Brilliant Barrow Board

Friday 16 July 2021, 10:00am – 12:00pm

Item	Agenda Item	Time	P/R/V*
1	Opening comments from Chair	10:00	V
2	Apologies for absence	10:05	V
3	Declarations of interest	10:10	V
4	Matters arising not covered in agenda	10:15	V
5	Minutes of last meeting on 21st May, 2021	10:20	R
6	Assurance Framework Update	10:25	R
7	Business Case Assurance and Risk	10:30	R
8	Business and Enterprise Support	10:45	P
9	Local Cycling and Walking	11:00	P
10	Business Case Development	11:15	P/R
11	Communications and Engagement	11:35	P
12	Levelling Up and Community Renewal Fund	11:40	P
13	AOB	11:55	V

* Presentation / Report / Verbal

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Friday, 21st May, 2021
at 1.00 p.m. (Virtual Meeting)

PRESENT:

Steve Cole – Chair (BAE Systems), Cllr Ann Thomson – Vice Chair (Barrow BC), Sam Plum (Barrow BC), Michael Barry (Cumbria CC), Suzanne Caldwell (Cumbria Chamber of Commerce) – Minute No's 1 – 7 only, Chris Clouter (ABP), Steph Cordon (Barrow BC), Sami Falou (BEIS), Simon Fell (MP), Janet Garner (BAE Systems), Ali Greenhalgh (Cumbria CVS), Paul Hodgson (Barrow BID), Alison Hatcher (Cumbria CC), Tracey Ingham (Cumbria CC), Jo Lappin (Cumbria LEP), Julie Mennell (University of Cumbria), Lauren Newby (Hatch Regeneris), Judith Wilkinson (DWP) and Andrew Wren (Furness College).

Paula Westwood – Minute Taker (BBC).

ITEM	ACTION
1 – Introductions and opening comments from the Chair The Chair welcomed everyone to the meeting and thanked Cllr Ann Thomson for chairing the previous meeting in his absence. He thanked Cllr Ann Thomson, Sam Plum, Steph Cordon and Michael Barry for the comprehensive pack put together for today's meeting, driving forward to secure the funding the Board hoped to receive. **2– Apologies** Apologies for absence had been received from Geoff Jolliffe (Morecambe Bay CCG), Angela Jones (CCC), Carla Passarello (DWP) and Daniel Tyler-McTighe (Barra Culture). **3 – 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. **4 – Matters Arising not covered elsewhere on the Agenda** There had been no matters arising, not covered elsewhere on the Agenda.	

ITEM	ACTION
5 – Minutes of the Last Meeting The minutes of the meeting held on 19th March, 2021 were agreed as a correct record, subject to the following amendment:- Minute No. 94, paragraph 3 stated that the University Campus would be the first to offer Under Graduate Degrees in Advanced Manufacturing. Andrew Wren pointed out that Furness College already offered Undergraduate Degrees in Advanced Manufacturing. **6 – Assurance Framework and Terms of Reference** <u>Assurance Framework</u> Michael Barry advised that the Heads of Terms for the Town Deal included a requirement for Business Cases to be developed, appraised and assured locally. At the last meeting of the Board it had been agreed to enhance those structures. He advised that Barrow Borough Council and the Programme Management Office (PMO) had worked together to develop an Assurance Framework and to review the Terms of Reference for the Board. The draft Assurance Framework had been developed using the best practice National Assurance Framework guidance, used by Local Enterprise Partnerships. The Framework set out the process surrounding the development and delivery of Town Deal schemes, and focused on roles of the Accountable Body (Barrow Borough Council), Brilliant Barrow Board, PMO and Scheme Deliverers. A copy of the draft Assurance Framework had been included as an appendix to the report. The Assurance Framework sought to set out:- • Clear roles and responsibilities for oversight of the Town Deal; • Remit of the Board including Terms of Reference; • Board membership and roles; • Chair/Vice-Chair term and responsibilities; • Board structure including sub-Committees and reporting arrangements; • Appraisal and arrangements for ensuring Value for Money; and • Accountable Body arrangements (including assurance to Government).	

ITEM	ACTION
In supporting this work, four central areas of responsibility had been identified:- • **Town Deal Board** – making recommendations to the Accountable Body based on due diligence and assessment report from the Accountable Body and PMO; • **Barrow Borough Council** – Making decisions as Accountable Body, maintaining appropriate and robust management systems for the management of the Town Deal funds and contracting with Scheme Deliverers for the schemes within the Town Investment Plan; • **Programme Management Office** – Programme Management Support to the Accountable Body and Board through the HM Treasury compliant appraisal and due diligence function, monitoring and evaluation and performance management; and • **Scheme Deliverers** – Responsibility of scheme delivery and benefit realisation. Included as an appendix to the report had been a detailed process map, demonstrating the key steps of the Town Deal governance structure and where the responsibilities lay at each of those steps. This demonstrated the separation of duties between the different bodies and clarity on the key stages within the Town Deal process. <u>Terms of Reference</u> Supporting the Assurance Framework, the Terms of Reference had been updated and it had been proposed to invite additional representatives from the Futures Board, Spirit Energy and the National Lottery, to ensure the board achieved better demographic and sectoral coverage. Other proposed changes sought to reflect the current position surrounding the priorities of the Board and opportunities to improve it as follows:- • Setting out the role of the Board in strategic oversight on the development and implementation of Business Cases; • Establishing the role of the Board in agreeing the Town Deal summary report; • Better defining the role of the Board monitoring risks and outputs and outcomes; and • Strengthening the role of the Board in overseeing strategic communications and place promotion.	

ITEM	ACTION
Michael had requested feedback on the draft Assurance Framework and revised Terms of Reference and stated that any additional feedback needed to be received by 25th May <u>Feedback</u> Jo Lappin recognised all of the work the Team had done in streamlining the LEP Framework and asked if there was anything else that the Board wished to consider. Michael stated that he was hopeful that the Assurance Framework had covered all bases. Sami Falou confirmed that he was happy with the details and level of work that had been put in and Sam Plum confirmed that Barrow Borough Council were happy and Michael had been working closely with the Council's Section 151 Officer. The Chair had welcomed the proposal of additional Board members. Simon Fell had asked what had led to the decision of the National Lottery being chosen as the organisation to represent the charitable sector. Steph Cordon advised that the Council had already established dialogue with the Director of the National Lottery Community Fund regarding skills, employment and sustainability. Sam Plum added that aligning the various Lottery programmes with needs was a really good move. Chris Clouter had asked what had led to the decision of Spirit Energy being chosen to represent the energy sector, above Orsted, if we were looking towards the future. Steph Cordon advised that Spirit Energy were a really proactive Partner and were keen to look at hydrogen and the clean energy sector. She added that they had been keen to be involved and already had representation on the Major Projects Board. Jo Lappin stated that, for the record, the Board should formally agree to the re-naming of the Town Deal Board to Brilliant Barrow Board – The Board had been in agreement. Julie Mennell had stated that it would be helpful to have a representative from the University of Cumbria on the Communications and Engagement Group. Alison Hatcher asked if the Terms of Reference should state that there were Officers in attendance, alongside Members – including Cumbria County Council Officers and MHCLG Officials. She added that consideration should be given to include provision for the named Board members being able to nominate a deputy if they were unable to attend.	

ITEM	ACTION
Next Steps • Noting any feedback received, further amendments would be made to the Assurance Framework and Terms of Reference and re-circulated to the Board; • The Assurance Framework would be considered at the meeting of Barrow Borough Council's Executive Committee on 16th June; • In keeping with the Nolan Principles, Board Members would be requested to complete the Register of Members Interests RESOLVED:- (i) To note the feedback and endorse the draft Assurance Framework document; (ii) To note the feedback and endorse the revised Terms of Reference; and (iii) To endorse the invitation of Board Members from the Town Deal Futures Board, Spirit Energy and the National Lottery; and (iv) To agree to the change of name from the Town Deal Board to the Brilliant Barrow Board. **7– Business Case Development and Template** Michael Barry reported that following the agreement of the Heads of Terms, the focus of activity had shifted to the preparation of Full Business Cases (FBCs). Once completed, the FBCs must be appraised locally with a Summary Document and details of the assurance process then provided to MHCLG. MHCLG would need to review and be satisfied with the Summary Document before funding could be released. Following the meeting of this Board in March where the Business Case template had been approved, there had since been continued progress in the development of individual projects. It was anticipated that by the end of May, initial draft Business Cases would be received for review by the PMO. Lauren Newby presented project update summaries for each project. Full details had been included in the Project Status Reports which had been appended to the report. In supporting Business Case development, a Programme Risk Register had been developed which identified key risks to the programme and how those were being managed. A copy of the Programme Risk Register had been appended to the report.	Paula Westwood /All Board Members

ITEM	ACTION
Michael advised that to enable submission of the Town Deal Summary Document to MHCLG in November, 2021, the high-level programme for the business case phase of the Town Deal included the following key stages:- • Business Case development support in place – February; • Project development governance structures in place – March; • Project development technical support in place – April; • Draft Business Cases submitted for initial review – May; • Final Business Cases submitted for project assurance – July; • Project assurance process complete – September/October; • Board and Accountable Body consideration of project assurance – October; and • Submission of Town Deal Summary Document – November. <u>Monitoring and Evaluation Plan</u> Michael advised that details of the Monitoring and Evaluation Framework to be used by MHCLG had been received on 1st April, including confirmation of the monitoring indicators which must be collected and report to MHCLG on a 6-monthly basis, from December 2021. It had been noted that moving forward, the PMO would work with MHCLG and Project Leads to refine the plan and ensure business cases reflected the requirements of the Monitoring and Evaluation Framework. The Chair invited questions from the Board. In respect of the Place Development Project, Janet Garner asked if what was planned at the Dock Museum was complementary to what was already happening there. Steph Cordon advised that the Project plan was to improve the amphitheatre area to make it suitable for all weather outdoor events which would be complementary to the HLF Project. In respect of the Marina Village Project Jo Lappin advised that the LEP Board at their meeting this morning had confirmed that £4M of 'Getting Building Funding' would be released to Cumbria County Council for this project. The funding would be paid in full by October 2021 with delivery taking place in 2022. She advised that there would be a possibility of an additional £1.5M funding being available from Central Government, dependent upon a change request being approved. Simon Fell thanked the LEP Team and Barrow Borough Council and requested an update on where this funding would put the viability of the overall Marina Village plan. Michael advised that the	

ITEM	ACTION
funding would be used to remediate a significant proportion of the overall site with provision for 137 houses. Steve Cole added that this was the beginning of further development and that the site needed to be made attractive to commercial development interest. The Chair requested that the Risk Register be amended to include details of mitigations for all risks, listed next to the challenges. He had also requested that the milestones be RAG rated. RESOLVED:- (i) To note the progress being made with respect to project development; and (ii) To note the comments provided on the Programme Risk Register. **8 – Hubs Programme** Tracey Ingham provided an update on the Hubs Programme which sought to develop a network of four locally based Community Wellbeing Hubs as follows:- • Earnse Bay • Town Centre • Bram Longstaffe • Ormsgill The Hubs Programme would be at the heart of the community recovery following the Covid-19 Pandemic, supporting community resilience at grassroots level for some of Barrow's most vulnerable residents. The Hubs would provide a place where local people could be supported to develop skills, access services and come together to build thriving communities. They would also support access to and use of digital technology, and address health inequalities across Barrow. The Earnse Bay Hub would provide improved accessibility to green and open spaces and the wider natural environment. In terms of project governance, Tracey advised that Project Groups had been established for each of the four hubs which fed into the Community Development Team, the Communications and Engagement Group and the Programme Board. Lots of engagement activity had taken place around the Earnse Bay Hub, including some face to face engagement in an outdoor environment, including visits from School and some really positive engagement with nearby residents. Elected Member briefing sessions had also taken place and the Community Development Team had visited Schools.	Michael Barry

ITEM	ACTION
Next Steps Tracey advised that it would be important to ensure momentum of engagement as the projects developed and to ensure that the design was flexible and as future-proof as possible, being mindful of sustainability and environmental considerations. She provided the following timeline:- • Soft Market Testing: Discussions with organisations – Week Commencing 17th and 24th May; • Review Operating Model Operations and develop draft timeline for progress – Week Commencing 31st May; • Draft Business Case – 31st May; • Designs to RIBA Stage 2 – 30th June; and • Final Business Case – 12th July. Sam Plum stated that the work over the past few months on this programme had been phenomenal and she was pleased that Eden Project North's Lead Architect was on the design team for the Earnse Bay Hub. RESOLVED:- To note the update on the Hubs Programme. **9 – Communications and Engagement** Sam Plum provided a verbal update on the communications and engagement activity, she advised that there had been an increased uptake in engagement on the social media platforms. It had been noted that future updates on communications and engagement would be included within Lauren Newby's project updates. The Chair had suggesting including Radio Cumbria to attract larger scale interest. Julie Mennell stated that PR/comms reinforces the strategic vision for Barrow and commented that a skills positioning piece needed to be agreed to explain how it all fits together with Brilliant Barrow. Andrew Wren had been in agreement that it needed to be clear how all of the projects sit together RESOLVED:- To note the information.	

ITEM	ACTION

10 – Accelerated Towns Fund Update

Steph Cordon provided the Board with details of the committed allocations against the key themes of the Towns Fund Intervention Framework as follows:-

Town Deal Accelerator Funding	Allocation of £750,000	Outcomes	Progress	Outcome Indicators
Site development works that would 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.	£50,000	Resource committed and spent.	Resource committed and spent.	Raise perceptions of the place by residents, businesses, visitors. Land values.
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.	£651,000	Enhanced townscape that would be more attractive and more accessible to residents, businesses and visitors.	Acquisitions of Town Centre properties and Youth Club completed. Outdoor event infrastructure and under used green spaces work expenditure committed and equipment purchased.	Enhanced perceptions of the place by businesses, residents, visitors.
Tackle health inequalities and enhance Barrow's outdoor activity offer through investment into new outdoor exercise facilities at Barrow Park and Vickerstown.	£49,000	Improved arts and cultural and heritage offer that is more visible and easier for residents and visitors to access Improved health and wellbeing.	Equipment ordered and payed for end of March 2021.	Number of visitors to arts, cultural and heritage events and venues. Perceptions of the place by residents and victors.

ITEM	ACTION
She advised that all funds had been committed and spent by the end of April. RESOLVED:- To note the progress of the Accelerated Towns Fund. **11 – Levelling Up and Community Renewal Fund** <u>Levelling Up Fund</u> Steph Cordon advised that a strong business case had already been prepared within the Future High Street Fund proposed projects which had not been successful in securing funding. She advised that Hatch Regeneris had been commissioned to undertake a readiness assessment of that business case ahead of submission for Levelling Up Funding. It was hoped that a draft would be reported to Barrow Borough Council's Executive Committee on 16th June. <u>Community Renewal Fund</u> Sam Plum advised that a collaborative bid, known as 'The Barrow Way' had been put together by a number of agencies working together. The funding available was £1.1M, predominately revenue based with a short term timescale. Deadline for submission to Government was 18th June with money being released July/August and projects to be delivered by the end of March 2022. RESOLVED:- To note the updates. **12 – Any Other Business** <u>Communications and Engagement</u> The Chair highlighted that this year was the 150 year celebration of the shipbuilding industrial legacy and that promoting that, alongside Brilliant Barrow could create a compelling PR piece. Janet Garner confirmed that connections had already been established. She agreed to provide a view and bring back to the Board to make sure that everything had been covered. <u>VIP Visit to Barrow</u> Jo Lappin advised that Senior Government Officials had requested that a visit be arranged to BAE Systems and Barrow Borough Council probably July time. It had also been considered appropriate to include Sami Falou on the visit, as well as a visit to the College.	Janet Garner

ITEM	ACTION
13 – Date of Next Meeting The next meeting would be held at 10:00am on Friday 16th July, 2021. The meeting closed at 2:43pm.	

BRILLIANT BARROW BOARD	Agenda Item No. 6
Date of Meeting: 16th July, 2021	
Reporting Officer: Director of People and Place	

Title: Assurance Framework and Terms of Reference

Summary and Conclusions:

The Heads of Terms for the Town Deal includes a requirement for business cases to be developed, appraised and assured locally. The 21st May 2021 meeting of the Brilliant Barrow Board endorsed the draft Assurance Framework and Terms of Reference for the Brilliant Barrow Board. These were subsequently approved at the June meeting of the Barrow Borough Council Executive Committee.

Recommendations:

1. That members offer note the assurance framework provided as Appendix A to this report.

Report

The Heads of Terms for the Town Deal includes a requirement for Town Deal business cases to be developed, appraised and assured locally; with evidence of this process to be submitted to MHCLG in November 2021.

The 21st May 2021 meeting of the Brilliant Barrow Board endorsed the draft Assurance Framework and Terms of Reference for the Brilliant Barrow Board. These were subsequently approved at the June meeting of the Barrow Borough Council Executive Committee and are now appended to this report for reference.

Alongside the finalisation of the Assurance Framework, the Terms of Reference for the Brilliant Barrow Board were renewed. Through this process the board agreed to invite additional representatives; these are now confirmed as:

- Future's Board – Alysha Moore
- Spirit Energy – Neil McCulloch
- National Lottery - Duncan Nicholson

End.

Appendix A –Brilliant Barrow Assurance Framework

Barrow Town Deal

Local Assurance Framework

Version 1.0
June 2021

Introduction

A Town Deal Assurance Framework is a Government requirement for the receipt of Town Deal funding by Accountable Bodies. The Barrow Town Deal Assurance Framework has been based on the Government's National Local Growth Assurance Framework guidance. It is a document that demonstrates appropriate governance arrangements and value for money processes are in place for managing the delivery of Town Deal funding. It demonstrates that there is transparency and openness in the decision-making process and provides details of the roles and responsibilities of the Board, the Accountable Body and Section 151 Officer, and the Programme Management Function in ensuring this.

An Assurance Framework is split into three areas:

1. Town Deal Governance – The role of the Board

2. Transparent and Accountable Decision Making – The role Accountable Body and relationship to Board

3. Programme Management and Assurance

Brilliant Barrow Town Investment Plan

Barrow-in-Furness is a town rich in natural capital, with a proud heritage of production and innovation fuelled by world-leading businesses and talented people who have created Barrow's history, shaped the present and will define its future. We have a positive future within our grasp, led by the sheer scale of investment in the national submarine programme and the potential for growth leveraging our strategic assets.

Our Brilliant Barrow Investment Plan is focused on a long-term strategy for change which capitalises on our opportunities and tackles the barriers holding us back from achieving maximum local economic impact and inclusive growth. Our shared vision for the town over the next 20 years is:

"To build on our economic strengths, rich industrial heritage, natural beauty and sense of community to develop a town that is economically dynamic and diverse, sitting at the forefront of innovation and green growth, viewed as a great place to live, study, work and visit and home to a healthy population that can deliver a prosperous, inclusive and fair future"

Our vision is underpinned by three pillars, which cut across ten strategic objectives:

- P1: Inclusive economy
- P2: Clean Growth
- P3: Healthy Places

Our ten strategic objectives are:

- SO1. To put residents at the centre of public service delivery
- SO2. To build on our strengths to help Barrow become a centre of excellence and innovation for advanced manufacturing and clean growth
- SO3. To create a resilient local economy through greater diversification, enhanced competitiveness and providing a wider range of quality employment opportunities
- SO4. To grow the working age population by creating an attractive and vibrant place to live, work and visit
- SO5. To equip people with the skills and confidence to achieve their potential to take full advantage of opportunities
- SO6. To strengthen progression pathways through a dynamic and integrated approach to school, further and higher education
- SO7. To reduce deprivation and improve the physical and mental health and well-being of our community
- SO8. To be a digitally connected and physically accessible town supporting walking, cycling and public transport
- SO9. To deliver a more diverse and attractive housing offer while ensuring the continued renewal of our existing stock
- SO10. To achieve a vibrant town centre, leisure and service offer supporting the role of Barrow as a regional centre while enhancing our rich built and cultural heritage

These lie at the heart of our investment approach and will drive positive change through collective action:

- Inclusive economy
- Clean growth
- Healthy places

Barrow-in-Furness is no ordinary town. Located at the southern tip of the Furness Peninsula in South Cumbria we are rich in natural capital, framed by the sea on three sides: the Irish Sea, Morecambe Bay and the Duddon Estuary, and the Lakeland fells on the other. We have a proud heritage of production and innovation, from our roots in iron ore and steel making, to the largest shipyard in the UK. The success of our town is testament to our talented people and world-leading businesses who have created Barrow's history, shaped the present and will define its future. Our town is #brilliant and together we will shape the future of Barrow.

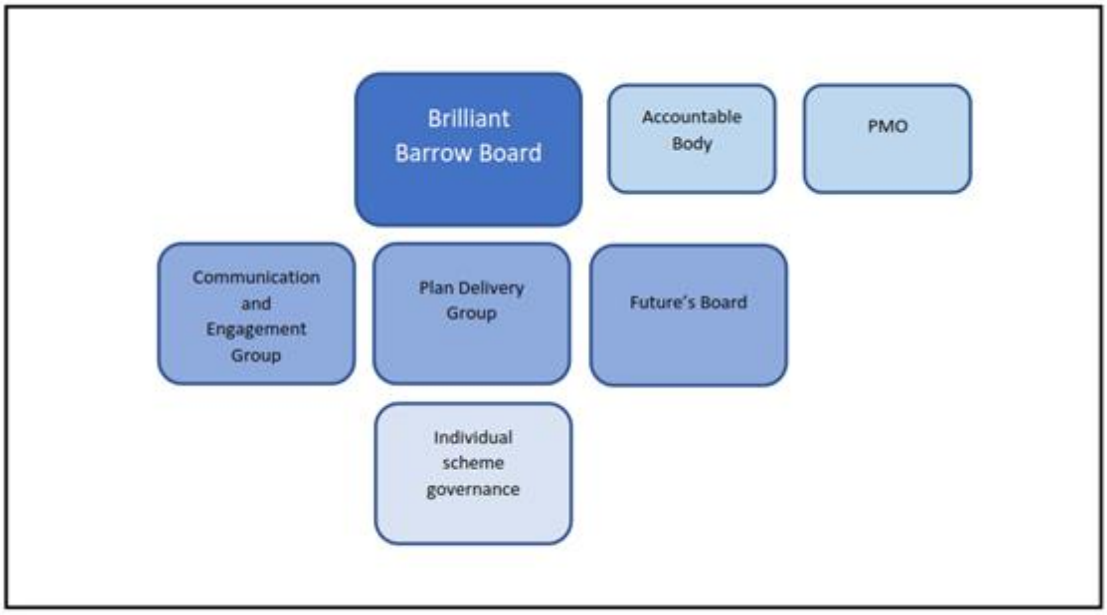
A map showing the geography of the Barrow Town Deal is included over the page.

Map of Barrow Town Deal geography



1. Town Deal Governance

The delivery of the Barrow Town Investment Plan will be underpinned by the following governance structure.



1.1 Brilliant Barrow Board

The Barrow Town Investment Plan will be governed by the Brilliant Barrow Board (The Board). This has evolved from the current Town Deal Board and includes representation from the public, private and third sector.

The Brilliant Barrow Board was responsible for developing the vision, strategy and Town Investment Plan for Barrow-in-Furness, in consultation and collaboration with the community of Barrow-in-Furness. The Board will now oversee and endorse the development of business cases for the town deal and retain an overview during implementation.

It will also explore opportunities to align funding opportunities, strategy development and would act to promote Barrow-in-Furness. It will operate as an advisory body to Barrow Borough Council, the Lead Council for the Barrow-in-Furness Town Deal.

The Board will operate within its Terms of Reference which are reviewed on an annual basis.

The Board Terms of Reference are included at **Appendix A**.

1.2 Membership

Members of the Barrow-in-Furness Town Deal Board will be appointed for a one year period, following invitation to join the Board by Barrow Borough Council. MP and representatives from

private sector businesses will be invited in a personal capacity; whereas invitees from other bodies will attend in a representational capacity. In establishing the Board efforts will be made to achieve a gender balance and to achieve representation the reflects the demographic composition of Barrow-in-Furness.

Meetings will typically take place on a two-monthly basis. The Chair of the Barrow-in-Furness Town Board will determine whether these need to occur more or less frequently as business determines.

Occasionally, it may be necessary to seek the views of the Board on an urgent basis, outside of the ordinary meeting cycle. In these circumstances a paper will be issued, which provides a minimum of 5 working days for a response.

1.3 Conduct

All members will be expected to operate in line with The Brilliant Barrow Board's Code of Conduct and in a professional, courteous and productive manner and in a way that is consistent with building consensus and fostering productive partnership working. Members who do not adhere to these standards will be invited, by the Chair, to consider their ongoing membership of The Board.

1.4 Conflict of Interest

Although the Board does not have decision making responsibilities, it does have significant responsibility in that it is an advisory body to Barrow Borough Council as Lead Council. It also has access to privileged information about future investment opportunities. It is therefore essential that any member who may have pecuniary or non-pecuniary benefit from any discussions in The Board declare these in line with the Declaration of Interest policy, which requires Board Members to complete a register of interests on an annual basis and as they occur.

1.5 Complaints and Whistleblowing

The Board and all of its members should comply with Barrow Borough Council's policies on whistle-blowing, conflict of interest, complaints and procurement regulations with respect to the activities of The Board. If a Board member, or any other party wishes to make a complaint or considers any suspicion of any fraudulent or corrupt act this should be reported in line with the Councils' complaints procedure and whistleblowing policy found at https://www.barrowbc.gov.uk/the-council/barrow-council/complaints-feedback-and-compliments/ and https://www.barrowbc.gov.uk/the-council/corporate-documents/

1.6 Accountable Body

Barrow Borough Council, the lead Council for the Town Deal, will be the accountable body for the Town Deal. Barrow Borough Council will have responsibility for managing and administering funds on behalf of The Board, reporting on performance, and ensuring appropriate governance and assurance procedures are in place.

1.7 Plan Delivery Group

The Plan Delivery Group will oversee the delivery of the Town Deal projects and advise The Board on progress.

Terms of Reference for the Plan Delivery Group are included at **Appendix B.**

1.8 Communications and Engagement Group

The Communications and Engagements Group will communicate progress to the wider community through the #Brilliant Barrow online platform. Project Delivery Groups will oversee project level activity and report on performance to the Programme Management Office (PMO), the Plan Delivery Group and Barrow Borough Council as the accountable body.

Terms of Reference for the Communications and Engagement Group are included at **Appendix D.**

1.9 Futures Board

The Board and Plan Delivery role will be supported through the Town Deal Future's Board. The purpose of the Future's Board is to represent the younger generation of Furness, bringing fresh ideas and a different perspective. It will connect the Main Board with young people, challenging their decisions to ensure their deliverables are inclusive and sustainable. Importantly it will strive to inspire the Main Board to consider the views of the younger generation to diversify their thinking in order to ensure sustainable communities and economic development.

The Future's Board will work collaboratively to ensure that challenges and opportunities are identified, and joint working takes place to support successful delivery of the Town Investment Plan. Each scheme within the Town Investment Plan will have an identified Project Lead(s) from the Future's Board to support the development of the scheme and represent the views of the younger generation.

Terms of Reference for the Futures Board are included at **Appendix C.**

1.10 Programme Management Office

Building on the positive partnership working to date, Cumbria County Council will work with Barrow Borough Council to support the role of Barrow Borough Council as Accountable Body by providing a Programme Management Office (PMO) function. Cumbria County Council will provide experienced financial and project management staff with thorough knowledge and training of MHCLG and HM Treasury processes and the evidence required to underpin financial claims, including finance, legal, procurement, project management, and economic development disciplines.

2. Transparent and Accountable Decision Making

2.1 The role of the Accountable Body and Managing Public Funding

The Board is an unincorporated body and therefore requires an accountable body for the funding programmes it manages. The Accountable Body for the Town Deal is Barrow Borough Council and this Assurance Framework will be used to manage and administer the Town Deal on behalf of The Board.

The primary role of the accountable body will be to:

- Uphold the Seven Principles of Public Life (the Nolan Principles)
- Develop a delivery team through the Programme Management Office that will be responsible for the delivery arrangements, agreements and monitoring and evaluation function
- Ensure that the decisions made by The Board are done so in accordance with good governance principles
- Ensure transparency requirements are met – through the publication of information on the Brilliant Barrow website and required reporting in line with Government guidance.
- Through the Plan Delivery Group, develop the projects within the Town Investment Plan in accordance with the HM Treasury 5 Case Model
- Ensure, where required, Environmental Impact Assessments or Public Sector Equalities Duties are undertaken
- Sign the Heads of Terms with Government
- Submit regular monitoring reports to the Government
- Consider and make the final decision on the recommendations of The Board. In making these decisions the Accountable Body will ensure the activities of the Board comply with legal requirements including but not limited to those in respect of equalities, human rights, environmental requirements, procurements, subsidies etc
- Ensure Town Deal funds are only used in accordance with The Board recommendations.
- Enter into Funding Agreements with individual Scheme Promoters
- Hold publicly funded allocations, and make payments to, delivery bodies and account for these funds in such a way that they are separately identifiable from the accountable body's own funds and provide financial statements to The Board as required.
- Ensure that the Town Deal assurance framework is adhered to
- Act as the Secretariat for The Board and maintain the official record of the Town Deal proceedings, hold all Town Deal documents and draft funding agreements and contracts.
- Ensuring publication of the governance arrangements, register or interests and meeting papers for the Board on the Brilliant Barrow website

Promoting authorities or organisations will be responsible for providing suitable evidence and assurances to the Accountable Body that all necessary internal approvals and processes have been followed in respect of particular schemes.

Barrow Borough Council reserves the right not to implement any request or recommendation of The Board if in the reasonable view of Barrow Borough Council the request or decision presents an unacceptable legal or financial risk to Barrow Borough Council.

If Barrow Borough Council does not continue as the Accountable Body for any reason, The Board will seek to make alternative Accountable Body arrangements in line with relevant Government guidance.

3. Programme Management and Assurance

A flow-chart providing an overview of the Governance and Assurance process is included at **Appendix E.**

3.1 Value for Money and the 5 Case Assessment

The Barrow Town Deal business case development and appraisal process is aligned to the HM Treasury Green Book principles.

Stage 1 - Town Investment Plan

The schemes included within the Town Investment Plan have developed a Strategic Outline Business Case (SOBC) which establish at a high level the nature of the project, strategic fit with Town Deal priorities, options, identification of key stakeholders, timescales, estimated costs, funding request, outputs and risks. Each SOBC identified a business case development plan establishing the support required to develop the detail required to finalise the business case and draw down funding.

Stage 2 - Full Business Case (FBC)

Following agreement of the Heads of Terms, each scheme will develop an FBC, in accordance with the Five Case Model which builds upon the work undertaken at the SOBC stage providing a full options analysis, robust plan for delivery, full risk analysis and full costings. Within each of the five cases the FBC will cover the following:

- **Strategic case** – Projects will be required to demonstrate the continued rationale, background, policy context and strategic fit of the public expenditure or public intervention;

- **Economic case** – Projects will be required to demonstrate, with evidence, why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. The “do nothing” must be identified as an option for all projects. The Town Investment Plan identified proposed output indicators for each project. The Full Business Case will review these indicators against the guidance to measure the results. The indicators will be confirmed through the programme Monitoring and Evaluation (M&E) plan;

It is recognised that there is no one size fits all for how many options or what makes a good economic case: some need distributional analysis, others evidence of unmet demand for a service. In completing this case the scheme should include robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Whilst it is recognised that Value for Money is ideally demonstrated in a credible Benefit Cost Ratio, for some schemes the costs and/or benefits cannot be monetised at the present time. For these schemes the economic case will proportionally capture these impacts and specify a partial Value for Money measure. Wider benefits/costs will also be considered and specified where these are sizeable, compared with the direct impacts;

- **Commercial case** – Projects will be required to demonstrate commercial viability or contractual structure for the project, including procurement where applicable;

- **Financial case** – Projects will be required to demonstrate the financial implications of the project, including where applicable budgets, cash flow, and contingencies;

- **Management case** – Projects will be required to provide details of how the project will be effectively delivered, utilising the Green Book to verify if there are mandatory methodologies applicable to the investment.

Through the PMO function, independent appraisers will complete a Green Book appraisal of the business cases to provide the required assurance, for review and approval by the Board and the Accountable Body. Each FBC will identify a named Senior Responsible Owner from the promoting organisation, and each FBC Assessment will identify a named individual responsible for ensuring value for money and scrutiny and recommendation of business cases. These arrangements will ensure there is a clear distinction between those acting as scheme promoters and those appraising programmes and projects and advising decision makers.

In addition to the Green Book, other appraisal guidance will be followed for specific thematic interventions where appropriate for example utilising Webtag for major transport schemes.

In developing the FBC, each project has a Project Delivery Group, with a designated project lead organisation, responsible for advancing business case development and stakeholder engagement to ensure the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money.

Once detailed business cases have been developed and approved, the Accountable Body will submit a Town Deal Summary Document to Government setting out:

- Details of the agreed projects, including Benefit Cost Ratios (if relevant)
- Details of business case assurance processes followed for each project
- An update of actions taken in relation to the Heads of Terms key conditions and requirements
- A delivery plan
- A monitoring and evaluation plan

- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approvals of planning applications
- Letters of approval from the Town Deal Board and Barrow Borough Council

The Plan Delivery Group will provide oversight and scrutiny of the business case development phase.

3.2 Contracting

Following approval of the FBC, Barrow Borough Council, as Accountable Body for the Barrow Town Deal, will enter into funding agreements with individual promoting authorities and organisations, consistent with approved business cases and in line with programme requirements. The Funding Agreement will include any conditions of offer agreed as part of the approval process.

3.3 Monitoring, Reporting and Evaluation

Each funding agreement will include the following detail and the reporting and monitoring mechanisms by which these will be reported.

- Level 1: Inputs and Activities (the resources committed, and activities undertaken)
- Level 2: Outputs (what is delivered or produced)
- Level 3: Anticipated Intermediate Outcomes (the early or medium-term results)
- Level 4: Outcomes (longer term)

Funding will be paid to schemes within the Deal based on completed project claims and report forms. The PMO will provide assurance on accuracy and eligibility on the use of Town Deal funding by projects, and make recommendations to the Accountable Body through the verification of expenditure, in line with the Grant Funding Agreement.

The PMO and Accountable Body function will collate the monitoring information and provide regular updates to The Board on the performance of the individual projects and programme as a whole. They will also complete the required monitoring returns to MHCLG on a biannual basis, in line with the requirements of the Towns Fund Monitoring and Evaluation Guidance. This will include the following detail:

- Project Expenditure: Expenditure on project activities by the local authority or, in the case where a partner is implementing the project, their expenditure on project activities to date. This will also include forecasted spend.
- Project Progress: A brief narrative to explain the progress for the scheme being reporting on.
- Risks: Updates should be made to the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time.

On an annual basis feedback on local engagement and how the overall investment strategy is progressing will be completed in the format to be agreed by Government.

3.4 Risk Management

As part of the project monitoring arrangements, each approved project will provide updates through the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time

Risk will be managed through a programme risk register which will cover all risks relevant to the implementation of work of The Board. Any risks considered high enough to be monitored by The Board will be reported by exception. A risk owner will be assigned to each risk and appropriate mitigation actions will be identified to demonstrate how each risk line is being managed. The risk register will be monitored by The Board and will be a standing item on the agenda for each meeting.

3.5 Project Prioritisation

An initial list of projects was developed and refined to reach a long list of 14 projects, with concept forms submitted by applicants. This had a combined ask of £60.2 million.

From this long list a rigorous assessment process was undertaken, scoring each of the projects against the 10 Strategic Objectives and 8 Critical Success Factors.

Critical Success Factors:
1. Fit with the Town Investment Plan Strategic Objectives
2. Degree of transformative impact
3. Clear evidence of market failure and market need
4. Extent to which it delivers higher productivity
5. Extent to which it secures inclusive growth
6. Robust delivery plan
7. Funding leverage
8. Financial sustainability.

An independent assessment of each project was undertaken with the findings presented to the Town Deal Board who then agreed a shortlist of 7 projects to take forward

The Town Investment Plan is included at **Appendix F**.

3.6 Local Engagement and Communications

Local engagement and communications will be managed in line with the Communications and Engagement Plan. It will be overseen by the Communications and Engagement Group whose role is to implement the Stakeholder Engagement Strategy to ensure that all communities can become involved in the development of the Barrow Town Investment Plan.

Community stakeholder communication and engagement is essential to support the effective delivery of the Towns Deal by understanding how people are experiencing change in the local community and what their priorities are. Core principles to delivering communication and engagement activity were identified as:

- Clear, timely and accurate
- Targeted and appropriate
- Accountable to The Board
- Planned, consistent and professional
- Two way – with feedback considered in every interaction

It should also:

- Build a consistent and clear story of the Town Deal and aligned initiatives
- Take a coordinated Barrow-wide approach
- Be put into context and linked to the bigger picture
- Use all available channels and techniques that are appropriate to the audience
- Be meaningful and provide a feedback mechanism at all times
- Be mindful of partners when sharing information

The Communications and Engagement Plan has been developed as a live document which will evolve as further information became available and proposals develop.

3.7 Publicity

The Board and Accountable Body agrees to comply with publicity guidance provided by Government and agrees to respond to reasonable requests to participate in and co-operate with any promotional activities relating to the Town Deal that may be instigated or organised by the Funder. All funding agreements will include provision for individual schemes to agree to participate and comply with relevant publicity guidance.

3.8 Data Protection and Information Governance

The Board Assurance Framework will comply with the Council's Information Governance Framework which is aligned to requirements of the General Protection Data Regulation (GDPR) 2015 and Data Protection Act 2018.

The Council will support the Board in dealing with any data protection questions. The Council framework can be found at:

https://www.barrowbc.gov.uk/the-council/data-protection-and-privacy-statement/data-protection-and-freedom-of-information/

3.9 Scrutiny and Audit

The role of audit will be overseen by the Council's Audit & Governance Committee. As accountable body, Barrow Borough Council will comply with any audit requirements as stipulated by Government and undertake appropriate scrutiny throughout the lifetime of the programme.

Appendices

A) Brilliant Barrow Board -Terms of Reference
B) Brilliant Barrow Town Investment Plan Delivery Group – Terms of Reference
C) Brilliant Barrow Future's Board – Terms of Reference
D) Brilliant Barrow Communications and Engagement Group – Terms of Reference
E) Governance and Assurance Flow Chart
F) Brilliant Barrow Town Investment Plan

Appendix A

Brilliant Barrow Board

Terms of Reference

Brilliant Barrow Board

Terms of Reference

PURPOSE

The Brilliant Barrow Board was responsible for developing and delivering the vision, strategy and Town Investment Plan for Barrow-in-Furness, in consultation and collaboration with the community of Barrow-in-Furness.

The Town Investment Plan responds to the challenges and opportunities relevant to Barrow-in-Furness in order to create a sustainable future for Barrow-in-Furness, its communities, businesses and people.

The Board is also responsible for overseeing and endorsing the development of business cases for the town deal and retaining strategic oversight on the implementation of these.

It will also explore opportunities to align funding opportunities, strategy development and would act to promote Barrow-in-Furness.

It will operate as an advisory body to Barrow Borough Council, the Lead Council for the Barrow-in-Furness Town Deal.

ROLES AND RESPONSIBILITIES

The Brilliant Barrow Board will:

Strategy

1. Complete an evidence review for Barrow-in-Furness to ensure that the Town Investment Plan is fully evidential.

2. Complete a visioning exercise to ensure that a vision is developed, which is both ambitious and grounded in Barrow-in-Furness, so that it is authentic and of place.

3. Develop the Barrow-in-Furness Town Investment Plan, which outlines the actions that will be necessary to deliver transformatory change by increasing economic growth, regenerating neighbourhoods, improving transport and digital (broadband and mobile) connectivity, developing skills and talent and strengthening the cultural offer.

4. Ensure that the Town Investment Plan aligns with the Barrow Borough Local Plan, Cumbria's Restart, Reboot, Rethink – A Plan for Cumbria's Economic Recovery, the Cumbria Local Transport Plan and Barrow Borough Local Plan and commitment to net zero carbon and the Build Back Better Strategy while ensuring

the maximization of wider value and opportunities for the voluntary and community sector.

5. Develop a programme of interventions to effectively deliver the Town Investment Plan, which are specific, measurable and fully costed.

6. Support the commissioning of underpinning plans and interventions as the Town Investment Plan is implemented.

7. Develop responses to new and emerging government policy in relation to towns and the associated themes of economic growth, urban regeneration, land use planning, skills and enterprise and transport and digital (broadband and mobile) connectivity.

8. Identify emerging best practice from other Town Deals and ensure that this informs the future activities of the Board.

9. Develop a community engagement strategy that implements the priorities of the MyTown campaign.

10. Ensure complementarity between Town Deal projects as they develop and with other funding opportunities including the Community Renewal Fund, UK Shared Prosperity Fund and the Levelling Up Fund.

Investment

11. Receive and consider recommendations on business cases and endorse the prioritisation of these.

12. Ensure that all necessary reporting is completed in line with the requirements of government and other investors.

13. Identify planned private and public sector investments in Barrow-in-Furness and ensure alignment opportunities are identified and implemented.

14. Ensure that the investment aspects of the Town Investment Plan are effectively delivered and that contingency arrangements are in place should any wider public or private sector investment not materialise.

15. Identify appropriate investment sources and develop proposals to access these, including UK Shared Prosperity Fund, private sector or the alignment of other public investment.

Delivery and Co-ordination

16. Support Barrow Borough Council to develop investment guidance and

appraisal mechanisms, which are compliant with the highest standards of public accountability.

17. Support Barrow Borough Council to develop effective appraisal and programme management arrangements.

18. Support the development of a project pipeline that effectively delivers the Town Investment Plan and other strategies and programmes.

Advocacy

19. Act as ambassadors in championing Barrow-in-Furness as an excellent location to live, work and invest.

20. Develop responses to national consultations, Select Committees, All Party Parliamentary Groups etc. on issues that are relevant to the priorities identified by the Brilliant Barrow Board.

Community Engagement

21. Implement the community engagement strategy ensuring that all communities have the opportunity to become involved in the Towns Deal.

22. Set priorities and received updates for the Communication and Engagement Group

Risk

23. Develop and monitor a risk register that Identifies key relevant strategic, programme and delivery risks, and the necessary actions to mitigate these.

Standards and Compliance

24. Ensure that the Board and all of its members comply with Barrow Borough Council's policies on whistle-blowing, conflict of interest, complaints and procurement regulations with respect to the activities of the Board.

MEMBERSHIP

Appointment

Members of the Board will be appointed for a one year period, following invitation to join the Board by Barrow Borough Council. MP and representatives from private sector businesses will be invited in a personal capacity; whereas invitees from other

bodies will attend in a representational capacity. In establishing Board efforts will be made to achieve a gender balance and to secure representation that reflects the demographic composition of Barrow-in-Furness.

Membership

The membership of the Board is as follows:

- Steve Cole (Chair)
- Cllr Ann Thomson representing Barrow Borough Council (Deputy Chair)
- Ali Greenhalgh representing Cumbria CVS
- Alysha Moore representing Brilliant Barrow Future's Board
- Andrew Wren representing Furness College
- Cllr Anne Burns representing Cumbria County Council
- Chris Clouter representing ABP
- Duncan Nicholson representing National Lottery
- Geoff Jolliffe representing NHS
- Gill Doyle representing Jobcentre Plus
- Jack Richards representing Spirit Energy
- Janet Garner representing BAE
- Julie Mennell representing University of Cumbria
- Jo Lappin representing Cumbria Local Enterprise Partnership
- Paul Hodgson representing Barrow Business Improvement District
- Rebecca Rawlings representing Barra Culture
- Sam Plum representing Barrow Borough Council
- Simon Fell Member of Parliament for Barrow and Furness
- Suzanne Caldwell representing Cumbria Chamber of Commerce

Members will be expected to represent the views of their organisation/sector, whilst ensuring that any potential conflict of interest is effectively managed, and that the code of conduct and conflict of interest policies are adhered to at all times. During the meetings all members will be expected to operate in the best interests of Barrow-in-Furness, its economy, its businesses and people.

Members may have a named alternate, who may attend in their absence. The alternate should be of suitable seniority and role.

Officers from the Accountable Body or the Board representative organisations may attend in an advisory capacity.

MEETINGS

Frequency

Meetings will typically take place on a two-monthly basis. The Chair of the Board will determine whether these need to occur more or less frequently as business determines.

Meeting Papers

The Secretariat function for the meeting will be undertaken by Barrow-in-Furness as Lead Council. Meeting papers will be circulated at least 5 working days in advance of the meeting.

A note of the meeting will be produced by Barrow Borough Council. This will record the key points of discussion, decisions made and actions agreed. The note of the meeting will ordinarily be circulated in 10 working days, following agreement by the Chair. There will then be a 10 day response period for members to raise any issues with accuracy or content.

The membership and governance arrangements (including minutes of meetings of the Board) are published on the Brilliant Barrow website.

Written Procedures

Occasionally, it may be necessary to seek the views of the Board on an urgent basis, outside of the ordinary meeting cycle. In these circumstances a paper will be issued, which provides a minimum of 5 working days for a response.

Attendance Policy

All members will be expected to attend meetings, other than in exceptional circumstances. Those members acting in a representative capacity may be able to nominate a Deputy to attend, subject to the agreement of the Chair. Any member failing to attend for three consecutive meetings will be invited to consider their ongoing membership of the Board.

Conduct

All members will be expected to operate in line with the Board's Code of Conduct and in a professional, courteous and productive manner and in a way that is consistent with building consensus and fostering productive partnership working. Members who do not adhere to these standards will be invited, by the Chair, to consider their ongoing membership of the Board.

Conflict of Interest

Although the Board does not have decision making responsibilities, it does have significant responsibility in that it is an advisory body to Barrow Borough Council as Lead Council. It also has access to privileged information about future investment opportunities. It is therefore essential that any member who may have pecuniary or non-pecuniary benefit from any discussions in the Board declare these in line with the Declaration of Interest policy.

Delegated Authority

The Board will not have any delegated financial authority, as project investment decisions are the responsibility of Barrow Borough Council. The Board will however have responsibility for supporting the development of the Investment Plan, projects, work programme etc. and as such will need to adhere to the Declaration of Interest policy.

COLLABORATIVE WORKING

The Board will work collaboratively with all local bodies and organisations and with other Town Deal Boards across Cumbria to ensure that commonality of challenges and opportunities are identified, and joint working takes place on shared issues.

ACCOUNTABILITY

The Brilliant Barrow Board is directly accountable to Barrow Borough Council the Lead Council.

Appendix B

Brilliant Barrow

Town Investment Plan

Delivery Group

Terms of Reference

Brilliant Barrow
Town Investment Plan Delivery Group
Terms of Reference

Purpose

The Brilliant Barrow Town Investment Plan will respond to the challenges and opportunities relevant to Barrow-in-Furness in order to create a sustainable future for Barrow-in-Furness, its communities, businesses and people. This can only be achieved through successful delivery of each of the projects which make up the Town Investment Plan.

The Brilliant Barrow Town Investment Plan Delivery Group ('the Delivery Group') will act as an advisory group to the Brilliant Barrow Town Deal Board ('the Board'). The work of the Delivery Group will support the role of Barrow Borough Council ('the Accountable Body') and the Board in the monitoring and scrutiny of progress in the delivery of the Town Investment Plan.

The Delivery Group is not a sub-group of the Board and has no delegated decision-making authority. The Delivery Group will work in an advisory capacity with officers of the Accountable Body and Programme Management Office (PMO), to provide reports to the Board in respect of the roles and responsibilities set out below.

Membership

Membership of the Delivery Group is as follows:

Cllr Lee Roberts	Barrow Borough Council
Steph Cordon	Barrow Borough Council
Neil Doherty	BAE Systems
Michael Barry	Cumbria County Council
Kaz Stuart	University of Cumbria
Suzanne Caldwell	Cumbria Chamber of Commerce
Ben Shirley	Representing Simon Fell MP
Helen Houston	Barrow Borough Council
Corinne Watson	Cumbria Local Enterprise Partnership
Alec Proffitt	Barrow Borough Council
Tracey Ingham	Cumbria County Council
Steve McAloone	Furness College
Alysha Moore	Barrow Futures Board
Andrew Atherton	University of Cumbria
Chris Jones	Barrow Borough Council
Mark Brierley	Cumbria County Council

Membership may be amended as appropriate, by agreement of the Group Chair.

Other officers and consultants may attend meetings, with agreement of the Group Chair, to provide input as required.

Roles and Responsibilities

The Delivery Group will:

1. Work with Project Leads to provide guidance and input into the development of project business cases, acting as a forum for discussion, supportive challenge and peer review,

to ensure business cases continue to align with the Town Investment Plan and subsequent project confirmations provided to Government.

2. Act as a forum to discuss progress in the development of project business cases against agreed milestones and workplans, supporting the work of the Accountable Body and PMO to ensure development is on track to meet the timescales for project assurance and submission of the Town Deal Summary Report to Government (which must take place in November 2021).
3. Act as the steering group to guide the work of consultants appointed to support development of project business cases and the Town Deal Delivery Plan.
4. Receive and review regular reports from the PMO (and in some cases directly from Project Leads) on progress in the delivery of projects, supporting the work of the Accountable Body and PMO to ensure delivery remains on schedule and within budget, is consistent with the Town Investment Plan and that any issues or potential issues are identified for escalation to the Board.
5. Act as a forum for discussion on identified issues related to project performance, working with Project Leads to identify corrective measures and where appropriate make recommendations to the Board.
6. Provide input into the programme risk register, the purpose of which is to ensure risks to the successful delivery of the Town Investment Plan are identified and suitable mitigating actions are put in place, making recommendations to the Board as appropriate.
7. Provide input into benefits realisation plans and programme evaluation activities, the purpose of which is to ensure the social, environmental and economic benefits identified in the Town Investment Plan are captured.
8. Identify, encourage and facilitate opportunities for joint working between projects, during development and delivery, to help maximise efficiencies and effectiveness and to ensure the Town Investment Plan remains a cohesive package of inter-related projects.
9. Provide review and feedback to the Board in connection with any future developments, issues or opportunities which may arise during delivery of the Town Investment Plan.

Principles of Operation

1. The Delivery Group will meet on a monthly basis during the development and assurance of project business cases, prior to submission of the Town Deal Summary Report to Government. Additional meetings may be required following submission, to consider responses to Government during its assessment of the Town Deal Summary Report.
2. The Delivery Group will meet on a two-monthly basis following approval of the Town Deal Summary Report, during delivery of the projects within the Town Investment Plan.
3. Meetings of the Delivery Group will be scheduled to enable input by the Delivery Group into reports to each scheduled meeting of the Board.
4. The Delivery Group Chair will determine whether any amendments are required to the frequency of meetings set out above, as required by business needs.
5. The Delivery Group is chaired by Michael Barry. Any change to the Delivery Group Chair will require the agreement of the Board.
6. All members are expected to attend meetings, however any member who is unable to attend a meeting may provide comments on any agenda items in writing prior to the meeting commencing. Alternatively, any member unable to attend a meeting may nominate another officer from within their organisation to attend as an alternate, having first notified the Group Chair in advance of the meeting.
7. Until further notice, meetings of the Delivery Group will be held remotely due to the restrictions of COVID-19, with the option to continue meeting remotely once COVID-19 restrictions are lifted.

Collaborative Working

The Delivery Group will work collaboratively to ensure that challenges and opportunities are identified, and joint working takes place to support successful delivery of the Town Investment Plan.

Accountability

The Delivery Group is directly accountable to the Board.

Appendix C

Brilliant Barrow

Future's Board

Terms of Reference

Brilliant Barrow
Future's Board
Terms of Reference

Purpose

The purpose of the Barrow Town Deal Future's Board is to represent the younger generation of Furness, bringing fresh ideas and a different perspective.

It will support developing the local area to have a successful future and be a place where young people want to live and work.

Membership

Membership of the Board is open to young people within the Barrow area aged between **18** and **35**. Members are recruited through an open recruitment process and will serve for a minimum of 12 months. Recruitment will take place as the commitments and dynamis of the group change. The meeting will be Co-Chaired and drawn, and elected by, the membership of the Future's Board.

Membership of the Delivery Group is as follows:

Name	Organisation
Rebecca Halton	Barrow Borough Council
Alysha Moore	Walney Communty Trust
Emma Lord	Cumbria County Council
Brooke Parsons	Barrow Borough Council
Emmanuel Longe	BAE Systems
Emily Burns	Police
Matthew Hillman	BAE Systems
Kate Johnson	Capgemini

Membership may be amended as appropriate, by agreement of the Group Chairs.

Roles and Responsibilities

The roles and responsibilities of the Future's Board are:

To connect the Main Board with young people, challenging their decisions to ensure their deliverables are inclusive and sustainable.

Identify opportunities within the Delivery Plan that the Future's Board can influence and assist the Main Board in delivering.

Play an active role in influencing key developments within the local area.

Inspire the Main Board to consider the views of the younger generation to diversify their thinking in order to ensure sustainable communities and economic development.

Principles of Operation

1. The Future's Board will meet on a monthly basis during the development and assurance of project business cases, prior to submission of the Town Deal Summary Report to Government.
2. The Future's Board will meet on a two-monthly basis following approval of the Town Deal Summary Report, during delivery of the projects within the Town Investment Plan.
3. Meetings of the Future's Board will be scheduled to enable feedback and input by the Future's Board into reports to each scheduled meeting of the Board.
4. The Future's Board Chairs will determine whether any amendments are required to the frequency of meetings set out above, as required by business needs.
5. The Future's Board is chaired by Bex Halton and Alysha Moore.
6. All members are expected to attend meetings, however any member who is unable to attend a meeting may provide comments on any agenda items in writing prior to the meeting commencing.
7. Until further notice, meetings of the Future's Board will be held remotely due to the restrictions of COVID-19, with the option to continue meeting remotely once COVID-19 restrictions are lifted.

Collaborative Working

The Future's will work collaboratively to ensure that challenges and opportunities are identified, and joint working takes place to support successful delivery of the Town Investment Plan. Each scheme within the Town Investment Plan will have an identified Project Lead(s) from the Future's Board to support the development of the scheme and represent the views of the younger generation. Members are aligned to the following schemes:

Member	Scheme
Rebecca Halton	Housing Renewal / Barrow Development plan
Alysha Moore	Comms / Barrow Development Plan
Emma Lord	Cycling infrastructure
Brooke Parsons	Marina Village
Emmanuel Longe	Tourism, Leisure and Culture
Emily Burns	Earnsea Bay Resilience Hub
Matthew Hillman	Business and Enterprise Support
Kate Johnson	Learning Quarter

Accountability

The Future's Board is directly accountable to the Board.

Appendix D

Brilliant Barrow Communications and Engagement Group

Terms of Reference

Brilliant Barrow Communications and Engagement Group
Terms of Reference

Purpose

The Brilliant Barrow Communications and Engagement Group will be responsible for forward planning, coordinating and ensuring successful implementation and management of the communications and engagement activities for the Brilliant Barrow Town Deal projects.

The Ministry of Housing, Communities and Local Government (MHCLG) have stated that it is vital that Town Deal Boards undertake a wide range of community engagement activity to determine what the public like about their town and how they would like to see it grow in the future.

The Brilliant Barrow Communications and Engagement Group will report to the Brilliant Barrow Town Deal Board.

Membership

Membership of the Group is as follows:

- Alec Proffitt
- Sally Jackson
- Ali Greenhalgh
- Alison Meadows
- Alysha Moore
- Amee Wighman
- Claire Parker
- Emma Broadbent
- Caroline Barber
- Derek Brook
- Kathryn Farrow
- Laura Lake
- Liam Edgley
- Claire Muir
- Rebecca Halton
- James Higgins
- Simonetta Tiribocchi
- Kevin Little
- Michael Barry

Roles and Responsibilities

The Brilliant Barrow Communications and Engagement Group will:

1. Communicate with residents and other stakeholders throughout the production of the Brilliant Barrow Town Deal Business Cases and beyond.
2. Use the established Brilliant Barrow website and social media pages to communicate with members of the public.
3. Develop a programme of engagement activities and use a variety of engagement techniques to help to reach as many people as possible.
4. Draw on existing links to the local community and maximise the number of people who are engaged with the process to assist with shaping the projects.
5. Work with the Project Leads to develop Communication and Engagement Plans for each of the seven projects, which coordinate and align with the overall strategy of the Brilliant Barrow Town Deal.
6. Meet regularly to set priorities, monitor and ensure communications and engagement activities are aligned with the overall strategy of the Brilliant Barrow Town Deal.
7. Identify issues and barriers to communication and look for ways to overcome any challenges.
8. Support the development of the business case for each of the Brilliant Barrow Town Deal projects and regularly communicate with the Project Leads.
9. Involve the Futures Team in the development of the Communications and Engagement Plan and activities.
10. Provide regular feedback to the Brilliant Barrow Town Deal Board by completing a monthly return.

Principles of Operation

1. The Brilliant Barrow Communications and Engagement Group will have fortnightly progress meetings.
2. The Brilliant Barrow Communications and Engagement Group is chaired by Alec Proffitt.
3. All members are expected to attend meetings, however any member who is unable to attend will provide project updates to Alec Proffitt/Sally Jackson.
4. The meetings will be held using MS Teams during the restrictions of COVID-19.

Collaborative Working

The Brilliant Barrow Communications and Engagement Group will work collaboratively to ensure that challenges and opportunities are identified and joint working takes place on shared issues.

Accountability

The Brilliant Barrow Communications and Engagement Group is directly accountable to the Brilliant Barrow Town Deal Board.

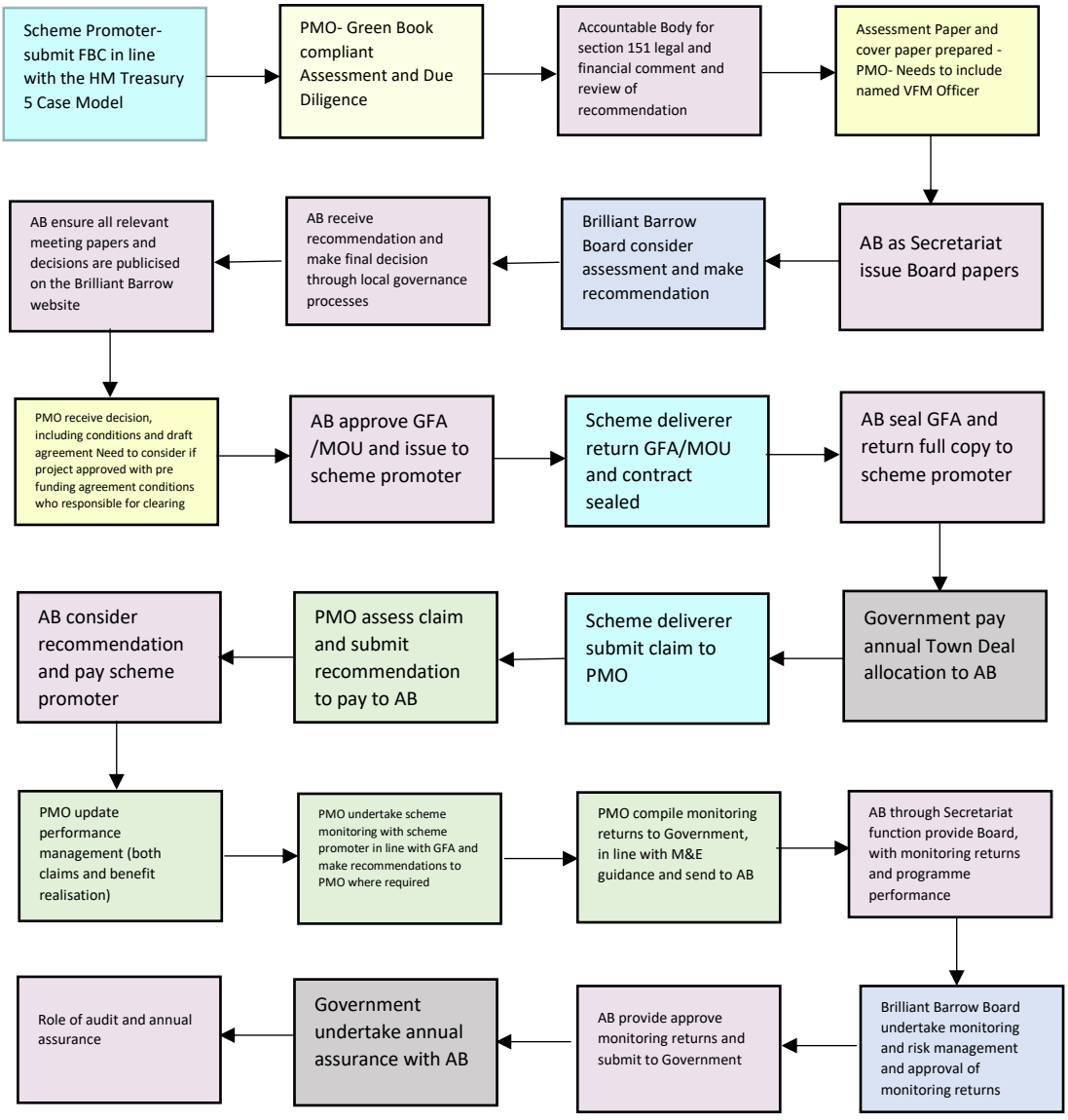
Appendix E

Brilliant Barrow

Governance and Assurance Flow Chart

Barrow Assurance- Town Deal Governance and Assurance Flow Chart

	PMO – Assurance
	PMO – Programme Management
	Accountable Body
	Brilliant Barrow Board
	Scheme Deliverers
	Government/MHCLG



BRILLIANT BARROW BOARD	Agenda Item No. 7
Date of Meeting: 16th July 2021	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Business Case Assurance & Risk

Summary and Conclusions:

Following the Heads of Terms agreement there is a requirement to develop full business cases for each project and submit a mandatory Summary Document to MHCLG for consideration. MHCLG need to review and be satisfied with the Summary Document before funding can be released.

Business cases are not submitted to MHCLG and responsibility for ensuring business cases meet the required 'Green Book' standard lies with the local Accountable Body (Barrow Borough Council). The results of this local assurance process must be reflected in the Summary Document, which must be submitted to MHCLG within 12 months from the signing of Heads of Terms (by 17th November 2021).

Supporting this activity, a programme risk register has been developed, this identifies key risks to the programme and how these are being managed. A programme has been developed to map out the assurance process up to submission of the Summary Document.

Recommendations:

It is recommended that the Brilliant Barrow Board:

1. Note and provide comment on the Draft Business Case Assurance Work Programme **(Appendix A)**; and
2. Note and provide comment on the Programme Risk Register and Project Development Risks Highlight Report **(Appendices B and C).**

Report

Business Case Development

Following the Heads of Terms agreement there is a requirement to develop full business cases for each project and submit a mandatory Summary Document to MHCLG for consideration. MHCLG need to review and be satisfied with the Summary Document before funding can be released.

The development of project business cases has now reached an advanced stage, with the phased submission of business cases into the local assurance process to begin during w/c 12th July (see 'Programme' below).

Programme

To enable submission of the Town Deal Summary document to MHCLG in November 2021 (12 months from the signing of Heads of Terms), the high-level programme for the business case phase of the Town Deal includes the following key stages:

- Business case development support in place – February
- Project development governance structures in place – March
- Project development technical support in place – April
- Draft business cases submitted for initial review – May
- Final business cases submitted for project assurance – July/August
- Project assurance process complete – September/October
- Board consideration of project assurance – October
- Submission of Town Deal Summary document - November

Progress remains broadly in line with the high-level programme and work continues to monitor and support the activities of each Project Delivery Body.

A timetable has been agreed for the submission of business cases into the assurance process. A submission window has been identified, which allows sufficient time for completion of the process within the overall programme.

The agreed dates for each project business case are mapped against the agreed submission window in the table below. Dates are reflective of the current level of development of each business case and some room for flexibility remains, including earlier submissions where possible, to ensure a managed flow of submission over the period.

Business Case	Expected Submission Date (Week Ending)				
	16/07	23/07	30/07	06/08	13/08
Assurance - Submission Date Range					
Business & Enterprise Support					
Housing Renewal					
Barrow Learning Quarter					
Marina Village					
Brilliant Barrow Place Development					
Community Hubs & Earnse Bay Outdoor Centre					
Local Cycling & Walking Infrastructure					

The submission of business cases reflects the technical considerations required to conclude their development. For example, submission of the final project business case (Local Cycling & Walking Infrastructure) reflects the level of public consultation required in development of the Barrow Local Cycling & Walking Infrastructure Plan (LCWIP), the scope of which is wider than the Town Deal project alone, but on which the Town Deal business case relies. Risks around this are considered manageable and in-part can be mitigated by submission of a final draft business case into the assurance process at an earlier date.

Business Case Assurance

At the May meeting of the Brilliant Barrow Board, a Local Assurance Framework for the Barrow Town Deal was agreed. In line with the Local Assurance Framework, project business case assurance will be undertaken, this will include input from the Accountable Body's Legal and Finance functions.

A draft work programme has been developed and tested with MHCLG. In broad terms the work programme consists of:

- Receipt of business cases and initial assessment
- Detailed assessment - 'Green Book' compliant
- Accountable Body Legal and Finance input
- Agreement of assessment reports - including conditions as appropriate
- Consideration of assured business cases by the Brilliant Barrow Board
- Approval of the assured business cases through Accountable Body governance
- Submission of the Town Deal Summary Document to MHCLG

The full draft programme is provided at **Appendix A.**

Business Case Development & Assurance - Risk Management

Supporting the programme of business case development, a Programme Risk Register is maintained which identifies key risks to the development and assurance programme and how these are being managed. The Programme Risk Register is provided at **Appendix B.**

The risk register identifies the key programme-level risks with potential to impact on the development of final project business cases, the project assurance process and ultimately the submission, and subsequent MHCLG approval of, the Town Deal Summary Document. The key risks revolve 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. Supporting this are the interactions between the Accountable Body, Project Delivery Bodies and Government. In addition, external factors such as the requirement for statutory permissions, match funding contributions and the ongoing impacts of Covid-19 are addressed.

Each Project Delivery Body is responsible for maintaining an appropriate project-level risk register for their respective projects. At present, each category of risk is presented at programme-level, however as work continues to monitor and support the development of business cases, specific project-level risks within these categories may be escalated and added to the Programme Risk Register, where this is considered appropriate. Currently, no specific project risks have been assessed as requiring escalation onto the Programme Risk Register. For information, a report highlighting the key development risks identified for each project business case is provided at **Appendix C.**

Monitoring and Evaluation Plan

Details of the Monitoring and Evaluation Framework to be used by MHCLG were received on 1st April, including confirmation of the monitoring indicators which must be collected and reported to MHCLG on a 6-monthly basis, from December 2021. A draft M&E Plan was submitted to MHCLG on 30th April and work is underway to ensure the relevant monitoring indicators are reflected in each project business case. In addition, each business case will include a benefits realisation plan, detailing how project outputs and outcomes (including agreed M&E indicators) will be monitored, evidenced and reported.

The final M&E Plan will be submitted to MHCLG alongside the Town Deal Summary Document in November.

End.

Appendix A: Draft Business Case Assurance Work Programme
Appendix B: Programme Risk Register
Appendix C: Project Development Risks Highlight Report

Barrow TIP - Business Case Assurance Programme

	Action	Start	End	Week Ending: 16/07/21	23/07/21	30/07/21	06/08/21	13/08/21	20/08/21	27/08/21	03/09/21	10/09/21	17/09/21	24/09/21	01/10/21	08/10/21	15/10/21	22/10/21	29/10/21	05/11/21	12/11/21	19/11/21
1	Project Leads submit Final Business Cases to Barrow BC (Accountable Body) and Programme Management Office (PMO)	16/07/21	13/08/2021 (See note 1)																			
2	Business Cases subject to initial review by PMO and fundamental queries shared with Project Leads	19/07/21	20/08/21																			
3	PMO assessments undertaken	19/07/21	03/09/21																			
4	PMO raise detailed queries with Project Leads	26/07/21	03/09/21																			
5	Project Leads prepare and submit responses to PMO queries	02/08/21	17/09/21																			
6	Accountable Body identify project changes to BEIS/MHCLG - for decision on requirement for Project Adjustment Forms	16/08/21	03/09/21																			
7	PMO assessments finalised, including internal QA and any recommended conditions	13/09/21	24/09/21																			
8	PMO sends completed assessments to Accountable Body for legal and finance review, including any additional conditions	24/09/21	24/09/21																			
9	Accountable Body & PMO agree final assessments & board papers (including Town Deal Summary Document & any Project Adjustment Forms required)	27/09/21	01/10/21																			
10	Brilliant Barrow Board papers issued - including results of assurance process & Town Deal Summary Document	04/10/21	04/10/21																			
11	Brilliant Barrow Board Meeting - to consider results of assurance (including Town Deal Summary Document)	11/10/21	11/10/21																			
12	Preparation & issue of papers for Barrow BC Accountable Body Governance.	18/10/21	22/10/21																			
13	Accountable Body Governance - formal acceptance of assured business cases & approval of Town Deal Summary Document (anticipated to be 10/11/2021 Executive Committee)	25/10/21	12/11/21																			
14	Submission of Town Deal Summary Document to BEIS / MHCLG (Latest)	15/11/21	17/11/21																			

Colours Key:

- **Project Leads within project delivery organisations**
- **Local Town Deal Programme Management Office (PMO)**
- **Barrow Borough Council - Accountable Body**
- **BEIS / MHCLG**

Notes:

1 The assurance process timelines rely on submission of business cases throughout the identified window
Project specific submission dates are in the process of being agreed with each Project Lead

Barrow TIP Development - Programme Risk Register

Updated:	07/07/21

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Last Updated / Reviewed
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 document 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	Hatch have been appointed and are working with the delivery body for each project. Regular meetings are taking place with project leads and between Hatch, the PMO and the Accountable Body to co-ordinate completion of business cases in line with the agreed work programme.	2	4		07/07/21
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 support appointments have now been made and work is underway. Regular meetings between Hatch, the PMO and Project Leads are taking place to manage dependencies and ensure timescales for required inputs are agreed. There is potential for additional support to be procured should this become necessary, however no additional requirements have been identified to date.	2	3		07/07/21
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 document 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 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 work is ongoing to develop the project assurance process, in line with Green Book requirements. A Programme Assurance Framework has been developed and approved by the Brilliant Barrow Board & Accountable Body. A work programme for assurance has been developed and a programme of submission dates for business cases has been agreed. This should ensure sufficient time is allowed for the assurance processes to be undertaken.	2	4		07/07/21
4	There is a risk that the 'General 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 Document.	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	A Private Sector Engagement Plan was included in the Heads of Terms response submitted to Government in January 2021. Regular catch-ups with Government will identify any additional assurance that may be required, however none has been required to date. A Programme Assurance Framework has been developed and approved by the Brilliant Barrow Board & Accountable Body. Guidance on PSED analysis for Town Deals now received - allowing work to commence (led by Accountable Body).	2	3		07/07/21

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Last Updated / Reviewed
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 Document.	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	Regular catch-ups taking place with Government and 'Towns Hub' support services. A pragmatic approach is being taken, using horizon scanning and experience from other programmes to ensure potential risks are minimised.	2	2		07/07/21
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 document.	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	Regular meetings between the PMO and Project delivery bodies are used to monitor progress where match funding is a requirement, including where necessary options around scaling, alternative funding sources and expected levels of assurance. At this stage no project-level risks require escalation.	3	3		07/07/21
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 document.	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	Comfort has been received from Government on flexibilities, with clear planning strategies acceptable in the Town Deal Summary document, where full planning will not be in place. Manageable planning risks can be addressed through appropriate conditions in conclusions from project assurance and subsequent project funding agreements. At this stage no project-level risks require escalation.	3	3		07/07/21
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 document.	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	All projects have sites identified and delivery bodies have confirmed their ability to secure sites within the required timescales. The requirements of the assurance process in this respect have been discussed with lead bodies. At this stage no project-level risks require escalation.	2	4		07/07/21
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 document.	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	Regular meetings between the PMO and Project delivery bodies are used to identify potential significant changes. The timing for submission of change notifications has been agreed with Government and allows for an early review, once business cases are submitted into assurance.	5	2		07/07/21
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 document.	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	Changes to the subsidy regime (from previous EU state aid rules) means available guidance is developing. The project assurance process will include legal input, however project lead bodies are to obtain their own advice. The TIP projects are not considered to represent significant risks.	2	4		07/07/21

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Last Updated / Reviewed
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 lead bodies are established in remote working, regular meetings take place and impacts on business case development are managed. There may be potential for some impact to 'on site' technical work supporting business cases, however this is also considered manageable.	3	1		07/07/21
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	Comms & Engagement Group meets fortnightly, receiving updates on project level activities and co-ordinating engagement activity to inform business cases. Comms & Engagement Plans are in place where engagement has been required for business cases. Some more detailed engagement can only take place later in the development phase, once funding is confirmed. Brilliant Barrow platforms being utilised both to inform public of developments and as method of engagement through surveys etc.	2	3		07/07/21

Barrow TIP Development - Project Risk Highlights

Updated:	07/07/21

Project	Project Risk Ref	Risk Detail	Mitigating Actions	Risk Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Last Updated / Reviewed
Community Hubs & Earnse Bay OC	1	There is a risk that project design work for Community Hubs may be delayed. This is caused by the extensive public consultation and number of options developed. This would result in a delay to submission of the draft Business Case or submission of the Business Case in a level of detail not acceptable at Full Business Case.	Project governance is mapped out to clearly identify when project decisions are required to ensure timely project board decisions.	CCC	Project governance is clearly defined and the project board will agreed the preferred option on 14th July to ensure that the business case submission is not delayed.	3	3		05/07/21
Community Hubs & Earnse Bay OC	6	There is a risk that potential costs for the project rise caused by a number of 'unknowns' resulting in potential additional costs to the programme.	Ensure regular and up to date cost analysis and discuss alternative cheaper options to ensure project is delivered within scope and budget. Include appropriate level of contingency.	CCC	Outline costs have been developed to support the SOBC and this work will continue into the next phase of business case development. An appropriate level of 'optimism bias' has been included within current cost estimates to account for the level of development and in accordance with Treasury Green Book guidance.	3	3		05/07/21
Community Hubs & Earnse Bay OC	3	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	Early engagement with planning authority. Early public consultation to understand public support for the scheme and any potential objections	CCC	Discussions have commenced with the planning authority and a letter of support from the planning authority will be included in the Business Case. Public consultation in June 2021 has provided the project team with an excellent understanding of potential objections / support for the scheme to allow amendments to the design to be incorporated.	2	4		05/07/21
Business & Enterprise Support	1	A lack of interest in the tendered opportunities.	Undertake soft market testing during Quarter 3 2021/22.	CLEP	Soft market testing not due to commence until Quarter 3. CLEP regularly reviewing publicly funded business support provision to inform proposed activities in Barrow.	2	5		07/07/21
Business & Enterprise Support	2	Lack of suitable compliant tenders.	Undertake soft market testing during Quarter 3 2021/22.	CLEP	Soft market testing not due to commence until Quarter 3. CLEP meets regularly with a range of providers which will inform identification of any capacity and capability concerns.	2	3		07/07/21
Business & Enterprise Support	6	Inability to secure required match funding.	Three key options available for securing match funding (1) Large employers in the Barrow area. (2) Direct match funding from BEIS growth hub allocation. (3) Utilise CLEP's core budget. Option 1 preferred option with Option 2 second.	CLEP	Detailed discussions to commence with large employers in early Q4 2021/22 once Town Deal funding confirmed.	1	2		07/07/21
Housing Renewal Programme	2	There is a risk that there could be a lack of evidence to support a robust OBC caused by an inability to obtain the necessary background information resulting in a weak business case.	Needs information is available through open source data and this has been backed up by survey and design information that has been commissioned and received.	BBC	Information needs to be included in the business case. Area selected is supported by a robust options appraisal and evidence-based decision making (e.g. housing condition surveys, area statistics).	1	4		07/07/21
Housing Renewal Programme	3	There is a risk that the proposed programme could be unrealistic caused by optimism bias or a lack of understanding of what is reasonably possible resulting in an undeliverable business case.	Business case proposals are based on previous successfully delivered schemes and are supported by the Council's track record.	BBC	Ensure that business case includes adequate evidence of delivery track record. Proposed delivery programme and project costs are based on survey work undertaken to support business case.	1	3		07/07/21
Local Cycling & Walking Infrastructure	1	There is a risk that information, designs, cost estimates not available at right time caused by delays and changes to programme resulting in business case not being supported.	Early and ongoing engagement between WSP and Hatch on timescales. WSP to attend fortnightly business case project updates	CCC	Mitigating Action being undertaken	2	4		30/06/21

Project	Project Risk Ref	Risk Detail	Mitigating Actions	Risk Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Last Updated / Reviewed
Local Cycling & Walking Infrastructure	3	There is sub-standard designs or reduced scope for delivery caused by ambition for cycle schemes exceeds available construction/delivery budget resulting in harm to business case and leading to lower benefits being realised	Iterative process of optioneering and design to check ambition and funding availability	CCC	Additional funding opportunities being explored	2	4		30/06/21
Local Cycling & Walking Infrastructure	4	There is negative feedback from Members and public caused by designs being not considered acceptable and resulting in undermining wider TD business case.	Early and continued engagement with key stakeholders and design team ensuring effects on residents, businesses and other road users are considered during design process. Outcomes of LCWIP public consultation to be reflected in designs. Further consultation will take place on detailed designs later in development phase (post Town Deal Business Case).	CCC	Meetings held with local stakeholders. LCWIP public consultation completed, to inform design work and business case development.	2	5		30/06/21
Marina Village	7	Insufficient funding is secured to deliver the full package of works identified, impacting on deliverability of the business case and/or a reduction in scope.	Ensure additional funding sources identified and programmed to support Town Deal business case development. Business case to include phasing and scoping options which provide assurance on deliverability of outcomes attributed to Town Deal funding.	BBC	GBF funding secured and at contracting stage. Decision awaited on Brownfield Land funding application. Business case includes phasing/scoping options and identifies clear outcomes related to Town Deal funding.	3	4		01/07/21
Marina Village	3	There is a risk that the MV scheme does not provide sufficient VFM which could lead to the business case not proving successful.	VFM money assessment are currently being undertaken and recent experience and data gathered from the recent GBF applications to gather evidence to support the BCR calculations.	BBC	Business case development currently underway and this builds on recent work to provide a robust BCR.	2	5		01/07/21
Marina Village	6	The granting of planning and other statutory consents for site remediation works is delayed, which means that the deliverability of the business case is challenged and the chances of success are reduced.	Work to support planning application to be programmed in required timescales to support business case development. Early engagement with planning authority to provide assurance on timescales for securing permissions.	BBC	Early engagement with the planning authority and conservation officer has taken place and will continue during the detailed design.	2	4		01/07/21
Barrow Learning Quarter	13a	UoC funding - External funding decision is delayed or unsuccessful	Funding has been confirmed in principle and allocation made.	UoC	Engagement with funders to confirm funding availability and process to secure. Letter of comfort to be provided for funding.	2	4		07/07/21
Barrow Learning Quarter	13b	FC funding - match funding provided through FECTF and / or LEP 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.	FC	Liaison with funders ongoing. It appears that ESFA have delayed their decision making regarding the outcomes of Stage 1 of the FECTF bids and as yet no revised date has been published. It would be reasonable to now suggest that this outcome will not be known at the time TD business case is submitted but would otherwise be early in the next academic year. This will still enable the College to proceed with the RL campus development as proposals move to RIBA 5 with a view to commencing a necessarily phased refurbishment programme from summer recess 2022. A sensitivity case is presented in the FBC to indicate the 'worst case' position in the event that other match cannot be secured.	2	4		07/07/21
Barrow Learning Quarter	14	UoC funding - BAE Systems withdraw or reduce their financial support for the campus	Capital funding for campus and revenue funding for innovation and programmes confirmed in principle. Teaching and learning agreement confirmed, and R&D framework for research innovation developed.	UoC	Strategic partnership with BAE Systems confirmed overall financial support and capital investment, pending formal sign-off of SPA based on securing Towns Deal funding. Full approval of BAE Systems support to follow on from FBC submission.	2	4		07/07/21

Project	Project Risk Ref	Risk Detail	Mitigating Actions	Risk Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Last Updated / Reviewed
Barrow Learning Quarter	8	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	Engagement with planning team on design and planning parameters. Letter of comfort to be provided by Planning following initial engagement, to accompany FBC.	2	3		07/07/21
Brilliant Barrow Place Development	4	There is a risk that the project business case cannot provide sufficient assurance on the deliverability of capital works, due to uncertainty over planning requirements and site ownership.	Ensure engagement takes place with planning authority regarding the need for any permissions. Ensure support is demonstrated from landowners of sites outside of Borough Council direct ownership.	BBC	Engagement has commenced with the planning authority regarding consents - with aim of securing a letter of comfort to accompany the business case. Market Hall site to be improved not in direct Council ownership, however engagement has taken place and no deliverability issues have arisen.	2	5		07/07/21
Brilliant Barrow Place Development	2	There is a risk that following design, the costs associated with the delivery of capital works are higher than the available funding, leading to a funding shortfall or amendments to project scope/quality.	Design brief to allow sufficient flexibility for alternative options and variation in approach, to ensure the project remains achievable and deliverable within funding constraints.	BBC	Designs will present varying options to achieve the project aims at each site, within the available funding envelope.	3	3		07/07/21
Brilliant Barrow Place Development	1	There is a risk that delays to project design work result in lack of certainty on costs, which weakens the business case and leads to delays at project assurance stage.	Allow sufficient time in the programme for undertaking design and costings work.	BBC	After initial delays in procurement, design and costings work is underway and results will be available to allow completion of the business case within agreed timescales.	2	4		07/07/21

BRILLIANT BARROW BOARD	Agenda Item No. 10
Date of Meeting: 16th July, 2021	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Business Case Development

Summary and Conclusions:

Since agreement of the Heads of Terms the focus of activity has shifted to the preparation of full business cases for each project. Once complete, these must be appraised locally with a Summary Document and details of the assurance process then provided to MHCLG for consideration. MHCLG would need to review and be satisfied with the Summary Document before funding can be released.

At the March meeting of the Brilliant Barrow Board the business case template was agreed and subsequently there has been continued progress in the development of individual projects.

Business cases are now approaching finalisation ready for submission to the Accountable Body from Mid-July, to enable the assurance process to commence. Appendix A to this report presents the headlines from each of these proposals.

Recommendations:

It is recommended that the Brilliant Barrow Board note the summaries provided on each business case as set out in **Appendix A**.

Report

Business Case Development

Following the agreement of the Heads of Terms the focus of activity has shifted to the preparation of full business cases for each project. Once complete, these must be appraised locally with a Summary Document and details of the assurance process then provided to MHCLG for consideration. MHCLG would need to review and be satisfied with the Summary Document before funding can be released.

At the March meeting of the Brilliant Barrow Board the business case template was agreed and subsequently there has been continued progress in the development of projects.

Supporting this process, initial drafts of most business cases have now been shared. This initial review is focused predominantly on ensuring that the Strategic Case for each project remains valid and has been sufficiently developed from the SOBC stage. The review can also highlight areas for consideration within each business case, to be addressed prior to final submission.

The focus of activity now surrounds the finalisation of the business cases and their submission to the assurance process. Appendix A to the report provides a summary on each of the cases in development, which the board is being asked to note.

The format used in Appendix A is consistent with the Town Deal Summary Document and the information required for each project at the point of submission to MHCLG. The level of detail provided in **Appendix A** reflects the current level of progress in business case development for each project, therefore some notes are included where detail will be finalised as business cases are completed. All summaries should be treated as draft and detail within these may change.

End.

Appendix A – Draft Business Case Summaries

Item 10 – Appendix A

Draft Project Summary Documents

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Business & Enterprise Support

Project summary table
Project name: **Business & Enterprise Support** The Business & Enterprise Support project will: ▪ Assist residents, particularly from the most derived communities in Barrow, to access **good quality economic opportunities** [by starting their own businesses, becoming self-employed or via the creation and growth of community businesses] ▪ Enable SMEs in Barrow to become more **competitive, resilient, expand and recover from the effects of Covid-19** ▪ Create a strong on-the-ground presence to encourage enterprise in Barrow, working through the Community Wellbeing Hubs The project will deliver 4 schemes to support enterprise and business productivity in Barrow: • **Strand 1: a programme of enterprise stimulation and support for individuals**. This will focus on creating new opportunities for residents (linked to Community Hubs and skills access programmes) by encouraging interest in enterprise (via activity in schools, the College and in the community) and providing more intensive and targeted support than that provided by existing programmes (eg BSUS and New Enterprise Allowance). • **Strand 2: a programme of stimulation and support for existing and new local community businesses and social enterprises** to create and access new opportunities and so in turn provide enhanced employment opportunities for local residents. • **Strand 3: tailored support to help businesses access wider supply chain opportunities** (linked to BAE Systems and other supply chain opportunities - both direct and indirect). This will build on the previous successful supply chain development programme delivered via Coastal Communities funding that was wound up in December 2019 as funding ran out. • **Strand 4: tailored business support to enhance competitiveness**. This programme of activity will provide enhanced support with a local presence which helps Barrow's business Covid-19 proof their business, improve competitiveness and prepare for future opportunities. The programme of support will be designed to complement other programmes and fill gaps where needed. There will be scope to link businesses to opportunities for graduate placements from the proposed Barrow Learning Quarter project on competitiveness improvement projects. Strands 3 and 4 will aim to build on the town's strengths in defence, clean growth, offshore technology, and other forms of advanced manufacturing to support cluster development and productivity growth.
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): **£0.85m**

Towns Fund funding allocated (£, million):
£0.8m

Outputs

Indicative reported outputs include:

Output Indicator	Indicator Type	Number
No. of temporary FTE jobs supported during project implementation	Mandatory, Annex 1 M&E Guidance	0.7
No. of enterprises receiving non-financial support	Project Specific, Annex 1 M&E Guidance	962
No. of potential entrepreneurs assisted to be enterprise ready	Project Specific, Annex 1 M&E Guidance	147

Outcomes

Indicative reported outcomes include:

Outcome Indicator	Indicator Type	Number
No. of permanent FTE jobs created through the project	Mandatory, Annex 1 M&E Guidance	147

Wider outcomes and impacts (not reported) include:

Outcome Indicator	Indicator Type	Number
No. of SMEs supported to become more competitive and resilient	Wider outcome, Barrow Town Investment Plan	120
Additional Gross Value Added	Wider outcome, Barrow Town Investment Plan	£1.7m

Wider benefits include:

- 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

Cost-benefit projection: **2.3**

The project will deliver a return on investment of £2.30 for every £1 invested, which according to HM Treasury Guidance represents good value for money.

Public match funding

Provide the total (£, million) and breakdown of sources:

As noted below, an annual contribution of £12,500 is being sought from local employers as the primary opportunity.

Private match funding

Provide the total (£, million) and breakdown of sources:
£0.05m

An annual contribution of £12,500 is being sought from local employers as the primary opportunity.

Nominal Financial profile (£, million)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Town Deal	£0	£10,000	£195,875	£229,875	£229,875	£134,375	£800,000
Match Funding	£0	£0	£12,500	£12,500	£12,500	£12,500	£50,000
Total	£0	£10,000	£208,375	£242,375	£242,375	£146,875	£850,000

Actions taken to address project conditions

Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below

N/A

Delivery plan

Including details of:
- partnerships
- timescales
- planning permission and other milestones
- interdependencies
- risks and mitigation measures

The Business & Enterprise Support programme will be managed by CLEP on behalf of Barrow Borough Council in line with the systems and processes set out in the Local Assurance Framework. A Programme Manager will lead delivery of the project and wider support will be provided through CLEP's Business & Programmes Team. The different strands of support will be delivered under two separate contracts with suitably procured suppliers.

Timescales for delivery and key milestones are:

Activity	Date
Development of final draft FBC	7/9/2021
Development of final FBC	7/16/2021
Soft market testing activities commence	11/15/2021
Soft market testing activities complete	12/15/2021
Development of tender specifications commence	1/1/2022
Consultation on tender specifications with Barrow BC	1/15/2022
Finalisation of tender specifications	1/31/2022
Tender specifications launched	2/1/2022
Closing date for tender specifications	2/20/2022

Appointment of sub-contractors	3/1/2022
Pre-launch meetings with sub-contractors commence	3/2/2022
Anticipated notification of BEIS growth hub funding award for 2022/23	3/15/2022
Targeted marketing campaign commences	3/25/2022
Service delivery commences	4/1/2022
Monthly sub-contractor reporting commences	5/15/2022
Quarterly progress and claim reports submitted to Barrow Borough Council (commencing)	7/15/2022

The main dependencies involved in delivering the project are:

- 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.

Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.

Monitoring and evaluation plan*

Provide details on:
- how spending and delivery will be monitored against expected milestones and outputs and outcomes
- what Key Performance Indicators will be used
- arrangements for sharing of data
- the levers that are available to address any performance issues
- who will be responsible for evaluating success

CLEP will appoint an independent auditor to provide an annual statement of expenditure to demonstrate compliance with the requirements of the Town Deal fund. This will be conducted in line with its existing arrangements for a number of Programmes including growth hub funding, Careers Enterprise Company or Skills Advisory Panel support. This will be made available to the Accountable Body as part of the claims and monitoring process.

Payments to contractors will be subject to a payment profile that will form part of the delivery contract. Contractors will be monitored against outputs and outcomes as well as expenditure against the agreed profile on a regular (at least quarterly) basis. Payments to sub-contractors will be subject to the submission of compliant claims which are supported by appropriate evidence of expenditure and defrayal against agreed deliverables. Payments will be made in arrears to contractors which will provide assurance that expenditure is eligible and that contractors are delivering to schedule.

Should any issues arise and significant deviance from the schedule be identified, monitoring will be increased to take place monthly and contactors will be subject to an improvement plan. It is anticipated that a significant deviance will be +/- 20% of the agreed profile.

CLEP will consider progress, good practice and lessons learnt which will be articulated in the CLEP annual report to BEIS. Given the flexible and responsive nature of this project, this annual review is particularly important to ensure resources are being maximised. A small allocation for an independent evaluation has been set aside for completion in the final year of delivery (2025/26) to inform future projects. The report will be made available to the Town Deal Board and used to inform the design of future schemes in Barrow and throughout Cumbria.

A benefit realisation plan has been developed for inclusion in the final business case.

Place Development

Project summary table
Project name: **Place Development** The Place Development project seeks to remove key barriers to the successful delivery of cultural and heritage activity within Barrow. The project's investment objectives are to: • Build the profile of Barrow as a tourism destination • Raise the profile of Barrow as an attractive place to live, work, study, invest and visit • Enhance the culture and leisure offer to support quality of life and retain local spend The project focuses on: • **Public Realm improvements** to create a network of event spaces at key locations and investment in equipment to support event delivery such as an outdoor screen, lighting, stage equipment and associated maintenance over project lifetime. • **Promotional activities** in conjunction with local partners, raising awareness of events/festivals and ongoing community engagement in cultural and heritage activities, including advertising, website and social media activity and supported by investment in signage and interpretation • **Planning and ongoing management of project delivery,** including allowance for feasibility work to support future attractions and work to support future sustainability of events/festivals.
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): **£0.9m**
Towns Fund funding allocated (£, million): **£0.85m**
Outputs
Provide a list of the final projected outputs, they must be clear and quantified Indicative reported outputs are as follows:

Output Indicator	Indicator Type	Number
No. of temporary FTE jobs supported during project implementation	Mandatory, Annex 1 M&E Guidance	1
Public amenities/facilities created	Project Specific, Annex 1 M&E Guidance	2

Sqm public realm improved	Project Specific, Annex 1 M&E Guidance	TBC by design consultancy

Outcomes

Provide a list of the final projected outcomes, they must be clear and quantified

Indicative reported outcomes include:

Outcome Indicator	Indicator Type	Number
No. of permanent FTE jobs created through the project	Mandatory, Annex 1 M&E Guidance	0
Year on Year monthly change in footfall	Mandatory, Annex 1 M&E Guidance	TBC by finalised economic case

Wider outcomes and impacts (not reported) include:

Outcome Indicator	Indicator Type	Number
Number of visitors to arts, cultural and heritage events and venues	Wider outcome, Barrow Town Investment Plan	TBC by finalised economic case
Residents/visitors with better place perceptions	Wider outcome, Barrow Town Investment Plan	51,600
Social Return on Investment	Wider outcome, Barrow Town Investment Plan	TBC by finalised economic case

Wider benefits include:

- Additional local spend and charity donations
- Human capital and skills gained by volunteers and participants through participation in events and activities
- Increasing the sense of pride and belonging for residents as well as better health and wellbeing through engagement in the arts and cultural activities
- 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)
- Increasing the sense of pride and belonging for residents as well as better health and wellbeing through engagement in the arts and cultural activities
- 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

Cost-benefit projection (for example BCR or NPSV)

TBC by finalised economic case

Public match funding

Provide the total (£, million) and breakdown of sources:
£0.05m

Match funding of £50,000 is being provided by Barrow Borough Council and has been confirmed.

Private match funding

Provide the total (£, million) and breakdown of sources

N/A however opportunities to secure private funding to support the success of the events programme being delivered via the aligned Arts Council project 'Creative People and Places' funding will be sought where possible.

Nominal Financial profile (£, million)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Town Deal	£5,000	£30,000	£522,000	£189,500	£56,000	£47,500	£850,000
Match Funding			£12,500	£12,500	£12,500	£12,500	£50,000
Total	£5,000	£30,000	£534,500	£202,000	£68,500	£60,000	£900,000

Actions taken to address project conditions

Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below

Condition: 'Conversation required on alignment with the Towns Fund Intervention Framework'

Actions taken: Following these conversations with Government, the scope of the project activities was revised to focus on capital 'events infrastructure' while retaining a supporting revenue element (20%). This informed a revised financial profile submitted post Heads of Terms and subsequent business case development.

Delivery plan

Including details of:
- partnerships
- timescales
- planning permission and other milestones
- interdependencies
- risks and mitigation measures

The Place Development Project will be managed by Barrow Borough Council in line with the systems and processes set out in the Local Assurance Framework. The project leads will be the Development Services Manager and Venue Manager. The project will be delivered by Council staff, managing external partners which include Barra Culture, Barrow BID and Cando FM who will be leading the aligned events programme.

The delivery plan is currently being developed to include a project plan, key milestones, interdependencies and risk and mitigation measures.

Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.

Monitoring and evaluation plan*

Provide details on:
- how spending and delivery will be monitored against expected milestones and outputs and outcomes
- what Key Performance Indicators will be used
- arrangements for sharing of data
- the levers that are available to address any Performance issues
- who will be responsible for evaluating success

The project will be monitored against its objectives to:

- Build the profile of Barrow as a tourism destination
- Raise the profile of Barrow as an attractive place to live, work, study, invest and visit
- Enhance the culture and leisure offer to support quality of life and retain local spend

Barrow Borough Council will monitor indicators which track achievement of these objectives, before, during and post investment. A draft benefits realisation plan is currently being drafted which sets out the data to be collected, the method and frequency of collection, and responsible owner.

Community Hubs & Earnse Bay

Project summary table
Project name: **Community Hubs & Earnse Bay** The project is focused on developing a network of three locally based Community Wellbeing Hubs underpinned by a new Outdoor Centre at Earnse Bay. The Community Hubs will support people in Barrow's most deprived areas to develop skills, access services and come together to build thriving communities. The Outdoor Centre will provide access for local communities to open spaces and outdoor education. The project's investment objectives are to: • To put residents at the centre of public service delivery • To reduce deprivation and improve the physical and mental health and well-being of our community • To equip people with the skills and confidence to achieve their potential to take full advantage of opportunities. The project focuses on: • Refurbishment and repurposing of existing properties to create three Community Wellbeing Hubs • Development of an Outdoor Centre on land at Earnse Bay • Associated costs to develop a range of activities delivered within the Hubs and the Outdoor Centre.
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): **£4.63m**
Towns Fund funding allocated (£, million): **£4.3m**
Outputs
Provide a list of the final projected outputs, they must be clear and quantified Indicative reported outputs are as follows:

Output Indicator	Indicator Type	Number
No. of temporary FTE jobs supported during project implementation- construction/refurbishment	Mandatory, Annex 1 M&E Guidance	TBC
No. of temporary FTE jobs supported during project implementation- delivery	Mandatory, Annex 1 M&E Guidance	TBC

Number of new community/sports centres	Project Specific, Annex 1 M&E Guidance	1
Number of improved community/sports centres	Project Specific, Annex 1 M&E Guidance	3
Amount of existing parks/greenspace/outdoor improved	Project Specific, Annex 1 M&E Guidance	TBC by design consultancy
Number of learners/trainees/students enrolled at improved education and training facilities	Project Specific, Annex 1 M&E Guidance	TBC by finalised economic case

Outcomes

Provide a list of the final projected outcomes, they must be clear and quantified

Indicative draft reported outcomes include:

Outcome Indicator	**Indicator Type**	**Number**
No. of permanent FTE jobs created through the project	Mandatory, Annex 1 M&E Guidance	0

Wider outcomes and impacts (not reported) include:

Outcome Indicator	**Indicator Type**	**Number**
Residents/visitors with better place perceptions	Wider outcome, Barrow Town Investment Plan	51,600
Social Return on Investment	Wider outcome, Barrow Town Investment Plan	TBC by finalised economic case
Estimated carbon dioxide equivalent reductions as a result of support	Wider outcome, Barrow Town Investment Plan	% reduction TBC by design consultants

Wider benefits include:

- Human capital and skills gained by participants in learning activity
- Increasing the sense of pride and belonging for residents
- Better health and wellbeing through engagement in outdoor activity and adopting more healthy lifestyles
- Improved mental health and wellbeing
- Enhanced community resilience and cooperation
- Improved perceptions of Barrow as a place to live by current residents and visitors

Cost-benefit projection (for example BCR or NPSV)

TBC in finalised economic case

Public match funding

Provide the total (£, million) and breakdown of sources

£0.33m

Match funding of £330,000 is being provided by as 'in kind' value of sites by Cumbria County Council.

Private match funding

Provide the total (£, million) and breakdown of sources

N/A

Nominal Financial profile (£, million)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Town Deal	£22,000	£153,950	£997,740	£2,003,830	£1,047,500	£75,000	£4,300,000
Match Funding	£0	£0	£0	£0	£0	£0	£0
Total	£22,000	£153,950	£997,740	£2,003,830	£1,047,500	£75,000	£4,300,000

Actions taken to address project conditions

Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below

N/A

Delivery plan

Including details of:
- partnerships
- timescales
- planning permission and other milestones
- interdependencies
- risks and mitigation measures

Project delivery will be managed by Cumbria County Council, who have extensive experience in delivering capital projects of various sizes. The coordination of project delivery will be led Cumbria County Council's Capital Programmes Team. Cumbria County Council will work in partnership with Barrow Borough Council who own one of the Community Hub sites (The Forum).

Discussions are ongoing with potential partners to manage and maintain the Earnse Bay site. As existing facilities, the management and operation of the Community Hubs will be similar to existing operations. Partners include Friends of Bram, a charitable organisation, and Barrow Borough Council.

Earnse Bay Outdoor Centre is a large capital build project requiring specialist design and consents. Two of the Community Hubs (Town Centre and Bram Longstaff) require internal remodelling with limited additional design work and consents.

Timescales for delivery and key milestones are:

Activity	Date

Submission of SOBC	July 2020
Preparation of Full Business Case	July 2020-August 2021
Anticipated formal start date for project	April 2021 (including development work)
Governance Arrangements & design preparation	Central/Hindpool Hub August 2020-June 2021
	Ormsgill Hub October 2020-April 2021
	Barrow Island Hub October 2020-April 2021
	Earnse Bay August 2020-April 2021
Scheme Design	Central/Hindpool Hub September 2021-March 2022
	Ormsgill Hub *already undertaken*
	Barrow Island Hub June 2021-December 2021
	Earnse Bay June 2021-July 2022
Planning Permission	Earnse Bay March 2022-June 2022
Construction	Central/Hindpool Hub May 2022-February 2023
	Ormsgill Hub June 2021-December 2021
	Barrow Island Hub February 2022-November 2022
	Earnse Bay September 2022-October 2024
Scheme Opens	Central/Hindpool Hub Match 2023
	Ormsgill Hub January 2022
	Barrow Island Hub December 2022
	Earnse Bay November 2024

Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.

Monitoring and evaluation plan*

Provide details on:

- how spending and delivery will be monitored against expected milestones and outputs and outcomes
- what Key Performance Indicators will be used
- arrangements for sharing of data
- the levers that are available to address any Performance issues
- who will be responsible for evaluating success

The monitoring and evaluation plan and benefit realisation plan is currently in development.

Local Walking & Cycling Infrastructure

Project summary table
Project name: **Local Community Walking & Cycling Infrastructure** The project seeks to facilitate active travel through investing in three strategic routes which will provide the foundation for a new comprehensive cycling network across Barrow as articulated in the Barrow Local Cycling and Walking Infrastructure Plan (LCWIP). The project's investment objectives are three-fold: • Secure the walking, cycling, local highway and public transport improvements that help people better access jobs, training, services and visitor destinations; • Reduce deprivation and improve the physical and mental health and well-being of our community; and • Be a physically accessible town supporting walking, cycling and public transport. The funding focuses on capital infrastructure and upgrades to existing infrastructure, removing pinch points and establishing cycle priority. Investment in three strategic cycle routes includes: • a) Abbey Road – segregated cycle routes connecting key locations such as Furness Hospital and the town centre at Hindpool Rd as well as integrating with Barrow rail station; • b) Walney Road (A590) –extension and improvements to cycle infrastructure, connecting key employers and residents in the north to BAE systems and other employers at Devonshire Dock, with a spur into the town centre at Hindpool Rd; and • c) Roose Road (A5087) – cycle routes connecting key locations such as the rail station and town centre at Hindpool Rd.
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): **£4.0m**
Towns Fund funding allocated (£, million): **£4.0m**
Outputs
Provide a list of the final projected outputs, they must be clear and quantified Indicative draft reported outputs are as follows:

Output Indicator	Indicator Type	Number
No. of temporary FTE jobs supported during project implementation	Mandatory, Annex 1 M&E Guidance	TBC
Total length of new cycle ways	Project Specific, Annex 1 M&E Guidance	8.2km
Total length of pedestrian paths improved	Project Specific, Annex 1 M&E Guidance	TBC by finalised economic case
Strategic cycle routes created	Project Specific, Annex 1 M&E Guidance	3

Outcomes

Provide a list of the final projected outcomes, they must be clear and quantified

Indicative draft reported outcomes include:

Outcome Indicator	Indicator Type	Number
No. of permanent FTE jobs created through the project	Mandatory, Annex 1 M&E Guidance	0
Counts of pedestrians and cyclists	Project Specific, Annex 1 M&E Guidance	TBC by finalised economic case

Wider outcomes and impacts (not reported) include:

Outcome Indicator	Indicator Type	Number
Additional cycle trips per year	Wider outcome, Barrow Town Investment Plan	TBC by finalised economic case
WEBTAG benefits	Wider outcome, Barrow Town Investment Plan	TBC by finalised economic case
Change in air quality	Wider outcome, Barrow Town Investment Plan	% reduction TBC by design consultants

Wider benefits include:

- Increasing the sense of pride and belonging for residents
- Better health and wellbeing through adopting more healthy lifestyles
- Improved access to opportunities for residents in deprived areas
- Improvements to air quality
- Enhanced connections to key employment and education sites
- Reduced congestion
- Enhanced access to leisure opportunities
- Improved perceptions of Barrow as a place to live by current residents and visitors
- Potential for associated land value uplift

Cost-benefit projection (for example BCR or NPSV)

TBC by finalised economic case

Public match funding
Provide the total (£, million) and breakdown of sources N/A
Private match funding
Provide the total (£, million) and breakdown of sources N/A
Nominal Financial profile (£, million)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Town Deal	£15,000	£160,000	£1,913,000	£1,912,000	£0	£0	£4,000,000
Match Funding	£0	£0	£0	£0	£0	£0	£0
Total	£15,000	£160,000	£1,913,000	£1,912,000	£0	£0	£4,000,000

Actions taken to address project conditions
Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below N/A
Delivery plan

Including details of:
- partnerships
- timescales
- planning permission and other milestones
- interdependencies
- risks and mitigation measures

The project will be managed by Cumbria County Council. They will be responsible for setting up the governance structure and appointing the key personal that will drive the project forward, ensuring key milestones are reached to conclude with the scheme opening in late 2023.

Dependencies include:

- Stakeholder and public consultation;
- Any necessary land purchasing process and outcome (to be determined at detailed design);
- consents required as part of a planning application if necessary (to be determined at detailed design); and
- Completion of the Full Business Case to realise funding commitment from the Town Deal

Timescales for delivery and key milestones, and the risk register are currently being prepared.

Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided

within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.
Monitoring and evaluation plan*
Provide details on: - how spending and delivery will be monitored against expected milestones and outputs and outcomes - what Key Performance Indicators will be used - arrangements for sharing of data - the levers that are available to address any Performance issues - who will be responsible for evaluating success The monitoring and evaluation plan and benefit realisation plan is currently in development.

Barrow Learning Quarter

Project summary table
Project name: **Barrow Learning Quarter** The project will create new and improved centres of learning close to Barrow Town centre: ▪ A new University of Cumbria Campus on Barrow Island, next to the existing Submarines Academy for Skills and Knowledge (SASK) which is already used to train BAE Systems staff, will be the first University Campus in Barrow. ▪ A Skills Hub – as part of an upgrade to Furness College's Rating Lane site, close to the Town Centre. This will increase the capacity of the college in Barrow providing A-level and T-levels. ▪ An integrated higher-level skill offer for Barrow – the University of Cumbria and Furness College have entered a Memorandum of Understanding to provide opportunities for joint working. The project's objectives are: • To increase participation in higher education by Barrow residents • To improve the productivity of Barrow's workforce through higher-level skill acquisition
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): **£19.0m**
Towns Fund funding allocated (£, million): **£10.4m**
Outputs
Reported outputs include: • A new 3,000m^2 university campus on Barrow Island • Refurbishment of c.6,700m^2 of 1970s construction college facilities at Rating Lane, Barrow-in-Furness
Outcomes
Reported outcomes by 2041 include: • 23,000 additional FTE years of study • 13,000 additional unique learners • £50m net additional stock of human capital delivering productivity gains for Barrow's workforce Wider benefits include: • The regeneration of the waterfront area in Barrow Island • Greater participation in Higher education and associated spillover benefits

Cost-benefit projection:
To be finalised subject to further cost consultancy input / project plans re Furness College

Public match funding

Provide the total (£, million) and breakdown of sources:

University of Cumbria – Barrow Island Campus:

1. Town Deal - £9.0m
2. Cumbria LEP - £1.0m TBC

Furness College - Rating Lane refurbishment (the Skills Hub)

1. Town Deal: £1.4m
2. DfE Further Education Capital Transformation Fund: £3.0m TBC

Private match funding

Provide the total (£, million) and breakdown of sources

University of Cumbria – Barrow Island Campus:

1. Private funding - £2.1m
2. University of Cumbria- £0.9m

Furness College - Rating Lane refurbishment (the Skills Hub)

3. Furness College: £1.6m

Nominal Financial profile (£, million)

	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Town Deal							
Match							
Total		0.43	9.34	5.67	0.80	0.09	

Actions taken to address project conditions

Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below

N/A

Delivery plan

Including details of:
- partnerships
- timescales
- planning permission and other milestones
- interdependencies
- risks and mitigation measures

Partnerships:
The capital works required for the project will be delivered in two parts with the University of Cumbria and Furness College leading on the new Barrow Island Campus and Refurbished Rating Lane campus, respectively. Once operational the two institutions will work together, governed by a Memorandum of Understanding to deliver the longer-term outcomes related to higher education participation and higher-level skills acquisition.

The New University of Cumbria campus on Barrow Island will be supported by a partnership with BAE Systems. BAE Systems own the site on which the new campus will be built, will provide match funding towards the capital costs and as well as a strategic partnership agreement incorporating taught programmes, commissioned research, provision of facilities and secondment of staff.

Timescales:
The Barrow Island site will seek planning approval in October 2021 with a view to approval in December 2021/January 2022, site clearance in Q1 2021 and construction work beginning in Q2 2022. The new campus building will complete in Q3 2023 and open in October 2023.

University of Cumbria – Barrow Island campus	
Milestone	**Date**
Planning application	October 2021
Planning approval	December 2021
Site clearance	Q1 2022
Construction work starts	April 2023
Practical completion	August 2023
Go-live (opening date)	October 2023

The Furness College refurbishment will take place in a building that is currently in use and consequently will be phased over a longer period to minimise disruption. A detailed milestones plan for the refurbishment works is currently being developed for the final business case.

Dependencies:
The new University Campus will require planning permission and pre-application discussions with Barrow in Furness planning department.

The Barrow island site is currently home to buildings occupied by BAE systems that will require clearance before construction can commence.

The refurbishment of the Rating Lane campus will not require planning permission but would need building regulation sign off.

Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.

Monitoring and evaluation plan*

Provide details on:
- how spending and delivery will be monitored against expected milestones and outputs and outcomes
- what Key Performance Indicators will be used
- arrangements for sharing of data
- the levers that are available to address any performance issues
- who will be responsible for evaluating success

Monitoring, evaluation and benefit realisation plan currently in development.

Housing Market Renewal

Project summary table
Project name: **Housing Market Renewal** Reflecting the Town Deal objective to improve the housing offer in Barrow and create better conditions for its residents this is a targeted high impact programme of renewal, piloting a series of upgrades to properties in need of refurbishment. The project will initially complete a programme of upgrades to homes and commercial properties in the Central area of Barrow (Rawlinson Street) as well as improving the quality of 279 homes in the Ferry Road Triangle, a deprived area with strong evidence of issues surrounding housing quality.
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): **£4.5m**
Towns Fund funding allocated (£, million): **£3.65m**
Outputs
Reported outputs include: ▪ Improvements 16 homes and 39 commercial properties on Rawlinson St ▪ Improvements to up to 280 residential properties in the Ferry Road Triangle, Barrow Island
Outcomes
Reported outcomes include: • Improved place perceptions for 51,600 residents/visitors • Up to 45 tonnes of CO2 reduction per year in Barrow • Improvements in housing condition and public realm will contribute to improved health and wellbeing of residents and help deliver strong, inclusive communities. • A more active property market with improved property prices, attracting further investment.
Cost-benefit projection: **TBC – model / calculations subject to QA process.**
Public match funding
Provide the total (£, million) and breakdown of sources: **£0.85m** Match funding is being provided from the Barrow Borough Council capital programme

Private match funding
Provide the total (£, million) and breakdown of sources N/A

Nominal Financial profile (£, million)							
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Town Deal							3.65
Match							0.85
Total		0.05	1.36	2.57	0.52	0.05	4.5

Actions taken to address project conditions
Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below N/A

Delivery plan
Including details of: - partnerships - timescales - planning permission and other milestones - interdependencies - risks and mitigation measures Barrow Borough Council (BBC) will be leading the Housing Renewal project for the Town deal. Project Management will be managed and monitored using the Council's standard project management template and dashboard (the "BRAG" document). The BRAG is a "live" document that will record the project timelines, progress against the programme, financial outputs, risks and issues, communication and engagement strategy, health and safety management etc. This will allocate a red, amber or green rating to each issue. Any issues flagged as red or amber will be reported to the Corporate Programme Board to allow appropriate corrective action to be taken. Additional staffing resources will be required to manage the project effectively and in particular to allow effective oversight of the delivery of works on site and liaison and engagement with residents and property owners. This resource will be capitalised through the Town Deal programme. The project team will manage the design team, consultants and contractors. This team will report into Barrow's corporate programme board and manage the engagement with property owners/occupiers.

Milestone	**Start**	**Completion**
Refresh surveys and spec for Rawlinson St	10/1/2021	12/30/2021
Public engagement / Obtain property owners consents	1/1/2022	4/1/2022
Planning consents for Rawlinson St	1/1/2022	4/1/2022
Procurement of contractor for Rawlinson St	1/1/2022	4/1/2022
Start on site Rawlinson St	5/1/2022	5/1/2022
Work on site Rawlinson St	5/1/2022	10/30/2022
Procurement of professional services Ferry Road Triangle	7/1/2022	8/30/2022
Survey works and specification Ferry Rd Triangle	9/1/2022	10/16/2022

Ferry Rd Public engagement / Obtain property owners consents	9/1/2022	12/15/2022
Planning consents for Ferry Rd Triangle	12/20/2022	2/18/2023
Procurement of contractor for Ferry Rd Triangle	10/20/2022	12/19/2022
Start on site Ferry Rd Triangle	3/1/2023	3/1/2023
Work on site Ferry Rd Triangle	3/1/2023	2/29/2024
Rawlinson St defects and retentions	9/15/2023	10/30/2023
Ferry Rd defects and retentions	1/1/2025	3/2/2025

Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.

Monitoring and evaluation plan*

Provide details on:
- how spending and delivery will be monitored against expected milestones and outputs and outcomes
- what Key Performance Indicators will be used
- arrangements for sharing of data
- the levers that are available to address any performance issues
- who will be responsible for evaluating success

Monitoring, evaluation and benefit realisation plan currently in development.

Marina Village

Project summary table
Project name: Marina Village The project will: ▪ Catalyse the regeneration of Barrow's waterfront area through the remediation of a large parcel of derelict industrial land and underutilised open space ▪ Revitalise the Town centre through the provision of new high-quality housing suitable for families and higher earning professionals at Barrow's major employers The Town Deal funds will be directed towards the following activities: • Assembling and clearing the remaining parcels of land on Marina Village that are not in Barrow Borough Council's control • Initiating the planning process for the areas of the identified Marina Village site that are outside of the current planning application boundary • Assessing the feasibility for the relocation of the recycling depot located to the east of the site and bringing it forward for redevelopment These activities will overcome the remaining barriers to establishing Marina Village as a complete site on which developers can bring forward viable housing developments. In parallel to the Town Deal activities, other sources of funding have been identified to: • Remediate an initial first phase of land (c.6ha) around the Salthouse Road access using £5.5 million from the Getting Building Fund • Provision of a new junction onto Cavendish Dock Road to facilitate a future second access to the south of the site • Relocation of an existing sub-station and cables to the east of the site
Business case appraisal
Provide details of how the business case has been appraised **Note: this section will be populated following conclusion of the business case assurance process and where necessary will include any recommended conditions.**
Total project value (£, million): All of Marina Village: Up to £9.65m – **final figure to be confirmed following agreement of final cost plan and scaling options** Town Deal directed site assembly: **£1.0m**
Towns Fund funding allocated (£, million): **£1.0m**

Outputs

Indicative outputs include:
 	
• The Town Deal project will support the acquisition and clearance of a number of plots which are currently in third party ownership – bringing the entire Marina Village site into Barrow Borough Council's control
• Subject to budget the Town Deal will also support:
  ▪ An extension of the Marina Village planning application/secondary planning application covering the remainder of the site
  ▪ A feasibility study into the preferred location for the recycling depot

Outcomes
Indicative reported outcomes include: • The site will be capable of accommodating up to 550 new homes and commercial properties • Approximately 7 hectares will be given over to a nature reserve for the benefit of Barrow's residents and visitors • The population, which is currently in decline, will be supported through the provision of more attractive and higher quality housing • Town Centre vitality will be improved by enlarging the population and allowing higher earning employees of the town's anchor employers to relocate their families into the town supporting retailers and the night time economy
Cost-benefit projection: **TBC following completion of Economic Case**
Public match funding
Provide the total (£, million) and breakdown of sources: Match funding sources already identified are: • Cumbria LEP: £5.5 million (Getting Building Fund) • Brownfield Land Release Fund: £1.5 million (awaiting decision) **Up to a further £1.65m would be required to complete the remediation of site ground conditions, subject to finalisation of costs plans and agreement on scaling options.**
Private match funding
Provide the total (£, million) and breakdown of sources TBC – see note above
Nominal Financial profile (£, million)
Profile to be confirmed on completion of final business case.

Actions taken to address project conditions
Provide details of actions taken to address any conditions that were attached to the project, where the condition was to provide a delivery plan this should be inputted in the section below **Condition:** Assurances on deliverability and further information on private sector investment once remediation is complete. **Actions taken:** A range of soft market testing has been undertaken in relation to Marina Village with developers indicating that site conditions and size made the development too great a risk to tackle alone but highlighting the opportunity to develop housing on a remediated site. A number of letters expressing interest in the site were provided as supporting evidence to the successful Getting Building Fund bid.
Delivery plan
Including details of: - partnerships - timescales - planning permission and other milestones - interdependencies - risks and mitigation measures As the authority with the most direct levers over the future of the site (e.g. planning, land ownership, leases etc) Barrow Borough Council to lead the project and manage the partnership between all the parties involved across the programme. Partners include: • Cumbria County Council - will deliver the remediation of Phase 1 using Getting Building Fund under contract with Cumbria LEP. • Homes England – the most likely source of any remaining match funding, BBC are engaging with Homes England over the level of remediation that may be required to finish assembling and preparing the site for disposal to private sector developers. **Note: Final project business cases will include a full risk register, covering remaining development tasks and project delivery, including the achievement of project outputs/outcomes. A separate report is provided within the Board papers (Item 7, Appendix C) highlighting the key development risks and mitigations for each project.**
Monitoring and evaluation plan*
Provide details on: - how spending and delivery will be monitored against expected milestones and outputs and outcomes - what Key Performance Indicators will be used - arrangements for sharing of data - the levers that are available to address any performance issues - who will be responsible for evaluating success Monitoring, evaluation and benefit realisation plan currently in development.