

#brilliant
BARROW

**Barrow Town
Investment Plan**

Foreword



Steve Cole

Chair of Barrow-in-Furness Town Deal Board

Barrow-in-Furness has an exciting future within its grasp: our town is home to some of the most sophisticated industries imaginable, at the forefront of the clean growth revolution, enjoying a natural environment that is second to none and a close-knit community with a real sense of identity.

We are proud of our town and see these attributes as vital foundations for inclusive growth; bringing real benefit for our communities and the wider UK.

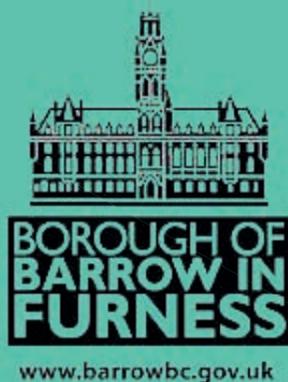
But we are not without our challenges. Many of our residents face real difficulties around health, accessing employment and housing; this affects well-being and life choices. Many of our young people choose to leave the town to access opportunities or experiences elsewhere. Businesses also report skills gaps restraining growth, and the town has very low levels of entrepreneurship. Our enabling infrastructure such as housing, employment sites, town centre offer, transport and digital connections require investment to ensure Barrow is attractive as a place to live, work and invest.

We want to ensure that Barrow is a town for everyone, where residents can fulfil their aspirations, where young people choose to live, and where businesses can invest and grow. Our Brilliant Barrow Town Deal proposals seek to achieve this.

Working with a wide range of partners, supported by a continuous process of engagement; we have identified a programme of investment that can make a real difference to enhance quality of life, help people develop skills and improve their life chances, support businesses to start and grow, to improve our housing offer and to promote inclusive and active forms of travel.

These projects will make a real difference in enabling Barrow to embrace the opportunities ahead of us and address the challenges we face.

Working collectively, we are ready to deliver an ambitious Town Investment programme which, with the support of Government, will secure a brilliant future for Barrow.



**Barrow
Town Investment Plan
July 2020**





Contents

1. Executive Overview	06
2. Introducing Our Town	10
3. Issues and Opportunities for Barrow	26
4. Our Shared Vision	50
5. Our Town Investment Plan	70
6. Our Approach to Delivery	96
7. Acknowledgements	104

Executive Overview



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:

Our vision is underpinned by three pillars which cut across ten strategic objectives. These lie at the heart of our investment approach and will drive positive change through collective action:

- Inclusive economy
- Clean growth
- Healthy places

“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 collective understanding of the issues and opportunities which lie ahead of Barrow provide the foundation for five thematic intervention areas, establishing focused areas for collaborative action and a set of prioritised short-term Town Deal investments which will unlock our potential:

- Nurturing People & Skills
- Thriving Places
- Supportive Business Environment
- Clean Growth Potential
- Critical Infrastructure

We want to build on and support our successes and strengths, and the existing good work of the private, public and third sector. Stakeholder engagement is at the heart

of our approach and we have coalesced our community spirit around a #BrilliantBarrow campaign which has provided a successful platform to engage community voices in the development of our Town Investment Plan. This, alongside extensive public, private and Third sector engagement, has developed buy-in, ensured alignment and forged effective linkages to existing and proposed activity. Working collaboratively, we will use Towns Funding to lever and maximise investment and catalyse a step change in the fortunes of Barrow's economy.

Our ask is for £29.9m of investment to deliver a bold transformational programme over the next 20 years framed around seven priority projects:

Barrow Learning Quarter – a new University Campus in Barrow providing higher level skills alongside a new Skills Hub to meet the need for advanced academic and technical skills and attract people to study and live in the town

Community Wellbeing Hubs & Earnse Bay Outdoor Centre – a network of hubs used by local people to develop skills, access services and come together to build thriving communities, and a new outdoor facility providing access to open spaces and outdoor education

Business & Enterprise Support – a holistic package of support available to local businesses and entrepreneurs to maximise private and social enterprise potential and exploit supply chain opportunities in the town

Housing Renewal – a programme of renewal and renovation to improve residential properties alongside investment in public realm and commercial shop fronts to deliver health, wellbeing and environmental improvements

Marina Village – remediation of a major strategic housing site which will enable the private sector to come forward and deliver the Masterplan to widen the housing offer and improve perceptions of Barrow

Place Development – the project will underpin the major investment being delivered in Barrow through Towns Fund and aligned initiatives through place promotion activity and culture and leisure provision to attract residents, businesses, investors, students and visitors to Barrow to access Barrow's enhanced offer

Local Cycling & Walking Infrastructure – a transformative programme of walking and cycling infrastructure improvements which will drive local demand, provide health and well-being benefits, improve access to services and put Barrow at the forefront of active travel in the UK.

Over the lifetime of the Town Investment Plan we will benefit 51,600 residents directly and generate:

- £63.2 million in additional GVA
- £20.7m Social Return on Investment
- £19.9m Land Value Uplift
- £27.3m WEBTAG benefits
- 810 tonnes of CO2 equivalent savings.

We estimate these investments will return £4.4 in additional benefits for every £1 of Towns Fund investment.

Our partners are committed to the successful delivery of the Brilliant Barrow Investment Plan and have demonstrated this through active participation in the plan development process and clear project sponsorship. Our project delivery partners have a strong track record of delivery and technical competence. The robustness of our approach is underpinned by a series of Strategic Outline Business Cases.



Our Investment Plan represents a transformational opportunity for our town. Working collectively with our community, public, private and third sector partners, with the support of Towns Fund, we will reveal the brilliance of Barrow.

2

Introducing Our Town

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.



Figure 2.1: Barrow's sub regional Context

Barrow in Context

The Barrow Town Deal area covers the built-up urban core of Barrow, as well as parts of Walney Island and the urban fringe to the east of Walney Channel.



Key statistics:



Barrow contributed £1.53bn in GVA to the UK economy in 2018



Barrow is home to 67,100 residents

77% of borough residents live in the Town Deal area



Barrow hosts 31,430 jobs
89% of jobs are within the Town Deal area



Figure 2.2: Barrow in Context

Our Evolution

Powered by industry

The opening of the Furness Railway in 1846 was the first significant step which drove the phenomenal growth of Barrow-in-Furness from a small fishing and farming village of circa 150 residents to a Victorian boom-town. The railway was built to transport iron ore from nearby Dalton and slate from Kirkby to the port at Barrow. The creation of a local ironworks and blast furnaces in 1859, followed by a steel plant in 1865, drove Barrow's subsequent growth for the next 30 years.



Adapting through specialisation

As competition and diminishing returns made Furness ore extraction and steel making more expensive, Barrow transformed itself from a steel town to a shipyard town, facilitated by Barrow's natural attributes including a tidal port and the availability of steel. The town developed into a significant producer of naval vessels, with a specialism in submarines. The onslaught of World War 1 accelerated population growth further, reaching a peak of 90,000 residents in 1917.



Navigating adversity

The ironworks closed in 1963, followed by the steelworks in 1983. The shipyard continues to be the dominant industry in the town to this day although the cyclical nature of defence spending contracts has contributed to peaks and troughs in the workforce over time, with a significant downturn at the end of the Cold War in 1991 contributing to high levels of unemployment in the town and population decline as the shipyard workforce shrank to 5,800 in 1995. The economic and social consequences of this mass redundancy programme is still felt in the town today as shown by concentrations of deprivation, benefit dependency and low levels of aspiration.



World class ingenuity

Barrow is a centre of excellence in marine engineering. The shipyard in Barrow has constructed numerous civilian ships from ocean liners for the likes of Cunard Line, Orient Line and P&O amongst others, oil, gas and LNG tankers, to cargo ships; numerous naval surface ships including the iconic Royal Navy aircraft carrier HMS Invincible; and some of the world's most advanced submarines. The BAE Systems' site at Barrow is now developing the Royal Navy's cutting-edge attack submarines, the Astute class, four of which are completed and a further three are under



construction. The site is also at the centre of a major national defence programme to develop a new generation of nuclear deterrent submarines (the £40bn Dreadnought Programme) with a full order book until 2050 and beyond, placing Barrow at the forefront of shipbuilding and innovation in the UK. There are currently some 8,500 workers directly employed by BAE Systems in Barrow in addition to a large contractor workforce and indirect jobs created through the supply chain.

Progressive Diversification

Barrow is an active player in Britain's energy supply chain and home to one of the largest wind farms in the world. The transferability of Barrow's skills in advanced manufacturing, combined with energy assets such as the Morecambe Bay gas fields, renewable wind power resources, and supply chain links to nuclear power have facilitated growth in the energy sector and provide significant scope for further diversification and growth in the future.



Orientation of our Town

Barrow was one of the UK's first planned towns, characterised by a distinctive Victorian character including a grid iron plan of terraced streets, wide tree lined streets and use of local materials such as red sandstone. Notable features include:

Barrow Town Centre & Surrounds: Barrow is the main commercial, retail and cultural centre serving adjacent borough settlements including Dalton and Askam, and the wider Furness Peninsula. Dense terraced housing can be found within the town centre and surrounding Parkside and Risedale wards. Former industrial sites in Hindpool including the dry dock, the Barrow Jute Works and the Barrow Steel Works, have been redeveloped over the years to include a mix of uses including out-of-town retail parks, Furness Business Park, the Dock Museum, Furness College and emergency services.

Industrial Development: extends along the A590 through Ormsgill including the Kimberly-Clark paper mill.

Surrounding neighbourhoods: Barrow's suburbs extend to the North to Hawcoat, to East to Newbarns, Holbeck and Roose, and onto Walney. Furness General Hospital is located to the north of the town in Hawcoat. New housing developments have taken place across the town in recent years on redundant school sites and on greenfield land in Holbeck and Hawcoat.

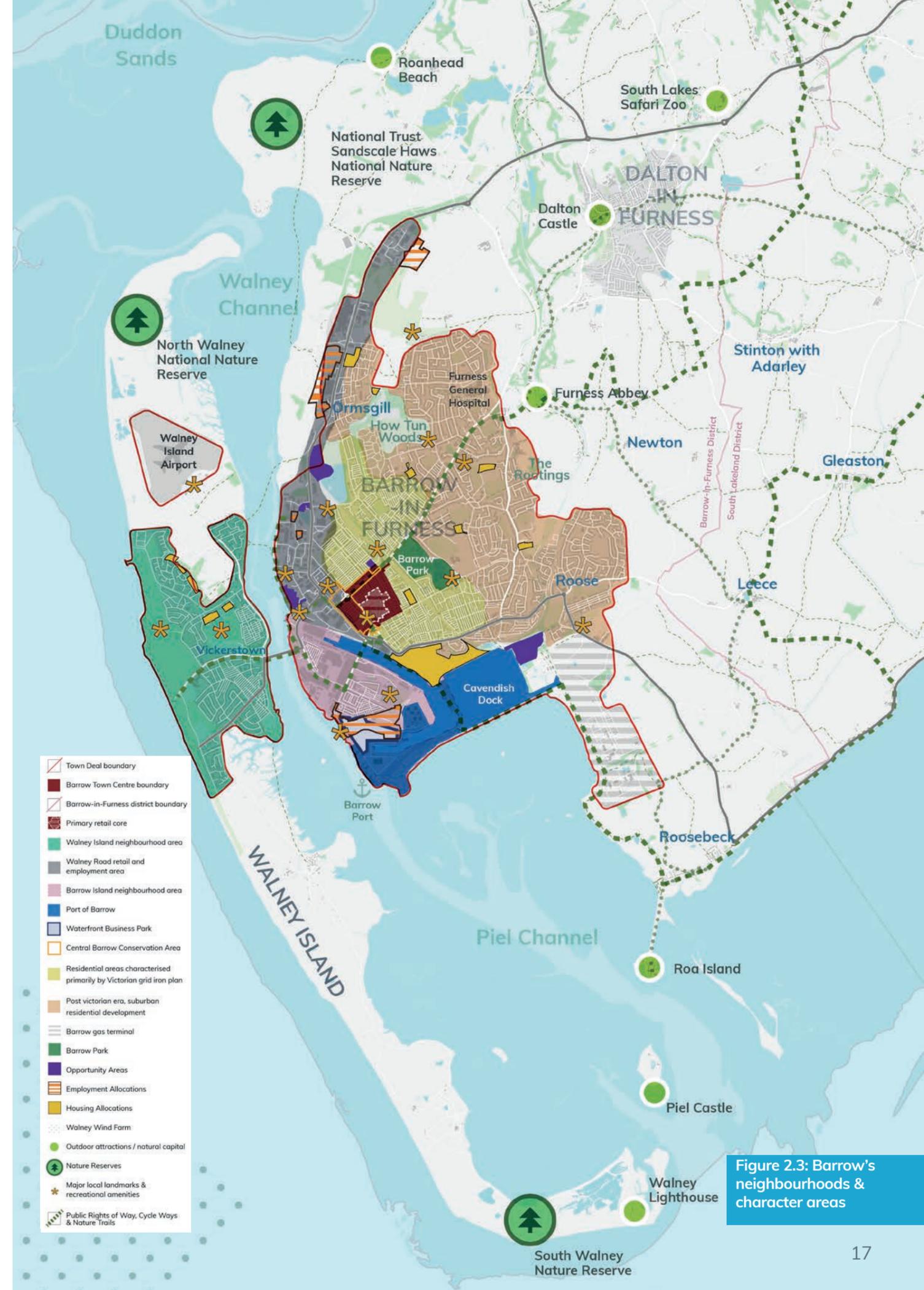


Figure 2.3: Barrow's neighbourhoods & character areas

Barrow Island: Barrow Island accommodates the majority of Barrow's shipyard around the Devonshire Dock Hall complex. Barrow Island is a conservation area, with many listed buildings including shipyard buildings and tenement houses. The Port of Barrow is operated by Associated British Ports and consists of four docks: Buccleuch Dock, Cavendish Dock, Devonshire Dock and Ramsden Dock. The new Waterfront Business Park is currently being developed adjacent to the Port.



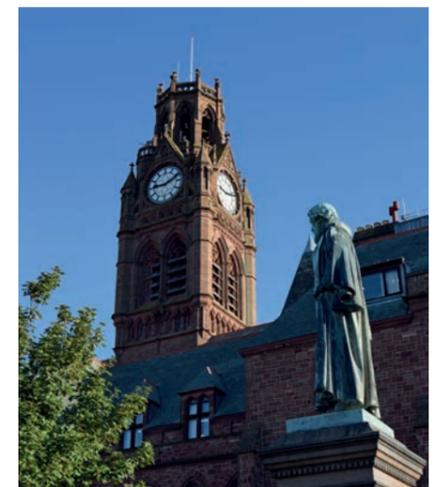
Barrow Park: a 45-acre public park designated as Grade II on the Historic England's Register of Historic Parks and Gardens. The award winning park provides crown green bowling facilities, a putting green, boating lake, display glasshouse and children's play facilities, including a miniature railway.



Walney Island: connected to the mainland by Jubilee Bridge and home to c.15% of the borough's population, many of whom live in Vickerstown, a Victorian planned estate built to house shipyard workers, which has conservation status. Walney provided the inspiration for the fictional Island of Sodor in the famed Thomas the Tank Engine books. Two nature reserves lie to the south and north of the island. The coast off Walney is framed by five offshore wind farms, including Walney Wind Farm which is one of the largest offshore wind farms in the world.



Central Barrow Conservation Area: including prominent buildings, landmarks and heritage assets within three-character areas: Dalton Road, Town Centre & Duke Street; Hindpool Road and Harbour Side; and Abbey Road and Station Approach.



Our People

We have a distinctive shared identity as 'Barrovians', underpinned by a strong sense of community spirit and belonging and a willingness to help each other. Our community and voluntary sector is second to none in creating positive differences to the communities they serve.

We celebrate the people who have shaped our growth and will define our future prosperity. We want to inspire our future leaders by ensuring all residents have equal access to opportunities, and that our young people are equipped with the skills, knowledge and aspiration to be the best they can be.

We are proud of our town, but we recognise there is much to be done to make it an even better place to live. In developing our Town Investment Plan, our **#BrilliantBarrow** campaign celebrates all that is great about our town and coalesces our community spirit to take collective ownership of the actions contained within the Plan to facilitate our success.



Our Strategic Assets

Our strategic assets frame our growth potential. The Town Investment Plan seeks to capitalise on these assets as drivers for growth.

Our World-leading Sectors

Barrow is home to a growing economy underpinned by world-class marine, advanced manufacturing and energy sectors. These specialisms will support Cumbria's Local Industrial Strategy ambitions for advanced manufacturing and energy sectors.

Barrow provides the gateway to Britain's Energy Coast. The town has a major role in energy production, with expertise in gas, wind and nuclear energy. Further opportunities for growth including future rounds of offshore wind licensing, tidal generation potential, biomass

and micro hydro opportunities, hydrogen gas, and carbon capture and storage solutions.

Enabling sectors such as professional services, logistics, culture and digital, and visitor economy facilitate a supportive business environment in Barrow, whilst foundational sectors such as health and social care, education and retail are important in meeting the needs of our population and enhancing our quality of life.

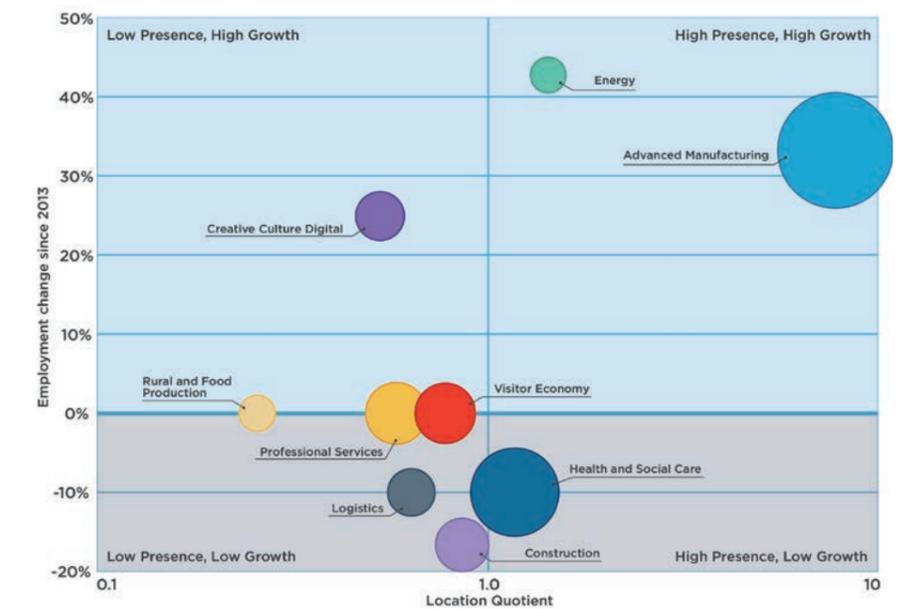


Figure 2.4 Local Industrial Strategy Sectors: Growth & Specialisation in Barrow
Source: BRES, ONS (2019)

Strategic Infrastructure

Barrow's physical isolation frames the need for vital and resilient transport connections to suppliers and markets to ensure our economy can function efficiently. Key assets which support our connection to the world include:

- **Road:** our strategic road network includes the A590 linking Barrow to the M6 and Kendal, and the A595 linking Barrow to the west coast and Carlisle
- **Rail:** connecting Barrow to Lancaster via the Furness Line and onwards to Manchester Airport and London via the West Coast Main Line, and the Cumbrian Coast line connecting Barrow to Carlisle via the west coast, including Whitehaven, Sellafield and Workington



- **Sea:** The Port of Barrow is operated by Associated British Ports and handles 110,000 tonnes of traffic per annum serving the energy and manufacturing sector. The Port is home to five Operation and Maintenance bases for wind farms located off Barrow's coast. The Port also has the potential to accommodate cruise vessels enabling visitors to access South Cumbria and the Lake District National Park. The Port has the potential to further grow its annual contribution to the UK economy
- **Air:** BAE Systems own Walney Airfield, connecting Barrow to locations across the UK through private flights serving BAE Systems, MoD,



and industry partners. The airport has recently undergone redevelopment and expansion, including a new terminal and air traffic control tower. The Lakes Gliding Club also operates local leisure flights out of the airport.

The provision of strategic sites is crucial to securing investment and facilitating business start-up and growth. The development of Waterfront Business Park is helping to meet requirements, offering a range of serviced development plots. A new managed business centre recently opened on the site will provide valuable grow-on space for local businesses and investing companies.

We need to maximise our strategic infrastructure assets as enablers of growth

- **Digital:** Barrow is well-served by superfast broadband and 4G mobile coverage.

Our Anchor Institutions

Our anchor institutions are those institutions which are strongly rooted in Barrow, providing significant scale in employment and spend and holding land and assets. These include Barrow Borough Council and Cumbria County Council, education providers such as Furness College and the University of Cumbria, public service providers supporting health and well-being such as University Hospitals of Morecambe Bay Trust, Cumbria Police and Cumbria Fire & Rescue, and major employers such as BAE Systems. Our Town Deal Board brings together our anchor institutions alongside strategic partners such as the Cumbria Local Enterprise

Partnership, Cumbria Chamber of Commerce, the Department of Work and Pensions, and representatives of our community, voluntary and business communities. Together, we are working collectively to maximise opportunities, remove barriers to growth, and align investment.

Through the Town Investment Plan, we will lever our anchor institutions and strategic partnerships to support community wealth-building by developing the connections between Barrow's economy, wealth creation and our residents. We will work in partnership with our anchor institutions to explore

how we can build a better economy and deliver a range of local economic, social and environmental benefits through their activities and spend. Our anchor institutions can create 'sticky capital' within Barrow, which enables us to keep money within our local economy by supporting local businesses and local people, facilitate a circular economy, and support the realisation of social and economic value from investment to ensure no-one is left behind.



Natural Capital

Barrow has a wealth of natural capital which makes the town an attractive place to live and work. The RSA Heritage Index scored Barrow as one of the highest in the country, rich in landscape, natural and industrial heritage assets. The town is framed by 60km of coastline and the spectacular Lake District fells. It is home to some of the most important wildlife habitats in Europe. Designated sites include the world-renowned Walney North and South Nature Reserves, which, alongside Duddon Estuary and Sandscale Haws, are all Sites of Special Scientific Interest. Parks and open spaces include the centrally located 45-acre Barrow Park alongside playgrounds and allotments. The abundance of beaches and waterfront supports cycling, walking and adventure sports such as kite surfing.



Heritage Value

Barrow has one of the highest levels of heritage assets in the country but with low levels of heritage activity, indicating the potential for leveraging growth.

Our heritage assets include:

- The impressive ruins of Furness Abbey are a popular visitor attraction. Built in the 12th century, Furness Abbey was one of the richest monasteries in England before it was destroyed in 15th Century. The Abbey contains multiple Grade 1 listed buildings and structures and is managed by English Heritage
- Piel Castle situated on Piel Island, built in the early 14th century and managed by English Heritage
- The Barrow Island conservation area with historic shipyard buildings and tenements

- Numerous listed buildings along Abbey Road and Duke Street, the main thoroughfares of the Victorian planned town, part of a Heritage Action Zone overseen by Historic England
- Barrow Park recognised as a Grade II listed park on the Register of Historic Parks and Gardens by Historic England

The Dock Museum provides an important role in conveying the history of the town, focusing on shipbuilding, steelworks, the Furness Railway and wartime Barrow. The Museum has recently secured £1m in Heritage Lottery funding, matched by private, public and third sector organisations which will celebrate our 'Shipyard Town'.

Our heritage assets will be a catalyst for wider regeneration and help breathe new life into our town.



Issues and Opportunities for Barrow

Barrow has a positive future within its grasp, led by the sheer scale of investment in the national submarine programme and the potential for growth leveraging our clean energy assets. However, if we are to fully capitalise on these opportunities, we need to tackle the barriers holding us back from achieving maximum local economic impact and inclusive growth.

Our Brilliant Barrow Investment Plan, alongside other aligned initiatives, seeks to secure investment to ensure all parts of our community can benefit from the strategic opportunities for growth.

The Investment Plan is focused on a long-term strategy for change in recognition that we have entrenched barriers holding back our potential. Our plan and our priority projects are responsive to the emerging impact of Covid-19 and is focused on driving resilience into our economy to enable us to learn from our experiences and recover and build back stronger than ever as a more cohesive, innovative and digitalised community. We have focused our resources in the short-term to ensure we are responsive to the opportunities that lay directly ahead of us to drive long-term transformation.

We have distilled our issues and opportunities for Barrow into five core areas:

1. Nurturing People & Skills
2. Thriving Places
3. Supportive Business Environment
4. Clean Growth Potential
5. Critical Infrastructure



1. Nurturing People & Skills

We have to ensure Barrow offers good jobs and greater earning power for all

Barrow is home to 67,100 people, of which 77% live within the Town Deal area. We need to create a strong talent pipeline to fuel our economy and the opportunities that lie ahead of us. Our major investments require higher level skills to support growth. We need to align our supply of skills with the demand for skills in the town, to ensure our residents can access high quality job opportunities. We need to bridge the gap between need and opportunity in Barrow to enable our residents to access the benefits of economic growth and improve life chances.



Building on our success

- A programme of investment in our education system has supported three primary schools to be rebuilt or refurbished through a £12.8m scheme; a new £22.5m campus at Furness Academy, and £47m invested in modern college facilities at Furness College, including a new Advanced Manufacturing Technology Centre which received £1.426m in Local Growth Fund support
- Furness Education and Skills Partnership was established in 2011, bringing education providers and business together with a shared ambition to equip local young people with knowledge, skills and aspirations aligned to current and future job opportunities. FESP facilitates projects and events to support enterprise, innovation and skills development such as Skills Fest, Furness Big Bang Fair, Building My Skills, the Barrow Engineering Project and Happy and Healthy Lifestyles
- There is a greater propensity towards apprenticeship destinations in Barrow and we have one of the highest numbers of apprenticeship starts in the country, ranking 34th out of 533 parliamentary constituencies in 2018/19
- BAE Systems STEM Ambassadors deliver a range of activities from Key Stage 1 to Key Stage 5 to increase interest in STEM subjects and careers, increase aspiration and attainment, increase employability skills, enhance knowledge
- Locally responsive Third Sector initiatives which work with young people and adults furthest from the labour market such as Drop Zone, the Well, and the Building Better Opportunities programme

Key Strengths

- We have strong social capital which binds our community together with a sense of belonging and a community support network clearly evident in times of crisis such as the recent pandemic
- Barrow's job opportunities in cutting edge advanced manufacturing and energy sectors attracts workers from across the UK and provides a progression route to higher earnings
- We have a strong intermediate skills base, with 34% of our residents holding NVQ L3 and Trade Apprenticeship qualifications (compared to 20% in England). We have an excellent vocational education offer and a greater propensity towards apprenticeship destinations amongst our young people
- We have an emerging platform of Higher Education provision to build upon. This includes provision currently delivered within Furness College through accredited links to the University of Cumbria, Lancaster University and UCLAN. The University of Cumbria also directly supports major employers including delivering courses to BAE Systems and the University Hospitals of Morecambe Bay Trust.

Key Challenges:

- Declining population, which is predicted to continue, with a net loss of young people leaving to study and work elsewhere who may not return; combined with an ageing population structure, which is presenting Barrow with a tightening labour supply
- Below average rates of labour market participation, with economic activity rates 13 percentage points below the national average, and barriers preventing participation including high levels of long-term sickness
- Mismatch of skills and occupations, with Barrow workers earning 11% more than Barrow residents indicating our residents are failing to grasp the higher-level employment opportunities presented by economic growth. Only 33% of our residents are employed in higher level occupations, 15 percentage points below the national average
- Skill gaps and shortages are holding economic growth back, 17% of Cumbrian employers report skill gaps and 31% of all vacancies are defined as skill-shortage vacancies. Consultation with major employers in the town highlight the scale of the

skill shortage challenge they face, and the difficulties experienced in attracting talent to the area

- Barrow is an identified higher education 'cold spot' with below average participation in higher education in the face of increased demand for higher level skills. Only 30% of our population hold degree level qualifications, compared to 44% in England; and only 13% of our 16-18 year olds pursue higher education destinations which is significantly lower than the national average (35%)
- High levels of disadvantage in our communities, impacting on educational performance, aspirations and life chances. 30% of

our LSOAs in the Barrow Town Deal area are within the 10% most deprived nationally; 13% of all children live in workless households; and social mobility is low, ranking 280th out of 324 local authorities

- Health inequality is a significant feature, with Barrow ranking 4th out of 317 local authorities in England on the health deprivation index. Life expectancy is lower than the national average and there is a significant life expectancy gap between the most deprived areas and the least deprived areas of the borough.

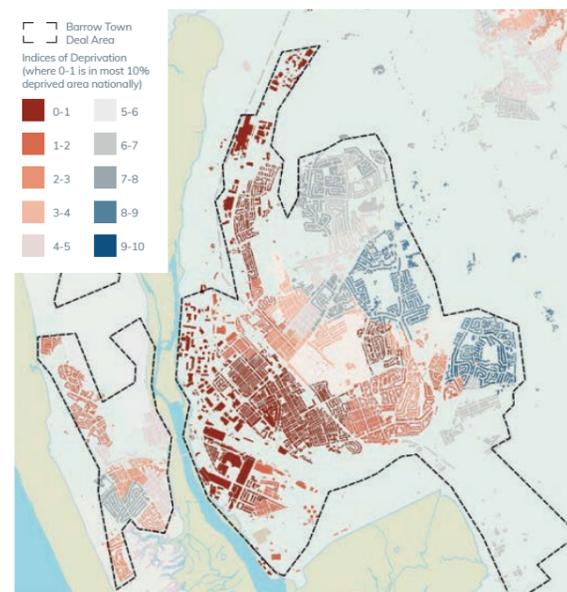


Figure 3.1 Index of Multiple Deprivation in Barrow, 2019

Source: English Indices of Deprivation, 2019

The impact of Covid-19 on our people

Barrow-in-Furness' population has been disproportionality impacted by Covid-19 in terms of health and mortality. ONS data on Covid-19 death rates per 100,000 people between March 2020 and May 2020 reveals a rate of 104 in Barrow, relative to 82 in England.

Analysis of health exposure to Covid-19 reveals that Barrow is exposed on the basis of the proportion of the population aged 70+, and significantly exposed as a result of the levels of health deprivation in Barrow. Deprivation increases the impact of Covid-19 through a range of factors including overcrowding, income, employment, disability and health status – all of which are present in Barrow and will have played a part in the exposure of Barrow to the worst of Covid-19 health outcomes. Furthermore, the role Covid-19 has played in delaying hospital appointments will inevitably take its toll in longer term health outcomes.

The Coronavirus Job Retention policy has sought to reduce the rates of redundancy. The sectoral composition of the town has contributed to a lower rate of furloughed workers in Barrow at 154 per 1,000 working age residents compared to 184 in England.

Despite the Coronavirus Job Retention policy there has been an immediate increase in unemployment in the UK. In Barrow there has been an increase of 69% in the number of people seeking Job Seeker's Alliance and Universal Credit between March 2020 and May 2020. Young people in particular have been most affected, with a claimant rate for 18-24 year olds of 10.2% in Barrow compared to 8.7% in the UK. The negative effects of economic recessions on people's mental health are well-evidenced, with worries about employment, finance and debt putting a significant strain on well-being.

Due to its employment composition, Barrow-in-Furness has been insulated from the worst economic impacts of Covid-19. However, due to societal exposure factors the town has borne the brunt of some of the worst health impacts of Covid-19 nationally.

School closures are likely to accentuate the socio-economic divide in educational attainment. Research by the Institute for Fiscal Studies found that children from better off families are spending 30% more time on home learning than those from poorer families. Children have been dependent on parental time and ability, and access to digital infrastructure, during lockdown to support home learning, and Barrow has high concentrations of deprived families where this support will be lacking.

2. Thriving Places

We want Barrow to be a prosperous town that is sustainable, safe and offers a high quality of life

The character of our neighbourhoods is defined by distinctive housing:

- Dense Victorian grid iron terraces in the town centre, historic tenements of Barrow Island and the planned workers housing of Vickerstown
- Large Council estates offering terraced, flats and semi-detached housing across Risedale, Newbarns, Ormsgill, and Walney, many of which are now in private ownership

- Spacious tree-lined avenues framed by affluent town houses along Abbey Road and around Croslands and Hawcoat
- Infill housing estates from the 1980s onwards, such as Ratings Village on Flass Lane and Beacon Hill
- Edge of town new housing estates offering lower density detached and semi-detached housing in Holbeck and Hawcoat

We need to ensure that Barrow offers a choice of good quality housing that is sustainable and affordable. The Local Plan identifies a number of housing sites in locations across the town providing a range of development opportunities to deliver a wide choice of new housing, which when combined with regenerating the older and poorer quality housing, particularly in the town centre, will provide this offer. In addition a number of previously developed Opportunity Areas suitable for housing and mixed use development have also been identified to support sustainable growth.

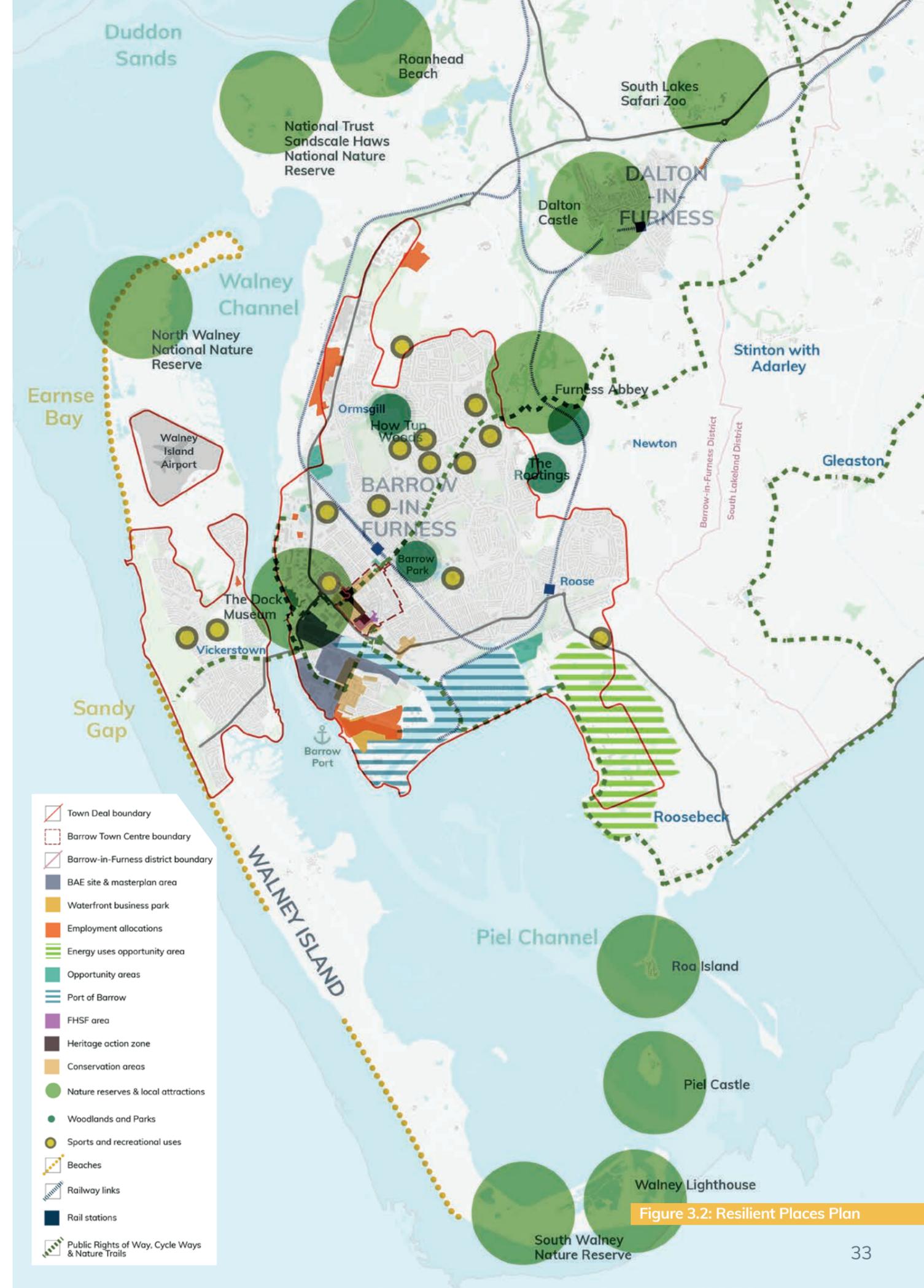


Figure 3.2: Resilient Places Plan

Building on our success

- Barrow Library has secured £1.2m from Cumbria County Council to modernise and expand the offer
- The emerging 'Barra Culture' £2.575m programme will support creative people and places activity
- Barrow is part of the Morecambe Bay Cultural Compact awarded in 2019 by the Arts Council
- The recently secured £1m National Lottery Heritage Funding for the Dock Museum which will focus on the shipbuilding and engineering heritage of Barrow
- The new Alfred Barrow Health Centre opened in November 2019 after a £14m refurbishment. The new centre brings together a number of primary and community health services adjacent to a new ambulance station serving the area
- The Re:discover Barrow Heritage Action Zone will restore and enhance the local historic character and support sustainable economic and cultural growth on and around the high street in the Central Barrow Conservation Area
- The Barrow Business Improvement District (BID) is a five-year scheme set up in 2016 to promote and regenerate Barrow's town centre
- Historic programme of housing market renewal resulted in 300 houses subject to stock condition improvements and 180 properties cleared to facilitate the development of new housing aimed at improving choice and increasing demand
- Barrow Island Flats is a £3.4m loan programme to bring empty properties back into use, improve the quality of accommodation and stimulate demand for the flats alongside an environmental improvement programme around the flats
- The Central Barrow Townscape Heritage Initiative scheme has facilitated a high quality pedestrianised and landscaped environment in the town centre .

Key Strengths

- Strong housing growth agenda is being pursued through delivery of the Local Plan including the creation of a new neighbourhood at Marina Village to deliver aspirational and quality housing
- Our unique natural capital which includes international and national designations including Duddon Estuary and Morecambe Bay and two National Nature Reserves
- Heritage value including the 12th century Furness Abbey, the 14th Century Piel Castle, our distinctive Victorian character and maritime history assets
- Significant potential to develop tourism activity around coastal and marine assets, heritage assets and maritime history and underpin our investment proposition to residents and businesses
- Improving access to good quality health care through the delivery of the new Alfred Barrow health centre and provision of seed funding to facilitate new hospital facilities at Furness General Hospital.

Key Challenges:

- Barrow's town centre is facing a significant vitality and viability challenge, with reduced footfall, a high proportion of vacant units (around 17% and rising) and competing pressures from e-commerce and out-of-town retail
- Areas of high and entrenched deprivation remain, with Barrow ranking 31st out of 317 local authorities in England on the Index of Multiple Deprivation, and 30% of LSOAs within the 10% most deprived areas nationally
- Barrow has high levels of health deprivation, ranking 4th out of 317 local authorities, affecting quality of life and life expectancy
- Lack of variety in the housing offer, with c.50% terraced and 45% built pre-1919, to meet the aspirations of residents and workers and to meet the needs of an increasingly ageing population. Whilst Barrow has experienced growth in housebuilding, far fewer dwellings are being constructed relative to the size of the population at 18 net additional dwellings per 10,000 residents compared to 43 across England
- The number of brownfield sites which are currently vacant which represent redevelopment opportunities, but carry significant remediation costs and site constraints which need to be addressed
- Poor quality and overcrowding in private housing stock contributing to poor health outcomes. c.20% of privately owned and privately rented housing in Barrow have category 1 Housing Health and Safety Rating System hazards
- Poor perception and image of Barrow deterring investment
- Low quality of the built environment in some parts of town, including a lack of open and green space in the town centre
- Barrow has limited access to cultural facilities which detracts from our quality of life offer and our ability to attract young people and working age residents into the area.

The impact of Covid-19 on our communities

Covid-19 has deprived local high streets of consumer spending – initially as a result of the Government mandated lockdown, but set to continue due to a recession induced contraction in consumer spending.

At the end of April, spending in Barrow-in-Furness had dropped by 27% since the end of March, and more importantly a 61% drop in non-grocery spending has put an already fragile town centre in an even more precarious position.

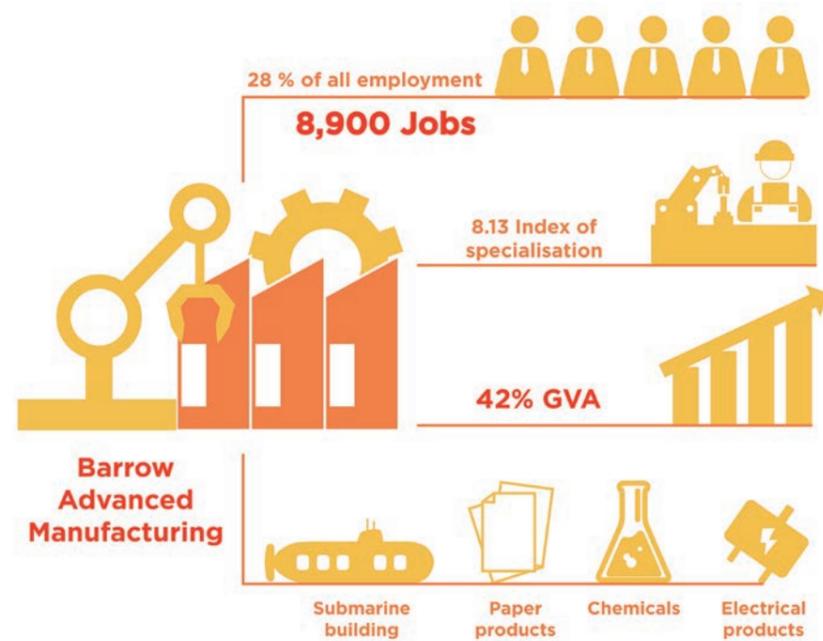
The profile Barrow received in the national press due to the exceptionally high number of confirmed Covid-19 cases has impacted upon the external perception of Barrow and had a negative impact on investor confidence. Further analysis of the results found that the high number of cases was reflective of early and proactive testing by UHMBT which is testament to the strength of our healthcare system.

3. Supportive Business Environment

We need to make Barrow the best place to start and grow a business and capitalise on our ideas

The advanced manufacturing sector in Barrow is a large and strategically important sector which will drive productivity growth and competitive advantage, and provide the foundation for growth in other areas of our economy. Barrow is a centre of excellence for marine engineering and the UK submarine industry.

We recognise that our fortunes are inextricably linked to national defence policy and spending patterns. We need to ensure our businesses are resilient to change by strengthening their competitiveness within existing markets and support them to diversify into new markets.



Our economy is distinctive in that it has seen its productivity gap per head narrow in the past 10 years, driven by productivity gains in high value sectors such as manufacturing which accounts for 42% of our total GVA. However, the productivity gap within sectors is significant, and our sectors are considerably less productive than their national counterparts. This can be attributed to a range of factors such as sub-sector composition, skills and occupational profile and shortages, technology adoption and innovation intensity, business ownership and size structure.

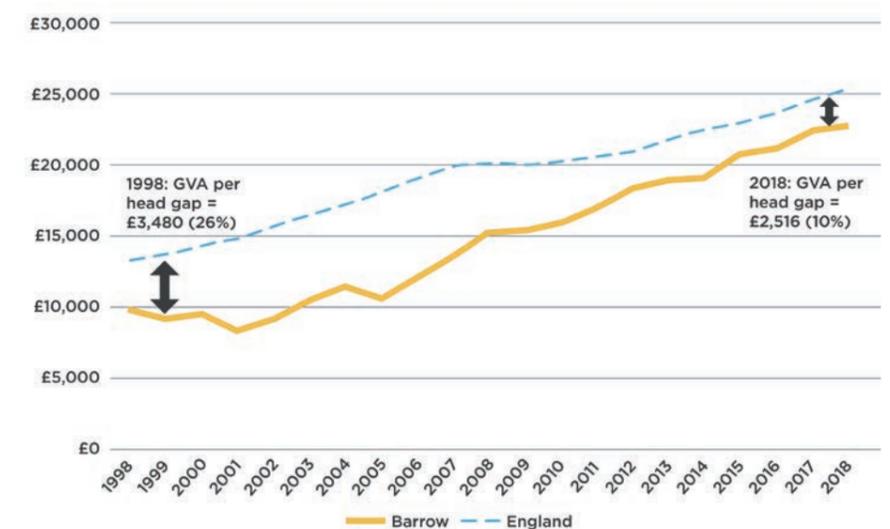


Figure 3.4 The Productivity Challenge
Source: Regional GVA (Balanced), ONS, 2019; Population Estimates, ONS, 2019





Building on our success

- Barrow is at the centre of a national programme to develop a new generation of nuclear deterrent submarines. The £40 billion Dreadnought Defence programme offers significant associated supply chain and spend opportunities. The BAE Systems site is undergoing major redevelopment to provide a range of new and upgraded capabilities to deliver this programme of investment
- Kimberly-Clark, the paper mill producing products for international brands such as Kleenex and Andrex, is currently undergoing a £85m investment programme to improve production and drive manufacturing efficiencies
- Barrow has a cluster of globally oriented innovative manufacturing firms that supply to the nuclear and offshore wind, oil and gas sectors such as Siemens Sub-Sea and James Fisher Nuclear.

Key Strengths

- Presence of high value sectors which can support growth in the economy. The manufacturing sector accounts for 42% of Barrow's economic output as measured by GVA. Barrow has several 'best in class' firms delivering high levels of productivity
- Barrow has well-defined employment clusters in advanced manufacturing and energy which define our value proposition to investors and provide a magnet for innovation and skills
- The presence of supply chain opportunities including BAE Systems can support local SME involvement
- Our global companies are export-oriented, with the largest exported commodity (machinery and transport) exporting predominantly to non-EU countries
- Innovation excellence in nuclear shipbuilding and energy held by key businesses such as BAE Systems, James Fisher Marine & Sub Sea, Siemens Subsea, and Forth Engineering.

Key Challenges:

- The economy is strongly reliant on a very small number of businesses. The two largest employers – BAE Systems and Furness General Hospital – directly employ 35% of total jobs in Barrow with more jobs in the supply chain. These employers are strongly affected by government policy decisions which makes Barrow vulnerable to fluctuations in public sector spending
- Whilst Barrow has a small number of highly productive firms, it has a 'long tail' of firms whose productivity performance is lagging where there is significant scope for improvement
- Barrow has a suppressed entrepreneurial economy, with very low rates of self-employment and a low business birth rate, indicative of an industrial area with a dominant employer. There is also a low number of high growth businesses. The current business support landscape in Barrow is fragmented and entrepreneurs and growing businesses cannot readily access support aligned to their needs
- Barrow's innovation activity levels are low across the wider economy, characterised by low numbers of patents and low levels of R&D expenditure by the public sector, and our innovation ecosystem to facilitate activity is weak
- Some sectors such as manufacturing are more exposed to automation and will be disproportionately affected by digital disruption
- Businesses report issues in sourcing skilled staff which is hindering their growth.

The impact of Covid-19 on our business base

Analysis of the presence of businesses mandated to close by government guidance in March 2020 identifies Barrow as falling in the middle cohort of local authorities in England as economically 'exposed' on this measure.

Across the UK Covid-19 has led to 23% of businesses across all industries seeing turnover fall by over 50%. Those businesses most affected include construction and wholesale and retail trade. These businesses account for 30% of the business base in Barrow which illustrates the scale of impact locally.

However, given the dominance of sectors not mandated to close in the town (such as manufacturing) and the under-representation of self-employment, Barrow has been less affected in terms of the proportion of employment impacted by closures.

Consultation with major employers in Barrow reveals how productivity levels have fallen as a result of skilled staff in the manufacturing sector being unable to work due to social distancing requirements.

4. Clean Growth Potential

Barrow has made a longstanding and diverse contribution to the UK's energy requirements. We need to ensure we help lead the UK through the next chapter.

Barrow is located at the heart of Britain's energy economy. Gas from the east Irish Sea is landed and processed at the Barrow Gas Terminals operated by Spirit Energy. Barrow Gas Terminal provides enough energy to heat 1.5m homes across the UK.

We benefit from five operational wind farms in the Irish Sea, including the Walney Extension operated by Orsted which is one of the world's largest operational offshore wind farms, generating clean electricity for nearly 600,000 homes.

Barrow is a key part of the nuclear supply chain and supplies to nearby nuclear sites including Heysham Power Station and Sellafield (nuclear reprocessing, waste storage and decommissioning). The nuclear technology underpinning the nuclear submarine industry has scope for diversification into the civil nuclear market.

Our town has a distinct role to play in responding to the UK's target of becoming Net Zero carbon by 2050 through leveraging our natural resources to make an enhanced contribution to the NP11 Energy and Clean Growth ambition and the UK's Clean Growth Challenge. Barrow Borough Council declared a climate emergency in July 2019 and made a commitment to reduce carbon emissions through a Climate Change Policy which sets out the ambition for the borough to be net zero carbon no later than 2037.

The coastal location of Barrow means that we are vulnerable to the effects of climate change, particularly the effects of sea level rise and coastal erosion. Our CO2 emissions in Barrow stood at 408 kt in 2017, and have reduced by 29% since 2012. We need to play our part in the decarbonisation agenda and maximise the transition to clean energy.

We need to support our businesses to respond to this policy imperative, to reduce their carbon footprint, and access new opportunities for growth in low carbon sectors.

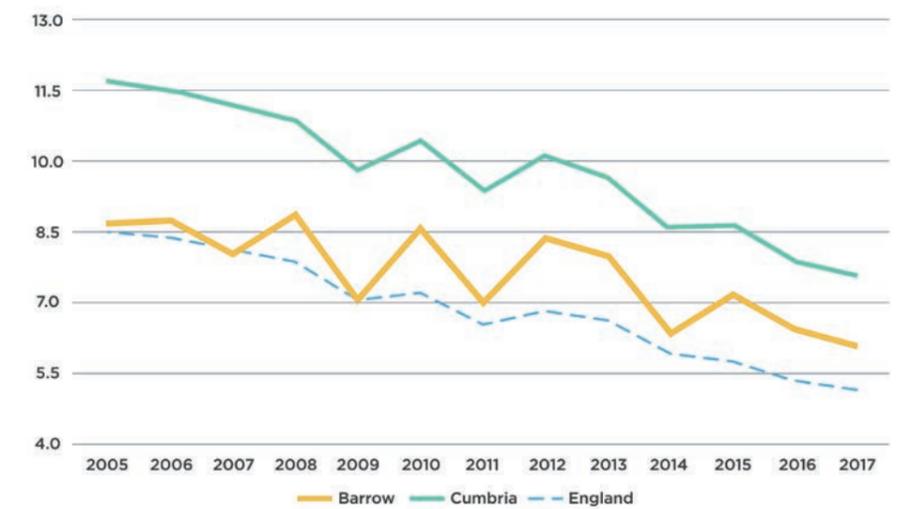
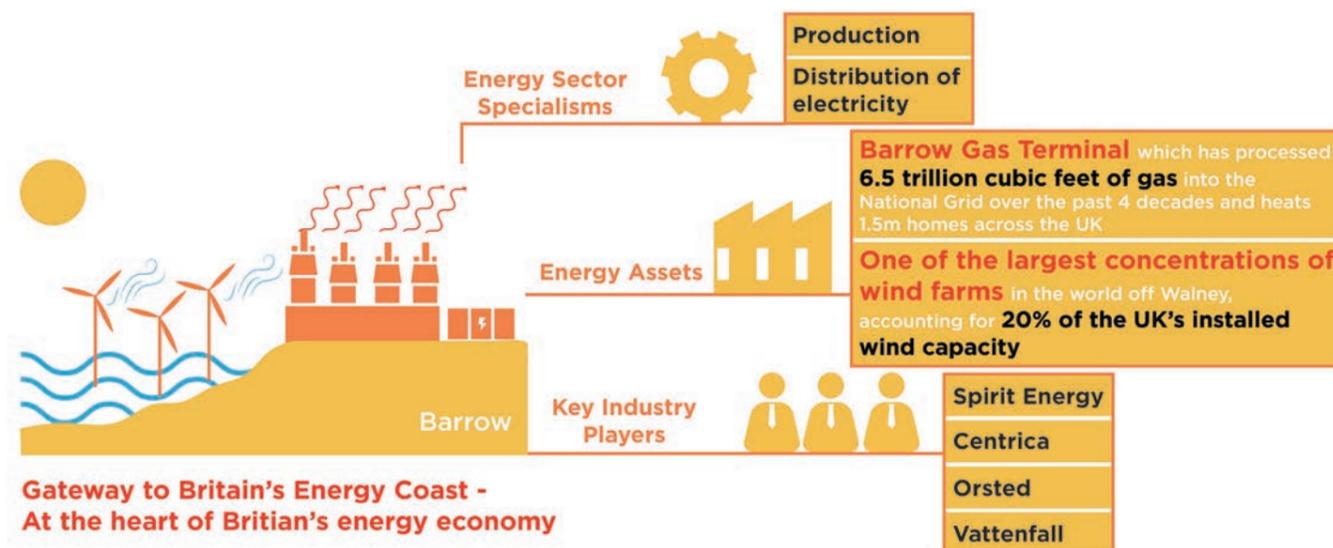


Figure 3.5 Our Green Credentials (Per capita CO2 Emissions (t))
Source: UK local authority and regional CO2 national statistics: 2005-17, BEIS, 2019



Building on our success

- The Port of Barrow provides a West Coast Operation & Maintenance Hub serving five offshore wind farms in the Irish sea that together account for over 20% of the UK's current installed capacity
- Barrow is a key player in the Offshore Energy Alliance, a new cluster facilitating collaboration between key players in the offshore sector in North Wales and North West England to achieve increased benefits to local supply chain businesses within coastal communities. Barrow has the opportunity to secure further investment via future rounds of offshore wind licensing
- Already well positioned in UK nuclear supply chain. Long term nuclear investments elsewhere in Cumbria and Lancashire could be leveraged in Barrow
- Barrow plays a key role in UK gas infrastructure. Since Spirit Energy's Morecambe Bay gas fields came on stream in 1985, more than 6.5 trillion cubic feet of gas has been extracted, processed and piped into the National Grid
- Centrica operate one of the world's largest battery storage facilities at Roosecote, with 49MW power output, providing energy resilience to meet fluctuations in demand with the ability to provide energy for around 50,000 homes
- Some development in circular economy interventions such as a local heat networks. Our stakeholders are gearing up for more of this activity
- We are already investing in energy efficiency in residential and commercial buildings and we have significant scope and need to develop this agenda in next 5 years and beyond.

Key Strengths

- Presence of the Port and waterfront land assets available for development
- Barrow has well-defined employment clusters in energy which define our value proposition to investors and provide a magnet for innovation and skills
- World class engineering skills base and HE/FE system helping to create the next generation of talent and innovation
- The presence of supply chain opportunities including the offshore wind sector can support local SME involvement
- Innovation excellence in nuclear and wind energy held by key businesses
- Existing assets which can be repurposed to support the development of the hydrogen economy such as wind generation capabilities, capacity for storage in Morecambe Bay gas fields, access to the National Transmission System, and supporting infrastructure such as the Port, available sites and a skilled workforce.
- Proximity to Higher Education Institutions and major industry players who can lead innovation
- An emerging investment proposition linked to energy and clean growth which can help secure new trade and inward investment opportunities
- Active involvement in collaborative work and strategic partnerships such as the Cumbria LEP Clean Energy sector panel, the North West Offshore Wind Alliance, British Energy Coast Business Cluster, and strong alignment with NP11 Priority areas for energy and clean growth
- Development of proposals to facilitate clean growth such as Low Carbon Barrow to facilitate energy efficiency in buildings and transport and the Cumbria Climate Action Fund to support community-led climate action.

Key Challenges:

- Competitive landscape with other UK areas gearing up for lead roles
- Coastal location leaves us vulnerable to the effects of climate change and highlights the net zero imperative
- Exploring options to extend field life in Morecambe Bay's gas fields and maximise economic recovery of gas reserves, facilitate continuous improvement and contribute to net zero
- Securing investment in innovative activity to test new ideas and low carbon opportunities such as carbon capture and storage and hydrogen production with clarity required on regulation, pricing and incentives
- Supporting businesses to identify and capitalise on clean growth opportunities
- Ensuring that education and skills infrastructure responds to industry requirements and enables local residents to access the new jobs being created.

The impact of Covid-19 on our clean growth agenda

Some changing of norms and behaviours during Covid-19 has delivered positive change into our clean growth agenda.

Levels of walking and cycling are up locally, and emissions are down. The challenge will be maintaining these positive changes as we return to the new normal.

Energy supply chains have experienced a lack of demand during the Covid-19 crisis. This is impacting on profitability and driving the need for cost savings. Low income families have been particularly affected, with the limitations placed on their access to basic essentials like fuel and power, which highlights the importance of ensuring access to affordable energy.

Looking ahead, there will an increased focus on healthy places and the need to improve air quality which will drive demand for clean affordable energy production and improved energy efficiency performance in buildings. This will support growth in employment in clean growth activities.

5. Critical Infrastructure

Barrow needs to offer a competitive infrastructure which facilitates the movement of people, goods and information

Upgrading our infrastructure will allow our communities to interact, innovate and play a more active role in the labour market, whilst opening markets and trade opportunities across the globe:

- The provision of suitable employment sites and premises is an important precondition of economic growth



- Transport infrastructure has a vital role to play in supporting our economic growth, enabling access to employment and services. However, transport is a major contributor to the climate change emergency that we face, and we need to provide and enhance more sustainable travel choices to minimise emissions
- Enhanced digital connectivity will help us to overcome the barrier of physical distance and through the provision of digital infrastructure and digital skills will facilitate our digital inclusion agenda.

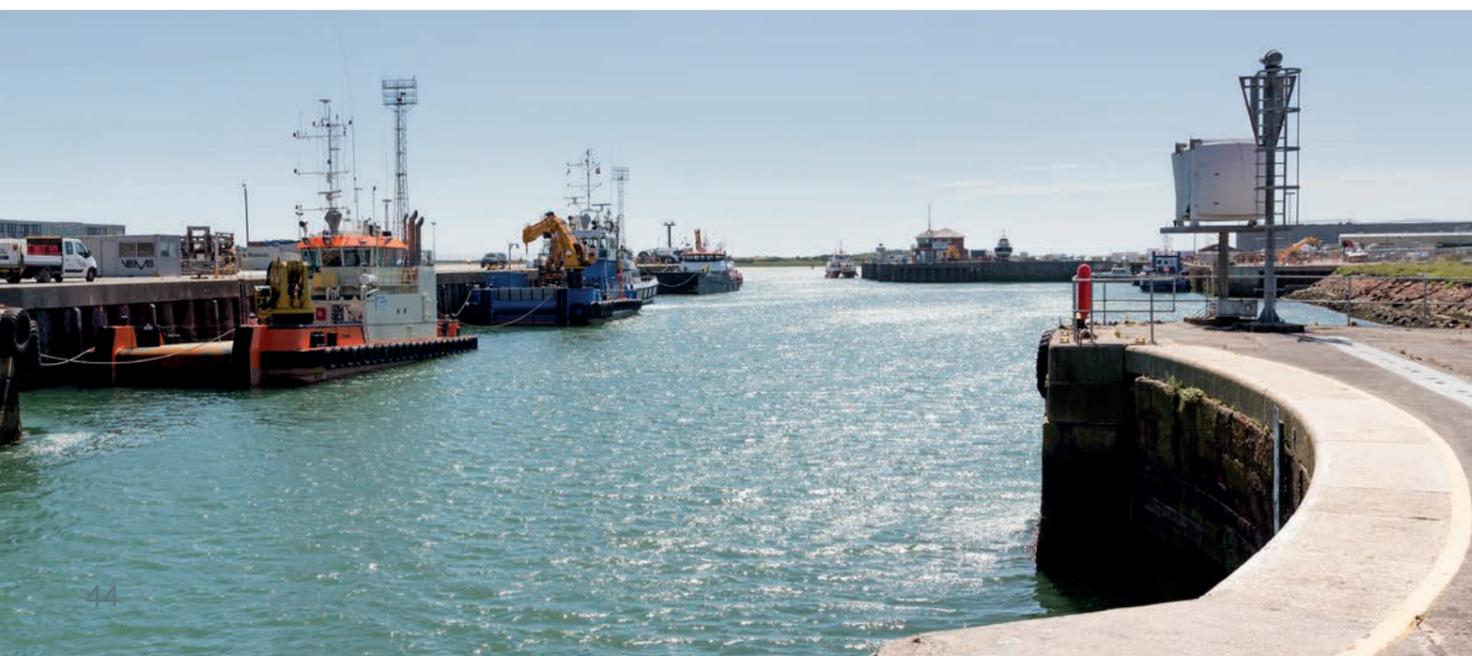


Figure 3.6: Critical Infrastructure plan

Building on our success

- The Connecting Cumbria initiative has improved access to superfast broadband in Barrow, with over 99% of premises having access to superfast speeds
- Pump priming support has been provided to unlock employment sites including £7.2m in Local Growth Fund support, alongside £1m in Cumbria Infrastructure Funding, through site assembly and preparation works to bring forward the new Waterfront Business Park adjacent to the Port of Barrow. Phase 1 of the new Waterfront Business Park was completed in 2017 anchored by a 300,000 sq ft logistics facility owned by BAE Systems. A new 16,000 sq ft 'Waterfront Gateway' Managed Business Centre secured ERDF funding to provide up to 28 office suites providing valuable grow on space within Barrow. The Business Park offers serviced development plots ranging from 0.66ha to 4.66ha
- Development of a Local Walking & Cycling Plan for Barrow, working with anchor employers such as BAE Systems to implement sustainable travel plans which reduce single occupancy car journeys through encouraging alternative modes of transport including public transport, cycling and walking
- Delivery of significant upgrades to North Road and Bridge Road junctions supporting the flow of traffic across the town.

Key Strengths

- The compact nature and topography of Barrow supports short journeys by walking and cycling. Barrow traditionally had a high modal share of walking and cycling but this has reduced over time
- Regular rail services with new rolling stock from Barrow to Manchester Airport is supporting improved connectivity to the West Coast mainline
- The Port of Barrow supports the activities of BAE Systems and nuclear, gas and offshore renewable industries and provides a valuable strategic asset
- Superfast broadband coverage and access to 4G mobile data coverage provides essential digital connectivity access but there is a need to look to the future and access ultrafast and 5G connectivity.

Key Challenges:

- The peripherality of Barrow means that we depend on long distance connections to regional and national markets. However, our transport links to and from Barrow need improvement. The A590 is a critical route, as there is no alternative direct route into Barrow from the M6 motorway. The length and unpredictability of this route presents a resilience challenge and a barrier to economic growth. The A595 forms a key strategic link to the west coast of Cumbria and is also affected by significant reliability, resilience and safety challenges. Both of these vital connections are identified in Transport for the North's Strategic Transport Plan Investment Programme
- Road congestion and parking is a prominent issue, particularly around major employment sites which has a negative impact on surrounding residential areas
- Quality and reliable public transport services are an essential component of a sustainable travel plan. Efficient interchanges between different modes of transport facilitate movement and take-up
- The Cumbria Coastline has received little investment and with a less frequent service and older rolling stock is less attractive to travellers
- Lack of charging infrastructure to support the uptake of electric vehicles
- While an important asset, the Port of Barrow has the potential to act as a further driver for investment
- There are gaps in infrastructure for cycling and walking to support low impact zero emission commuting, to capture transport demand from major employers, and to facilitate healthy lifestyles
- There are limited options of employment premises for purchase or letting and there are gaps in the quality and type of premises available relative to demand
- Whilst Barrow is well served by superfast broadband, access to Ultrafast technology is very limited.

The impact of Covid-19 on our infrastructure

Home working has become crucial for many individuals and businesses as a result of Covid-19. Google mobility data shows that across Cumbria there has been a fall of 51% of people travelling to places of work.

Effective home working is reliant on adequate digital infrastructure. Barrow is well served by superfast broadband but less than 1% of premises in Barrow have access to gigabit capable Full Fibre and Ultrafast speeds. This will have a detrimental impact on productivity.

Digital inclusion (the extent to which individuals and groups can access digital infrastructure) is a significant barrier in Barrow. NHS Digital identify groups who may be unable to access digital infrastructure and those highly prevalent in Barrow include:

- older people
- people in lower income groups
- people without a job
- people in social housing
- people with disabilities
- people with fewer educational qualifications who excluded left school before 16

Access to affordable digital provision is a key requirement to ensure we can support our residents to access education and public services online. This includes access to digital connectivity, hardware and software.

Due to spatial restrictions public transport usage has fallen. Google Mobility Data covering Cumbria states that public transport usage has fallen by 57%. In addition to less travel to work trips there has also been a 61% decrease in travel to retail and recreation. Looking ahead, public transport will continue to be impacted by space restrictions and opportunities to facilitate cycling and walking will support active and safe travel in Barrow.



4

Our Shared Vision

The Barrow Town Deal Board has come together to champion future growth and investment in Barrow. The Board represents the public, private and voluntary sectors and we recognise the value in the collective strength of our partnership to realise our potential. Our **#Brilliant Barrow** Investment Plan is genuinely collaborative in approach which includes:

- Putting our residents at the centre of our plan through community led approaches which supports everybody to engage and thrive
- Collective action and partnership working, drawing on the capacity and expertise of the public and private sector and the Third Sector to deliver on the full potential of Barrow
- Co-operation across anchor institutions, working collectively to maximise the benefit they bring to the economy and people of Barrow

We will build on the combined strength of our offer to harness the untapped potential of Barrow and increase our contribution to UK economic growth.

The Brilliant Barrow Investment Plan establishes our shared vision for the town over the next 20 years:

“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 shared vision provides an integrated and strategic response to the opportunities and challenges presented by Barrow.

Our vision is underpinned by three pillars which cut across all our strategic objectives. These lie at the heart of our investment approach and will drive positive change through collective action.

Our 3 cross cutting pillars



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

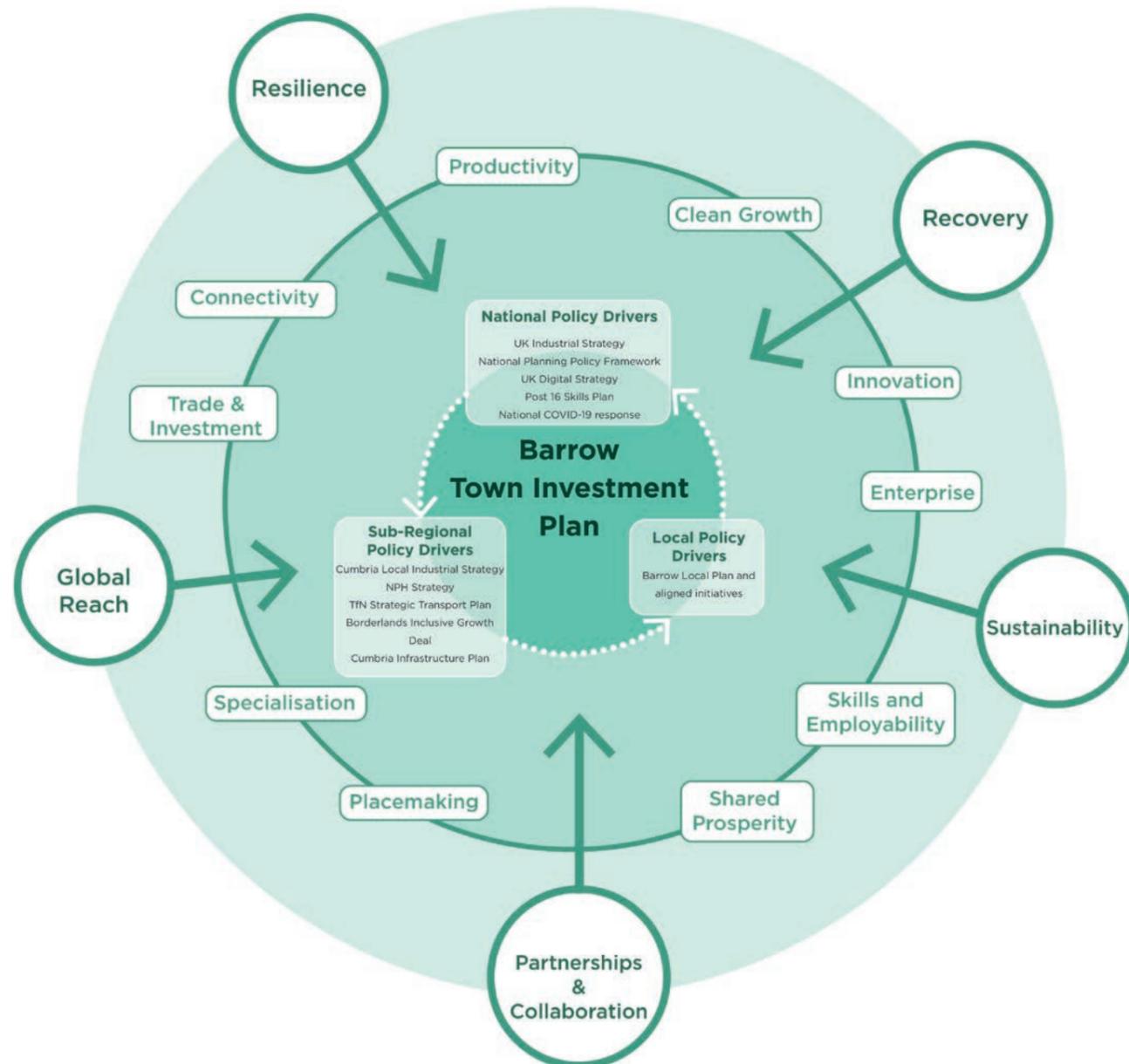
SO8. To be a digitally connected and physically accessible town supporting walking, cycling and public transport

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

What will success look like?

Our Town Investment Plan responds to national and sub-regional policy aspirations for economic growth.



The implementation of our Plan will realise positive outcomes for Barrow through a triple bottom line approach. These impacts will, in turn, contribute to UK growth and prosperity.:

Positive Social Outcomes

- Effective and representative partnerships
- Fair and equal society
- Digitally and physically connected communities
- Improved access to quality and affordable homes

Positive Economic Outcomes

- Improved productivity and sustainable business growth
- Innovative and entrepreneurial activity
- Diverse low carbon economy
- Better health and less poverty
- Improved life chances and educational outcomes

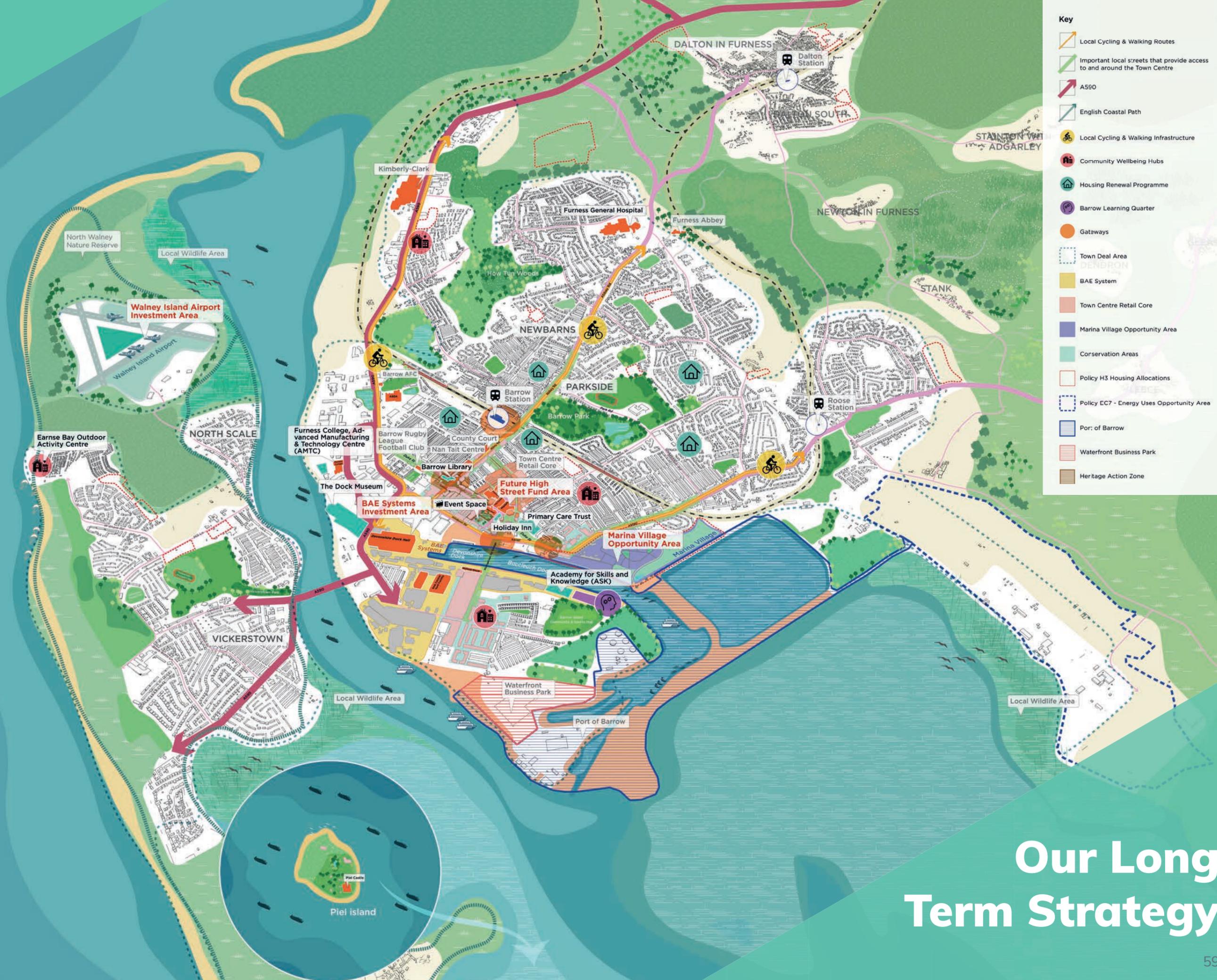
Positive Environmental Outcomes

- Attractive and sustainable places and spaces
- Better connected and sustainable transport
- Reductions in CO2 emissions and improved air quality

The impact of the Barrow Town Investment Plan by 2040 on the economy of the town will be measured through:

- Increased economic output (as measured by Gross Value Added) - £63.2 million
- Carbon savings (as measured by CO2) – 810 tonnes
- Social Return on Investment (as measured by HACT indicators) - £20.7 million
- Land value uplift - £19.9 million
- WEBTAG impacts- £27.3 million.





- Key**
- Local Cycling & Walking Routes
 - Important local streets that provide access to and around the Town Centre
 - A590
 - English Coastal Path
 - Local Cycling & Walking Infrastructure
 - Community Wellbeing Hubs
 - Housing Renewal Programme
 - Barrow Learning Quarter
 - Gateways
 - Town Deal Area
 - BAE System
 - Town Centre Retail Core
 - Marina Village Opportunity Area
 - Conservation Areas
 - Policy H3 Housing Allocations
 - Policy EC7 - Energy Uses Opportunity Area
 - Port of Barrow
 - Waterfront Business Park
 - Heritage Action Zone

Our Long Term Strategy

Thematic Intervention Area Nurturing People & Skills

Our Town Investment Plan will facilitate an attractive and nurturing environment to retain and attract young and working age people and provide the valuable talent our town needs to fuel the opportunities ahead.

Focus Areas:

Inclusive economy: ensure that the principles of good growth and community wealth building underpins the delivery of the Town Investment Plan

Facilitate a demand-led skills system: ensure the supply of technical and higher-level skills are available locally to meet employer needs in Barrow. This includes broadening the local Higher Education Offer, alongside providing progression pathways to higher education and employment and promoting the opportunities and benefits of skills investment to residents

Nurture ambition in Barrow: build on good practice of existing employer engagement in aspirational careers activity in schools and colleges, attract and retain apprentices and graduates

Support thriving communities: there are cold spots of worklessness, unemployed young people, poor health and disadvantage in Barrow which requires the skills system, in conjunction with other services, to address these issues in a joined-up way through an integrated public service delivery approach. This will help us to make best use of our available talent and increase our workforce through connecting people to opportunities

Facilitate digital inclusion: ensuring our residents and businesses have the digital skills and affordable access to the digital infrastructure, hardware and software they need to participate fully in this digital age

Tackle health inequalities: the determinants of health are wide ranging and health and well-being can be supported through access to good quality housing, high quality open spaces and green infrastructure, and access to employment, sports and leisure We will seek to better understand the factors contributing to health inequality in Barrow through research and targeted intervention, including active design and bespoke preventative programmes to support health and well-being

Secure social value – work with anchor employers to continue to build on existing activity providing financial and in-kind support to projects that deliver social and economic value in Barrow

Graduate retention and attraction: through creating opportunities to study locally; promoting job opportunities in Barrow to graduates elsewhere; and creating graduate opportunities in our businesses through graduate placements and internships

Alternative education provision: support the development of alternative education provision to provide the opportunity for young people who are not able to access the curriculum in mainstream school to have a chance at success.



What does success look like?

- Population growing and young people attracted and retained locally
- Young people inspired to pursue rewarding careers and succeed in life
- More people with relevant skills for employment and entrepreneurship
- Retention of skilled local people through enhanced career progression routes
- Barrow-based employers engaged and recruiting locally
- Retention of skilled local people through enhanced career progression routes
- Improved health and well being

Strategic Alignment

Barrow Council Plan 2020-2024

Furness Education and Skills Partnership

CLEP People, Employment & Skills Group - Skills Investment Plan

Cumbria Local Industrial Strategy

Cumbria County Council Plan 2018-2022

Post-16 Skills Plan

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Employers

Cumbria Chamber of Commerce

Department for Work & Pensions

Education and skills providers

Inspira

Cumbria Police

University Hospitals of Morecambe Bay Trust

Furness Education & Skills Partnership

Department for Education

Cumbria LEP

Department for Business, Energy & Industrial Strategy

Cumbria CVS

Thematic Intervention Area Thriving Places

Our Town Investment Plan will support activities that make Barrow a diverse, attractive and healthy place to live, work and visit.

Focus Areas:

Place development – culture and tourism:

co-ordinate and promote assets to visitors include Morecambe Bay Cycleway, England Coast Path; Dock Museum; Furness Abbey; Piel Island; South Lakes Safari Zoo; and develop a programme of events to support growth in the visitor economy and retain local spend; continue to secure investment in enhancing existing assets

Explore the feasibility of new major visitor attractions:

linked to maritime heritage or sports-led regeneration to secure investor/developer interest and deliver an enhanced community culture and leisure offer

Renew private and social housing stock:

make the most of our rich built heritage by repurposing as attractive housing to meet today's needs, with a focus on rejuvenating housing stock, improving energy efficiency and quality in identified target areas

Support planned increase in new housing:

- meet the Local Plan housing requirement of 119 net additional dwellings per annum to deliver a range of housing types and sizes which provide quality and choice including the delivery of Marina Village, a long term aspiration of the Council, to increase our population and stem decline in young and working age population

Revitalise and repurpose Barrow Town Centre:

through a programme of activity including Future High Street investment, Heritage Action Zone, Barrow Town Deal and Barrow Business Improvement District

Healthy Town:

preventative care and active design will shape Barrow as a healthy town where people can thrive and grow. We will secure investment in health infrastructure, including maximising the potential of UHMBT seed funding for new hospital provision and seek funding opportunities to tackle the determinants of health and well-being contributing to the pervasive health inequalities that exist in Barrow

Enhance Barrow's outdoor activity offer:

harness the opportunity presented by Barrow's waterfront landscape to deliver an enhanced outdoor activity offer to facilitate health and well-being and attract visitors and spend

Capture social value from anchor businesses, and major development and investment:

ensure new investment adds value for people living and working locally to improve their quality of life and life chances.



What does success look like?

- Young and growing population
- Growing and diverse economy
- Increased footfall and visitor numbers
- Improved health and well-being
- Vibrant, attractive and healthy places
- Sustainable and high quality homes
- New culture, sports and leisure assets
- Local and new businesses committed to inclusive growth
- Public service delivery aligned to need

Strategic Alignment

Barrow Council Plan 2020-2024

Barrow Borough Local Plan 2016-2031

UHMBT Better Care Together Review

Cumbria County Council Plan 2018-2022

Cumbria Local Industrial Strategy

Public Health England Strategy 2020-2025

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Homes England

University Hospitals of Morecambe Bay Trust

Landowners and developers

Registered providers

Major employers & investors

Cumbria CVS

Thematic Intervention Area

Supportive Business Environment

Our Town Investment Plan will support activities that will drive productivity growth and resilience in our business base

Focus Areas:

Anchor Business Engagement and Community Wealth

building: strengthen strategic relationships with Barrow's largest employers to ensure their needs are being met, facilitate local recruitment and procurement to maximise social and economic value, support growth and investment aspirations, and deliver more jobs in Barrow

Enhance Business Support:

review existing business support provision in Barrow to identify gaps in the eco-system. Build on county-wide offer to provide equitable access to provision in Barrow and develop bespoke support to develop the competitiveness of SMEs such as a supply chain development, innovation and digitalisation support, low carbon support, and international trade support, and encourage development of social enterprises

Creating an ecosystem to support social enterprise:

social enterprises have a valuable role to play in building a better Barrow through fulfilling a social purpose and realising benefits for Barrow. Targeted support could enable the social enterprise sector to respond to opportunities and need where market failure is present

Strengthen Local Supply Chains:

work with BAE Systems on the implementation of their supply chain strategy to support development of the local supply chain and their capabilities to supply to them, and other markets, to support diversification and resilience of the local economy and BAE supplier base

Provide incubation and grow on space:

ensure Barrow businesses and inward investors can access the sites and premises they need to start up and scale up

Facilitate Soft Landing:

develop the value proposition of Barrow as a place to invest and promote the offer alongside supporting businesses to start, grow and expand in Barrow through advice and networking

Industrial Digitalisation:

work with our manufacturing and energy sectors to ensure they are responsive to digital disruption and the transformational effects of AI and automation to ensure employment is protected and new job opportunities are exploited. Facilitate links between HEIs and business to develop product and process innovation.



What does success look like?

- Increased entrepreneurship and new private and social enterprises started
- Increased profitability and enhanced business growth
- Target sectors growing and investing in Barrow
- Inward investment secured
- Resilient and diverse economy
- Growth in employment, skills and income
- Technology trends and impacts understood

Strategic Alignment

Barrow Council Plan 2020-2024

Barrow Borough Local Plan 2016-2031

Cumbria County Council Plan 2018-2022

Cumbria Local Industrial Strategy

Borderlands Inclusive Growth Deal

Northern Powerhouse Strategy

UK Industrial Strategy

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Cumbria LEP

Cumbria Growth Hub

Cumbria Chamber of Commerce

Higher Education Institutions

Barrow BID

Department for Business, Energy & Industrial Strategy

Innovate UK

Major employers

Thematic Intervention Area

Clean Growth Potential

Our Town Investment Plan will develop a clean and green Barrow that supports economic growth, connectivity, and health and well-being

Focus Areas:

Net Zero Target: realise the borough's climate emergency target to achieve net zero by 2037 through working with residents and businesses to enact change through changing the way we generate and use energy

Maximise Sector Deals: working with Cumbria LEP and BEIS to build on Barrow's expertise in offshore wind and nuclear to identify the place-based interventions and contributions Barrow can make towards growing the sectors

Clean energy testbed: our natural and clean growth assets positions us well to respond to the Clean Growth Grand Challenge and NP11 priorities by working collaboratively with government and the private sector to trial new ideas linked to low carbon opportunities such as hydrogen, CCUS, and small modular reactors

Natural capital: our natural capital will play a vital role in helping Barrow achieve net zero emissions and increasing our resilience to

climate change. We will work with partners to explore how we can protect our natural capital assets whilst improving our environment to support economic growth

Respond to further offshore leasing opportunities: identify and respond to further opportunities for offshore wind development in the Irish Sea and strengthen Barrow's role as a serving Operational & Maintenance support base, including through securing investment in the Port

Deliver the Local Plan's Major Opportunity

Areas: realise the economic and low carbon potential of the Waterfront Business Park Strategic Employment Opportunity Area and Energy Uses Opportunity Area

Deliver the ambitions of Low Carbon Barrow: a programme focused on a range of energy saving measures in public housing, public buildings, business premises, and electric vehicle provision.



What does success look like?

- Net zero targets achieved
- Carbon emissions decreasing
- Clean energy production increasing
- Inward investment secured
- Increased profitability and enhanced business growth
- Target sectors growing and investing in Barrow
- Growth in employment and income

Strategic Alignment

Barrow Borough Local Plan 2016-2031

Barrow Borough Council Climate Change Policy 2020-2025

Cumbria County Council Plan 2018-2022

Cumbria Local Industrial Strategy

Northern Powerhouse Strategy

UK Industrial Strategy

UK Clean Growth Strategy

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Cumbria LEP

Cumbria Growth Hub

Higher Education Institutions

Department for Business, Energy & Industrial Strategy

Innovate UK

Existing employers such as Spirit Energy, Orsted, Centrica, Vattenfall

Thematic Intervention Area

Critical Infrastructure

Our Town Investment Plan will ensure Barrow has the enabling infrastructure to facilitate growth and opportunity and support sustainability objectives

Focus Areas:

Improve digital connectivity: continued expansion and roll-out of superfast and ultrafast broadband and improved mobile connectivity to include full 4G provision and development of 5G provision

Sustainable travel plans: work with anchor businesses to reduce single occupancy travel to work through encouraging alternative modes of transport including public transport, cycling and walking

Enhance Local Cycling and Walking Infrastructure: to reduce carbon emissions, reduce congestion, support health and well-being and develop the visitor economy

Realise the potential of Barrow Port: to respond to future growth prospects in clean growth, advanced manufacturing and visitor economy and shifts in international trade

Support development of new employment sites and premises: continued development of the Waterfront Business Park to facilitate local firm expansion and secure inward investment, and delivery of further employment land to meet the identified requirement in the Local Plan (19.4ha)

Modernise the bus network: modernised bus fleet, improved bus interchange facilities in the town centre, and changes to the network and fares to support sustainable travel, health and well-being, and a thriving town centre

Rail Improvement Programme – support station improvements; capacity and line speed improvements on the Cumbria Coast Line and Furness Line

Highways Improvement Programme: work to secure junction improvements at key locations throughout Barrow to support the delivery of growth as defined in the Local Plan; and town carriageway resurfacing to maintain use, improve journey and environment for all users

Major Road Enhancement: support upgrades to major routes (A595 and A590) into Barrow to improve connectivity to the M6 and West Cumbria, improvements that are also identified within the TfN Strategic Transport Plan

Coastal Defences: implement the Cumbria Coastal Defence Strategy and protect Walney coastline from further coastal erosion.



What does success look like?

- Reduced traffic and parking issues around large employment sites
- Modal shifts towards active and sustainable travel
- Quality employment sites and premises
- Reduced carbon emissions
- Improved health and well-being
- Full Fibre and enhanced mobile connectivity across Barrow

Strategic Alignment

Barrow Borough Local Plan 2016-2031

Barrow Borough Council Climate Change Policy 2020-2025

Cumbria Infrastructure Plan

Cumbria Local Transport Plan

Cumbria Coastal Defence Strategy

Cumbria Local Industrial Strategy

Transport for the North Strategic Transport Plan

UK Industrial Strategy

UK Digital Strategy

UK Clean Growth Strategy

Select Delivery Partners

Barrow Borough Council

Associated British Ports

Cumbria County Council

Energy Savings Trust

Cumbria LEP

Developers/landowners

Department for Transport

Ministry for Housing, Communities & Local Government

Transport for the North

Network Rail

Department for Culture, Media and Sport

Stagecoach

Our Town Investment Plan

Our offer

We want to build on and support our successes and strengths, and the existing good work of the private, public and third sector. Our plan provides an integrated response to the opportunities presented by the level of proposed private investment in Barrow, with Towns Funding focused on maximising proposed and stimulating new investment to catalyse a step change in the fortunes of Barrow's economy. This injection of resources will allow us to deliver interventions at scale to provide momentum and equip us to better respond to the challenges and opportunities which lie ahead.

Our tailored approach responds to the key drivers of local growth and provides a strategic response to national, Cumbrian and local challenges. The programme of investment will tackle our deep-rooted challenges by delivering inclusive economic growth through collective action and co-operation.

Over the lifetime of the Town Investment Plan we will **benefit 51,600 residents** directly and generate:

- £63.2 million in additional GVA
- £20.7m Social Return on Investment
- £19.9m Land Value Uplift
- £27.3m WEBTAG benefits
- 810 tonnes of CO2 equivalent savings

The cumulative impact of delivering a holistic set of projects and programmes through the Town Investment Plan will unlock additional benefits, such as:

- remediation and development of a major strategic site, unlocking and delivering around 33,000 sqm of commercial floor space and up to 550 homes
- housing renewal and carbon efficiency improvements of up to 220 homes
- 3,500 sq m public realm delivered
- 6.3 hectares of land brought forward for nature conservation
- 11.5 km of walking and cycling routes improved
- an additional 50,000 tourism visitors per annum
- an additional 18,100 Higher Education students
- an additional 5,000 Level 3 students
- an estimated additional 5,000 cycling trips in Barrow
- improved broadband connectivity.



Our Town Investment Plan

Our ask

Our ask is for a £29.9m investment towards a bold transformational programme to be delivered over the next 20 years. We estimate these investments will return £4.4 in additional benefits for every £1 of Towns Fund investment. These additional benefits incorporate GVA, land value uplift, WEBTAG and Social Return on Investment.

We are confident in our ability to deliver and have robust assurance frameworks in place to ensure that each scheme is subject to a rigorous value for money assessment.



Stakeholder Engagement

The development of our Brilliant Barrow Investment Plan is being overseen by our Town Deal Board. The Board was established in January 2020 and is responsible for developing the vision, strategy and Town Investment Plan for Barrow, in consultation and collaboration with the community. Two Task and Finish Groups (the Plan Development Group and Communication and Engagement Group) support the work of the Town Deal Board. The Town Deal Board is accountable to Barrow Borough Council, the lead authority.

Stakeholder engagement is at the heart of our approach and we have coalesced our community spirit around a #BrilliantBarrow campaign which has provided a successful platform to engage community voices in the development of our Town Investment Plan, with over 1,000 individual contributions and significant reach via the www.brilliantbarrow.org platform at the point of plan submission.

We have successfully engaged with the private sector to understand barriers to growth to ensure the plan is responsive to need and opportunity. In tandem, we have consulted with a wide range of strategic partners and delivery bodies to develop buy-in, ensure strategic alignment, and forge effective linkages to existing and proposed activity. We will continue to foster a high degree of stakeholder engagement, interaction and support as part of a longer-term drive to positively transform Barrow.

A Stakeholder Engagement Plan to accompany the launch of Barrow's finalised Town Investment Plan has been developed which articulates our commitment to ongoing dialogue and will ensure implementation of our Plan is responsive to stakeholder needs.



Over **1,000** individual contributions



137,200 Twitter impressions & 7,160 engagements



101,050 Facebook reach & 10,300 engagements



Our Prioritisation Process

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.

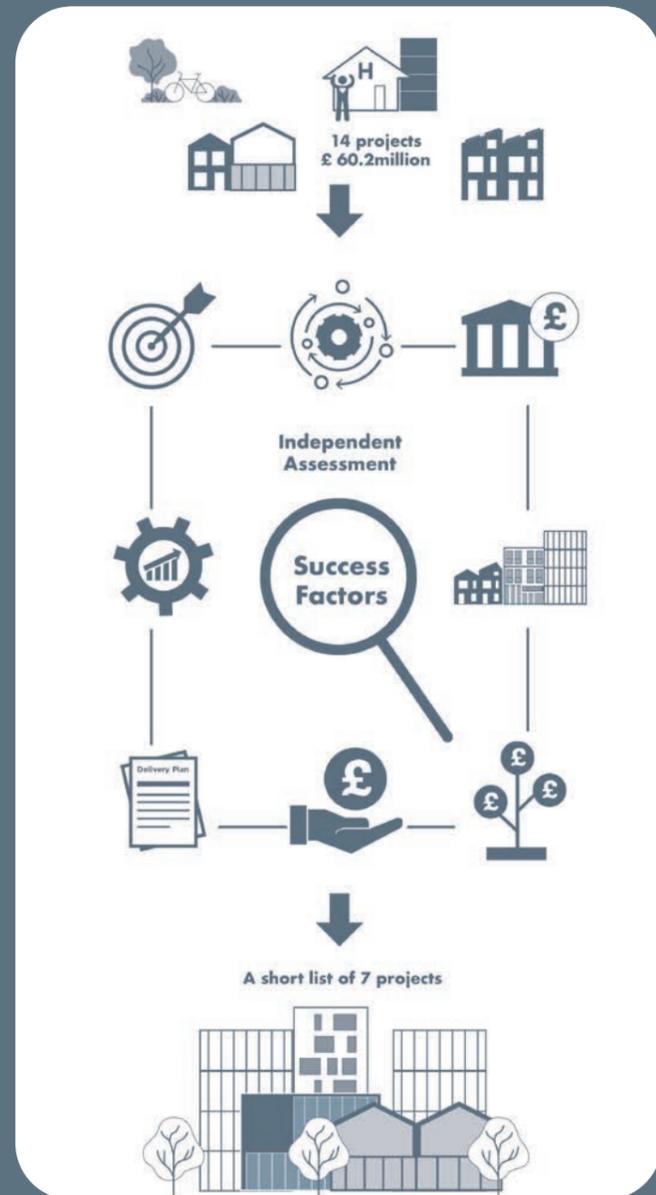
From this long list a rigorous assessment process was undertaken, scoring each of the projects against the 10 Strategic Objectives and 8 Critical Success Factors.

8 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**.

We participated in an external 'check and challenge' process led by Cumbria LEP using a 'Star Chamber' approach which provided scrutiny of our plans



by national experts in strategy, economics and regeneration, and provided constructive feedback which we considered in our plan development.

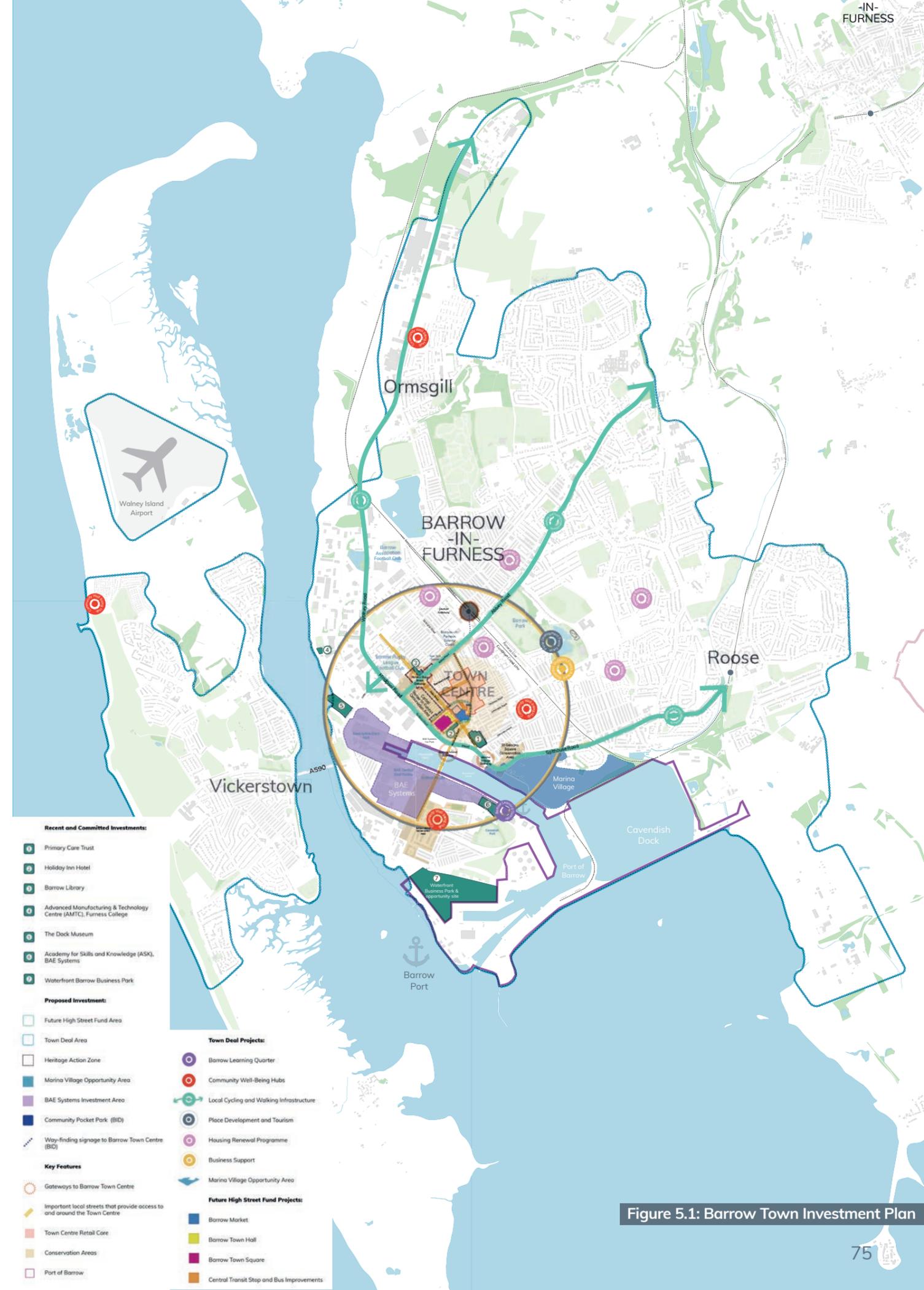


Figure 5.1: Barrow Town Investment Plan

Barrow Learning Quarter

Project 1

Project Description The creation of Barrow Learning Quarter, which will comprise both a University Campus and a Skills Hub.

The new University Campus in Barrow will provide undergraduate and postgraduate higher education and training in key sectors for the town, including energy and advanced manufacturing, whilst supporting diversification of the economy and enhancing competitiveness of the business base. The Campus will assist in increasing university attainment levels in Barrow, alongside aligning skills requirements of key local employers with Barrow's residents. It will also undertake R&D in collaboration with industry, and will support the University's ambition to establish a nationally recognised HE centre for advanced manufacturing excellence.

The new Skills Hub will help meet the need for advanced academic and technical skills and will support a longer-term proposal for the creation of an Institute of Technology focused on increasing digital capability across the economy. The Skills Hub will enhance the employability and progression of sixth form and college students to higher education and on to employment.

Crucially, the Learning Quarter will play a critical role in attracting learners (and particularly young people) into the town.

- Project Rationale**
- Barrow is a major national industrial asset for the UK with one of the most important advanced manufacturing clusters nationally. ONS data indicates that 25% of the workforce is employed in manufacturing, and at least 45% of GVA is generated from manufacturing.
 - Major employers such as BAE and a number of SMEs have confirmed that a lack of higher level skills is constraining growth and innovation. Barrow is currently a HE 'cold' spot with HE participation less than 25%, compared with 40% in England and 50% across the UK.

- Strategic alignment** The project aligns in the following ways with Barrow's TIP Pillars:
- **Clean Growth:** the Learning Quarter would strengthen progression pathways into priority sectors including clean growth
 - **Inclusive Economy:** the project would enable more local people to realise their potential and develop pathways to higher level skills and earnings.
 - **Healthy Places:** the Learning Quarter will be comprised of energy efficient buildings with green spaces. The provision of healthcare and nursing courses will be increased and strengthened through research collaboration and knowledge exchange. Significantly higher numbers of local residents will achieve healthcare qualifications.
 - The project aligns with Strategic Objectives SO2, SO5 and SO6
 - This project aligns with the Town Deal 'Skills and Enterprise' theme
 - The project aligns with policies including the UK Industrial Strategy, UK Post 16 Skills Plan, Cumbria Local Industrial Strategy, and Cumbria Skills Strategy, and CLEP Skills Investment Plan

Action

- Delivery of a new university campus for the University of Cumbria and skills hub for Furness College on a town centre BAE owned site. The HE campus will raise skills levels for key sectors and raise HE participation for local people.

- Ask and Match Funding**
- £13.4m Town Deal ask of a total cost of £23.4m
 - BAE Systems are providing the site for the new Learning Quarter.

Major Interdependencies

- Securing match funding

- Timescales and Spend Profile**
- 2020/21- £0.01m
 - 2021/22-£3.5m
 - 2022/23-£5.6m
 - 2023/24-£4.2m
 - 2024/25-£0.04m

Total £13.4m

- Outputs**
- A new university campus with 607 students joining per annum by 2025/26, and 1,482 students joining per annum from 2031.
 - A Skills Academy for Level 3 qualifications with 800 students joining per annum by 2025.
 - Increased and closer collaboration with key employers
 - Increase in the breadth of the local skills offer that responds to local skill needs

- Outcomes**
- An additional 5,000 Level 3 learners by 2040
 - An additional 18,100 Level 4 learners by 2040
 - £59.7m additional net GVA secured by 2040

Estimated BCR

- 4.0:1.



Barrow Learning Quarter



Community Wellbeing Hubs & Earnse Bay Outdoor Centre

Project Description	<p>To develop a network of three community wellbeing hubs in Barrow's most deprived areas. The hubs will serve as trusted spaces which will be used by local people to develop skills, access services and come together to build thriving communities. They will also support access to and use of digital technology and support the work to reduce health inequalities. These hubs will be underpinned by a new outdoor centre at Earnse Bay which will provide access for local communities to open spaces and outdoor education. There are positive discussions regarding the proposals for Earnse Bay, and the scope for this to link into the development of Eden Project North and its overall work around the Bay area.</p> <p>All four centres will encourage positive lifestyle choices by providing viable alternatives and increasing experiences and aspirations.</p> <p>This proposal will be at the heart of the community recovery following the Covid-19 pandemic, supporting community resilience at a grassroots level for some of Barrow's most vulnerable residents, alongside improving health and wellbeing and developing skills across the town.</p>
Project Rationale	<ul style="list-style-type: none"> • A large proportion of Barrow's town centre is highly deprived: 30% of LSOAs (12 in total) in the Barrow-in-Furness Town Deal Area are within the most 10% deprived areas nationally. • Virtually all of Barrow-in-Furness is in the top half of all areas nationally for health deprivation, with a significant proportion of the town in the most 10% deprived. • A huge challenge in addressing these deprivation and health inequalities is the low levels of skills across Barrow to enable job entry and career progression. Only 30% of the population hold degree level qualifications (compared to 44% in England).
Strategic alignment	<p>The project aligns in the following ways with Barrow's TIP Pillars:</p> <ul style="list-style-type: none"> • Clean Growth: The outdoor centre and community well-being hubs will be highly environmentally sustainable and maximise Barrow's natural capital. • Inclusive Economy: this project aims to engage and assist the most excluded communities in Barrow. • Healthy Places: the outdoor centre will provide a space for physical exercise and both the outdoor centre and hubs will promote mental wellbeing in the community. • The project aligns with Strategic Objectives SO1, SO5 and SO8. • This project aligns with the Town Deal 'Skills and Enterprise' theme • The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, One Public Estate, UK Digital Strategy, Public Health England's Health Matters Policy and Borderlands Inclusive Growth Deal.
Actions	<ul style="list-style-type: none"> • Delivery of three community wellbeing hubs at Ormsgill, Barrow Island, and Hindpool/Central. • Delivery of an outdoor activity and education facility at Earnse Bay.
Delivery Partners	<ul style="list-style-type: none"> • Cumbria County Council, Barrow Borough Council, Cumbria Police, DWP, Third Sector, Eden Project North partners
Ask and Match Funding	<ul style="list-style-type: none"> • £4.5m Town Deal ask
Major Interdependencies	<ul style="list-style-type: none"> • Securing delivery partner for the outdoor facility

Timescales and Spend Profile	<ul style="list-style-type: none"> • 2020/21- £0.8m • 2021/22-£3.1m • 2022/23-£0.4m • 2023/24-£0.1m • 2024/25-£0m <p>Total £4.5m2</p> <p>² Difference in total due to rounding</p>
Outputs	<ul style="list-style-type: none"> • Three new community wellbeing hubs for Barrow • One new outdoor activity centre
Outcomes	<ul style="list-style-type: none"> • The project is expected to deliver significant outcomes of around £10.7m net Social Return on Investment, comprising physical activity, skills and digital impacts. • Shaped by detailed consultation with local communities the activities and specific outcomes of the Hubs and Outdoor Centre will be locally tailored to local need and opportunities with these and further defined as part of the Full Business Case development.
Estimated BCR	<ul style="list-style-type: none"> • 2.0:1



Community Hubs



Business & Enterprise Support

Project Description	The project will enable a comprehensive and supportive business environment to develop in Barrow, with a focus on ensuring that a holistic package of business support is available to local businesses and entrepreneurs to maximise investment and supply chain opportunities in the town.
Project Rationale	<ul style="list-style-type: none"> Barrow has an entrepreneurial deficit, demonstrated by the relatively low levels of self-employment (4.3% in the Town Deal area compared to 15.5% nationally). Of the businesses that do start, only 50% survive longer than 5 years. Barrow needs to diversify its business base given the overreliance on major employers in the town. Barrow has major investment opportunities presented by the advanced manufacturing and clean growth sector which local firms can access through supply chain and innovation support. This project responds to the overarching market failures in business support, which are centred a coordination failure between support networks, preventing businesses accessing and understanding the support available.
Strategic alignment	<p>The project aligns in the following ways with Barrow's TIP Pillars:</p> <ul style="list-style-type: none"> Clean Growth: the programme is focused on supporting Barrow's key growth sectors, including clean energy, and facilitating the decarbonisation agenda. Inclusive Economy: this project aims to assist entrepreneurs and SME's in Barrow, who have found it difficult to access support in the past to overcome barriers to start up and grow. Healthy Places: the programme will provide a business recovery programme for businesses affected by Covid-19, which will have important mental health outcomes. The project aligns with the Strategic Objectives SO2, SO5 and SO8. The project aligns with the Town Deal theme of 'Skills and Enterprise' The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy and the Borderlands Inclusive Growth Deal.
Actions	<ul style="list-style-type: none"> Business recovery programme: including a programme of financial support for businesses impacted by COVID-19 Innovation and digitalisation programme: supporting businesses to establish their online digital presence and scale up activity A supply chain support programme to enable local SMEs to access supply chain opportunities in future growth sectors A social enterprise support programme to support entrepreneurs to start and grow businesses in Barrow in response to local need
Delivery Partners	Barrow Borough Council, Cumbria LEP, intermediaries and procured delivery partners
Ask and Match Funding	<ul style="list-style-type: none"> £1m ask of a total cost of £1.05m Barrow Borough Council providing £50,000 in match funding
Major Interdependencies	Community wellbeing hubs delivered as physical locations for business support project

Timescales and Spend Profile	<ul style="list-style-type: none"> 2020/21- £0.15m 2021/22-£0.25m 2022/23-£0.25m 2023/24-£0.2m 2024/25-£0.15m <p>Total £1.0m</p>
Outputs	<ul style="list-style-type: none"> Business productivity and growth supported Programme of grants to local SMEs
Outcomes	<ul style="list-style-type: none"> 160 individuals supported to start their own businesses 60 SMEs supported to access supply chain opportunities 70 SMEs supported to improve their productivity £4.2m net additional GVA secured £0.3m net Social Return on Investment
Estimated BCR	3.4:1



Business & Enterprise Support



Housing Renewal Programme

Project 4

Project Description	Renewal and renovation of housing stock across Barrow has been a Council priority for approximately 30 years, and the Council has run a programme of Housing Market Renewal. This programme would deliver a transformative impact for Barrow's homes, improving up to 220 residential properties across the town, alongside an investment in public realm and commercial shop fronts. This would have a significant impact on local people's health and wellbeing, deliver a range of environmental improvements through carbon savings, and improve perceptions of Barrow as a place to live.
Project Rationale	<ul style="list-style-type: none"> The housing in the central Barrow wards is mostly traditional, older housing with a lack of high-quality, aspirational homes to attract and retain people. A significant proportion of housing stock is in bad condition: 18-21% of privately owned and privately rented housing in Barrow has category 1 Housing Health and Safety Rating System hazards. The market has failed to address this through a coordination failure, as homes are owned by many individuals. There are significant positive externalities that will result from housing market renewal, which are not directly priced by the market. The environmental and social benefits of the housing renewal programme will be greater than the benefits that can be captured by individual bodies acting in isolation.
Strategic alignment	<p>The project aligns in the following ways with Barrow's TIP Pillars:</p> <ul style="list-style-type: none"> Clean Growth: the programme will deliver carbon emissions savings and provision of green space. Inclusive Economy: the priority areas for investment in the programme are centred around the most deprived parts of Barrow. Healthy Places: investment in housing conditions and public realm will deliver a range the priority areas for investment in the programme are centred around the most deprived parts of Barrow. The project aligns with Strategic Objectives SO4, SO8 and SO9. This project aligns with the Town Deal theme of 'Urban Regeneration' The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, UK Net Zero Target 2050, Cumbria Housing Statement, Borderlands Inclusive Growth Deal, and Barrow Borough Local Plan.
Actions	<ul style="list-style-type: none"> £1.3m component to refurbish 39 commercial properties and 16 residential properties on Rawlinson Street Property improvements, including energy efficiency, refurbishment and re-assembly of up to 200 residential properties in one of the two identified priority areas Public realm and green space investment in one of the two identified priority areas
Delivery Partners	This programme will be delivered by Barrow Borough Council, who have a proven track record in delivery of housing renewal programme
Ask and Match Funding	<ul style="list-style-type: none"> £4.0m Town Deal ask of a total cost of £4.4m. £400,000 match funding from Barrow Borough Council
Major Interdependencies	None identified

Timescales and Spend Profile	<ul style="list-style-type: none"> 2020/21- £0m 2021/22-£1.1m 2022/23-£1.1m 2023/24-£1.3m 2024/25-£0.5m <p>Total £4.0m</p>
Outputs	<ul style="list-style-type: none"> Up to 220 homes improved 39 commercial properties with shop fronts improved 3,500 sq m of public realm delivered
Outcomes	<ul style="list-style-type: none"> £7.3m Social Return on Investment 45 tonnes CO2 savings per annum Improved perceptions of Barrow as a place to live
Estimated BCR	1.7: 1



Housing Renewal

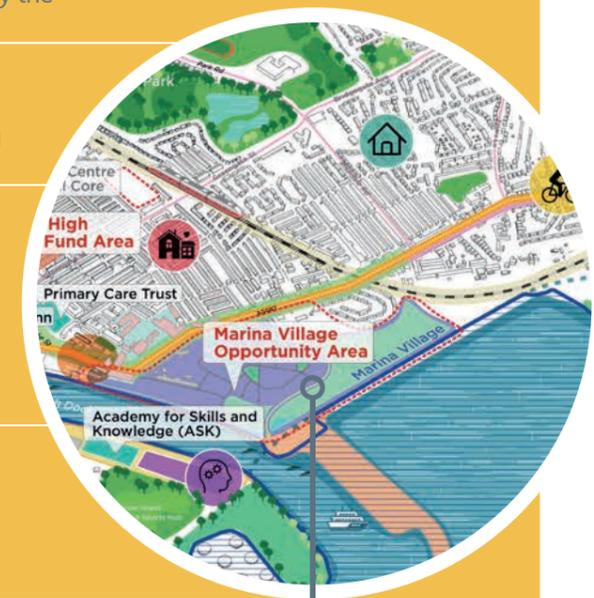


Marina Village

Project 5

Project Description	The remediation of a large brownfield site within Barrow-in-Furness. This would enable the private sector to come forward and deliver a Masterplan of predominantly high-quality, family homes, alongside mixed-use leisure and cultural space and a nature conservation area. Delivery of the Masterplan would transform the Marina Village site into an area that both widens the housing offer within Barrow and improves perceptions of the town.
Project Rationale	<ul style="list-style-type: none"> The Marina Village site has a number of complex and interdependent physical site constraints that need to be addressed before the market can deliver housing on the site. The market has failed in bringing forward this site for development as essential site remediation and ecological translocation works need to be undertaken before the site is suitable.
Strategic alignment	<p>The project aligns in the following ways with Barrow's TIP Pillars:</p> <ul style="list-style-type: none"> Clean Growth: the programme will remediate a major site into one that is environmentally sustainable, provides a significant nature conservation area alongside low carbon development. Inclusive Economy: the provision of commercial space will provide much needed sites and premises for local firms as well as inward investors, a nature conservation area accessible to the whole community, and family-led housing providing much needed homes to families in Barrow. Healthy Places: the Marina Village site will provide green space for local people to access for health and wellbeing. <ul style="list-style-type: none"> The project aligns with Strategic Objectives SO3 and SO10. The project aligns with the Town Deal theme of 'Urban Regeneration' The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, National Planning Policy Framework and Barrow Borough Local Plan
Actions	<p>Match funding is required to undertake essential site remediation works to make the site suitable for the private sector to develop. The actions will address:</p> <ul style="list-style-type: none"> Significant contaminated land issues Large populations of common lizards and slow worms on the site The potential for ground water contamination Diversion of statutory infrastructure away from the development area Demolition of redundant buildings and redundant underground structures A cut and fill exercise across the site to address site levels Acquisition of the remaining land parcels
Delivery Partners	<ul style="list-style-type: none"> The remediation of the site would be undertaken by Barrow Borough Council. The development of the Masterplan would be brought forward by a private sector partner, to be identified.

Ask and Match Funding	<ul style="list-style-type: none"> £1m Town Deal contribution to site remediation and preparation costs Match funding requests with Homes England and Cumbria LEP £0.7m match funding secured from Barrow Borough Council In isolation of other funding contributions, Towns Funding would ensure PP, EIA, assembly and ecological mitigation works can be put in place, leaving it shovel ready for further investment to be levered and increasing investor confidence with both the public and private sector. No private sector contributions for the remediation works, but the Masterplan will be delivered by the private sector.
Major Interdependencies	<ul style="list-style-type: none"> Reliant on private sector to bring forward Masterplan once the site is remediated Reliant on remainder of public sector funding being secured
Timescales and Spend Profile	<ul style="list-style-type: none"> 2020/21- £0m 2021/22-£0.6m 2022/23-£0.4m 2023/24-£0m 2024/25-£0 <p>Total £1.0m</p>
Outputs	<ul style="list-style-type: none"> 26-hectare brownfield site remediated Up to 550 homes delivered 3.3 hectares of mixed-use commercial space 6.3 hectares of land for nature conservation
Outcomes	<ul style="list-style-type: none"> £19.9 million land value uplift Clean growth Enhanced townscape that is more attractive and accessible to residents, businesses and visitors
Estimated BCR	<ul style="list-style-type: none"> 1.5:1* <p><small>* incorporating all public sector funding, not just £1m TIP gap funding</small></p>



Marina Village

Extract taken from Marina Village Masterplan Framework (February 2020)

Brilliant Barrow Place Development

Project Description	The Brilliant Barrow Place Development project will underpin the major investment being delivered in Barrow through Towns Fund and aligned initiatives. The proposition will attract residents, businesses, investors, students and visitors to Barrow to access Barrow's enhanced offer. The project will focus on the positioning of Barrow as a tourism destination and develop Barrow's cultural offer and sense of identity through a range of activities. The project seeks to maximise the economic income from the tourism industry, to help diversify the local economy and capture on existing opportunities, whilst enhancing the local culture and leisure offer and capturing local spend.
Project Rationale	<ul style="list-style-type: none"> Barrow has a number of visitor facing assets but has had significantly fewer visitor numbers than more traditional visitor facing locations in Cumbria and the surrounding area. Public investment is required to increase the profile of the borough and attract visitors to Barrow, whilst also providing activities for residents to partake in and enjoy. Project will enhance Barrow's unique heritage culture and natural assets and galvanise our sense of pride
Strategic alignment	<p>The project aligns in the following ways with Barrow's TIP Pillars:</p> <ul style="list-style-type: none"> Clean Growth: the project will maximise sustainable use of Barrow's natural capital assets. Inclusive Economy: the programme will help to diversify the economy of Barrow, through growing the visitor economy and generating jobs for local people. Healthy Places: the project will promote active lifestyle choices through the generation of community events around Barrow. The project aligns with Strategic Objectives SO3, SO4, SO8 and SO10. The project aligns with the Town Deal theme of 'Urban Regeneration' The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, The Great Britain Tourism Action Plan, Tourism Sector Deal, Tourism Strategy for Cumbria, The Bay Prosperity and Resilience Strategy and Barrow Borough Local Plan.
Action	<ul style="list-style-type: none"> An FTE 'Place Development Officer' to coordinate the #BrilliantBarrow place proposition alongside aligned initiatives. Marketing and promotional activities over five years which will include visitor/investor focused campaigns. Funding support for current festivals and events, as well as two larger flagship events; a music festival and a lights festival. Capital investment on a digital screen for event promotion and showcasing. A feasibility study looking to develop a new attraction in Barrow.
Delivery Partners	<ul style="list-style-type: none"> The project will be delivered by Barrow Borough Council, in partnership with Cumbria Tourism and Barrow BID.
Ask and Match Funding	<ul style="list-style-type: none"> £1m Town Deal ask for a total cost of £1.05m Barrow Borough Council providing £50,000 in match funding
Major Interdependencies	<ul style="list-style-type: none"> None identified

Timescales and Spend Profile	<ul style="list-style-type: none"> 2020/21-£0m 2021/22-£0.3m 2022/23-£0.3m 2023/24-£0.2m 2024/25-£0.2m 2025/26-£0.1m <p>Total £1.0m</p>
Outputs	<ul style="list-style-type: none"> Enhanced programme of events and activities for all ages
Outcomes	<ul style="list-style-type: none"> Social Return on Investment of £2.4m Improved perceptions of Barrow by residents and visitors Footfall of at least 50,000 people in Barrow town centre, with an estimated 20% of attendees from outside Barrow and 3,000 overnight visitors. An additional local spend of £0.9m and charity donations of £80,000 Increased sense of pride and belonging for residents Increased health and wellbeing through enjoyment and physical activity, particularly in the outdoors
Estimated BCR	<ul style="list-style-type: none"> 2.1:1



Brilliant Barrow Place Development



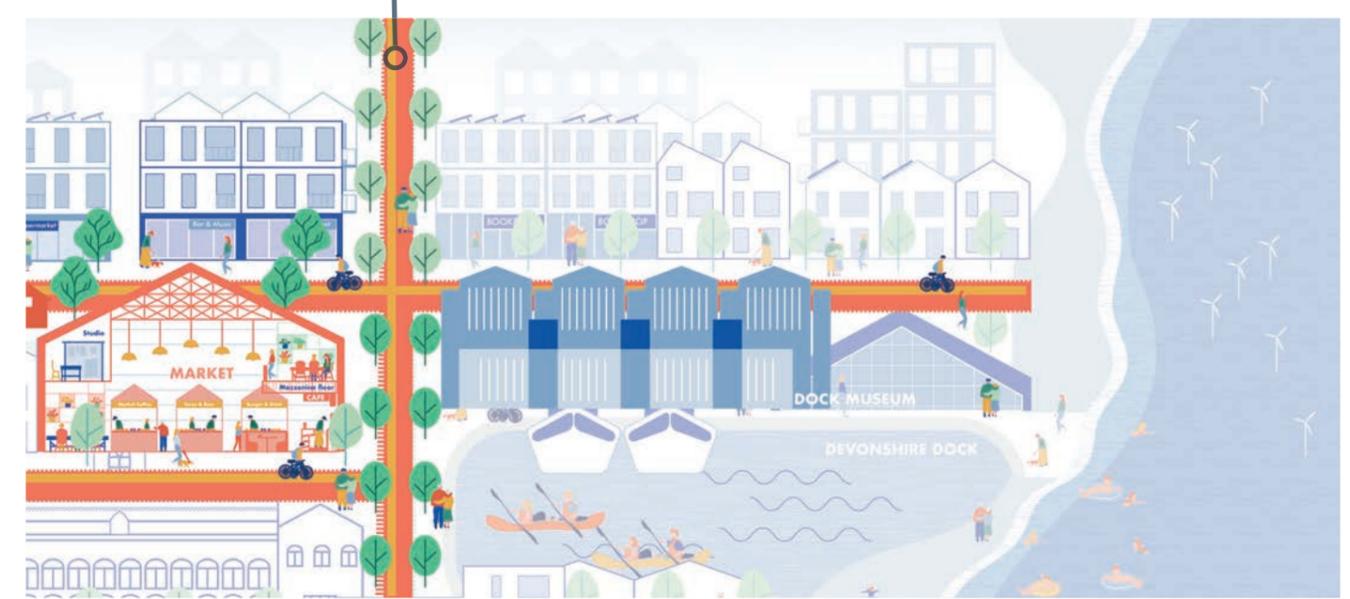
Local Cycling and Walking Infrastructure

Project Description	A transformative programme of walking and cycling infrastructure improvements within Barrow, delivering a high-quality network connecting key transport nodes. This will drive local demand for walking and cycling, provide health and wellbeing benefits, improve access to services from all communities and put Barrow at the forefront of active travel in the UK.
Project Rationale	<ul style="list-style-type: none"> Investing in cycling and walking infrastructure delivers a range of positive externalities which are not priced by the market. This includes delivering clean growth for Barrow through lower carbon emissions and enabling local people to make affordable and healthy transport decisions. Attractive and sustainable travel routes will enhance the perception of Barrow as a place to live and work
Strategic alignment	<p>The project aligns in the following ways with Barrow's TIP Pillars:</p> <ul style="list-style-type: none"> Clean Growth: the programme would facilitate employers in the town to be better connected through sustainable and environmentally friendly means. Inclusive Economy: investment in walking and cycling infrastructure benefits the whole community of Barrow. Healthy Places: the programme would encourage local people to make healthier active transport decisions. The project aligns with Strategic Objectives SO9, SO10 and SO8. This project aligns with the Town Deal 'Connectivity' theme The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, UK Net Zero Target 2050, Government Cycling and Walking Investment Strategy, Cumbria Cycling Strategy, Cumbria Transport Plan, and Barrow Borough Local Plan.
Action	<ul style="list-style-type: none"> Abbey Road – from Furness Abbey to Hindpool Road (part of NCN70): approximately 4 km of cycle routes connecting key locations such as Furness Hospital and the town centre at Hindpool Road. This would also integrate with Barrow Station Walney Road (A590) – from Sowerby Wood to BAE Systems: approximately 4.5km of enhancement and extension to the existing sub-standard cycle infrastructure, connecting key employers and residents in the north to BAE systems and other employers at Devonshire Dock Roose Road (A5087) – from Roose to Hindpool Road (part of NCN700): approximately 3 km of cycle routes connecting key locations such as the rail station and town centre at Hindpool Road
Delivery Partners	<ul style="list-style-type: none"> Cumbria County Council
Ask and Match Funding	<ul style="list-style-type: none"> £4.5m Town Deal ask Match funding options to scale up the project are being explored with key private sector employers in Barrow.
Major Interdependencies	<ul style="list-style-type: none"> Feasibility exercise required incorporating site visits and engagement with stakeholders with all three sites

Timescales and Spend Profile	<ul style="list-style-type: none"> 2020/21- £0.2m 2021/22-£2.15m 2022/23-£2.15m 2023/24-£0m 2024/25-£0m <p>Total £4.5m</p>
Outputs	<ul style="list-style-type: none"> 11.5 km of enhanced cycle provision
Outcomes	<ul style="list-style-type: none"> WEBTAG benefits of £27.3m Uplifts of up to 67% in cycling over a 20-year period, equating to approximately 5,000 additional cycle trips per year. Improved sustainable and affordable transport options to and from places of work and Barrow town centre
Estimated BCR	<ul style="list-style-type: none"> 6.2:1



Local cycling and walking

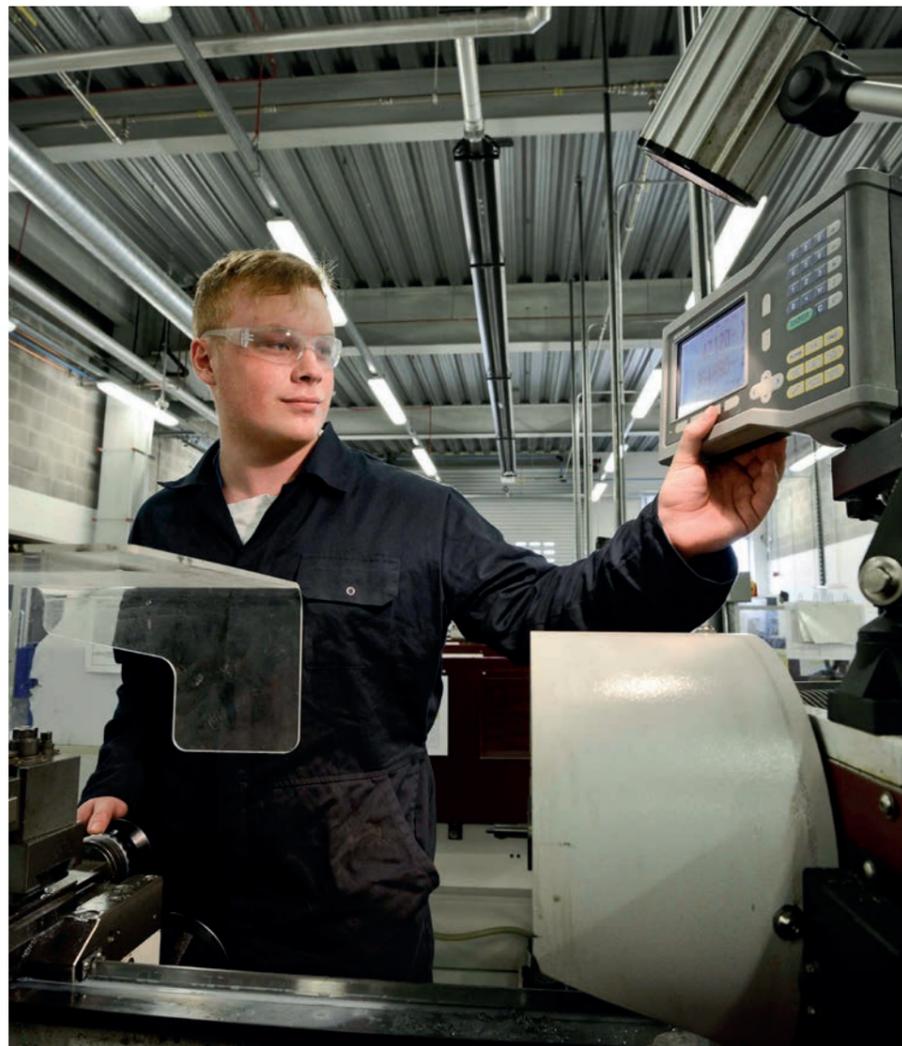


Enabling Asks of Government

In addition to the project specific funding sought, we are also seeking revenue investment of £100,000 per annum to facilitate a TIP Programme Management Function. Barrow Borough Council, as accountable body, will need to manage the investment programme and the required monitoring and reporting requirements. As a small authority which has experienced funding cuts of 40% since 2010 (a decrease of £6m per annum) additional resource support will be necessary to undertake this function and see the fullest range of benefits materialise.

Aligned Asks of Government

The activities of the Town Investment Plan will support aligned initiatives and existing funding asks and streams. There are a number of existing funding applications with Government and this Town Investment Plan requests an enhanced consideration of them, due to their importance in delivering the overarching Town Investment Plan.



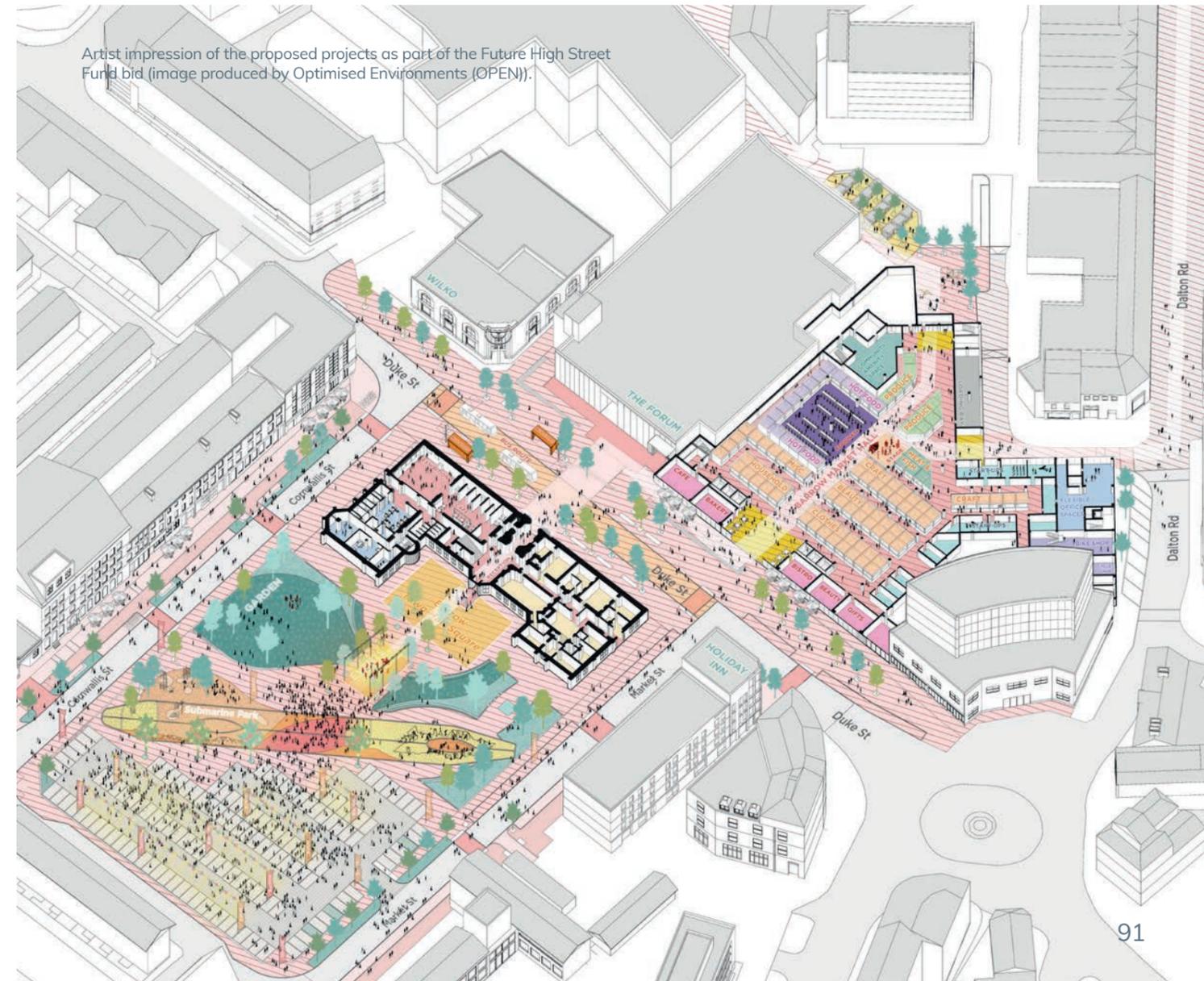
Future High Street

Our Town Deal and Future High Street projects firmly align, and we have pursued a collaborative approach to ensure the principles of complementarity and added value is embedded in our approach.

The Future High Street Fund bid is a c£21m application for funding to deliver four integrated projects to reinvigorate the high street in Barrow, including a modernised market hall, the transformation of Barrow Town Hall as a

visitor attraction and public service hub, a new Barrow Town Square to create footfall, and a Central Transit Hub to connect people to the town centre.

This application for funding aligns strongly with a number of the identified Town Deal projects, through strengthening Barrow's offer and identity, revitalising the high street, and supporting existing businesses.



Artist impression of the proposed projects as part of the Future High Street Fund bid (image produced by Optimised Environments (OPEN)).

Marina Village

The remediation of the Marina Village site requires funding support to unlock the site and enable the private sector to bring forward the residential-led Masterplan. Government funding is essential to supporting the realisation of this major development site as a new vibrant neighbourhood with up to 550 new homes.

Electric Bus Fund

An application has been made to the Department for Transport, seeking funding to deliver a fully modernised decarbonised bus network, through the implementation of a range of physical infrastructure measures, linking major local employers and the town centre more efficiently.

This project aligns closely with the Walking and Cycling Infrastructure priority project, as it will assist in Barrow developing a modernised and sustainable transport offer that allows residents and visitors to make sustainable transport decisions. It also aligns closely with the Housing Renewal Programme, which is another priority project aiming to reposition Barrow's economy to one that is centred around clean growth and energy efficiency.



Low Carbon Barrow

Barrow Borough Council is advancing a £2m programme of investment across Barrow to reduce carbon emissions with support from CLEP and MHCLG. The investments include energy efficiency projects in public housing and public buildings, electric vehicle charging infrastructure in key locations, a small grants programme and a series of public and stakeholder engagement workshops. The programme will safeguard 18 FTE jobs, assist 25 businesses, save 100 tonnes carbon per annum and support 25 community organisations/ SME businesses.

This project also aligns closely with a number of the priority projects that are centred around clean growth in Barrow and reducing carbon emissions.



Institute for Technology

£10 million to fund an Institute for Technology as part of the Skills Hub at Furness College. Furness College has applied to be one of the eight Wave Two Institutes who will share £120m of capital investment. This project aligns closely with the development of the Barrow Learning Quarter and will further enable Barrow to improve its higher education and skills offer, tailoring digital skills provision to local growth sectors, including clean growth, advanced manufacturing and health and social care.

A590, A595 and Local Roads

The A590 and A595 play a critical role in connecting Barrow-in-Furness and its key industries to the wider UK via the M6 and the major nuclear sites in West Cumbria. They also support the role of Barrow-in-Furness as an important regional centre and in helping communities access services and take advantage of employment and training opportunities within south and west Cumbria.

Despite the important role of these routes, they are affected by significant reliability and resilience challenges, with these representing a significant barrier to the success of Barrow-in-Furness. Working closely with local partners, Cumbria County Council and Cumbria LEP have proactively worked to promote the importance of these routes being enhanced; a need recognised within Transport for the North's Strategic Transport Plan. The upgrade of these routes will directly support the strategy within the Town Investment Plan and it is considered important for the Government to support current proposals to upgrade the A595 at Grizebeck and along its wider route. Alongside this, it is considered important for Highways England to develop a programme of improvements to transform the performance of the A590.

The upgrade of these routes will directly support the strategy within the Town Investment Plan and it is important for the Government to support current proposals to upgrade the A595 at Grizebeck and along its wider route. Alongside this, it is considered essential to develop a programme of improvements, including further dualling which would transform the performance of the A590 and the ability of Barrow-in-Furness to contribute to the wider success of the UK economy.

Alongside these strategic links; within the Town Investment Plan, there is a clear aspiration to promote active and sustainable travel modes, supporting this, it is important that road networks within Barrow have the capacity to accommodate the traffic impacts of investment in the town. Supporting the Barrow Local Plan, a range of necessary junction improvements have been identified, these will provide capacity needed to support growth and it is important for these to be delivered; while developer contributions will be important in this regard, it is important for further funding to be made available by Government where gaps emerge.

Furness and Cumbrian Line

The Furness Line and Cumbrian are central to the connectivity of Barrow-in-Furness seeing frequent trains between the town, Lancaster and Manchester together with important links up the west Coast to Carlisle. These links are vital, however both routes are affected by capacity and line speed constraints. The need for these to be improved is reflected within Transport for the North's Strategic Transport Plan.

Network Rail are currently investigating upgrades to the Cumbrian Coast Line and building on this, it is important for the Government to support the upgrade of the line; likewise it is important that Network Rail to now start to explore steps that can enhance journey times on Furness Line and to strengthen integration with the West Coast Mainline.



Freeports

Cumbria LEP is currently developing proposals for a Cumbria Freeport proposal. It is anticipated that the Barrow Port is included as part of this. As well as traditional port activities it acts as a key service port for the offshore oil and gas sector and for the national nuclear submarine programme. The Waterfront Business Park located adjacent to the port has seen extensive public investment, including support from CLEP, and is now fully available for development.

A Freeport within Cumbria has the potential to directly align to key sectoral strengths and opportunities including advanced manufacturing nuclear, wind, hydro and oil and gas and even wave energy. Reflecting this, Government support for a Freeport incorporating Barrow is considered to be represent a significant opportunity for both Barrow-in-Furness and the wider UK.



The Bay Prosperity & Resilience Strategy

The three adjacent authorities of Barrow, Lancaster and South Lakeland comprise a dynamic, functional economic area with world class assets. The authorities have formed an Economic Partnership, providing the key strategic forum for economic development issues in the Morecambe Bay area. The Strategy is framed around eight themes for collaborative working which will deliver bigger, better and more effective solutions. Our ask of government is for a two-year funding commitment to provide capacity building resource to develop collaborative projects which will deliver productivity gains and contribute more effectively to the levelling up agenda of UK government.



OUR APPROACH TO DELIVERY

Our partners are committed to the successful delivery of the Brilliant Barrow Investment Plan and have demonstrated this through active participation in the plan development process and clear project sponsorship. Our project delivery partners have a strong track record of delivery and technical competence. The robustness of our approach is underpinned within Strategic Outline Business Cases developed in support of each project.

Town Deal Financial Profile

Our project asks of the Towns Fund can be summarised as follows:

Project	Capital	Revenue	Total	Collaborative Asks
Barrow Learning Quarter	£13.4m	£0m	£13.4	Institute of Technology
Community Wellbeing Hubs & Earnse Bay Outdoor Centre	£4.1m	£0.4m	£4.5m	
Business Support	£0m	£1.0m	£1.0m	
Housing Market Renewal	£4m	£0m	£4m	
Marina Village	£1.0m	£0m	£1.0m	Homes England
Place Development	£0m	£1.0m	£1.0m	Future High Street Fund
Local Walking & Cycling Infrastructure	£4.5m	£0m	£4.5m	Electric Bus Town
Programme Management	£0m	£0.5m	£0.5m	
Total	£27.0m	£2.9m	£29.9m	

The following table illustrates the proposed spend profile of the £29.9m Towns Deal ask:

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Projects	£1.0m	£11.1m	£10.2m	£5.8m	£0.9m	£0.3m	£29.4m
Programme Management	£0m	£0.1m	£0.1m	£0.1m	£0.1m	£0.1m	£0.5m
							£29.9m

Based on the £29.9m Towns Deal ask, the programme costs are split:

- 90% capital
- 10% revenue

The overall costs of delivering the projects that make up our Town Investment Plan are £51.2m, with the Town Deal investment representing an intervention rate of 57%. This excludes the programme management costs.

The committed and planned additional funding leverage across the programme comprises a mix of private

sector, community and other public sector sources. It includes:

- £0.4m committed from Barrow Borough Council for the Housing Renewal Programme.
- £4.4m committed internal funds through asset sales, reserves, revenue funding repayments and loan facility from University of Cumbria for Barrow Learning Quarter
- An intention to work with Cumbria LEP to secure £2m for Barrow Learning Quarter
- £2m proposed from Cumbria LEP for Barrow Learning Quarter
- Proposed Institute of Technology match of £1.1m for Barrow Learning Quarter
- £2.5m proposed investment from Furness College for Barrow Learning Quarter
- £7.5m application to Homes England for Marina Village
- £3.6m application to Cumbria LEP and/or Barrow Borough Council funding for Marina Village.



Town Deal Accelerator Funding

Within the Government response to COVID-19 Barrow has been provisionally allocated an additional £750,000 of funding to be spent in 19/20. This funding will be used for a number of complementary investments including acquisition of key sites to support the development of Marina Village, revitalise and repurpose key spaces in the town to support Place Development and aligned initiatives such as Future High Streets, and enhance Barrow's outdoor activity offer aligned to Place Development and Community Wellbeing Hubs and Earnse Bay Outdoor Centre. These investments will support Covid-19 recovery and provide a platform for Towns Deal investment.

Business Case Development Plan

All Barrow Town Deal projects have developed a Strategic Outline Business Case (SOBC) aligned to HM Treasury's Five Case Model which strengthens the robustness and deliverability of our Town Investment Plan. 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.

The projects agreed in the Heads of Terms deal will swiftly progress to Full Business Cases. Each SOBC identifies a business case development plan establishing the support required to develop the detail required to finalise the business case and draw down funding. Areas for development include:

- Underpinning studies including market assessments, feasibility, cost assessment and income projections
- Project designs
- Planning consents
- Stakeholder engagement plans
- Statutory requirements such as State Aid, Environmental Impact Assessments, and Equalities Impact Assessments

- Delivery plans (including procurement and management methodologies)
- Monitoring and evaluation plans.

We anticipate drawing on the resources provided by our Towns Fund Coordinator to assist us in this process. Independent appraisers will complete a Green book appraisal of the business cases to provide the required assurance, for review and approval by the Town Deal Board.

Once detailed business cases have been developed and approved, we will submit a Town Deal Summary Document to the Towns Hub setting out:

- Agreed projects, including BCRs
- 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.



Key Milestones

Our key milestones include:

- Heads of Terms agreement – September / October 2020
- Development and Assurance of Full Business Cases – October 2020 - March 2021
- Draw down of Funding for Accelerator Projects – November 2020
- Submission of Town Deal Summary – March 2021
- Full Implementation – April 2021 – March 2026.

Governance Structures

Our approach is underpinned by strong partnership working and effective collaboration. The Barrow Town Investment Plan will be governed by the Brilliant Barrow Board which will evolve from the current Town Deal Board and include representation from the public, private and Third sector. The Brilliant Barrow Board will:

- Agree strategic direction and priorities
- Approve all Town Deal activity
- Review progress
- Oversee evaluation activity
- Make recommendations to the accountable body.

The Brilliant Barrow Board will be supported by the work of the Major Projects Programme Board. The role of the Major Projects Programme Board is to align activity between major projects; it is intended that this will maximise synergies between projects and complementary initiatives,

creating an environment within which we can attract and take full advantage of further partner and new investment.

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 Town Deal Board, reporting on performance, and ensuring appropriate governance and assurance compliance. Building on the positive partnership working to date, Barrow Borough Council propose to a Service Level Agreement with Cumbria County Council to support the role of Barrow Borough Council as accountable body by providing a Programme Management Office (PMO) function.

The Plan Delivery Group will oversee the delivery of the Town Deal projects and advise the Town Deal Board on progress. The Marketing and Communications 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 PMO, the Plan Delivery Group and Barrow Borough Council as the accountable body.

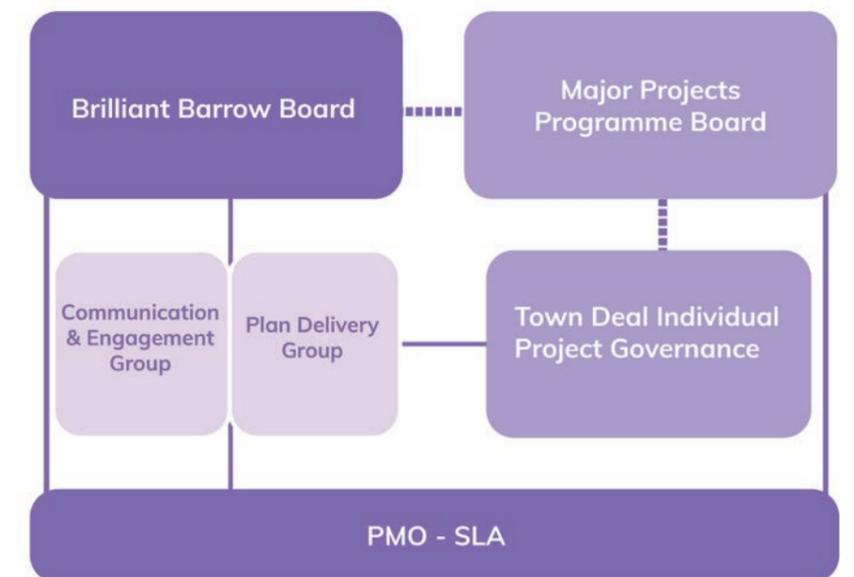


Figure 6.1 Governance Structure

Assurance and Scrutiny Process

The Town Deal Board will establish a robust accountability and assurance framework. It is proposed that this will be implemented through a Service Level Agreement with Cumbria County Council who are highly experienced in financial and project management and providing accountable body functions for central government funding. This role will include:

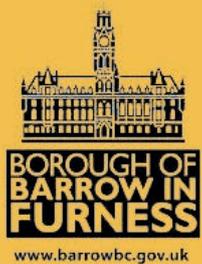
- Programme management of the Town Deal funding and co-ordination of programme governance to fulfil the Accountable Body requirements
- Robust performance management systems against agreed KPIs
- The preparation of project-specific funding agreements to ensure projects are delivered in a compliant manner, consistent with approved business cases and in line with programme requirements
- Progress Monitoring Reports and collation of information submitted by each project to record activity, achievement and to explain variation from expected profiles
- Assurance checks on accuracy and eligibility on the use of Town Deal funding by projects, through the verification of monthly or quarterly financial returns and annual project compliance checks
- Progress reports and programme risk register to highlight issues related to the Town Deal's performance, including monitoring, tracking and achievements on a monthly basis
- Quarterly Progress Reports to be shared with the Brilliant Barrow Board and MHCLG to include output and spend performance
- Implementation of any changes in response to performance issues and lessons learnt
- Production of annual accounts and responses to audit requirements
- Due diligence checks on project delivery organisations in line with a programme implementation plan
- Development of tender specifications and procurement processes, where project activity is to be commissioned
- Oversee the evaluation process (interim and final) to consider the success of the Town Deal in meeting its objectives.



Acknowledgements

The Brilliant Barrow Board thanks all contributors to the development of our Brilliant Barrow Investment Plan, including our community, public, private and third sector partners who contributed to the identification of issues and opportunities and the generation of ideas and actions. Particular thanks go to those who shared photographs and positive thinking to bring our plan to life and to illustrate how **'brilliant' Barrow can be.**





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