (due to additional footfall, dwell time and spend)	0.08
Total NPV Benefits	2.0

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

The following wider benefits will also be delivered:

- A commitment by project partner Barra Culture to fund complementary activities to the Place Development project with a minimum annual spend of £25k over four years
- Additional charity donations
- Greater visibility of initiatives and events which will aim to reduce crime and anti-social behaviour among young people
- Human capital and skills gained by volunteers and participants through participation in events and activities
- Increasing the sense of pride and belonging for residents
- Promoting inward investment into Barrow by improving perceptions of the attractiveness of Barrow
- A more coordinated approach to the visitor and tourism sector in Barrow
- Diversifying the local economy (increased number of jobs in visitor, accommodation, retail and leisure sectors)
- Developing the tourism sector in Barrow which would attract and retain residents and visitors to the area
- Improved perceptions of Barrow as a place to live by current residents and visitors.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2025/26, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The project will be managed by Barrow Borough Council who will work with external partners including Barra Culture, Barrow BID and Cando FM. All assets will be managed and owned by Barrow Borough Council. Maintenance of the public realm investment will be undertaken by the Council's property services department.

Key dependencies for the delivery of capital works include:

- **Obtaining relevant planning consent** - Early pre application engagement with the planning authority (Barrow BC), and other stakeholders is ongoing and will ensure that designs are developed in a form that is most likely to secure consent. An 'in principle' letter of support from the planning authority has been provided. Wider stakeholder engagement activities and taking on board the views of local businesses, market traders and residents will increase the likelihood of consents being obtained in a timely manner.
- **Land Ownership/Control** - The sites (land) for both areas of intervention are within the Council's control which de-risks the scheme, either freehold or long-term lease which is being renegotiated to freehold title.
- **Survey work** – pre commencement surveys may be required such as test pits and ground investigations at the Amphitheatre site, these will need to be undertaken in a timely manner to reduce delay to the programme. As landowner the Council already holds topographical and technical amenities data in relation to the sites.

The business case identifies the key project milestones:

Stage	Milestone Description	Target End Date
Initiation	Business Case developed and submitted for assurance	August 2021
Delivery	Recruitment of Project Officer	April 2022
Delivery	Footfall Counters installed	April 2022
Delivery	Tender for Feasibility Study	June 2022
Design	Public realm works design options completed	July 2022
Delivery	Commission Feasibility Study	August 2022

Design	Consultation on Public realm Projects	August 2022
Design	RIBA 3 designs of public realm completed	September 2022
Design	Submission of Planning Application	September 2022
Design	Planning Permission received	December 2022
Delivery	Tender for capital works	December 2022
Delivery	Undertake any necessary survey and pre commencement assessments	January 2023
Delivery	Let contract for capital works	January 2023
Delivery	Public realm works commence on site	February 2023
Delivery	Completion of Feasibility Study	March 2023
Delivery	Events Programmed for season 23/24	April 2023
Delivery	Completion of Capital works	May 2023
Delivery	Launch of Events Spaces	Summer 2023
Delivery	Marketing of events and facilities	Ongoing
Delivery	Monitoring events and activities	Ongoing
Delivery	Events Programmed for season 24/25	January 2024
Delivery	Events Programmed for season 25/26	January 2025
Closure	Evaluation and Feedback of Project	December 2025

The key risks to be managed by Barrow Borough Council through project delivery are:

Risk	Impact	Likelihood	Mitigation
Poor definition of the scope of the project	4	4	Meetings held to further develop the scope so that it can be fully costed. Require the costing of individual elements of

			events so that scope can be pulled if not viable.
Suitable personnel not identified/available to fill key project roles	4	4	Consider recruiting an external lead for specific larger events - advertise this as widely as possible. Expand recruitment channels.
Insufficient resource for promoting and advertising of events	4	3	Work on securing a lead for advertising and promoting. Assess the viability of this and whether it can be funded.
Extended restrictions/social distancing due to rising cases of COVID-19 creating barriers to planning/running of events.	3	4	Consider introducing vaccine passports/lateral flow testing for events. Ensure contingency plans in place for an alternative way of delivering the events if problems surrounding COVID-19 restrictions arise.
Extended restrictions/social distancing due to rising cases of COVID-19 leading to ineffective stakeholder engagement	2	4	Discussions around alternate ways of communication i.e., zoom, surveys, social media videos.
Lack of communication with other partners in the local area resulting in duplication of events	4	2	Communication with partners to be aware of events. Continuous research into proposals for new events in advance. Be cautious about dates set for repeated annual events i.e., Dickensian, Croft Rock, Chilli Festival. Development and communication of the events team.

	Attend meetings where discussions around what events are happening take place - internal and external.

Barrow Borough Council have a strong track record of delivering projects of this type which provides confidence in delivery.

The procurement and management of the project will be the responsibility of the Senior Responsible Officer at Barrow Borough Council. The day-to-day management of the project will be undertaken by the newly recruited Place Development Officer.

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole [redacted]

Date: 15th November 2021

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Barrow Borough Council

Job title: Director of Resources, S151 Officer

Name and signature: Susan Roberts [redacted]

Date: 15th November 2021

Towns Fund Summary Document

Part 1: Project Summary Document

Summary Document table
1. Project name: Local Cycling & Walking Infrastructure
2. Heads of Terms project conditions - Actions taken to address any conditions attached to the project in the Heads of Terms, where applicable. - Where the condition was to provide a delivery plan please input in the section below (no.9) and/or attach to this document.
No conditions were attached to this project within the Heads of Terms.
3. Business case appraisal Provide details of how the business case has been appraised including: - business case type - any internal or external assurances
The project business case has been developed in accordance with the 5 Case Model, as recommended by HM Treasury. Assurance of the business case has been undertaken in line with the agreed Local Assurance Framework and in accordance with the HM Treasury Green Book. Independent appraisers from Cumbria County Council's Economic Programmes team have completed a Green Book appraisal of the business case. This assurance process also utilised expert economists, who were procured to review the Economic Case. Detailed appraisal reports have been produced and provided for review by both the Brilliant Barrow Board and the accountable body. The results of the assurance process were agreed by the Brilliant Barrow Board on 22nd October 2021. The appraisal has concluded that the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money. There are no risks that are considered unacceptable, with conditions of funding recommended to mitigate any identified project specific risks.
4. MHCLG capital (CDEL) 5% payment
The spend profile allocates £140,000 capital expenditure in 2021/22. This spend supports business case development including technical design and costings.

5. Quantified benefit-cost ratio/value for money (e.g. Benefit Cost Ratio or Net Present Social Value)

A quantified benefit-cost ratio should be provided. If it has not been generated, a summary of evidence used by the S151 Officer to demonstrate value for money should be stated.

The value for money assessment identifies a 'very high' Benefit Cost Ratio achieved from the preferred package of 8.36:1.

Economic impacts, net of reference case	Preferred Package (2010 values)	Preferred Package (2021 values)
Present value of costs (£m)	2.849	4.190
Present value of benefits (£m)	23.806	35.009
Benefit Cost Ratio	8.36	8.36

Optimism bias of 15% was used in line with the AMAT tool assumption reflecting the current status of cost estimates. Monetised costs are discounted to provide net present values and reported in 2010 values (in line with TAG and using DfT's current base year for appraisal). A net present value of benefits was derived from a range of benefit streams in the AMAT tool including health, journey quality and mode shift. For comparison, 2021 values are also presented.

The Town Deal Monitoring & Evaluation Plan details the direct outputs and outcomes to be delivered by the project, within the Town Deal programme period.

The preferred option will also deliver wider benefits such as:

- road safety improvements at specific junctions not captured by the AMAT's route focused assessment methodology;
- potential for associated public realm improvements;
- potential for associated Land Value Uplift; and
- greater levels of educational attainment and higher skills due to enhanced connections between residents and education / training / work placements.

Final outcomes secured through the project include:

- The percentage of people commuting by cycling in Barrow would increase from levels circa 4-8% to 10 -14% with scope for some wards to see growth to between 25-29%.
- An increase in cycling on each proposed corridor equivalent to:
    - Abbey Road: 27%
    - Walney Road: 38%; and
    - Roose Road: 67%.
- An increase in health and wellbeing in connected areas where motorised traffic levels are reduced.

6. Deliverability

Will this project still be delivered within the Towns Fund timeframe? (Y/N)

The project will be completed in 2024/25, within the Towns Fund timeframe.

7. Delivery plan

Including details of:

- timescales and key milestones
- partnerships
- interdependencies
- risks and mitigation measures (if not provided above).

The project will be managed by Cumbria County Council, as the highway authority responsible for the delivery of the project. The County Council's Capital Programmes Team will manage all design and capital works required to deliver the project.

The County Council's portfolio of capital projects is overseen by the Strategic Investment Group (SIG), which manages resources to ensure effective delivery of the portfolio and uses a 'gateway' approach to approve the development and delivery of projects at key stages.

As all schemes are on the local highway network, it is not anticipated any partnerships with other organisations will be required for project delivery.

Key dependencies include:

- **Member approval at key milestones**. Local Elected Members from both authorities have been included in the project governance structure and are fully supportive of the scheme.
- **Links to other projects**. £700k from the DfT Active Travel Fund has been secured. This will complement the Town Deal investment and is identified as Phase 1 in the Barrow LCWIP Draft Priority Cycle Network. The Town Deal investment constitutes Phase 2. Subject to securing further funding, further phases will be delivered in line with the LCWIP.

The business case identifies the key project milestones:

Stage	Milestone Description	Completion
Procurement	Prepare tender	28/01/22
	Tender response period	28/02/22
	Assess tenders	18/03/22
	Appoint	30/03/22
Design	Concept design - review, clarification	13/04/22
	Statutory Undertakers: C2 – C4 consultation	25/08/22
	Review topo surveys	25/04/22

	Intrusive surveys and other new surveys	30/05/22
	Site visit	19/04/22
	Design models and work	26/12/22
	Road Safety Audit	10/11/22
	Consultation 1 and 2	28/02/23
	TRO application	29/04/23
	Design revision	29/07/23
	Finalise construction information	30/08/23
Construction	Management and prelims	15/08/24
	Traffic management	15/08/24
	Construction	15/08/24

The key risks to be managed by Cumbria County Council through project delivery are:

Risk	Impact	Likelihood	Mitigation
Insufficient funding allocated for programme to achieve critical mass	4	3	Bid pitched at a realistic level with contingency plans for scaled back programme
Lack of stakeholder support for changes to the highway network (capacity, safety)	4	2	Early and effective communication with key stakeholders when programme starts. Inclusion of Cumbria Highways in project management group
Cost increases following disruption due to COVID	4	3	Effective competitive tendering
Withdrawal of funding during programme	4	2	Contingencies for scaling back programme
Local government reorganisation restricts availability of CCC and BDC councillors and officers and causes uncertainty around governance and delivery	3	4	CCC to update design and construction teams regularly

The key financial risks will be managed through the design and build contract with a procured contractor. As detailed design work is completed, more certainty will be available on the cost of the scheme, thus reducing the risk of any overspend.

Cumbria County Council has a strong track record in the delivery of highway schemes that provides reassurance that the project can be delivered on time and within budget.

Cumbria County Council as local highway authority will own and manage any assets built as part of the project. Assets will be included as part of the adopted highway network and managed in accordance with the Councils Highways Asset Management Plan (HAMP).

8. Town Deal Board Chair name & signature

Name of the Town Deal Board: Brilliant Barrow

Chair's name and signature: Steve Cole



Date: 15th November 2021

9. By signing, I agree that:

1. The business case, in a proportionate manner, is Green Book compliant.
2. The 5% early capital (CDEL) has been included in the Town Fund project costs across the programme.
3. This project and expenditure represent value for money, including the 5% early capital (CDEL) provided.
4. Project-level Equality Impact Assessments such as Public Sector Equalities Duty and/or Environmental Impact Assessments have been undertaken.
5. For final submission - programme-level Public Sector Equality Duty assessment has been undertaken by the accountable body.

Name of the lead Local Authority and signature of the Chief Executive Officer or S151 Officer

Name of the lead Local Authority: Barrow Borough Council

Job title: Director of Resources, S151 Officer

Name and signature: Susan Roberts



Date: 15th November 2021

Towns Fund Summary Document

Part 2: Town Investment Plan (TIP) conditions

Towns are **only** required to submit this with the **first batch** of Summary Document if any TIP conditions are listed in the Heads of Terms. All TIP conditions must be met **before funding can be released.**

TIP conditions table
1. TIP improvement condition Set out TIP improvement conditions as agreed in Heads of Terms
The following TIP Improvement conditions were set out in the Heads of Terms letter dated 27th October 2020: 1. Barrow should conduct project assurance in line with agreed routes for each individual project 2. Barrow should provide a plan for continued and varied private sector engagement.
2. Evidence Provide evidence of how conditions have been addressed
Documents have previously been provided to Government to address both conditions, as detailed below: **Project Assurance** The 21st May 2021 meeting of the Town Deal Board endorsed the draft Local Assurance Framework, which was subsequently approved at the June meeting of the Accountable Body's Executive Committee and submitted to Government on 30th June 2021. The LAF sets out the process which has been used for local project assurance. **Private Sector Engagement** A Private Sector Engagement Plan, building on details provided in the Town Investment Plan, was produced in December 2020 and submitted to Government, as part of the initial response to Heads of Terms, on 15th January 2021. The Plan has continued to guide activities during project and business case development, overseen by the Brilliant Barrow Communications & Engagement Group.

3. Name of the Town Deal Board Chair & signature
Name of the Town Deal Board: Brilliant Barrow Chair's name and signature: Steve Cole Date: 15th November 2021
4. Lead Local Authority's name & signature of the Chief Executive Officer or S151 Officer.
Name of the lead Local Authority: Barrow Borough Council Job title: Director of Resources, S151 Officer Name and signature: Susan Roberts Date: 15th November 2021

Towns Fund Delivery Partner

Projects

			MANDATORY INDICATORS	Unit of measurement:	Frequency of reporting (please select):	Please confirm you are confident in reporting data for this indicator per project (please select):	Please flag any issues:
			£ spent directly on project delivery (either local authority or implementation partners)*	£	Every 6 months	Yes	No issues.
			£ co-funding spent on project delivery (private and public)*	£	Every 6 months	Yes	No issues.
			£ co-funding committed (private and public)*	£	Every 6 months	Yes	No issues.
			% of projects starting on time according to contract	%	Every 6 months	Yes	No issues.
	Indicator information		# of temporary FT jobs supported during project implementation*	Number	Every 6 months	Yes	Included where relevant - not all projects involve the employment of temporary staff.
	*** highlights indicators that also need to be included when filling in the project specific tabs**		# of projects successfully completed	Number	Every 6 months	Yes	No issues.
			% of projects completed within budget	%	Every 6 months	Yes	No issues.
			% of projects completed on time	%	Every 6 months	Yes	No issues.
			# of staff in regeneration team in council	Number	Every 12 months	Yes	Please note this is not a direct measure of Town Deal delivery capacity, as not all projects are delivered by the Accountable Body. Regeneration staff from other local authorities working to support Barrow Town Deal delivery are excluded from this count. Where the Accountable Body directly employs new staff to support project delivery, these staff will be reported as 'Temporary FTE jobs supported' and are excluded from this count.
			£ budgeted for economic development team and functions	£	Every 12 months	Yes	Baseline to be agreed with Government, assumed to be budget for 2022/23. Please note this is not a direct measure of Town Deal delivery capacity, as not all projects are delivered by the Accountable Body.
			Towns Self-Assessment Questions *(**TD Only**)*	Scores of 1 to 5	Every 12 months	N/A	*Further guidance will accompany the reporting template.*
			# of full-time equivalent (FTE) permanent jobs **created** through the projects*	Number of FTE jobs	Every 12 months	Yes	Included where relevant - not all projects involve direct job creation.
			# of full-time equivalent (FTE) permanent jobs **safeguarded** through the projects*	Number of FTE jobs	Every 12 months	Yes	Included where relevant - not all projects involve direct job creation.
			Year on Year monthly % change in footfall	%	Every 12 months	Yes	This data will be collected through the Brilliant Barrow Place Development project.
END	*END*	*END*	*END*				

Towns Fund

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal
	Name of Project:	Barrow Learning Quarter
Project financing	Fund capital amount:	£10,366,667
	Fund revenue amount:	£0
	Co funding public:	£6,529,528
	Co funding private:	£0
	Total value of project:	£16,896,195

	INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
Indicator information	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	10,366,667	N/A	£	Yes	Agree	External	University of Cumbria	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	£ co-funding spent on project delivery (private and public)*	N/A	6,529,528	N/A	£	Yes	Agree	External	University of Cumbria	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	£ co-funding committed (private and public)*	N/A	6,529,528	N/A	£	Yes	Agree	External	University of Cumbria	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	# of temporary FT jobs supported during project implementation*	N/A	50	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Output relates to construction jobs, forecast using available coefficients linked to construction spend at c50 per year. Have used 50 in total to avoid potential duplication, as Annex 1 guidance requires unique jobs figure i.e. no count of same individuals over multiple years. Forecast will be reviewed following procurement of works contractors.
	# of learners/trainees/students enrolled at improved education and training facilities	Skills and Enterprise Infrastructure	1,000	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
	# of learners/trainees/students enrolled at new education and training facilities	Skills and Enterprise Infrastructure	345	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
	# of learners enrolled in new education and training courses	Skills and Enterprise Infrastructure	400	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
	Amount of capacity of new or improved training or education facilities	Skills and Enterprise Infrastructure	1,200	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Annually	Yes	Yes	No issues.
	Number of closer collaborations with employers	Skills and Enterprise Infrastructure	1	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
	# of learners/students/trainees gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses	Skills and Enterprise Infrastructure	1,350	N/A	Number	Yes	Agree	External	University of Cumbria	Yes	Annually	Yes	Yes	No issues.
	Non-standard Indicator: New Skills Facilities	N/A	2	N/A	Number	No	N/A	External	University of Cumbria	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1). Relates to new facilities provided at University Campus and Furness College sites.

END *END* *END* *END*

Towns Fund

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal
	Name of Project:	Community Wellbeing Hubs & Earnse Bay Outdoor Centre
Project financing	Fund capital amount:	£3,866,667
	Fund revenue amount:	£400,000
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£4,266,667

	INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
Indicator information	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	4,266,667	N/A	£	Yes	Agree	External	Cumbria County Council	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero. Although Cumbria County Council is a Local Authority, it is considered 'external' in this context.
	# of temporary FT jobs supported during project implementation*	N/A	7	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Output relates to construction jobs, forecast using available coefficients linked to construction spend. Forecast is conservative to avoid potential duplication, as Annex 1 guidance requires unique jobs figure i.e. no count of same individuals over multiple years. Forecasts will be reviewed following procurement of works contractors.
	# of full-time equivalent (FTE) permanent jobs **created** through the projects*	N/A	7.5	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
	Number of improved community/sports centres	Urban Regeneration	2	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Number of new community/sports centres	Urban Regeneration	2	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Number of trees planted	Urban Regeneration	500	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Amount of public realm improved	Urban Regeneration	700	N/A	m2	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Amount of existing parks/greenspace/outdoor improved	Urban Regeneration	32,500	N/A	m2	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Amount of new office space	Urban Regeneration	10	N/A	m2	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Estimated carbon dioxide equivalent reductions as a result of support	Urban Regeneration	1.27	N/A	Tonnes	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
	Non-standard Indicator: Additional learners gaining basic qualifications	N/A	265	N/A	Number	No	N/A	External	Cumbria County Council	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1).
	Non-standard Indicator: Reduction in people who are digitally excluded	N/A	500	N/A	Number	No	N/A	External	Cumbria County Council	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1).
	Non-standard Indicator: People volunteering	N/A	130	N/A	Number	No	N/A	External	Cumbria County Council	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1).

END *END* *END* *END*

Towns Fund

Projects

	QUESTION	RESPONSE
Project financing	Programme (please select):	Town Deal
	Name of Project:	Business & Enterprise Support
	Fund capital amount:	£0
	Fund revenue amount:	£500,000
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£500,000

Indicator information

INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
£ spent directly on project delivery (either local authority or implementation partners)*	N/A	500,000	N/A	£	Yes	Agree	External	Cumbria Local Enterprise Partnershio	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
# of temporary FT jobs supported during project implementation*	N/A	0.7	N/A	Number	Yes	Agree	External	Cumbria Local Enterprise Partnershio	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1.
# of full-time equivalent (FTE) permanent jobs **created** through the projects*	N/A	189	N/A	Number	Yes	Agree	External	Cumbria Local Enterprise Partnership	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1.
# of enterprises receiving non-financial support	Skills and Enterprise Infrastructure	218	N/A	Number	Yes	Agree	External	Cumbria Local Enterprise Partnership	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1. Note this comprises 120 'base' and 98 'intensive' assists.
# of potential entrepreneurs assisted to be enterprise ready	Skills and Enterprise Infrastructure	323	N/A	Number	Yes	Agree	External	Cumbria Local Enterprise Partnership	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1. Note this comprises 134 'base' and 189 'intensive' assists.

END *END* *END* *END*

Towns Fund

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal
	Name of Project:	Housing Renewal Programme
Project financing	Fund capital amount:	£3,616,667
	Fund revenue amount:	£0
	Co funding public:	£850,000
	Co funding private:	£0
	Total value of project:	£4,466,667

	INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
Indicator information	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	3,616,667	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	£ co-funding spent on project delivery (private and public)*	N/A	850,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	£ co-funding committed (private and public)*	N/A	850,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	# of temporary FT jobs supported during project implementation*	N/A	26	N/A	Number	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Target consits of 1 FTE directly employed and remainder relates to forecast of construction jobs, using available coefficients linked to construction spend. Construction jobs forecat is conservative to avoid potential duplication, as Annex 1 guidance requires unique jobs figure i.e. no count of same individuals over multiple years. Forecasts will be reviewed following procurement of works contractors.
	# of residential units improved/refurbished	Urban Regeneration	295	N/A	Number	Yes	Agree	Local authority	N/A	N/A	Annually	Yes	Yes	No Issues.
	Number of residential units with green retrofits completed	Urban Regeneration	295	N/A	Number	Yes	Agree	Local authority	N/A	N/A	Annually	Yes	Yes	Please note it is assumed that the reference in guidance to 'new' properties within the wording of this indicator is an error. All residential properties improved will receive some form of retrofitted measures to aid energy efficiency. **Confirmation from MHCLG is required to ensure this assumption is correct.**
	Estimated carbon dioxide equivalent reductions as a result of support	Urban Regeneration	367	N/A	Tonnes	Yes	Agree	Local authority	N/A	N/A	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1. Agreed project methodology is comparison of sample of property EPC certificates before and after works.
	Non-standard Indicator: Number of commercial properties improved	N/A	39	N/A	Number	No	N/A	Local authority	N/A	N/A	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1). Relates to commercial properties receiving general improvement works to enhance streetscape and does not include any element of green retrofit.

END *END* *END* *END*

Towns Fund

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal
	Name of Project:	Marina Village
Project financing	Fund capital amount:	£966,667
	Fund revenue amount:	£0
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£966,667

Indicator information	INDICATORS (replace text from E12 onwards with chosen project indicator)	**Intervention theme:**	**Target:**	**(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):**	**Unit of measurement:**	**Is this an indicator from Annex 1 of the M&E Guidance:**	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	**Responsible for collecting (please select):**	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	**Frequency of reporting (please select):**	**Please confirm you are confident in collecting data for this indicator (please select):**	**Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)**	**If answered 'No' to any questions, please flag the issues here:**
	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	966,667	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	Non-standard Indicator: Number of sites acquired	N/A	3	N/A	Number	No	N/A	Local authority	N/A	N/A	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1).

END *END* *END* *END*

Towns Fund

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal
	Name of Project:	Brilliant Barrow Place Development
Project financing	Fund capital amount:	£646,667
	Fund revenue amount:	£170,000
	Co funding public:	£60,000
	Co funding private:	£0
	Total value of project:	£876,667

	INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
Indicator information	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	816,667	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	£ co-funding spent on project delivery (private and public)*	N/A	60,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	£ co-funding committed (private and public)*	N/A	60,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.
	# of temporary FT jobs supported during project implementation*	N/A	4	N/A	Number	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Target consits of 1 FTE directly employed and remainder relates to forecast of construction jobs, using available coefficients linked to construction spend. Construction jobs forecat is conservative to avoid potential duplication, as Annex 1 guidance requires unique jobs figure i.e. no count of same individuals over multiple years. Forecasts will be reviewed following procurement of works contractors.
	Number of new cultural facilities	Urban Regeneration	2	N/A	Number	Yes	Agree	Local authority	N/A	N/A	Annually	Yes	Yes	No issues.
	Amount of public realm improved	Urban Regeneration	1,230	N/A	m2	Yes	Agree	Local authority	N/A	N/A	Annually	Yes	Yes	No issues.
	Year on Year monthly % change in footfall	Urban Regeneration	6	N/A	%	Yes	Agree	Local authority	N/A	N/A	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1. Data will be gathered from existing footfall counters and additional counters installed as part of the project.
	Non-standard Indicator: Resident visitors to arts, cultural and heritage sites across Barrow	N/A	42,200	N/A	Number	No	N/A	Local authority	N/A	N/A	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1). Monitoring methodology to be confirmed as condition from assurance.
	Non-standard Indicator: Residents/visitors with better place perceptions	N/A	51,600	N/A	Number	No	N/A	Local authority	N/A	N/A	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1). Monitoring methodology to be confirmed as condition from assurance.

END *END* *END* *END*

Towns Fund

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal
	Name of Project:	Local Cycling & Walking Infrastructure
Project financing	Fund capital amount:	£3,966,667
	Fund revenue amount:	£0
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£3,966,667

	INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is "Yes" please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
Indicator information	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	3,966,667	N/A	£	Yes	Agree	External	Cumbria County Council	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero. Although Cumbria County Council is a Local Authority, it is considered 'external' in this context.
	# of temporary FT jobs supported during project implementation*	N/A	24	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Relates to construction jobs, forecast using available coefficients linked to construction spend. Construction jobs forecat is conservative to avoid potential duplication, as Annex 1 guidance requires unique jobs figure i.e. no count of same individuals over multiple years. Forecasts will be reviewed following procurement of works contractors.
	Total length of new cycle ways	Transport	4.8	N/A	Km	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Total length of pedestrian paths improved	Transport	3.25	N/A	Km	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	Yes	No issues.
	Automatic / manual counts of pedestrians and cyclists	Transport	See Note	N/A	Number	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline to be established on installation of counters prior to completion of works. Not all trips on a given route will pass the counters and be registered, as the counters will be permanently sited at specific locations. We will extrapolate network-wide estimates of increased usage, using data from the fixed counters. **As set out in guidance, data and evidence requirements to be agreed with MHCLG following submission of M&E Plan.**
	Estimated carbon dioxide equivalent reductions as a result of support	Transport	59.21	N/A	Tonnes	Yes	Agree	External	Cumbria County Council	Yes	Annually	Yes	N/A	No baseline evidence requirement set out in Annex 1. Forecast provided is the estimated average annual reduction. Baseline and target based on pedestrian and cyclist count data - **methodology to be agreed with MHCLG following submission of M&E Plan.**
	Non-standard Indicator: Strategic cycle routes created	N/A	3	N/A	Number	No	N/A	External	Cumbria County Council	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1).
	Non-standard Indicator: Additional cycle trips per year (% uplift)	N/A	36	N/A	%	No	N/A	External	Cumbria County Council	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1). Modelling identifies 490,000 additional cycling trips per year.
	Non-standard Indicator: Additional walking trips per year (% uplift)	N/A	10	N/A	%	No	N/A	External	Cumbria County Council	Yes	Annually	Yes	N/A	Non-standard indicator (i.e. not specified in Annex 1). Modelling identifies 950,000 additional walking trips per year.
END	*END*	*END*	*END*											

Towns Fund

Projects

	QUESTION	RESPONSE
Project financing	Programme (please select):	Town Deal Accelerated Funding
	Name of Project:	Site development works that will support the regeneration of the waterfront and enhance the gateway access to a new vibrant neighbourhood of 550 homes as part of the Town Investment Plan
	Fund capital amount:	£50,000
	Fund revenue amount:	£0
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£50,000

Indicator information	**INDICATORS** (replace text from E12 onwards with chosen project indicator)	**Intervention theme:**	**Target:**	**(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):**	**Unit of measurement:**	**Is this an indicator from Annex 1 of the M&E Guidance:**	***If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:***	**Responsible for collecting (please select):**	***If previous answer is 'external' please provide name of organisation:***	***If 'external' please state whether agreement is in place:***	**Frequency of reporting (please select):**	**Please confirm you are confident in collecting data for this indicator (please select):**	**Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)**	**If answered 'No' to any questions, please flag the issues here:**
	£ spent directly on project delivery (either local authority or implementation partners)*	N/A	50,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.

END *END* *END* *END*

Towns Fund Delivery Partner

Projects

	QUESTION	RESPONSE
Project financing	Programme (please select):	Town Deal Accelerated Funding
	Name of Project:	Revitalise and repurpose key spaces in the town centre through a programme of acquisition and creation of a youth based community hub. Plus, investment in outdoor event infrastructure and under used green spaces to encourage footfall in town centres and support Covid-19 recovery.
	Fund capital amount:	£651,000
	Fund revenue amount:	£0
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£651,000

Indicator information

INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
£ spent directly on project delivery (either local authority or implementation partners)*	N/A	651,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.

END *END* *END* *END*

Towns Fund — Delivery Partner

Projects

	QUESTION	RESPONSE
	Programme (please select):	Town Deal Accelerated Funding
	Name of Project:	Tackle health inequalities and enhance Barrow's outdoor activity offer through investment into new outdoor exercise facilities at Barrow Park and Vickerstown.
Project financing	Fund capital amount:	£49,000
	Fund revenue amount:	£0
	Co funding public:	£0
	Co funding private:	£0
	Total value of project:	£49,000

Indicator information

INDICATORS (replace text from E12 onwards with chosen project indicator)	Intervention theme:	Target:	(Future High Street Fund Only) Where can this target be found in your Business Case (please specify at least to page number):	Unit of measurement:	Is this an indicator from Annex 1 of the M&E Guidance:	*If previous answer is 'Yes' please confirm you agree to the indicator definition and evidence requirements as stated in Annex 1 of the M&E Guidance:*	Responsible for collecting (please select):	*If previous answer is 'external' please provide name of organisation:*	*If 'external' please state whether agreement is in place:*	Frequency of reporting (please select):	Please confirm you are confident in collecting data for this indicator (please select):	Please confirm you are able to collect the baseline evidence as set out in Annex 1, if required (please select)	If answered 'No' to any questions, please flag the issues here:
£ spent directly on project delivery (either local authority or implementation partners)*	N/A	49,000	N/A	£	Yes	Agree	Local authority	N/A	N/A	Every 6 months	Yes	N/A	No baseline evidence requirement set out in Annex 1. Baseline is Zero.

END *END* *END* *END*

Towns Fund Delivery Partner

Questions

		QUESTION	RESPONSE
		Are you planning on undertaking a local evaluation? If so, please provide an outline of what you would like to learn from it:	Local evaluation activities will be driven by interim and/or final evaluation activities at a project-level, where this is an agreed activity within project business cases, to be undertaken through the relevant project delivery organisations. The Brilliant Barrow Town Deal Board and the Local Accountable Body will oversee the evaluation process and provide input where appropriate. In addition, we would welcome further discussion with MHCLG on how we can assist and provide input into any wider evaluation activities led by Government.
		Please provide a brief outline on how you plan to communicate your results at the local level:	The Brilliant Barrow Communications & Engagement Group sits under the Brilliant Barrow Town Deal Board. The group co-ordinates the community engagement which has underpinned development of Barrow's Town Investment Plan and the projects within the plan, through channels including the Brilliant Barrow website, social media platforms and targeted communications. This work continues and going forward will include the ongoing communication of progress in delivery of the Town Investment Plan, key milestones and project achievements. These channels will also enable participation of the community in any project-level or other evaluation activities and communication of the outcomes.
		Please provide an overview to how you are resourcing your M&E reporting:	Each project delivery organisation is providing the necessary resources to undertake M&E at project level and these arrangements are reflected within project business cases. At programme level, the Accountable Body leads the M&E process and appropriate resource has been allocated within the Towns Fund Programme Management budget. The Accountable Body is supported through a Programme Management Office (PMO) function, provided through Cumbria County Council's Economic Programmes Team. The PMO functions include the receipt, verification and onward reporting of M&E data to the Brilliant Barrow Town Deal Board and to Government.
		Is there anything else you would like to add, or provide further information on?	Not at this stage. The M&E Plan is considered to be a 'live' document and will continue to be refined prior to the commencement of project delivery, then reviewed regularly thereafter. Further information can be provided on request and any clarifications required will be raised with MHCLG as they arise.
END	*END*	*END*	*END*

BRILLIANT BARROW BOARD	Agenda Item No. 7
Date of Meeting: 25th February, 2022	
Reporting Officer: Senior Programme Manager – Cumbria CC	

Title: Programme Update

Summary and Conclusions:

Barrow Borough Council, as Accountable Body for the Brilliant Barrow Town Deal, is working to finalise the systems and processes which will enable funding to be passed to project delivery bodies and ensure robust monitoring is maintained.

This work includes management of the 5% capital advance (£1.25m) recently received from Government. Early enabling agreements are to be issued to begin the process of passing advance funding to projects delivered externally to the Accountable Body.

Recommendations:

It is recommended that the Brilliant Barrow Board:

1. Note progress in utilising the 5% capital advance;

2. Note progress in the preparations for delivery by the Accountable Body;

3. Note the ongoing review of the Local Assurance Framework; and

4. Agree the proposed principles of a project change control process.

Report

1. Since the submission of Town Deal Summary Documents to Government, work has continued locally both at project and programme level, to ensure that momentum is maintained towards the anticipated start of fully funded project delivery, from April 2022.

2. The Accountable Body, in conjunction with the Programme Management Office (PMO) function provided by Cumbria County Council, is currently working to finalise the systems and processes required to oversee delivery of the programme between 2022 and 2026. This report provides a summary of these ongoing activities.

Towns Fund 5% Capital Advance

3. As reported to the Brilliant Barrow Board in September 2021, Government have stipulated that all Town Deal areas would receive a capital funding advance equating to 5% of total programme allocation, to be spent by the Accountable Body within the 2021/22 financial year. The advance is not new funding and therefore it must ultimately be used towards the agreed costs set out in project business cases. As the advance is paid prior to Government approval of the Town Deal Summary Documents submission, Government have provided comfort that, should any projects ultimately not proceed to full delivery, the advance funding spent on those projects would not be subject to claw back. However, that funding would not be replaced and would be lost from the £25m Town Deal allocation.

4. The sum of £1.25m has now been received by the Accountable Body and this exceeds the agreed expenditure profiles for projects for 2021/22, which total £0.795m. Areas may use the existing 'freedoms and flexibilities' available to their Section 151 accounting officers to achieve spend within the financial year and, working within these parameters, the approach previously agreed with the Brilliant Barrow Board is now being implemented.

5. In line with the agreed approach, the advance will be utilised to cover the following payments:

   - Payment of capital expenditure by the Accountable Body, incurred in relation to its own Town Deal projects during 2021/22, where expenditure is included within business cases (including eligible project development costs).
   - Payments to project delivery bodies in relation to those projects delivered externally to the Accountable Body, to cover capital expenditure included within business cases for 2021/22 (including eligible project development costs).
   - Payments to project delivery bodies in relation to those projects delivered externally to the Accountable Body, to be retained by project delivery bodies as an advance towards 2022/23 capital expenditure included within business cases.

6. Early enabling agreements are to be issued to those capital project delivery bodies external to the Accountable Body (University of Cumbria and Cumbria County Council) utilising the 5% capital advance received from Government. These 'Initial Facility' agreements cover the eligible capital expenditure incurred on projects during the 2021/22 financial year, while also providing an advance payment towards 2022/23 capital expenditure. When calculating the allocation of payments from the capital advance to external projects, the Accountable Body has remained consistent with the share of overall programme capital allocations for each project.

Programme Monitoring & Audit Requirements

7. The project reporting and monitoring process, the purpose of which is to obtain appropriate assurance on the delivery of projects, is being finalised in conjunction with the Accountable Body's audit function, in accordance with the responsibilities set out in the Local Assurance Framework. This work will determine the information required at project reporting intervals and the type and frequency of assurance activities undertaken, to ensure that the Accountably Body's Section 151 Accounting Officer is in a position to certify the proper administration of the programme to Government (as is required under the terms of the Town Deal).

8. Commencing in June 2022, the Accountable Body will be required to submit monitoring returns to Government at 6-monthly intervals, to cover project progress and risk. At the end of each financial year from 2022/23, the Accountable Body's Section 151 Officer will be required to provide an annual assurance statement to Government, certifying the eligibility of project expenditure, management of programme risk and continued compliance with the terms and conditions of the Town Deal. In addition, the Brilliant Barrow Board Chair will be required to provide assurance to Government on the continuation of robust programme governance.

Project Grant Funding Agreements

9. Work is now underway to prepare project grant funding agreements, which will be used to pass full capital and revenue funding allocations to those project delivery bodies external to the Accountable Body (University of Cumbria, Cumbria County Council and Cumbria Local Enterprise Partnership). Where 'Initial Facility' agreements have been used as described above, these will be subsumed into project grant funding agreements.

10. Where projects are delivered by Barrow Borough Council, grant funding agreements will take the form of an internal Memorandum of Understanding (MoU), including the same monitoring and reporting requirements as external agreements, and providing separation between the Accountable Body and Project Delivery functions.

11. A condition attached to all projects following the October 2021 Brilliant Barrow Board was the submission of a Project Monitoring & Evaluation Plan, to set out the key performance measures for projects and confirm approaches to the collection, evidencing and reporting of project outputs and outcomes. Much of the detail in M&E Plans will be taken directly from project business cases,

however they will also provide an opportunity to refresh and clarify details where required. To ensure a consistent approach, a template M&E Plan has been prepared and will be issued to project delivery bodies by the end of February. Agreed project M&E Plans will then be incorporated into project grant funding agreements and MoUs.

Project Monitoring & Development Support

12. Regular meetings with the lead officers for each project are continuing, to ensure that updates on the progress of the submission to Government have been communicated to projects, while also ensuring that the development of projects is progressing as planned, with any issues or concerns identified and addressed as appropriate. Where necessary, meetings have also covered progress in addressing the assurance conditions agreed by the Brilliant Barrow Board.

13. The Accountable Body has also facilitated meetings between project leads, members of the Communications & Engagement Group and members of the Barrow Futures Board. These meetings are designed to ensure that ongoing project engagement activities are effective in reaching the appropriate audiences, and that opportunities for engagement are maximised.

Programme Governance

14. The facilitation of programme governance continues in accordance with the Local Assurance Framework, comprising of the Brilliant Barrow Board, the Town Investment Plan Delivery Group, the Communications & Engagement Group, and the Barrow Futures Board.

Local Assurance Framework Review

15. The Accountable Body is carrying out a review of the Local Assurance Framework, which was originally agreed by the Brilliant Barrow Board in May 2021. This is the key governance document in relation to the Town Deal and the review will ensure that the requirements of managing the funds remain both compliant and relevant, recognising the evolution in line with Programme from development to delivery.

    Key elements of this review will be:

    - A refresh of the Terms of Reference for relevant bodies, including the Brilliant Barrow Board.
    - The inclusion of a local change control process, a key recommendation following the local assurance process.

16. In line with the Local Assurance Framework, all changes to projects would ultimately require the agreement of the Accountable Body to be implemented. However, the varying nature of potential project changes requires a change control process to be proportionate, to effectively manage the administration of the programme and to ensure that decisions are taken at the level appropriate to the nature of change being requested. While relatively minor changes may be agreed by the Accountable Body through negotiation with the relevant

project delivery body, any significant changes to projects would require endorsement from the Brilliant Barrow Board and in some cases, the approval of Government.

17. It is proposed that the following types of project change would be referred to the Brilliant Barrow Board for consideration, having first been reviewed by the Accountable Body and with a clear recommendation included.

- A change to the annual financial profile of one or more projects, where this would significantly impact on the overall programme financial profile (over and above fluctuations which the Accountable Body may reasonably be expected to manage, through the 'freedoms and flexibilities' available to it).
- A change to the allocation of Towns Fund and/or match funding contributions to a project.
- A change which would, in the reasonable opinion of the Accountable Body, lead to a material increase in the level of project risk.
- A material change to the nature of the activities to be delivered by a project within the Town Deal programme period.
- A material change to project delivery arrangements, including any change of project delivery body and/or project delivery partners.
- A material change to the outputs and outcomes to be delivered by a project within the Town Deal programme period.

18. Current Government guidance on project changes is likely to be refined in the coming months, with a greater emphasis on project delivery as more Town Deal areas progress to this stage. However, it is clear from current guidance that any changes to project financial allocations or to project outputs and outcomes will be subject to approval through the Government's project adjustment process. In practice, towns are advised to consult closely with their Local Area Lead (within the Cities & Local Growth Unit) to determine whether changes such as those listed above would require Government approval. In the event that Government approval is required, there would still be a requirement to demonstrate that proposed changes are endorsed by the Brilliant Barrow Board.

19. Where project changes were agreed by the Accountable Body below the level requiring Brilliant Barrow Board endorsement, details would be reported to the Brilliant Barrow Board for information at the next scheduled meeting.

20. It is anticipated that a full update of the Local Assurance Framework, including the full change control process, will be considered at the next Brilliant Barrow Board meeting.

End.

BRILLIANT BARROW BOARD	Agenda Item No. 8
Date of Meeting: 25th February, 2022	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Project Progress

Summary and Conclusions:

Following the completion of project business cases, project delivery bodies are continuing to undertake the development activities that will support the commencement of fully funded project delivery.

Communication with projects has emphasised the importance of maintaining progress towards implementation, as the majority of business cases include development milestones during the first quarter of 2022. All projects are working to the agreed business case milestones and, where necessary, are working to address the specific conditions identified through the local assurance process. The Accountable Body is working with project leads to closely monitor progress.

The updates provided do show that a degree of minor slippage has occurred against the milestones set out in project business cases. At this stage, no issues have been identified which would impact on the overall delivery of projects within the programme period, or the overall achievement of project outputs and outcomes, which will be secured through Grant Funding Agreements.

Recommendations:

It is recommended that the Brilliant Barrow Board:

1. Note progress in relation to ongoing project development; and

2. Note the information provided on collective project outputs, outcomes and impacts.

Report

1. Following the October 2021 Brilliant Barrow Board and the November 2021 submission to Government, the Accountable Body issued formal notification to each project delivery body in December 2021, to confirm the following:

    - Local approval of the project and project business case
    - Project conditions identified through the local assurance process
    - Agreed project milestones (as per the approved business case)
    - Agreed Towns Fund annual financial allocations

2. The majority of business cases include development milestones during the first quarter of 2022. Notification letters emphasised the importance of projects maintaining progress towards implementation, which is closely monitored and will be measured against the agreed milestones.

3. A summary of progress to date is provided at **Appendix A**. For each project, the appendix also sets out the following:

    - The agreed allocation of Towns Fund, both overall and for the 2021/22 financial year.
    - The project conditions, agreed by the Brilliant Barrow Board following recommendations from the local assurance process.
    - The agreed project milestones, as set out in final project business cases.
    - A summary of progress, provided by the project lead.

4. The updates provided do show that a degree of minor slippage has occurred against the milestones set out in project business cases. This largely relates to project mobilisation and a key influencing factor has been the inherent uncertainty around funding confirmations. Following the receipt of funding confirmation from Government, through the process of preparing Grant Funding Agreements, a Monitoring & Evaluation Plan will be agreed with each project. These plans will provide the opportunity for projects to review milestones and ensure they remain appropriate, making use of the proposed change control process where necessary. At this stage, no issues have been identified which would impact on the overall delivery of projects within the programme period, or the overall achievement of project outputs and outcomes, which will be secured through Grant Funding Agreements.

Project Conditions

5. As noted above, Appendix A includes the conditions attached to each project following the local assurance process. Conclusions from the assurance process outlined what are considered the key risks in relation to each project and, where appropriate, these risks are mitigated through the assurance conditions agreed for each project by the Brilliant Barrow Board. Project conditions fall into 3 categories, which relate to the stages by which conditions must be cleared (to the satisfaction of the Accountable Body). The table below provides more information on condition types:

Condition Type	Notes on Clearance
Prior to Funding Agreement	These conditions must be cleared before the Accountable Body will enter into the project Grant Funding Agreement with the project delivery body. This is usually because the information or assurance required by the condition impacts on the content of the agreement. Note this does not impact on the 'Initial Facility' Agreements, used to pass the Towns Fund capital advance to those projects external to the Accountable Body.
Pre-payment	These conditions will be included within the project Grant Funding Agreement, however they must be cleared before any grant payments are made under that agreement. This provides project delivery bodies with a higher degree of funding certainty as agreements have been entered into, however risks are still managed through retention of grant payments until conditions are cleared.
Additional Condition for Delivery	These conditions relate to ongoing assurance requirements during delivery of the project, as such they are not linked to the release of the project Grant Funding Agreement or grant payments. The conditions are included within the agreement and ongoing compliance will be monitored through the project reporting process. Additional Delivery Conditions are often linked to specific aspects of project delivery and will therefore be linked to the agreed project milestones in the agreement.

6. Common across all projects is a condition requiring agreement of a project Monitoring & Evaluation Plan, while 3 out of 7 projects also include a condition requiring a review of the subsidy control implications of projects, should the UK Subsidy Control Act pass into law before Grant Funding Agreements are in place. An update on these 'Prior to Funding Agreement' conditions is provided below.

Condition	Progress Update
Applicant to provide a full Monitoring and Evaluation Plan.	Project M&E Plans will set out the key performance measures for projects and confirm approaches to the collection, evidencing and reporting of project outputs and outcomes. Much of the detail in M&E Plans will be taken directly from project business cases, however they will also provide an opportunity to refresh and clarify details where required. To ensure a consistent approach, a template M&E Plan has been prepared and will be issued to project delivery bodies by the end of February. Agreed project M&E Plans will then be incorporated into project grant funding agreements and MoUs. These plans will provide the opportunity for projects to review details such as milestones and ensure they remain appropriate, making use of the proposed change control process where necessary.

Condition	Progress Update
If an award is made after the introduction of the Subsidy Control Act, the basis of Project's compliance should be reviewed.	During the development of project business cases and through the local assurance process, the Accountable Body and project delivery bodies received independent legal advice on the position of each project with regards to the Government's interim subsidy control regime, in place since the United Kingdom exited from the European Union. While the details of the UK Subsidy Control Bill do not vary significantly from the interim regime, there remains the potential for amendments and the project condition was added to ensure that existing subsidy control advice remains valid, once the Bill passes into UK law. However, the subsidy control rules applicable to projects will be those which were in place on the date that the subsidy was legally provided to the project, which is the date that the project Grant Funding Agreement is executed. According to the most recent update published by Government, the Subsidy Control Bill is currently progressing through the House of Lords 'reports' stage and has therefore not yet been adopted into law. Should the Bill pass into law before project Grant Funding Agreements are executed, the Accountable Body will liaise with the relevant project delivery bodies to obtain the necessary additional legal advice.

Project Outputs, Outcomes and Impacts

7. Following the last meeting of the Town Deal Board on 22 October 2021, the consultants engaged by the Accountable Body to support business case development (Hatch) have analysed the collective outputs, outcomes and impacts set out within final project business cases and produced the following documents:

   - An infographic detailing the various types of economic impacts forecast to result from the delivery of projects.
   - A note summarising the outputs, outcomes and impacts contained within final project business cases.

   These documents are provided for information at **Appendices B and C**.

End.

Appendix A: Project Progress Updates
Appendix B: Project Impacts Infographic
Appendix C: Project Outputs, Outcomes and Impacts Note

Appendix A: Project Progress Updates

<table>
<tr><td>Project</td><td>Barrow Learning Quarter</td></tr>
<tr><td>Delivery Body</td><td>University of Cumbria (Lead Partner) & Furness College</td></tr>
<tr><td>Towns Fund Allocation</td><td>Total: £10,366,667 2021/22: £296,667</td></tr>
<tr><td>Project Conditions</td><td>
<table>
<tr><th>Condition No.</th><th>Condition</th><th>Condition Type</th></tr>
<tr><td>1</td><td>Applicant to confirm compliance with any relevant conditions arising as a result of the Accountable Body’s subsidy regime advice in relation to the scheme.</td><td>Prior to Funding Agreement</td></tr>
<tr><td>2</td><td>Final signed MoU between the University of Cumbria and Furness College in relation to delivery of the Barrow Learning Quarter to be provided.</td><td>Pre-payment</td></tr>
<tr><td>3</td><td>Overarching agreement between the University of Cumbria and BAE Systems in relation to the Barrow Island Campus to be provided.</td><td>Pre-payment</td></tr>
<tr><td>4</td><td>Applicant to be responsible for the operation and maintenance costs of the assets.</td><td>Additional Condition for Delivery</td></tr>
<tr><td>5</td><td>Applicant to provide revised profile of forecast expenditure.</td><td>Prior to Funding Agreement</td></tr>
<tr><td>6</td><td>Applicant to be responsible for cost over-runs.</td><td>Additional Condition for Delivery</td></tr>
<tr><td>7</td><td>Applicant to provide confirmation of match funding being in place.</td><td>Pre-Payment</td></tr>
<tr><td>8</td><td>Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed, accompanied by the latest cost plan to ensure works remain deliverable within the available funding.</td><td>Additional Condition for Delivery</td></tr>
<tr><td>9</td><td>Applicant to provide a copy of the lease from BAE to the University for the Barrow Island Campus site.</td><td>Pre-payment</td></tr>
<tr><td>10</td><td>Applicant to provide evidence of relevant planning permissions / statutory consents in line with agreed milestones.</td><td>Additional Condition for Delivery</td></tr>
<tr><td>11</td><td>Applicant to provide a full Monitoring and Evaluation Plan</td><td>Prior to Funding Agreement</td></tr>
</table>
</td></tr>
</table>

Project Milestones

Milestones (Barrow Island Campus):

Stage	Milestone Description	Target End Date
Design	RIBA Stage 3 design	12 November 2021
Planning	Planning Application submitted	26 November 2021
Land Transfer	Site Heads of Terms agreed	23 December 2021
Procurement	Issue Invitation to Tender	16 February 2022
Planning	Planning decision notice	15 March 2022
Procurement	Award contract	21 October 2022
Planning	Planning conditions discharged	10 May 2022
Construction	Site clearance: Building Decant / Asbestos Removal / Demolition / Site Clearance	1 November 2022
Design	RIBA Stage 4 design	14 February 2023
Construction	Construction activities	15 May 2024
Completion	Facility Go-Live date	1 July 2024

Milestones (Rating Lane Campus Refurbishment):

Stage	Milestone Description	Target End Date
Funding	Success of Further Education Capital Transformation Fund (FECTF) bid announced	January 2022
Construction	Work Area 1 – Block F and Block T corridor	March 2022
Building control	Work Area 5 – Block B building control submission	March 2022
Construction	Work Area 2 – Block E and Block T corridor	September 2022
Construction	Work Area 5 -Block B	November 2022
Construction	Work Area 4 -Block A and upper sports	August 2023
Construction	Work Area 3 - Block C - Reception, Independent Study & Sports Changing	February 2024

Progress Update (Provided by Project Lead)

Barrow Learning Quarter University campus, Barrow Island:

- Work to finalise planning application, based on Stage 3 RIBA design and costings, undertaken and due to be completed by end of February.
- Submission of planning application planned for early March.
- Overarching agreement between the University of Cumbria and BAE Systems signed, January 2022.
- Heads of Terms for Lease Agreement under preparation and close to agreement and signing. Likely early March.
- Lease Agreement to be developed, based on Heads of Terms, anticipated April, 2022.
- Construction programme updated to reflect agreements, with procurement of contractor, site preparation by BAE Systems, and started of construction. Expected completion April, 2024.
- Teaching and Learning Agreement under negotiation.

	Barrow Learning Quarter Barrow Sixth Form College, Ratings Lane: • Design work is progressing, noting internal adaptations so no need to submit planning application. • Costings and budget validation, in order to monitor to ensure affordability. • Review of programme of works to ensure on track.

Project	Community Wellbeing Hubs & Earnse Bay Outdoor Centre
Delivery Body	Cumbria County Council
Towns Fund Allocation	**Total:** £4,266,667 **2021/22:** £195,000
Project Conditions	

Condition No.	Condition	Condition Type
1	Suitable methodology and supporting evidence for the claiming of non-procured costs to be agreed with the Accountable Body.	Prior to Funding Agreement
2	Business case to be updated to clarify the basis of the Project's compliance with the Subsidy Control Rules to be agreed by the applicant and Accountable Body.	Prior to Funding Agreement
3	If an award is made after the introduction of the Subsidy Control Act, the basis of Project's compliance should be reviewed.	Prior to Funding Agreement
4	Applicant to provide copies of leases to run individual sites for review by the Accountable Body.	Additional Condition for Delivery
5	Applicant to provide a copy of the final cost report from Align Property Partners.	Prior to Funding Agreement
6	Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed, accompanied by the latest cost plan to ensure works remain deliverable within the available funding.	Additional Condition for Delivery
7	Applicant to provide consent from Barrow Borough Council to undertake the works at the Town Centre Hub.	Additional Condition for Delivery
8	Applicant to provide either confirmation that planning permission is not required or evidence of planning permission for each of the identified sites. This should include evidence of the clearance of any relevant pre-commencement planning conditions.	Additional Condition for Delivery
9	Applicant to provide a full Monitoring and Evaluation Plan.	Prior to Funding Agreement

Project Milestones

Milestone	End Date
Governance Arrangements & design preparation	Town Centre Hub August 2020-June 2021
	Ormsgill Hub October 2020-April 2021
	Bram Longstaffe Hub October 2020-April 2021
	Earnse Bay August 2020-April 2021
Scheme Design	Town Centre Hub - September 2021-March 2022
	Ormsgill Hub *already undertaken*
	Bram Longstaffe Hub - June 2021-December 2021
	Earnse Bay - June 2021-July 2022
Planning Permission	Earnse Bay - March 2022-June 2022
Construction	Town Centre Hub - May 2022-February 2023
	Ormsgill Hub - June 2020-April 2021
	Bram Longstaffe Hub February 2022 - November 2022
	Earnse Bay September 2022 - October 2024
Scheme Opens	Town Centre Hub - March 2023
	Ormsgill Hub – May 2021
	Bram Longstaffe Hub - December 2022
	Earnse Bay - November 2024

Progress Update (Provided by Project Lead)

Governance arrangements and design preparation:

- A review of project governance arrangements was undertaken for each of the project groups going forward for the next phase of the programme. This has resulted in some of the project groups having had sub-groups created to progress specific elements related to each project including communication and engagement, capital works and operating models (where appropriate).

Scheme Design – Town Centre Hub:

- Governance and membership of project group has been reviewed. Going forward, two additional sub-groups will focus on the development of the capital works and operating model and engagement for the hub.
- A small working group are progressing work to hold a public engagement event in March 22 working with a range of services and organisations to hold a taster day of activities and information.
- The objective of the day will be to obtain public feedback regarding the types of events/activities people would like to see from a community hub at the Forum. Providers/demonstrators attending the day will also be asked for their feedback and this information will be used to support the development of the operating model for the Town Centre Hub.
- The Forum are also progressing work to develop a display within the Forum to enable the public to view information & provide feedback on the development of the Town Centre hub.

Scheme Design – Ormsgill Hub:

- Scheme design already undertaken – no further action required.

Scheme Design – Bram Longstaffe Hub:

- Governance and membership of project group has been reviewed. An additional sub-group has been created to create a 'steering group' which will focus on the day-to-day operational activities, finance and governance of the site. The project group will focus on the capital works and progress actions arising in relation to the Town Deal.
- Capital Programmes Team are working on procurement activities to develop the detailed design ahead of the delivery phase.
- Complementary funding has been approved from the Controlled Outbreak Management Fund to support external works in the courtyard. Both projects will be delivered via one construction contract for efficiency and to minimise disruption to the school.

Scheme Design – Earnse Bay:

- Capital Programmes team are liaising with the County Council's legal department to develop three agreements enable Natural England to work alongside the County Council
- Co-operation Agreement – to complete design work up to RIBA stage 2.
- Development Agreement – for the County Council to complete design and build of the Earnse Bay Beach School and Visitors Centre Capital works on behalf of Natural England
- User Agreement – to formalise running arrangements between Natural England and the delivery partner of the Outdoor Centre.
- Natural England has been working closely with Barrow BC and Cumbria County Council to develop an outdoor 'hub' at Earnse Bay.
- During this process, Natural England were informed that a bid for capital funding to deliver a Beach School and Visitor Centre near the North Walney Nature Reserve was successful.
- As we have been working closely together for common goals and will be delivering complementary services in the same area, it makes sense for Natural England to develop adjacent to the Barrow BC/CCC build, and to use the two developments to enhance and add value to each other.
- CCC has agreed to negotiate a Lease, with Natural England, of the land accommodating Natural England's part of the development.
- An ecology survey has been procured to undertake phase 1 studies, commencing with a habitat survey at the Earnse Bay site. Preliminary reports are expected by mid-March 22 with any follow up studies planned between April-June 22.
- Discussions have taken place with County Council's Highways and Flood and Development teams to discuss requirements including a proposed new entrance to the site and the use of the current car park opposite the site both of which will be included as part of the planning permission application.
- Capital Programmes team continue to hold fortnightly meetings with the current procured contractor (Align Property Partners) to progress with the Planning Application and required survey work, these will continue until future procurement activity is complete.
- Review of the Sport England Exception Tests for planning application to repurpose designated playing field.
- Discussions are taking place regarding including social value into the next procurement specifications to include local people in the design and delivery phases of the project.
- Additional sub-groups have been created to progress the communication & engagement, operating model and capital elements of the project. The

	project group will continue to oversee the development and progress of each of these elements. • A stakeholder workshop was held in November with the Earnse Bay project groups partners and key stakeholders to understand their views on how the site could be used and run. **Planning Permission – Earnse Bay:** • See points 2 and 3 under 'Scheme Design – Earnse Bay' • The planning application for Earnse Bay is anticipated to be submitted to Barrow Borough Council's planning department by September 2022. **Project Milestones:** • In line with further refinement of the project plan a review of the project milestones will need to be undertaken for Earnse Bay, Bram Longstaffe and the Town Centre hubs.

<table>
<tr><td>Project</td><td>Business & Enterprise Support</td></tr>
<tr><td>Delivery Body</td><td>Cumbria Local Enterprise Partnership</td></tr>
<tr><td>Towns Fund Allocation</td><td>Total: £500,000 2021/22: £10,000</td></tr>
<tr><td>Project Conditions</td><td>
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<tr><th>Condition No.</th><th>Condition</th><th>Condition Type</th></tr>
<tr><td>1</td><td>Suitable methodology and supporting evidence for the claiming of non-procured costs to be agreed with the Accountable Body.</td><td>Prior to Funding Agreement</td></tr>
<tr><td>2</td><td>Suitable operating mechanism for utilising SAFA for minor subsidies within the scheme to be agreed with the Accountable Body.</td><td>Pre-Payment</td></tr>
<tr><td>3</td><td>Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed.</td><td>Additional Condition for Delivery</td></tr>
<tr><td>4</td><td>Evidence of approval from the LEP Board for the LEP to deliver the scheme.</td><td>Prior to Funding Agreement</td></tr>
<tr><td>5</td><td>Annual Review of the delivery of the scheme to be built into project milestones.</td><td>Prior to Funding Agreement</td></tr>
<tr><td>6</td><td>Applicant to provide a full Monitoring and Evaluation Plan.</td><td>Prior to Funding Agreement</td></tr>
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</td></tr>
<tr><td>Project Milestones</td><td>
<table>
<tr><th>Milestone</th><th>Date</th></tr>
<tr><td>Soft market testing activities commence</td><td>15/11/2021</td></tr>
<tr><td>Soft market testing activities complete</td><td>15/12/2021</td></tr>
<tr><td>Development of tender specifications commence</td><td>1/1/2022</td></tr>
<tr><td>Consultation on tender specifications with Barrow BC</td><td>15/1/2022</td></tr>
<tr><td>Finalisation of tender specifications</td><td>31/1/2022</td></tr>
<tr><td>Tender specifications launched</td><td>1/2/2022</td></tr>
<tr><td>Closing date for tender specifications</td><td>20/2/2022</td></tr>
<tr><td>Appointment of sub-contractors</td><td>1/3/2022</td></tr>
<tr><td>Pre-launch meetings with sub-contractors commence</td><td>2/3/2022</td></tr>
<tr><td>Anticipated notification of BEIS growth hub funding award for 2022/23</td><td>15/3/2022</td></tr>
<tr><td>Targeted marketing campaign commences</td><td>25/3/2022</td></tr>
<tr><td>Service delivery commences</td><td>1/4/2022</td></tr>
<tr><td>Monthly sub-contractor reporting commences</td><td>15/5/2022</td></tr>
<tr><td>Quarterly progress and claim reports submitted to Barrow Borough Council (commencing)</td><td>15/7/2022</td></tr>
<tr><td>Project completion</td><td>30/9/2025</td></tr>
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</td></tr>
</table>

Progress Update (Provided by Project Lead)	**Soft market testing activities:** Complete **Development of tender specifications commence:** Ongoing **Consultation on tender specifications with Barrow BC:** Still to occur **Finalisation of tender specifications:** Ongoing Cumbria LEP through its BEIS funded Business Support contract has been successfully on-boarding new subcontracted delivery partners during 2021 and have had informal discussions internally, about who CLEP would invite to tender, and these have now been completed. Development of tender specifications has been temporarily paused as CLEP has not yet received its Business Support offer letter and there is a need to ensure that the contract for 2022/23 needs to be synchronised with the Town Deal specification. Notwithstanding the slight delay CLEP remains totally committed to supporting the delivery of this project.

Project	Housing Renewal Programme
Delivery Body	Barrow Borough Council
Towns Fund Allocation	**Total:** £3,616,667 **2021/22:** £65,000

Project Conditions

Condition No.	Condition	Condition Type
1	Applicant to ensure systems are in place to effectively manage the use of the Small Amounts of Financial Assistance (SAFA) subsidy control route.	Additional Condition for Delivery
2	Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed, accompanied by the latest cost plan to ensure works remain deliverable within the available funding. This should also provide evidence that Social Value has been considered during procurement.	Additional Condition for Delivery
3	Applicant to provide copies of relevant planning approvals when available.	Additional Condition for Delivery
4	Applicant to ensure that all contractors appointed to delivery activity in relation to this project are suitably insured.	Additional Condition for Delivery
5	Applicant to provide a full Monitoring and Evaluation Plan.	Prior to Funding Agreement

Project Milestones

Milestone	Start	Completion
Refresh surveys and spec for Rawlinson St	1-Oct-21	30-Dec-21
Public engagement / Obtain property owners consents	1-Jan-22	1-Apr-22
Planning consents for Rawlinson St	1-Jan-22	1-Apr-22
Procurement of contractor for Rawlinson St	1-Jan-22	1-Apr-22
Start on site Rawlinson St	1-May-22	1-May-22
Work on site Rawlinson St	1-May-22	30-Oct-22
Procurement of professional services Ferry Road Triangle	1-Jul-22	30-Aug-22
Survey works and specification Ferry Rd Triangle	1-Sep-22	16-Oct-22
Ferry Rd Public engagement / Obtain property owners consents	1-Sep-22	15-Dec-22
Planning consents for Ferry Rd Triangle	20-Dec-22	18-Feb-23
Procurement of contractor for Ferry Rd Triangle	20-Oct-22	19-Dec-22
Start on site Ferry Rd Triangle	1-Mar-23	1-Mar-23
Work on site Ferry Rd Triangle	1-Mar-23	29-Feb-24
Rawlinson St defects and retentions	15-Sep-23	30-Oct-23
Ferry Rd defects and retentions	1-Jan-25	2-Mar-25

Progress Update (Provided by Project Lead)	The relevant milestones are to refresh the surveys for Rawlinson St, carry out public engagement and work up the tender specification and any necessary planning consents. The survey work has been updated on Rawlinson St following a site visit on 18 January 2022, and I am awaiting an updated report on specifications and costs. Once this is received, we can commence the public engagement. This will be ongoing alongside the development of the tender and any necessary planning consents. I would anticipate that this work will take us beyond 1 April as per the milestones. I have previously flagged up a risk in terms of project costs. We have been advised by our consultant surveyors that there has been significant inflation in the construction industry even since the business case was developed, and that it is also increasingly difficult to attract contractors to submit tenders. There may therefore need to be mitigations implemented in terms of amendments to the project scope and putting increased resource into contractor engagement. Once we have a pre-tender estimate from the survey report, we will work in partnership with our surveyors to value engineer the project to retain the primary outcomes of the project whilst keeping within the available budget.

Project	Marina Village
Delivery Body	Barrow Borough Council
Towns Fund Allocation	**Total:** £966,667 **2021/22:** £90,000

Project Conditions

Condition No.	Condition	Condition Type
1	If an award is made after the introduction of the Subsidy Control Act, the basis of Project's compliance should be reviewed.	Prior to Funding Agreement
2	Any receipts from the sale of land to be reinvested in the Marina Village Site or returned to the Accountable Body.	Additional Condition for Delivery
3	Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed, accompanied by the latest cost plan to ensure works remain deliverable within the available funding. This should also provide evidence that Social Value has been considered during procurement.	Additional Condition for Delivery
4	The applicant to provide evidence of land ownership once acquired.	Additional Condition for Delivery
5	Suitable methodology and supporting evidence for the claiming of non-procured costs to be agreed with the Accountable Body.	Prior to Funding Agreement
6	Applicant to provide a full Monitoring and Evaluation Plan.	Prior to Funding Agreement
7	Risk register to be updated, with the inclusion of the political risks around CPO.	Prior to Funding Agreement

Project Milestones

Milestone	Negotiated sale Route	Uncontested CPO Route	Contested CPO Route
Negotiations with landowners continue	July – November 2021		
Negotiations fail to reach a conclusion		End of November 2021	
Submit report to Full Council to confirm CPO		End of January 2022	
Prepare documents for Secretary of State and serve notices		Mid-April 2022	
Submit to Secretary of State		End of April 2022	

	Secretary of State decision			End November 2022
	Council take possession and ownership of the property		End August 2022	End June 2023
	Compensation negotiations fail			End of June 2023
	Lands Tribunal Decision			End October 2023
	Outstanding compensation paid		End August 2022	October 2023 – April 2024

Progress Update (Provided by Project Lead)	The current relevant milestones are to conclude negotiations with the current owners, and if as anticipated, they are not prepared to sell the properties voluntarily, to prepare a report for Council approval of a CPO. For consistency, we propose to use the consultants previously engaged to provide valuation information which supported the business case, and we are in the process of instructing them. This process has unfortunately not yet been concluded, however we anticipate a conclusion within the current quarter. Another element of the project is to undertake a feasibility study to identify a suitable location for the waste depot currently situated at Marina Village, to enable a smooth relocation once the current lease comes to an end. Although not covered by the project milestones, this work is anticipated to be complete by August 2022 and the tender opportunity for the study is now live on the Council's procurement portal. I would anticipate that the delay will result in the early milestones of the project slipping by approximately two months. However, the timescales allowed for delivery of the project as a whole are in my opinion sufficient to deliver the required outcomes for the project as a whole.

Project	Brilliant Barrow Place Development
Delivery Body	Barrow Borough Council
Towns Fund Allocation	**Total:** £816,667 **2021/22:** £9,000

Project Conditions

Condition No.	Condition	Condition Type
1	If an award is made after the introduction of the Subsidy Control Act the legal opinion will need to be reviewed in light of this.	Prior to Funding Agreement
2	Applicant to provide a revised Cost Plan (appendix K) to reflect those costs presented in the business case.	Prior to Funding Agreement
3	Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed, accompanied by the latest cost plan to ensure works remain deliverable within the available funding. This should also provide evidence that Social Value has been considered during procurement.	Additional Condition for Delivery
4	Applicant to provide evidence of ownership for the outdoor market area following completion of the title transfer.	Pre-Payment
5	Evidence of planning consent and clearance of any relevant pre-planning conditions in relation to the Amphitheatre works to be provided.	Additional Condition for Delivery
6	Applicant to provide a full Monitoring and Evaluation Plan.	Prior to Funding Agreement
7	Applicant to ensure that an appropriate evaluation is undertaken and that a copy of this is made available.	Additional Condition for Delivery

Project Milestones

Stage	Milestone Description	Target End Date
Delivery	Recruitment of Project Officer	April 2022
Delivery	Footfall Counters installed	April 2022
Delivery	Tender for Feasibility Study	June 2022
Design	Public realm works design options completed	July 2022
Delivery	Commission Feasibility Study	August 2022
Design	Consultation on Public realm Projects	August 2022
Design	RIBA 3 designs of public realm completed	September 2022
Design	Submission of Planning Application	September 2022
Design	Planning Permission received	December 2022
Delivery	Tender for capital works	December 2022
Delivery	Undertake any necessary survey and pre commencement assessments	January 2023
Delivery	Let contract for capital works	January 2023
Delivery	Public realm works commence on site	February 2023
Delivery	Completion of Feasibility Study	March 2023

Delivery	Events Programmed for season 23/24	April 2023
Delivery	Completion of Capital works	May 2023
Delivery	Launch of Events Spaces	Summer 2023
Delivery	Marketing of events and facilities	Ongoing
Delivery	Monitoring events and activities	Ongoing
Delivery	Events Programmed for season 24/25	January 2024
Delivery	Events Programmed for season 25/26	January 2025
Closure	Evaluation and Feedback of Project	December 2025

Progress Update (Provided by Project Lead)

- The Place Development Project Team had their first meeting with external partners on 10th January 2022, alongside BBC officers we have invited Barrow BID, Barra Culture and Cumbria Tourism to join the team. The group has scheduled to meet every 3 weeks.
- The brief and scope of works for the feasibility study has been drafted and is currently out to tender. It is anticipated an award will be made in March/April 2022, in line with assurance condition no. 3 evidence of this procurement will be reported in quarter 1 of 2022/23.
- A job description and recruitment pack has been prepared for the Place Development Officer and the recruitment is now live. Following the closing date applications will be shortlisted and interviewed by the Project Leads with appointment anticipated in April 2022.
- Officers are working on updating and breaking down activities against the Project Plan in the submitted Business Case to assist with project delivery.
- The lease arrangements for the Market Square site have moved to our legal team and this is progressing the aim is for this to be complete before the end of March to satisfy assurance condition no. 4.
- Events are planned for Spring at the Dock Museum and we will use these for further comms and engagement around the Place Development Proposals.
- At the next meeting in February we will be working on the Monitoring & Evaluation Plan and compiling baseline data ahead of April 2022. Initial quotations and specifications have been acquired for the installation of footfall counters.

Project	Local Cycling & Walking Infrastructure
Delivery Body	Cumbria County Council
Towns Fund Allocation	**Total:** £3,966,667 **2021/22:** £140,000

Project Conditions

Condition No.	Condition	Condition Type
1	Suitable methodology and supporting evidence for the claiming of non-procured costs to be agreed with the Accountable Body	Prior to Funding Agreement
2	Applicant to provide evidence of the completed procurements including assessment and the award of contract in the quarter they are completed, accompanied by the latest cost plan to ensure works remain deliverable within the available funding.	Additional Condition for Delivery
3	Applicant to provide either confirmation that planning permission is not required or evidence of planning permission.	Additional Condition for Delivery
4	Applicant to provide a full Monitoring and Evaluation plan.	Prior to Funding Agreement
5	The economic assessment and BCR be updated as project costs are further refined.	Additional Condition for Delivery

Project Milestones

Stage	Milestone Description	Completion
Procurement	Prepare tender	28/01/22
	Tender response period	28/02/22
	Assess tenders	18/03/22
	Appoint	30/03/22
Design	Concept design - review, clarification	13/04/22
	Statutory Undertakers: C2 – C4 consultation	25/08/22
	Review topo surveys	25/04/22
	Intrusive surveys and other new surveys	30/05/22
	Site visit	19/04/22
	Design models and work	26/12/22
	Road Safety Audit	10/11/22
	Consultation 1 and 2	28/02/23
	TRO application	29/04/23
	Design revision	29/07/23
	Finalise construction information	30/08/23
Construction	Management and prelims	15/08/24
	Traffic management	15/08/24
	Construction	15/08/24

Progress Update (Provided by Project Lead)	**Barrow Local Cycling and Walking Infrastructure Plan Update:**
	• The Town Deal Local Cycling and Walking Infrastructure project is underpinned by the Barrow Local Cycling and Walking Infrastructure Plan (LCWIP) and the following update on the LCWIP is provided for context.
	• The LCWIP is in the final stages of development and will provide a 10-year investment plan for cycling and walking infrastructure in Barrow-in-Furness. The scope of improvements within the LCWIP is wider than the Town Deal project and further funding needs to be secured to deliver the entire plan.
	• Development of the plan has included two rounds of public consultation in May and November 2021. The latest public consultation presented our updated plans for improvements to cycling and walking and asked the pubic to confirm support and provide any final feedback. As part of the consultation an event was undertaken as part of Brilliant Barrow Consultation at the Forum on Friday 12 November. We received some really useful feedback at the event with over 100 people through the door and many of those providing feedback on Cycling and Walking, we were able to mark-up our priority network plans with suggested amendments and have incorporated these into the final plans for the LCWIP.
	• We are currently prioritising the improvements in the plan to provide a prioritised improvement plan for the next 15 years.
	• The LCWIP will be considered by Barrow Local Committee on the 15 March 2022 and Barrow Borough Council Executive Committee on 25 May.
	• LCWIP delivery – There is already some funding sources committed and others awaiting funding decisions that will start to see deliver of the infrastructure in the plan in 2022. This included:
	  ○ The Michaelson Road/Bridge Road improvements will be the first phase of delivery for the LCWIP with construction to commence w/c 4 April and estimated completion 3 August 2022.
	  ○ The Barrow Town Deal Cycling and Walking projects will be the next improvements delivered from the LCWIP Plan with improvements on Abbey Road, Roose Road and the town centre around Walney Road (Subject to approval of the business case).
	  ○ DfT Active Travel Capital Fund bid for improvements on: Abbey Road, from the Railway Station to Park Drive and Walney Island North to link to Earnse Bay Community Hub (Subject to funding bid success).
	
	Mobilisation of Barrow Town Deal Cycling and Walking Project:
	• Project closedown of BTD C&W Concept design Project that was undertaken to inform the business case.
	• Onboarding of Capital Programme team who will be project managing the delivery of the improvements on the ground. This includes weekly progress meetings, information transfer and the development of a list of tasks to keep the project moving forwards. A site visit was undertaken by the project team on the 9th February).
	• Awaiting Interim Grant Funding Agreement from Barrow Borough Council.
	• The procurement approach detailed in the business case has also been revisited to consider if an alternative approach could assist in de-risking the project (this could still be within milestones identified for procurement but relating to the preliminary design approach rather than design and build). Following this a scope of works is being prepared for preliminary design.
	• Identification of what could spend advanced funding on and potential acceleration of activities to make use of advance payment. This includes:
	  ○ Payback of concept design scheme development and business case preparation (£156k).

	○ Additional Survey work required to support a preliminary design. ○ Taking the well-developed concept design to preliminary design. ○ Project management time in procuring consultants and survey work and setting up the delivery project – Procurement documentation, comms plan, governance plan etc. • The project milestone dates are currently being reviewed by the project team and will need some amendments, to reflect the timescales of when funding for the project is confirmed and the changes to the procurement approach (see below). These amendments will be captured in the project monitoring and evaluation plan. **Next Steps:** • Enter into Interim and full Grant Agreements for Town Deal funding. • Continue mobilisation of the delivery project and progress activities on the advanced funding list. • Procurement of Consultancy support for Preliminary Design. • As part of the next stage of design for the scheme, further engagement with members, key stakeholder and public consultation can be undertaken on the plans.

Barrow Town Deal – Overarching Impacts

£50.9 million net additional employment and productivity benefits



£23.5m social value



£1.96m net additional GVA



£680k land value uplift



£36.6m in Active Mode benefits



£3.3m in wellbeing benefits



£2.6m carbon savings



£1.2m amenity & public realm benefits



Total monetised benefits equivalent to £120.8m; representing a benefit-cost ratio of 4.8



HATCH

Barrow Town Deal - Overarching Outputs, Outcomes and Impacts

A Final Report by Hatch
9 November 2021

Barrow Town Deal - Overarching Outputs, Outcomes and Impacts

9 November 2021

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DISCLAIMER AND LIMITATIONS OF USE 1

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Disclaimer & Limitations of Use

Outputs

Learning Quarter

- 22,850 additional years of study by 2041
- 850 unique new learners assisted by 2041
- Greater proportion of school/college leavers progressing to HE/FE locally
- HE participation rates rising –moving towards England average

Business Support

- 0.7 temporary FTEs supported during delivery
- Four distinct schemes to support enterprise and business productivity
- 218 enterprises receiving non-financial support
- 323 potential entrepreneurs assisted to be enterprise ready

Walking and Cycling

- Three strategic cycle routes, totalling 4.8km:
  - **a) Abbey Road** – from Furness Abbey to Hindpool Road (1.3km)
  - **b) Walney Road (A590)** – from Phoenix Rd Business Park to BAE (1.75km)
  - **c) Roose Road (A5087)** – from Roose to Hindpool Road (1.75km)

Community Hubs and Earnse Bay

- 3 community wellbeing hubs
- 1 outdoor activity and education facility
- Temporary FTE jobs supported during project implementation (to be determined through procurement)
- 32,500 sqm outdoor space improved
- 700 sqm public realm improved
- 10 sqm new office space

Place Development

- 1 temporary FTE job supported during project implementation
- 2 cultural facilities created
- 1,230 sqm public realm improved

Marina Village

- 3 Marina sites acquired
- £966,667 spent on project delivery (development of sites; Marina Village)

Housing Renewal

- 295 residential units with aesthetic and energy efficiency improvements
- 39 commercial properties with aesthetic improvements
- 1 temporary FTE job supported during delivery

All Projects

- 22,850 additional years of study by 2041
- 850 unique new learners assisted by 2041
- Greater proportion of school/college leavers progressing to HE/FE locally
- HE participation rates rising –moving towards England average
- Four distinct business support schemes to support enterprise and business productivity
- 218 enterprises receiving non-financial support
- 323 potential entrepreneurs assisted to be enterprise ready
- Three strategic cycle routes, totalling 4.8km:
  - **a) Abbey Road** – from Furness Abbey to Hindpool Road (1.3km)
  - **b) Walney Road (A590)** – from Phoenix Rd Business Park to BAE (1.75km)
  - **c) Roose Road (A5087)** – from Roose to Hindpool Road (1.75km)
- 3 community wellbeing hubs; 1 outdoor activity and education facility; 2 cultural facilities created; 3 Marina sites acquired = 7 multipurpose sites acquired
- At least 2.7 temporary FTE jobs created during delivery
- 1,930 sqm public realm improved and 32,500 sqm outdoor space improved
- 10 sqm new office space
- 295 residential units with aesthetic and energy efficiency improvements
- 39 commercial properties with aesthetic improvements
- £966,667 spent on development of Marina Village sites

Outcomes

Learning Quarter

- Increase in capacity and accessibility of new skills locally: a new University Campus and Skills Academy
- Increased / closer collaboration with employers
- Increase in the breadth of the local skills offer that responds to local needs
- Local innovation capacity improved through UoC R&D with businesses
- Graduates employed in local businesses
- Capital build of £19m

Business Support

- 189 Full Time Equivalent (FTE) jobs created through the project (through individuals supported to start their own business)
- 98 SMEs supported to become more competitive and resilient

Walking and Cycling

- 490,000 additional cycle trips per year (equivalent to a 36% increase in cycling)
- 950,000 additional walking trips per year (equivalent to a 10% increase in walking)
- Annual reduction of 59.21 tonnes of CO2 equivalent

Community Hubs and Earnse Bay

- 7.5 FTE permanent jobs created
- 1.27TCO2 carbon equivalent reductions
- 1,250 people with an improved sense of belonging
- 95 learners gaining basic qualifications
- 180 fewer people who are digitally excluded
- 10 additional people volunteering

Place Development

- Additional footfall of at least 3,750 people per day in Barrow on days when events are held, based on Barrow Borough Council footfall data on days with events compared to days without events.
- 42,200 resident visitors to arts, cultural and heritage events and venues
- 51,600 residents with better place perceptions

Marina Village

- xx

Housing Renewal

- Residents with improved health and wellbeing
- 370 tonnes of CO2 equivalent reductions
- Uplift in town centre vitality

All Projects

- Increase in capacity and accessibility of new skills locally: a new University Campus and Skills Academy
- Increased / closer collaboration with employers
- Increase in the breadth of the local skills offer that responds to local needs
- Local innovation capacity improved through UoC R&D with businesses
- Graduates employed in local businesses
- Capital build of £19m
- 189 FTEs (business support) + 7.5 FTEs (community hubs) = 196.5 Full Time Equivalent (FTE) jobs created
- 98 SMEs supported to become more competitive and resilient
- 1.4 million additional active modes (walking or cycling) trips per year
- 59.21 tonnes CO2 (walking and cycling), 1.27 tonnes CO2 (community hubs), 370 tonnes CO2 (housing renewal) = Annual reduction of 430.48 tonnes of CO2 equivalent
- 1,250 people with an improved sense of belonging
- 95 learners gaining basic qualifications
- 180 fewer people who are digitally excluded
- 10 additional people volunteering
- Additional footfall of at least 3,750 people per day in Barrow on days when events are held, based on Barrow Borough Council footfall data on days with events compared to days without events.
- 42,200 resident visitors to arts, cultural and heritage events and venues
- 51,600 residents with better place perceptions
- Residents with improved health and wellbeing
- Uplift in town centre vitality

Impacts

Learning Quarter

- Increased economic output (measured by Gross value Added)
- Increase in local employment at L4+
- Greater retention of local people locally
- Increase in total number and proportion of people employed in higher level skills occupations locally
- £48.8 million net additional human capital / worker productivity

Business Support

- £1.96m net additional GVA

Walking and Cycling

- The percentage of people commuting by cycling in Barrow would increase from levels circa 4-8% to 10 -14% with scope for some wards to see growth to between 25-29%
- £35m net economic benefit

Community Hubs and Earnse Bay

- Social impact of wellbeing improvements for local residents due to greater digital inclusion, more individuals regularly volunteering and an improved sense of belonging in Barrow. This is valued at £22.8m.
- Human capital impact as a result of qualifications gained of £2.1m
- Amenity benefits from public realm and open space improvements of £0.9m
- Carbon emission savings resulting from retrofitting of £0.6m
- Employment impact as a result of jobs created of £5.7k
- £0.5m net land value uplift, reflecting high construction activity at the local level

Place Development

- £1.7m social value of increased wellbeing resulting from greater arts and cultural engagement
- £0.2m amenity value of an improved public realm
- £0.08m wider land value uplift because of additional footfall, dwell time and spend

Marina Village

- Reduced crime and antisocial behaviour: redeveloping the area will reduce the opportunities for this type of activity, with better lighting and the natural surveillance produced by putting homes into the area
- Improved amenity value removing eyesore industrial uses, opening up the waterfront and access to nature reserve element of the site.

Housing Renewal

- Health benefits of £1.6m
- Wellbeing benefits of £3.3m
- Public realm amenity value of £0.1m
- CO2 emission savings of £2m
- Wider commercial land value uplift of £0.1m

All Projects

- Increase in local employment at L4+
- Greater retention of local people locally
- Increase in total number and proportion of people employed in higher level skills occupations locally
- £48.8 million net additional human capital / worker productivity
- The percentage of people commuting by cycling in Barrow would increase from levels circa 4-8% to 10 -14% with scope for some wards to see growth to between 25-29%
- £1.96m net additional GVA
- £35m net economic benefit (TAG; Walking and Cycling); Health benefits of £1.6m; Wellbeing benefits of £3.3m = £39.9m in health and wellbeing benefits [£36.6m health benefit; £3.3m wellbeing benefit]
- Social impact of wellbeing improvements for local residents due to greater digital inclusion, more individuals regularly volunteering and an improved sense of belonging in Barrow. This is valued at £22.8m.; £1.7m social value of increased wellbeing resulting from greater arts and cultural engagement = £23.5m social value
- Human capital impact as a result of qualifications gained of £2.1m
- Amenity benefits from public realm and open space improvements of £0.9m; £0.2m amenity value of an improved public realm; Public realm amenity value of £0.1m = £1.2m amenity and public realm benefits
- Carbon emission savings resulting from retrofitting of £0.6m; CO2 emission savings of £2m = at least £2.6m carbon savings
- Employment impact as a result of jobs created of £5.7k

- £0.5m net land value uplift, reflecting high construction activity at the local level; £0.08m wider land value uplift as a result of additional footfall, dwell time and spend; Wider commercial land value uplift of £0.1m = total LVU of £0.68m
- Reduced crime and antisocial behaviour: redeveloping the area will reduce the opportunities for this type of activity, with better lighting and the natural surveillance produced by putting homes into the area
- Improved amenity value removing eyesore industrial uses, opening up the waterfront and access to nature reserve element of the site.
- Total monetary benefit from the Barrow Towns Fund projects (1.96+39.9+23.5+2.1+1.2+2.6+0.057+0.68+48.8) = £120.8m

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BRILLIANT BARROW BOARD	Agenda Item No. 9
Date of Meeting: 25th February, 2022	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Risk Management

Summary and Conclusions:

The programme-level risk register provided to the Brilliant Barrow Board has to date identified the key risks with potential to impact on the development of final project business cases, the project assurance process and ultimately the submission, and subsequent Government approval of, the Town Deal Summary Documents.

As the programme now moves from development into the delivery phase, many of these original tasks are now substantially complete, and the focus of programme risk management will now move to ensuring the successful delivery of projects and the achievement of project outputs and outcomes.

The Accountable Body will undertake a full refresh of the current programme-level risk register, to reflect the changing emphasis and ensure that the programme risk management approach remains appropriate and effective.

Recommendations:

It is recommended that the Brilliant Barrow Board:

1. Note the updated programme risk register; and

2. Note the intention to review programme risk management, alongside the Local Assurance Framework review.

Report

1. The programme-level risk register provided to the Brilliant Barrow Board has to date identified the key risks with potential to impact on the development of final project business cases, the project assurance process and ultimately the submission, and subsequent Government approval of, the Town Deal Summary Documents. An updated programme-level risk register is provided at **Appendix A**.

2. As the programme now moves from development into the delivery phase, many of these original tasks are now substantially complete, and the focus of programme risk management will now move to ensuring the successful delivery of projects and the achievement of project outputs and outcomes.

3. Alongside the review of the Local Assurance Framework (covered under Item 7), the Accountable Body will undertake a full refresh of the current programme-level risk register, to reflect the changing emphasis and ensure that the programme risk management approach remains appropriate and effective. The review will include consultation with project delivery bodies and may include a facilitated 'risk workshop' to promote best practice.

4. Each project delivery body is responsible for maintaining an appropriate project-level risk register for their respective projects. Project business cases include project risk registers, which were reviewed as part of the local assurance process and agreed to be appropriate. Conclusions from the assurance process outlined what are considered the key risks in relation to each project and, where appropriate, these risks are mitigated through the assurance conditions agreed for each project by the Brilliant Barrow Board. Dependent on type, these conditions must either be addressed prior to the finalisation of project grant funding agreements, or will be included within those agreements to be monitored during project delivery.

5. Where appropriate, issues identified through project monitoring, and any project-level risks requiring escalation, will be reported to the Brilliant Barrow Board through inclusion in the programme-level risk register.

End.

Appendix A: Programme Risk Register

Barrow TIP Development - Programme Risk Register

Updated:	16/02/22

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating
1	There is a risk that completion of stage 2 project business cases could be delayed, caused by a lack of capacity and/or co-ordination, resulting in delayed project assurance and delayed submission of the Town Deal Summary Documents and therefore the potential loss of Towns Fund allocation.	The Accountable Body will procure a single lead consultant to work across the 7 TIP projects, leading on preparation of business cases with input from project delivery bodies, to ensure consistency of approach and to control quality.	Accountable Body	All business cases are now complete and reflect the results of the completed project assurance process. The required Town Deal Summary Documents were submitted to Government on schedule and have subsequently passed the Government review process.	1	4	
2	There is a risk that required inputs from project delivery bodies could be delayed, incomplete or fail to meet requirements, caused by a lack of capacity or relevant expertise within project delivery bodies, resulting in delays to completion of business cases and project assurance.	The Accountable Body and PMO will work with each project delivery body to ensure the required technical support is procured and that all necessary technical inputs (design, costings etc) are provided, in a timeframe compatible with key stages of business case development.	Project Delivery Body SROs	The key technical inputs required to develop business cases were received and the project assurance process is complete. Technical support remains in place where required, to continue project development activities prior to the start of fully funded delivery. The costs of this support are included within business cases and each project business case includes a full risk register covering all aspects of delivery, which have been assessed as part of the assurance process and agreed to be appropriate.	1	3	
3	There is a risk that local project assurance cannot be completed within timescales and to the required standard, caused by lack of capacity in the Accountable Body, resulting in failure to submit the Town Deal Summary Documents or significant Government queries following submission.	The Accountable Body will put in place arrangements with Cumbria County Council to act as the Town Deal Programme Management Office (PMO) which will include the co-ordination of local project assurance (in line with Green Book requirements) and development of a Local Assurance Framework for the Town Deal.	Accountable Body	The SLA between the Accountable Body and Cumbria County Council (PMO) is in place and has successfully delivered the project assurance process and the Town Deal Summary Documents submission, which has now passed the Government review process. This work has been guided by the Programme Assurance Framework approved by the Brilliant Barrow Board & Accountable Body.	1	4	
4	There is a risk that the 'General Conditions' and 'Improvement Conditions' set out in the TIP Heads of Terms document (Private Sector Engagement Plan, Compliant Assurance Process & Public Sector Equality Duty Analysis) are not met, caused by delays or incomplete responses being submitted, resulting in delay to Government approval of the Town Deal Summary Documents.	The Accountable Body will engage appropriate support to refine and develop the Private Sector Engagement Plan. The Accountable Body and PMO will develop a 'Green Book' compliant project assurance process and the Accountable Body will co-ordinate completion of PSED analysis.	Accountable Body	All Heads of Terms conditions have now been addressed and this was confirmed within the Town Deal Summary Documents submission to Government, which has now passed the Government review process.	1	3	

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating
5	There is a risk that failure to fully comply with Government Towns Fund Guidance, caused by Brilliant Barrow's position as one of the first approved Town Deals, results in late amendments being required to business cases and/or delays to Government approval of the Town Deal Summary Documents.	Maintain regular communication with Government on new and emerging guidance. Draw on experience with other similar programmes where necessary. Work with project delivery bodies to ensure updated guidance is reflected in project development and business cases.	Accountable Body	Clarifications and updated requirements received from Government (e.g. regarding programme management resource) did not impact on the completion of business cases, project assurance or the Town Deal Summary Documents submission. Regular meetings continue with Government to ensure that any updates to guidance can be addressed.	2	3	
6	There is a risk that projects cannot demonstrate a secured funding package, caused by delays in securing required match funding contributions, resulting in failure to complete project assurance within the required timescales or failure by Government to approve the Town Deal Summary Documents.	Ensure match funding requirements are addressed in work programmes and identify key project-level risks. Where funding may not be secured for project assurance, ensure business cases provide sufficient assurance on progress and risks. Project-level risks relating to funding packages will be escalated to programme-level as required.	Project Delivery Body SROs	All project business cases identify a full funding package, however in some cases this funding is not yet confirmed. The project assurance process recommended appropriate conditions to manage programme risks relating to match funding confirmations, which were agreed by the Town Deal Board and must be cleared prior to the execution of project grant funding agreements. Regular contact between the Accountable Body and Project delivery bodies continues to monitor progress and at this stage, no significant risks of projects failing to secure the intended match funding require escalation to the Programme Risk Register.	3	4	
7	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to obtain planning consents or provide sufficient confidence in planning status, resulting in failure to complete project assurance within the required timescales or failure by Government to approve the Town Deal Summary Documents.	Ensure planning is addressed in work programmes and identify key project-level risks. Where full planning will not be in place for project assurance, project delivery bodies should undertake early engagement with planning authorities, to ensure business cases provide a clear planning strategy with assurance on progress, risks and timescales. Accountable Body and PMO to work to manage expectations of Government while providing assurance. Project-level risks relating to planning will be escalated to programme-level as required.	Project Delivery Body SROs	Where planning is required, business cases present a clear timeline for achievement and letters of comfort have been obtained from the planning authority. The project assurance process recommended appropriate conditions to manage programme risks relating to planning consents, which were agreed by the Town Deal Board and will be included within project grant funding agreements. Regular contact between the Accountable Body and Project delivery bodies continues to monitor progress and at this stage, no significant risks of projects failing to secure planning consent require escalation to the Programme Risk Register.	3	4	

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating
8	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to secure sites required for projects, resulting in failure to complete project assurance within the required timescales or failure by Government to approve the Town Deal Summary Documents.	Establish clear strategies and timescales for securing sites where this is a requirement. Accountable Body and PMO to work with project delivery bodies to monitor progress and level of risk. Project-level risks relating to sites will be escalated to programme-level as required.	Project Delivery Body SROs	Where relevant, business cases identify sites for the delivery of project capital works and project delivery bodies have confirmed their ability to secure sites within the required timescales. Where sites are not yet within the control of project delivery bodies, the project assurance process recommended appropriate conditions to manage programme risk, which will be included within project grant funding agreements. Regular contact between the Accountable Body and Project delivery bodies continues to monitor progress and at this stage, no significant risks of projects failing to secure sites require escalation to the Programme Risk Register.	2	4	
9	There is a risk that final business cases are not consistent with details provided to government in the TIP and Heads of Terms response, caused by changes made during business case development, resulting in delays or failure to receive Government approval of the Town Deal Summary Documents.	Government have initiated a change notification process, recognising that changes are likely to occur as business cases develop from submission of TIPs and Heads of Terms. Potential for change should be monitored and where necessary, notifications provided to Government at the appropriate time.	Accountable Body	There were no significant changes to the nature of projects between Heads of Terms and the completion of business cases, on which the Towns Deal Summary Documents were based. However, amendments were required to financial allocations (due to the requirement to allocate funding to programme management) and to project outputs/outcomes (as projects were refined from outline to full business case). In support of the Town Deal Summary Documents, the Accountable Body submitted clarifications to Government and the Government review process is now complete.	1	3	
10	There is a risk that projects cannot demonstrate compliance with subsidy control frameworks, caused by uncertainty around the new UK subsidy regime, resulting in delays or failure to receive Government approval of the Town Deal Summary Documents.	Accountable Body & PMO to work with each project delivery body to ensure potential subsidy implications are identified. Ensure development programmes allow sufficient time to receive appropriate legal advice and identify potential issues, with corrective actions as necessary.	Project Delivery Body SROs	Independent legal advice, received during business case development and project assurance, did not identify any significant risks with regards to the subsidy control implications for projects. Where necessary, the project assurance process identified ongoing project conditions to ensure continued compliance. There remains a risk that the passing into law of the UK Subsidy Control Bill (if passed prior to the execution of project grant funding agreements) will require legal advice to be reviewed and updated, however current advice is that the Bill will not differ significantly from the interim regime on which the original legal advice was based. The project assurance process identified appropriate conditions to manage this programme risk.	2	4	

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating
11	There is a risk that project development may be impacted by additional restrictions to working practices, caused by current and future responses to the COVID-19 pandemic, resulting in delays to the completion of business cases.	Establish remote working arrangements, regular meeting cycles and early identification of potential impacts. Ensure sufficient consideration is given to COVID in project level risk management and programming of project development tasks.	Project Delivery Body SROs	Project delivery bodies are established in remote working and all business cases were completed within required timescales. As projects move from development to delivery, the potential impacts may change and will require ongoing review. Each project business case includes a full risk register covering all aspects of delivery, which were assessed through the project assurance process and agreed to be appropriate.	2	2	
12	There is a risk that business cases do not demonstrate the level of public support and engagement required for Town Deals, caused by delayed, incomplete or inconclusive public engagement, resulting in failure to meet the expectations of Government and the ambitions reflected in the Town Investment Plan.	Agree a clear strategy to build on the public engagement which underpinned the TIP, with co-ordination by the Brilliant Barrow Communications & Engagement Group. Ensure a Communications & Engagement Plan is in place for each TIP project, enabling final business cases to demonstrate the required level of public engagement within the strategic case. Build on existing use of Brilliant Barrow online and social media platforms.	Communications & Engagement Group	The engagement activity undertaken ensured that business cases demonstrated the required level of support from stakeholders including the wider public. The Comms & Engagement Group continues to meet regularly, receiving updates on project level activities in line with agreed Comms & Engagement Plans, as projects move towards delivery. In some cases, more detailed engagement could not take place until funding was confirmed and meetings between the PMO and project delivery bodies (in addition to the Comms & Engagement Group) will monitor progress against relevant project milestones. Brilliant Barrow platforms continue to be utilised both to inform the public of developments and as a method of engagement through surveys etc.	2	3	
13	There is a risk that preparations for (and the implementation of) Local Government Reform impacts on the governance and resourcing required to ensure successful delivery of the Town Investment Plan and its projects.	Ensure effective project and programme governance is being followed by all organisations supporting delivery of the TIP and the use of the Brilliant Barrow Board to support decision making.	Accountable Body	LGR has the potential to impact on the programme in terms of 1) impacts on overall programme governance and resourcing 2) the transfer of Accountable Body responsibilities and project delivery responsibilities to new authorities and 3) impacts on the delivery of projects, for example through delays or additional complexities in organisational decision making or increased demands on resources. Established LGR workstreams are supporting transition and project delivery bodies recognise the need to ensure mitigations are put in place. Regular meetings between the Accountable Body and project delivery bodies will be used to identify potential issues and agree mitigations where required.	3	4	