Barrow-in-Furness Town Deal Board

Banqueting Hall, Town Hall,
Barrow-in-Furness
Thursday 23 January 2020, 1.00pm – 3.00pm

1. Introductions

2. Purpose of Board

3. Terms of Reference, Code of Conduct and Selection of Chair

4. Developing the Town Investment Plan

5. Establishing a Vision for the Barrow-in-Furness Town Deal

6. Future High Street Fund Update

7. Future Meetings

8. Any Other Business

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Thursday, 23rd January, 2020
at 1.00 p.m. (Banqueting Hall)

PRESENT:

Cllr Ann Thomson (Barrow BC), Sam Plum (Barrow BC), Michael Barry (Barrow BC), Cllr Anne Burns (Cumbria CC), Alison Hatcher (Cumbria CC), Suzanne Caldwell (Cumbria Chamber of Commerce), Chris Clouter (ABP Port of Barrow), Simon Fell (MP), Janet Garner (BAE Systems), Ali Greenhalgh (Cumbria CVS), Jo Lappin (Cumbria LEP), Rebecca Rawlings (Women's Community Matters), Julie Routledge (DWP – Partnership Manager), Andrew Wren (Furness College). Julie Mennell (University of Cumbria)

ITEM	ACTION
1 – Apologies Apologies for absence had been received from Steve Cole (BAE Systems), Sami Falou (BEIS), Paul Hodgson (Barrow BID) and Geoff Jolliffe (Morecambe Bay CCG). **2 – Introductions** Everyone present introduced themselves to the first meeting of the Barrow-in-Furness Town Deal Board. **3 – Purpose of the Board** Sam Plum reported that on 6th September 2019 the Government had announced that Barrow-in-Furness had been identified as one of 100 places which would be invited to develop proposals for a Town Deal. Barrow was one of five places in Cumbria that would be able to bid for up to £25m of public investment funding as part of a £3.6bn national fund. It had been noted that the guidance for the funding set out a process for the preparation of a deal including the stipulation that by January 2020, Barrow Borough Council, as the Accountable Body/Lead Authority, must host the initial meeting of a Town Deal Board which would include a number of prescribed attendees from across the Public and Private Sector. The initial role of the board would be to oversee the development of the Barrow Town Investment Plan for agreement and submission to MHCLG by Barrow Borough Council during Summer 2020.	

ITEM	ACTION
Recognising the immediate pressure developing a deal created, it had been proposed that the initial board membership would remain in situ until the submission of the Town Investment Plan, after which a review of membership could be undertaken. RESOLVED:- To note the information. **4 – Terms of Reference, Code of Conduct and Selection of Chair** A draft copy of the Terms of Reference for the Board had been appended to the report, along with a copy of the Code of Conduct and Conflict of Interest Policy. Sam Plum invited comments on the draft Terms of Reference which would be formally approved at the next meeting of the Board. The Board had been requested to agree the proposed Code of Conduct and Conflict of Interest Policy. Andrew Wren advised the Board that whilst he was a Board Member of Cumbria LEP, he attended this Board as a representative from Furness College. It had been noted that there was a requirement for the Board to operate in a transparent manner and in recognising that, it had been proposed to provide a webpage on the Barrow Borough Council website wherein key information surrounding the Town Deal and associated Governance would be hosted. Sam Plum advised that Government advice had been that the Chair should be drawn from the Private Sector membership. To that end, she nominated Steve Cole of BAE Systems and added that in his absence he was aware of the nomination. This had been duly seconded by Councillor Anne Buns. Sam further moved that Councillor Ann Thomson be nominated as Deputy Chair which would provide a good Private/Public Sector balance, this had been duly seconded by Councillor Anne Burns and it was, RESOLVED:- (i) To appoint Steve Cole as Chair of the Barrow-in-Furness Town Deal Board. (ii) To appoint Councillor Ann Thomson as Deputy Chair of the Barrow-in-Furness Town Deal Board. (iii) To agree the proposed Code of Conduct and Conflict of Interest Policy.	

ITEM	ACTION
COUNCILLOR ANN THOMSON IN THE CHAIR **5 – Developing the Town Investment Plan** Michael Barry advised that the principal role of this Board was to prepare the Town Investment Plan required to articulate a clear vision for Barrow and to define interventions for which Town Deal funding would be sought. He added that the use of the Town Deal funding was prescribed, limited to the urban area of Barrow-in-Furness and for the following purposes:- • Urban regeneration, planning and land use; • Skills and enterprise infrastructure; and • Connectivity. The timescales for the preparation of the Deal were challenging, necessitating the early progression of work to ensure essential resources could be put in place and further scoping activity could progress. The suggested approach to the development of the Town Investment Plan had been included in an appendix to the report. Michael provided a presentation to the Board including a SWOT analysis and possible options for projects and programmes to be developed as part of the Town Investment Plan. He advised that these were ideas, not conclusive plans and were intended as a conversation starter. It had been noted that a Barrow Major Projects Board had been established with the purpose of co-ordinating a scheme of development and delivery to maximise opportunities, remove barriers, align investment and develop effective synergies across the following locations:- • Town Centre; • BAE Shipyard; • Marina Village; • Waterfront Business Park; and • Barrow Port. This had been considered to act as an anchor to the creation of a successful Town Deal. Michael Barry advised the Board that the Plan needed to be realistic and deliverable and needed to move forward at pace. In support of the development of a Town Deal, the need had been highlighted to establish two groups which would feed back to this group, namely:-	

ITEM	ACTION
• A Plan Development Group – to oversee drafting and the coordination of activity around the preparation of a plan, including the definition of programmes; and • A Communications and Engagement Group – to oversee the development and implementation of a communication and engagement plan. Board Members had been requested to consider how they may be able to support the operation of these groups including the provision of staff resources and to nominate people from their respective organisations accordingly. Janet Garner asked what skills sets would be required. Michael Barry advised that the following skills sets would be required:- project management, policy development, ability to write well and sound understanding of the sector they represent. In respect of the Communications and Engagement Group, Sam Plum advised that once appointed, the Council's Policy and Engagement Officer would be part of that group, as well as Alison Meadows of Cumbria County Council. Andrew Wren had suggested that it may be appropriate to include some representatives from the shadow FEDF Board which included a number of young people. Jo Lappin had suggested that it may be appropriate to include members of a LEP group for 18-35 year olds. In recognising the need for a technical support, it had been proposed to procure a Consultant to support the development of economic assessment, narrative and appraisal. RESOLVED:- (i) To agree the proposed approach to the delivery of the Town Investment Plan including the formation of the Plan Development Group and the Communications and Engagement Group. (ii) To agree to the procurement of consultant support with respect to economic assessment, appraisal and scheme development; and (iii) To agree the proposed initial programme of the Town Investment Plan. **6 – Establishing a Vision for the Barrow-in-Furness Town Deal** Michael Barry provided a presentation including a number of Visions from Partner Organisations including:- Barrow BID, UHMBT, Cumbria County Council Local Committee, Cumbria CVS, Furness College and University of Cumbria.	

ITEM	ACTION
He asked the Board's views on what they considered Barrow Town Deal's Vision should be focused upon i.e. community, business, visitors, economy, growth, deprivation. This was discussed at length and the general consensus was that the vision should be short and snappy and place-based. It was considered that further details of the underlying objectives of the Vision could be included as bullets underneath the short, snappy hashtag able Vision. Sam Plum suggested that setting the Vision could be the first piece of work for the Communications and Engagement Group. **7 – Future High Street Fund Update** Michael Barry provided the group with an update on the Future High Street Fund. He advised that the fund allows Authorities to seek £25m of capital investment to support the future vitality of high streets. He advised that the fund was oversubscribed, however, Barrow had been shortlisted and were required to produce a business case with extremely tight deadlines. A public engagement exercise had been initiated last week and the consultation period ends in February. The draft submission date to MHCLG was 15th March, 2020. Michael presented a number of emerging options to the Board including:- • Improved way finding between the Station and Dalton Road; • Strengthening the Market; • Strengthening the Town Hall/Forum/Town Square as a centre of leisure and culture to better connect with the Docks/Waterfronts; and • Strengthening integration of bus routing. He invited comments and views from the Board. Sam Plum commented that the high street was changing and it was a national issue, not just local. The focus was no longer on shopping and the high street needed to provide alternative uses and facilities. Rebecca Rawlings had suggested the possibility of offering Wi-Fi connectivity in specific areas to draw people there to meet, take lunch breaks etc.	Communications and Engagement Group

ITEM	ACTION
Michael thanked the Board for their positive comments and suggestions and requested members to share details of the consultation amongst their contacts. **8 – Future Meetings** Sam Plum commented that whilst the Terms of Reference stated that the Board would meet typically on a two monthly basis, she proposed that the Board should meet on a monthly basis from now until the Summer, on a Friday. Exact dates to be established and circulated. The meeting closed at 2.17pm.	Democratic Services

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 23RD January 2020	
Reporting Officer: Chief Executive – Barrow Borough Council	

Title: Town Deal Board – Terms of Reference, Code of Conduct and Selection of Chair

Summary and Conclusions:

This paper seeks agreement for proposed terms of reference and code of conduct and identification of a Chair for the Barrow-in-Furness Town Deal Board.

Recommendations:

It is recommended that the Town Deal Board:

1. Consider and agree the proposed Town Deal Board Terms of Reference provided as Appendix A to this report.

2. Consider and agree the proposed Code of Conduct and Conflict of Interest Policy provided as Appendix B to this report

3. Note the suggested attendance of the board and consider further prospective attendees

4. Agree a Chair and Deputy Chair of the Town Deal Board.

Report

On the 6th of September 2019 the Government announced that Barrow-in-Furness has been identified as one of 100 places which will be invited to develop proposals for a Town Deal. This could see up to £25m of public investment funding being delivered to Barrow as part of the £3.6bn national fund.

Guidance for the fund was published in November 2019 with this setting out the process for the preparation of a deal. This included the stipulation that by January 2020 Barrow Borough Council host the initial meeting of a Town Deal Board which would include number of prescribed attendees from across the public and private sector.

The initial role of the board is to oversee the development of the Barrow Town Investment Plan for agreement and submission to MHCLG by Barrow Borough Council during summer 2020. Recognising the immediate pressure developing a deal creates, it is proposed that the initial board membership will remain in situ for a period of 6 months and the submission of the Town Investment Plan after which a review of membership could be undertaken.

In support of the board, appended to this report are draft Terms of Reference and Code of Conduct and Conflict of Interest Policy. These have been prepared utilising a template prepared by the Cumbria Local Enterprise Partnership. It will be necessary for the board to consider and agree these.

Together with the terms of reference it will be necessary to appoint a Chair and Deputy Chair. It is worth noting Government advice that the Chair should be drawn from the private sector membership. The board are requested to consider prospective nominations for these roles and at the meeting it is proposed to agree a Chair and Deputy Chair.

It should also be noted that there will be a requirement for the Board to operate in a transparent manner. Recognising this, it is proposed to provide a webpage on the Barrow Borough Council website wherein key information surrounding the Town Deal and associated Governance will be hosted.

End.

Appendix A – Town Deal Board Terms of Reference
Appendix B – Town Deal Board Code of Conduct and Conflict of Interest Policy

TERMS OF REFERENCE FOR BARROW-IN-FURNESS TOWN DEAL BOARD

PURPOSE

The Barrow-in-Furness Town Deal Board will be responsible for developing the vision, strategy and Town Investment Plan for Barrow-in-Furness, in consultation and collaboration with the community of Barrow-in-Furness.

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

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

ROLES AND RESPONSIBILITIES

The Barrow-in-Furness Town Deal Board will:

Strategy

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

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

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

4. Ensure that the Town Investment Plan aligns with Cumbria's Local Industrial Strategy, Cumbria Infrastructure Plan, Cumbria Local Transport Plan and Barrow Borough Local Plan and commitment to net zero carbon while ensuring the maximization of wider value and opportunities for the voluntary and community sector.

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

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

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

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

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

10. Ensure complimentary with the Barrow-in-Furness Future High Street Fund areas.

11. Set priorities for and receive updates from the Plan Development and Communication and Engagement groups.

Investment

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

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

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

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

Delivery and Co-ordination

16. Support Barrow Borough Council to develop investment guidance and appraisal mechanisms, which are compliant with the highest standards of public accountability.

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

18. Support the development of a project pipeline that effectively delivers the Town Investment Plan.

Advocacy

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

20. Develop responses to national consultations, Select Committees, APPGs etc. on issues that are relevant to the Towns Deal initiative and the opportunities and challenges relevant to Barrow-in-Furness.

Community Engagement

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

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

Risk

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

Standards and Compliance

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

MEMBERSHIP

Appointment

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

Membership

The membership of the Group is as follows:

- Ali Greenhalgh representing Cumbria CVS
- Andrew Wren representing Furness College
- Cllr Ann Thomson representing Barrow Borough Council
- Chris Clouter representing ABP
- Geoff Jolliffe representing NHS
- Gill Doyle representing Jobcentre Plus
- Julie Mennell representing University of Cumbria
- Jo Lappin representing Cumbria Local Enterprise Partnership
  Paul Hodgson representing Barrow Business Improvement District

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- Rebecca Rawlings representing Barra Culture
- Simon Fell Member of Parliament for Barrow and Furness
- Steve Cole representing BAE
- Suzanne Caldwell representing Cumbria Chamber of Commerce
- TBC representing Cumbria County Council

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

MEETINGS

Frequency

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

Meeting Papers

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

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

Written Procedures

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

Attendance Policy

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

Conduct

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

Conflict of Interest

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

Delegated Authority

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

COLLABORATIVE WORKING

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

ACCOUNTABILITY

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

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CODE OF CONDUCT AND CONFLICT OF INTEREST POLICY

Introduction

This Code is intended as a guide, to indicate the standards of conduct and accountability, which are expected of members of the Barrow-in-Furness Town Deal Board to assist them in carrying out their role.

This Code is not intended to be a definitive or authoritative statement of the law or good practice.

All Towns Deal Board members have an obligation to act in the best interests of the Barrow-in-Furness and the Board and in accordance with its governing documents. Conflicts of interests may arise where an individual's personal, organisational or family interests and/or loyalties conflict with those of the Towns Deal Board. For example, when a Board member is a shareholder in a company that is a potential beneficiary of grant funding. Such conflicts may create problems which can:

- Inhibit free discussion;
- Result in decisions or actions that are not in the interests of the Town Deal Board and
- Risk the impression that the Town Deal Board has acted improperly.

The aim of this policy is to protect both the organisation and the individuals involved from any appearance of impropriety, to maintain Barrow Borough Council high ethical standards and protect our reputation against any allegations of conflict of interest.

The Policy

Introduction

1.1. You are a member of the Barrow-in-Furness Town Deal Board hence you shall have regard to the following principles – selflessness, integrity, objectivity, accountability, openness, honesty and leadership in your conduct at all times.

1.2. All members of the Barrow-in-Furness Town Deal Board agree to accept the provisions of this Code, and sign up to this Code on commencing their Board membership

2. Public Service Values

2.1. Public service values are at the heart of the (insert lead Council) purpose. High standards of personal and corporate conduct are expected, based on

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the principles laid down by the Nolan Committee on Standards in Public Life for those holding public office, namely:

- selflessness
- integrity
- objectivity
- accountability
- openness
- honesty
- leadership

2.2. An extract from the report of the Nolan Committee setting out these Principles in more detail can be found in Annex 1. These principles form the basis upon which this Code of Conduct operates.

2.3. Accordingly, when acting in your capacity as a member of the Town Deal Board:

- You must act in a manner consistent with Barrow Borough Council's equality and diversity strategy and treat your fellow Board Members, members of staff and others you come into contact with when working in their role with respect and courtesy at all times.
- You must act solely in the public interest and should never improperly confer an advantage or disadvantage on any person or act to gain financial or other material benefits for yourself, your family, a friend or close associate.
- You must not place yourself under a financial or other obligation to outside individuals or organisations that might be reasonably regarded to influence you in the performance of your official duties.
- When carrying out your duties you must make all choices, such as making appointments, awarding contracts or recommending individuals for rewards or benefits, based on evidence.
- You are accountable for your decisions and you must co-operate fully with whatever scrutiny is appropriate to your position. You must be as open as possible about both your decisions and actions and the decisions and actions of the Town Deal Board. In addition, you should be prepared to give reasons for those decisions and actions.
- You must declare any private interests, both pecuniary[1] and non-pecuniary,[2] including membership of any Trade Union, political party or local authority that relates to your Board duties. Furthermore, you must take steps to resolve any conflicts arising in a way that protects the public interest. This includes registering and declaring interests in a manner conforming with the

[1] The definition of a pecuniary interest is as set out in the Localism Act 2011 and the relevant authorities (Disclosable Pecuniary Interests)

[2] A Non-Pecuniary interest is any interest which is not listed in the Schedule to the Relevant authorities (Disclosable Pecuniary Interests) Regulations 2012 (No 1464)

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procedures set out in the section 'Registering and declaring pecuniary and non-pecuniary interests'.

- You must, when using or authorising the use by others of the resources of your Board, ensure that such resources are not used improperly for political or personal purposes (including party political purposes).
- You must promote and support high standards of conduct when serving on the Board, in particular as characterised by the above requirements, by leadership and example.

3. **Registering and declaring pecuniary and non-pecuniary interests**

3.1. You must, within 28 days of taking office as a Board Member notify your Lead Council of any disclosable pecuniary interest, where the pecuniary interest is yours, your spouse's or civil partner's, or is the pecuniary interest of somebody with whom you are living with as a spouse, or as if you were civil partners.

3.2. In addition, you must, within 28 days of taking office, notify Barrow Borough Council of any non-pecuniary interest which your Board has decided should be included in the register or which you consider should be included if you are to fulfil your duty to act in conformity with the Seven Principles of Public Life. These non-pecuniary interests will necessarily include your membership of any Trade Union.

3.3. Board members should review their individual register of interest before each board meeting and decision making committee meeting. They must declare any relevant interest(s) at the start of the meeting. If an interest has not been entered onto the Board's register, then the member must disclose the interest at any meeting of the Board at which they are present, where they have a disclosable interest in any matter being considered and where the matter is not a 'sensitive interest[3]'.

3.4. Following any disclosure of an interest not on the Board register or the subject of pending notification, you must notify the [insert name]of the interest within 28 days beginning with the date of disclosure.

3.5. Unless dispensation has been granted, by the Chair of the meeting, and with the agreement of the Board, you may not participate in any discussion of, vote on, or discharge any function related to any matter in which you have a pecuniary interest. Additionally, you must observe the restrictions your Board places on your involvement in matters where you have a pecuniary or

[3] A 'sensitive interest' is described in the Localism Act 2011 as a member or co-opted member of an authority having an interest, and the nature of the interest being such that the member or co-opted member, and the authority's monitoring officer, consider that disclosure of the details of the interest could lead to the member or co-opted member, or a person connected with the member or co-opted member, being subject to violence or intimidation.

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non-pecuniary interest as defined by your LEP.

3.6. Consideration of conflicts of interest is not reserved for formal decision making meetings and should be applied to any activity or involvement of the Board member in the workings of CLEP.

3.7 A declaration of interests form is provided at Appendix 1 for this purpose, listing the types of interest to be declared. To be effective, the declaration of interests will be updated at least annually and also when any changes occur. The Executive will review the register of interest every six months and updated regularly. At the same point each Board member will be invited to sign an updated declaration confirming their acceptance of the code of conduct.

4. Conflict of Interest

4.1. Members should seek to avoid putting themselves in a position where there is a conflict (commercial, actual or potential) between their personal interests and their duties to the Town Deal Board. They should not allow any conflict of interest to arise which might interfere with the exercise of their independent judgement. This policy covers all three types of conflicts of interest.

4.2 Members should not receive gifts, hospitality or benefits of any kind from a third party which might be seen to compromise their personal judgement or integrity. For further information in relation to the receiving of gifts, hospitality and other benefits please see (refer to hospitality register).

4.3 The (insert who) will maintain a Register of Members' Interests which will be open for public inspection and be made publically available on the Council's website. Members must disclose routinely to the Board all business interests, financial or otherwise, which they may have, for entry on the Register. For further information on the Register of Member's Interest please see Appendix 1.

5. Procedure for Managing Conflicts

5.1 When an interest materially affects a member's ability to vote without prejudice, this will be deemed to be non-trivial and a conflict of interest. In such circumstances the member will withdraw from the meeting while the discussion and vote takes place.

5.2 Upon the declaration of any conflicts of interest at a meeting of the Board, the non-conflicted members will:

- assess the nature of the conflict;

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- assess the risk or threat to member decision-making;
- decide whether the conflict is non-trivial (that is, it is material or has the potential to be detrimental to the conduct or decisions taken by the members); and
- decide what steps to take to avoid or manage the conflict.

5.3 The conflicted member must not take part in the discussion or decision

5.4 The non-conflicted members will consider whether it is necessary to seek the advice of the Barrow Borough Council on whether the conflict is nontrivial and/or on how to manage the conflict declared.

5.5 Subject to the provisions set out in this policy, if the non-conflicted members consider that the declared conflict is trivial, they may agree that the conflicted Member may continue to participate in discussions and the decision-making process.

5.6 If the non-conflicted members consider that the conflict is non-trivial, the non-conflicted members will determine what action is appropriate in light of the nature and extent of the conflict. A number of steps can be taken to deal with the conflict, including:

- excluding the conflicted member from discussions in relation to the matter to avoid inadvertently influencing the non-conflicted members;
- excluding the conflicted members from decision-making in relation to the matter while the conflict exists;
- delegating the matter to a sub-committee of non-conflicted members;
- seeking independent advice to help with a decision;
- appointing an alternative, non-conflicted member;
- resignation of the conflicted member where the conflict is acute or pervasive; and/or
- applying to the court for directions.

5.7 The Chair of the Board will inform the conflicted member of the non-conflicted members' decision. The secretary to the Board will note in the minutes of the meeting the conflict declared, an outline of the discussion and the actions taken to manage the conflict.

6. Collective Responsibility

6.1 The Town Deal Board operate by members taking majority decisions in a corporate manner at meetings. Therefore, a decision of the Board, even when it is not unanimous, is a decision taken by the Members collectively and each individual Member has a duty to stand by it, whether or not he or she was present at the meeting when the decision was taken.

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6.2 If a Member disagrees with a decision taken, his or her duty is to have any disagreement discussed and recorded in the minutes.

7. Openness and Confidentiality

7.1 Because of the Council's public accountability, as a general principle, agendas, minutes and other papers relating to meetings of the Board are normally available for public inspection, once they have been approved for publication by the Chair.

7.2 There will be occasions when the record of discussions and decisions will not be made available for public inspection; for example, when the Board considers sensitive issues or named individuals and for other good reasons. Such excluded items will be circulated in confidence to relevant Members. Some confidential items are likely to be of a sensitive nature for a certain period of time only (for example information relating to a proposed commercial project). The relevant Board should consider how long such items should be treated as confidential and such items should be regularly reviewed to consider whether the confidential status should be removed or whether the public interest in disclosure outweighs that confidential status and the item made available for public inspection.

7.3 It is important that the Board has full and frank discussions in order to take decisions collectively. To do so, there must be trust between members with a shared corporate responsibility for decisions. Members should keep confidential any matter which, by reason of its nature, the Chair or Members of the Board are satisfied should be dealt with on a confidential basis.

7.4 Members should not make statements to the press or media or at any public meeting relating to the proceedings of the Board without first having obtained the approval of the Chair. It is unethical for Members to publicly criticise, canvass or reveal the views of other Members which have been expressed at meetings of the Board.

8. Non Compliance

Board Members

8.1 If Barrow Borough Council or Chair becomes aware of an allegation that a Board Member has acted in breach of this policy, a fact finding exercise to establish the validity of the allegation will be undertaken, before undertaking any further action. Minor, vexatious or unsubstantiated allegations will be dismissed at this point.

8.2 Where there is evidence to support the allegation, the Board Members who are considered to be in breach of the policy will be invited to a one to one meeting with the Chair, to discuss the situation. Further action being

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dependent on the level of the breach. The Chair will determine what further action is necessary depending on the seriousness of the alleged breach. The Chair may reach a resolution of minor breaches of the Code with the Board member at this stage and will report the action taken to the next meeting of the Board.

8.3 If the breach relates to a failure to register or declare a registrable interest at a meeting, as opposed to manage a conflict of interest, the Chair will invite the board member to comply with the policy within 14 days of the discussion. Should the Board member fail to comply with the request, then the Chair will consider impeachment action, in line with the Board's terms of reference. The Board's decision is final. If the alleged breach is serious and/or complex in nature, for example a failure to declare a pecuniary interest or to properly manage any conflict of interest, the Chair will commission further investigation.

8.4 Following receipt of the report of the investigation, the Chair will invite the Board member to a meeting to discuss the findings and where appropriate the resolution of the breach. The Chair will report the outcome of the meeting to the next meeting of the Board. Where a serious breach of the Code has been established, the Chair will consider impeachment action, in line with the LEP Board's terms of reference.

8.5 In the instance of more serious breaches for example failure to manage a conflict of interest or adhere to the code of conduct, the Chair will invite the Board meeting to a one to one meeting to discuss the breach. If it becomes clear that there is no satisfactory explanation then the Chair will consider impeachment action, in line with the Board's Terms of Reference. The Board's decision is final.

Draft

Annex 1

Extract from the Second Report of the Nolan Committee on Standards in Public Life, May 1996.

SELFLESSNESS
Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY
Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their
official duties.

OBJECTIVITY
In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY
Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS
Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY
Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP
Holders of public office should promote and support these principles by leadership and example.

Draft

Appendix 1

REGISTER OF MEMBERS' INTERESTS

January 2020 to March 2021

As a Board Member of the Barrow-in-Furness Town Deal Board, I declare that I have the following disclosable pecuniary and/or non-pecuniary interests. ***(Please state 'None' where appropriate, do not leave any boxes blank).***

NOTIFICATION OF CHANGE OF CIRCUMSTANCES

Each Board Member shall review their individual register of interests before each board meeting and decision making committee meeting, submitting any necessary revisions to the Barrow Borough Council at the start of the meeting. Any recorded interests relevant to the meeting should also be declared at this point.

Even if a meeting has not taken place a Member must, within 28 clear working days of becoming aware of any change to the interests specified below, provide written notification to the LEP and S151/S73 Officer, of that change.

*__SPOUSE/PARTNER__ – In the notice below my spouse or partner means anyone who meets the definition in the Localism Act, i.e. my spouse or civil partner, or a person with whom I am living as a spouse or a person with whom I am living as if we are civil partners, and I am aware that that person has the interest having carried out a reasonable level of investigation. Where your spouse or partner has recently been involved in any activity which would have been declarable, this should be mentioned, with the date the activity ended.

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SECTION 1	ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN	MYSELF	SPOUSE/PARTNER*
1.1	Name of: o your employer(s) o any business carried on by you o any other role in which you receive remuneration(this includes remunerated roles such as councillors).		
1.2	Description of employment or business activity.		
1.3	The name of any firm in which you are a partner.		
1.4	The name of any company for which you		

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	are a remunerated director.		
SECTION 2	**SPONSORSHIP**	**MYSELF**	**SPOUSE/PARTNER**
2.1	Any financial benefit obtained which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a).		
SECTION 3	**CONTRACTS**	**MYSELF**	**SPOUSE/PARTNER**
	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.		
	Any contract for goods, works or services entered into by any organisation named at		

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	1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the Town Deal Board.		
SECTION 4	**LAND OR PROPERTY**	**MYSELF**	**SPOUSE/PARTNER**
	Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Town Deal Board. This would include, within the area of the Town Deal: o Any interest in any land in the areas, including your place(s) of residency o Any tenancy where the landlord is the Council and the tenant is a body in which the relevant person has an interest o Any licence for a month or longer to occupy land owned by the Council. For property interests, please state the first		

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	part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.		
SECTION 5	**SECURITIES**	**MYSELF**	**SPOUSE/PARTNER**
5.1	Any interest in securities of an organisation under 1.1 where:- (a) that body (to my knowledge) has a place of business or land in the area of the Town Deal; and (b) either – (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or		

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	(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has an interest exceeds one hundredth of the total issued share capital of that class.		
SECTION 6	**GIFTS AND HOSPITALITY**	**MYSELF**	**SPOUSE/PARTNER**
	Any gifts and/or hospitality received as a result of membership of the Town Board (above the value of £50).		

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OTHER INTERESTS

Membership of Organisations

I am a member of, or I am in a position of general control, a trustee of, or participate in the management of:

1. Any body to which I have been appointed or nominated by the Board:

2. Any body exercising functions of a public nature (eg school governing body):

3. Any body directed to charitable purposes:

4. Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union):

5. Any local authority (please state any interests you hold as LA leaders/cabinet members for LA land, resources and the LA's commercial interests):

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6. Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role.

MEMBER'S DECLARATION AND SIGNATURE

I confirm that having carried out reasonable investigation, the information given above is a true and accurate record of my relevant interests, given in good faith and to the best of my knowledge;

Date	
Member's Name *(Capitals – in full)*	
Signature	

RECEIPT BY

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Date received by the Town Deal Board	
Signature of xxxxxxx	

RECEIPT BY S151/S73 OFFICER

Date received by the S151/S73 Officer	
Signature of S151/S73 Officer	

Draft

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 23RD January 2020	
Reporting Officer: Chief Executive Officer – Barrow Borough Council	

Title: Developing the Town Investment Plan

Summary and Conclusions:

The key initial role of the Barrow Town Deal Board is to prepare the Town Investment Plan required to articulate a clear vision for Barrow and to define interventions for which Town Deal funding would be sought.

This report seeks to set out the proposed approach to preparing the Town Investment Plan over the coming months.

Recommendations:

It is recommended that the Town Deal Board:

1. Agree the proposed approach to the delivery of Town Investment Plan including formation of the Plan Development Group and the Communications and Engagement Group.

2. Agree to the procurement of consultant support with respect to economic assessment, appraisal and scheme development

3. Agree the proposed initial programme for the development of the Town Investment Plan

Report

The principal role of the Barrow Town Deal Board is to prepare the Town Investment Plan required to articulate a clear vision for Barrow and to define interventions for which Town Deal funding would be sought.

The use of Town Deal funding is prescribed, limited to the urban area of Barrow-in-Furness and for the following purposes:

- Urban regeneration, planning and land use;
- Skills and enterprise infrastructure; and
- Connectivity.

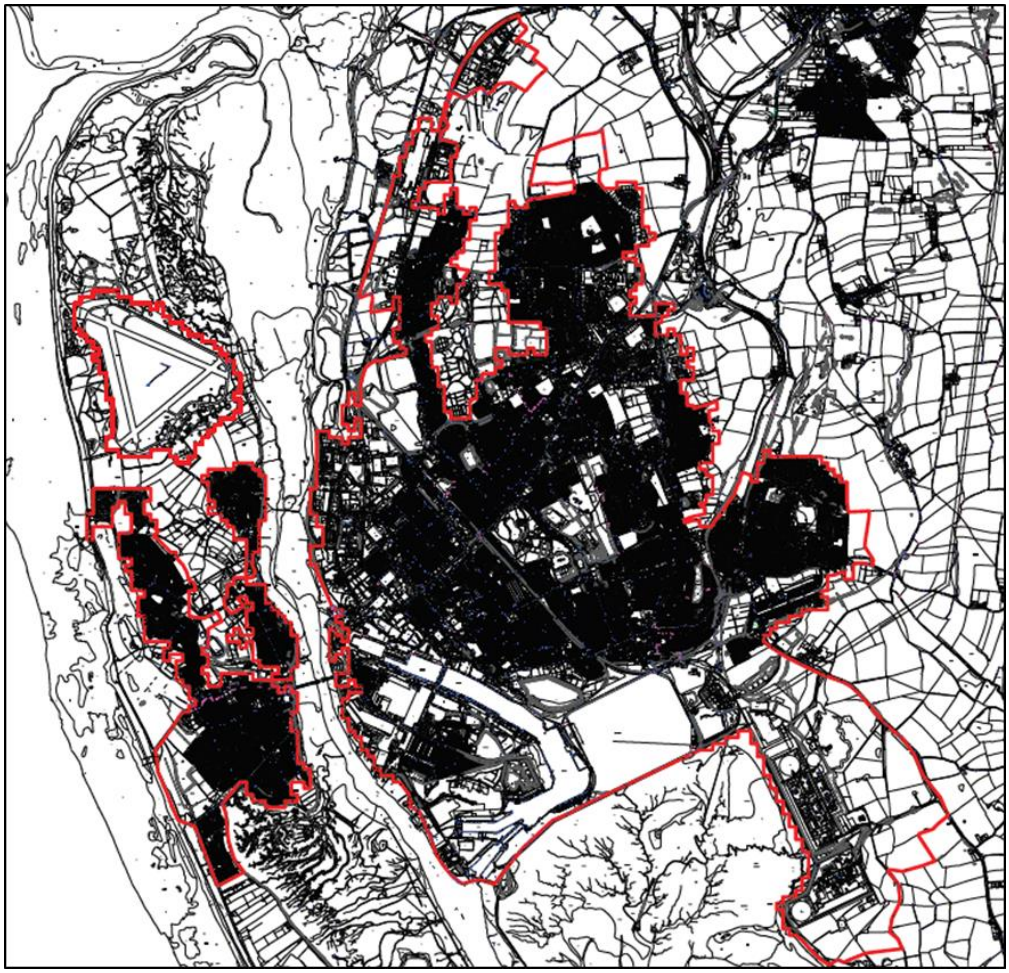


Figure 1. Barrow-in-Furness Town Deal Area

The timescales for the preparation of the Deal are challenging; necessitating the early progression of work. The suggested approach to the development of the Town Investment Plan is provided within the appended Topic Paper: Developing the Barrow-in-Furness Town Investment Plan.

This topic paper seeks to:

- Summarise some key opportunities and challenges within Barrow;
- Set out the possible scope of the Town Investment Plan; and
- Highlight potential interventions that could be included within the scope of a deal.

Building on this scene setting the topic paper seeks to establish the prospective approach to the development of a Town Deal, highlighting the need for:

- A Plan Development Group - to oversee drafting and the coordination of activity around the preparation of a plan, including the definition of programmes;
- A Communications and Engagement Group - to oversee the development and implementation of a communication and engagement plan.

Members of the Town Deal Board are requested to consider how they may be able to support the operation of these groups including the provision staff resources.

Recognising the need for a technical support, it is also proposed to procure consultant support the development of Economic Assessment, Narrative and Appraisal.

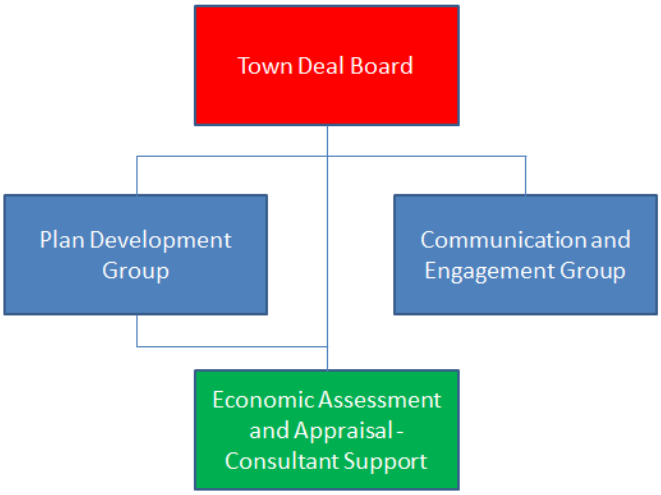


Figure 2. Developing the Town Deal

It is considered that through the development of the vision, strategy, engagement and economic assessment it will be possible to define key programmes and projects for the deal. These would require further development ahead of inclusion in the final Town Investment Plan. In developing these programmes and projects a partnership approach will be important with each having a lead responsible for driving forward development activity.

Annex A to the Topic Paper sets out an initial high level programme for the development of the Town Investment Plan which would require further refinement through scoping activity. This programme seeks to map the main work programmes demonstrating capability to deliver the plan by Summer 2020 while also ensuring effective engagement.

To develop the Town Investment Plan, Barrow Borough Council has received £162,019. It is proposed that this funding would be initially used to resource important tasks around engagement and economics. A further report on the use of this funding would be brought to the next meeting of the Town Deal Board.

End.

Appendix A - Topic Paper: Developing the Barrow-in-Furness Town Investment Plan



Topic Paper – Developing the Barrow-in-Furness Town Investment Plan

1. Introduction

There is a lot happening in Barrow-in-Furness. We have a growing economy underpinned by a world class marine, advanced manufacturing, energy and off shore industries.

While these strengths are unmistakeable, we also face challenges including areas of high deprivation and parts of our Borough are in need of regeneration and renewal.

Over the past months a number of major funding opportunties have arisen, with major applications being progressed for the Future High Street Fund, Hertiage Action Zone and to support the delivery of major housing development at the Marina Village development site.

Alongside these, Barrow has been identified as one of 100 places that can secure access to the £3.6bn Towns Fund. This is to be allocated through Town Deals which can see up to £25m of new investment being delivered to Barrow.

This potential level of funding, alongside other opportunties within the town, presents an real chance to support economic development, and critically, our ability to achieve an inclusive forms of growth to benefit all residents.

The purpose of this paper is to introduce these considerations, explore their potential and present a possible route map for the development of our Town Deal over the coming months. In so doing it seeks to reflect on the work already ongoing or planned in the Borough, the Towns Fund prospectus[1] and where key opportunties may lie.

While guidenace surrounding the devleopment of the deal remains high level, what is clear is the need ofr ambitious timescales and effective joint working should a successful deal be developed and agreed.

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1 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/843843/20191031_Towns_Fund_prospectus.pdf

2. Barrow-in-Furness's Town Deal

The Town Deal is very much focused on the operation of towns. In this respect funding secured through the Town Deal can be spent on the built up parts of Barrow-in-Furness and including Walney.

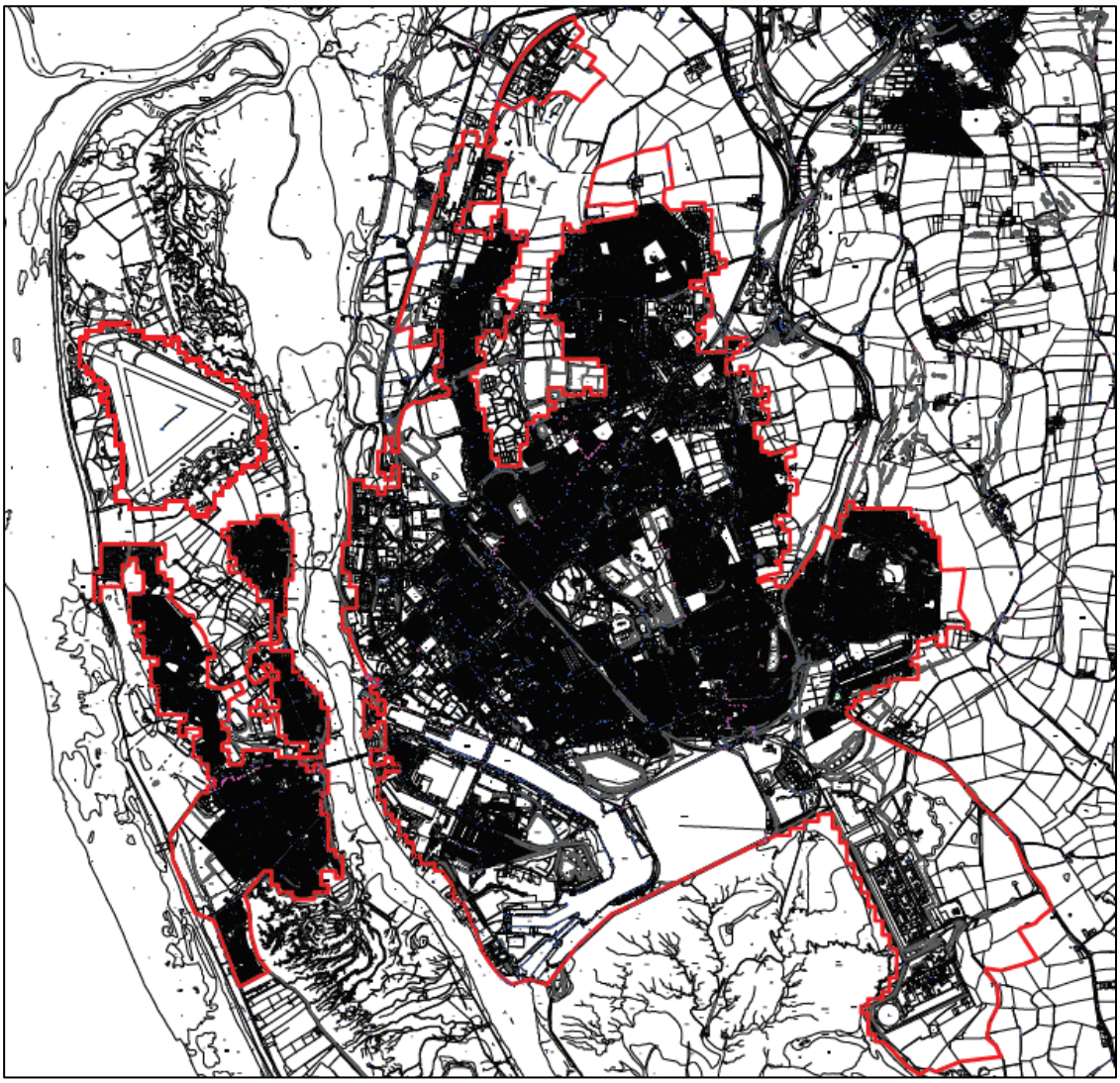


Figure 1 – Barrow-in-Furness Town Deal Area

To access town deal funding, there is a requirement to prepare a Town Investment Plan wherein investment priorities would be defined with Barrow Borough Council acting as accountable body.

The composition of this plan would be tailored in response to the specific issues and opportunities within the town with it being possible to use funding to improve skills, regeneration and connectivity.

While other parts of Barrow Borough, including Dalton-in-Furness will not be eligible to receive funding, through the Borderlands Inclusive Growth Deal, there will be an opportunity to develop a separate investment programme for Dalton-in-Furness which would be worth up to £3m with Cumbria County Council are currently exploring next steps around this.

3. Barrow-in-Furness in Context

Barrow-in-Furness is the largest settlement in south Cumbria and shares a two tier local government structure with Cumbria County Council. The town benefits from inclusion within the geography of Cumbria LEP and work is also ongoing to strengthen economic linkages with South Lakeland District Council and Lancaster City Council around Morcambe Bay.

Within this geography, Barrow sits at the heart of a major cluster of energy and advanced manufacturing activity stretching from Cumbria's west coast to Lancashire. BAE Systems based at Barrow's shipyard are responsible for delivery of Britain's fleet of nuclear submarines. Currently they are completing the final three Astute Class Submarines while simultaneously progressing the £40bn four ship Dreadnaught programme. These programmes will see the site occupied to 2050 and places the Barrow shipyard at the forefront of shipbuilding and innovation in the UK.

BAE supports a major supply chain; part of the town's diverse manufacturing offer which also includes major firms Kimberly Clark and James Fisher together with a host of innovation oriented SMEs.

Supporting its manufacturing expertise, Barrow has a major role in energy production, hosting Spirit Energy and the Walney Windfarm. This is one of the largest windfarms in the world; supporting a major service facility and supply chain centred on the Port of Barrow. The Port is critical to the operation of businesses across the region; crucially it is a nuclear licenced port and represents a core element in Cumbria's global nuclear offer.

The town is also a major service centre enabling it play a key role in meeting shopping, services, leisure, education and health facilities across an extensive geography.

These strengths see Barrow enjoying GVA and productivity levels significantly out stripping UK averages (GVA per head of population in Barrow stands at £25,977, compared to a North West average of £23,522).

The opportunities for Barrow are strongly represented as part of the Cumbria LEP's Local Industrial Strategy. Barrow is already the key regional centre for south Cumbria and sits at the very heart of marine engineering within the UK. It is intended that through the coordination of defined pipelines of inward investment the strategic role of the town will grow to the benefit of residents, businesses and the wider UK economy.

The vision of the Local Industrial Strategy is for Cumbria to be "The place to live, work, visit and invest sustainably - where exceptional industry and innovation meets a breathtakingly beautiful and productive landscape." Supporting this vision, the Local Industrial Strategy seeks to capitalise on the County's strengthens and opportunities in high productivity sectors to achieve inclusive and sustainable growth.

While the strengths and potential of the town are apparent; it also has significant challenges. Parts of the town are affected by high levels of deprivation with 27% of the Borough's Lower Super Output Areas within the 10% most deprived nationally (as per MHCLG Indices of Multiple Deprivation). The town is also affected by an aging population and is a net exporter

of young people. Educational attainment within the town is comparatively low with HE participation rates standing at 25% compared with 40% across England. These characteristics contribute to local skills shortages.

Critically the strength of the local economy and local skills shortages mean that there is a tidal characteristic of the economy, seeing many workers travel to the town to live mid-week. This has led to high volumes of hotel beds and serviced accommodation. While aiding elements of the economy we do not consider this represents a sustainable long term vision for the town seeing wages, opportunities and the contributions of individual people effectively lost.

4. Drivers of change

Barrow has a number of major and active investment opportunities coalesced around the town centre. These can act as key drivers of change within the town.

These include BAE and the delivery of major programmes, the strategic asset provided by Barrow Port, the completion of major infrastructure and remediation works at Barrow Waterfront Business Park, the Marina Village Site and the Town Centre. These opportunities can support the transformation in the role and perception of Barrow and have pathways to secure further inward investment.

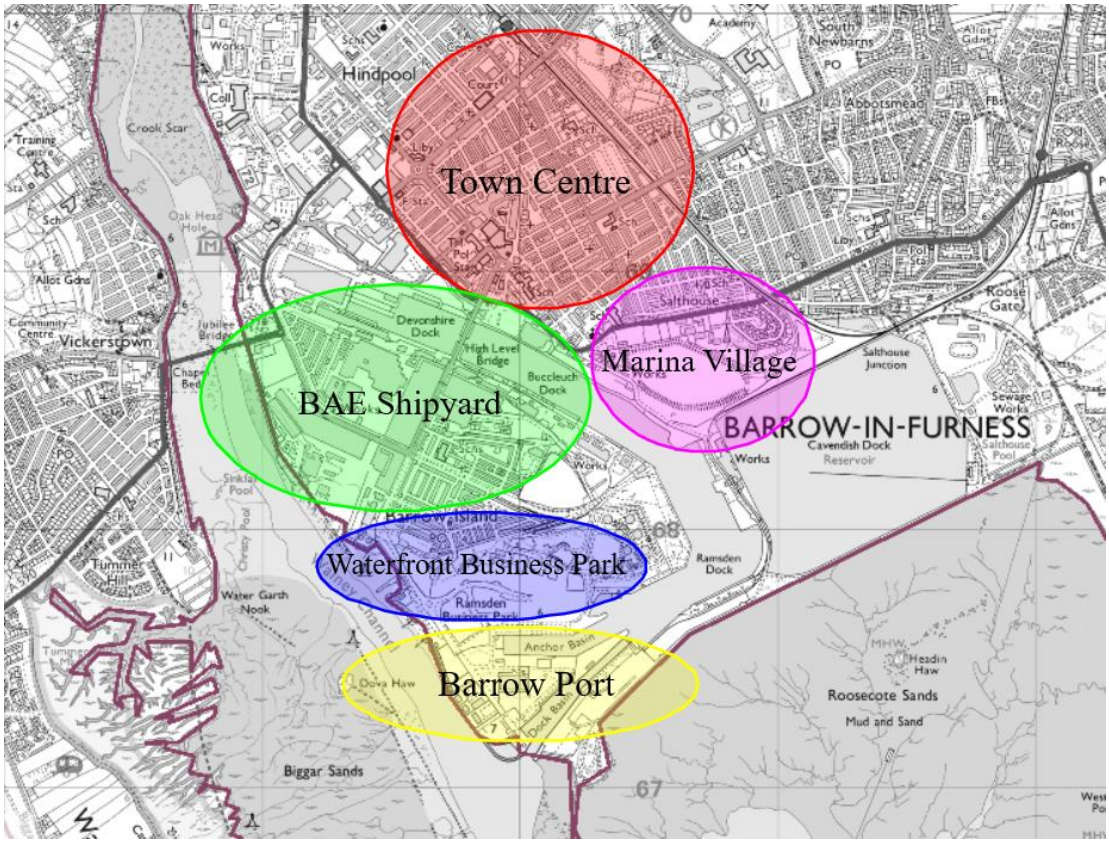


Figure 2 – Town Centre and Waterfront Major Projects

In support of this, the Barrow Major Projects Programme Board has been established. This brings together the major investors at these sites together with Barrow Borough Council, Cumbria County Council and Cumbria LEP. The purpose of this board is coordinate scheme development and delivery to maximise opportunities, remove barriers, align investment develop effective synergies across these locations.

Through these synergies there will be an opportunity to explore co-funding and the alignment of public and private funding to maximise investment and outputs, moreover we consider that this can act as an anchor to the creation of a successful Town Deal.

While these sites and opportunities are strategically important; they are by no means the limit, with a range of important investments across the town exemplified by the forthcoming Kimberly Clark expansion.

And while vital, investment in these locations alone is incapable of overcoming some of the more systemic challenges faced by the economy and communities within Barrow.

The Town Deal presents an opportunity to tackle many of these cross cutting issues, providing investment that can underpin a whole place or integrated response to the challenges faced by the town. In particular it can empower communities to access opportunities, skills and services and with that contribute to the economic success of the town.

5. Developing a Deal

Strengths	Weakness
• Major and confirmed investments • Advanced manufacturing and marine engineering strengths • Major energy sector • Significant natural capital • High quality investment sites including Barrow Waterfront	• Aging population • Skills gaps in some key sectors • Pockets of significant depravation • Limited strategic infrastructure connectivity • Historically poor perception of town • Areas with weak housing markets
Opportunities	**Threats**
• Public funding opportunities like FSHF and Town's Deal • Growing private sector interest in Barrow • Effective partnership working • Improving housing offer	• Evolution of business practices • Potential for future changes in defence and energy policy • Marco economic factors • Challenges surrounding tidal workforces

The Government have been clear that town deal funding can be used to support regeneration, skills and accessibility improvement. While the approach and composition of schemes will need to be developed as part of the Town Investment Plan. Possible options for projects and programmes in this regard have been identified below:

1. **Regeneration** - Bringing forward of key sites and opportunities within the town centre, responding to market failure to present new opportunities while enhancing the perception of Barrow as a place to live work and visit; options in this regard could include:
    - Ensuring the delivery of the Marina Village site in response to any gaps that may emerge as part of the ongoing consideration of a Local Authority Accelerated Construction fund application by Homes England;
    - Enhancing the visitor offer of Barrow, in particular capitalising on the attractive setting and coastline provided by Walney Island;
    - Bring forward new office and employment accommodation to support business growth and start ups;
    - Delivery of improved watersport and marina facilities for the town; and

- Delivery of a new shared public sector facilities within the town centre; transforming the public's ability to access services.

2. **Communities** - Support opportunities, renewal and capital building within our most deprived communities; improving housing, health, well being, while increasing access to training and employment; options could include;
    - A new housing renewal programme to challenge pockets of severe deprivation and poor quality housing;
    - Deliver new comprehensive cultural programmes to enhance the offer and perception of Barrow but to also provide new experiences and increased capital to some of our most deprived communities;
    - Deliver an enhanced cultural offer including new events venue allowing the town host a greater diversity of events including larger concerts and conferences, strengthen the role of Barrow as a key regional centre; and
    - Provide a stronger offer for young people, including improved facilities for sporting and cultural activity.

3. **Skills and Business Support –** Support our communities and business by increasing training and support opportunities; options could include
    - Support Barrow to become a University Town, helping local people to reach their potential, support growing business and bringing new young people to our town;
    - Supporting the delivery of improved further education and college facilities within the town;
    - Bring forward a comprehensive business support programme allowing businesses to form, grow, diversify and access new markets;
    - Support the delivery of an increased skills offer, in particular steps to help young people and those unemployed to avail of growing employment opportunities within the town including among the most deprived communities.

4. **Connectivity** - Support connectivity across the town, including between key sites, enhancing access to opportunities, reducing car dependency and helping to drive a low carbon economy; options could include:
    - Improving local walking and cycling infrastructure as part of a transformed approach to active travel; better connecting communities with jobs and services and without recourse to a private car;
    - Delivery of a new walking / cycling link connecting the Marina Village development site with BAE to the south of Buccleuch Dock;
    - Improvements to key junctions in order to support economic development activity; and
    - Improved public realm and facilities at Barrow Station.

6. Work packages

Guidance is clear that the Town Deal will need to be driven by a clear vision with schemes intended to support the delivery of the vision. In line with this, there is a requirement for the Town Investment Plan to include the following key elements:

- Background, context and evidence of need for suggested interventions;
- A vision for the town, complementing agreed or emerging local economic strategies;
- A high-level description of priority areas for the short, medium and long term, including:
    - Activity that can be locally funded
    - Projects that could be supported by public investment (including through the Towns Fund), with high level cost estimates
    - Ambitions for private sector investment and community involvement

In preparing the deal aligned to these categories three clear workstreams have been defined:

i. Plan and Programme Development
ii. Communication and Engagement
iii. Economic Assessment and Appraisal

It is considered that the Town Deal should be owned by the community, and reflecting this development should be driven by the Town Deal Board; wherein the knowledge and insight of partners can be effectively maximised. In keeping with this approach it is considered that the drafting, coordination and engagement around the plan should be partner driven with consultancy support focused on key technical tasks, in particular economic appraisal and the eventual development of scheme proposals.

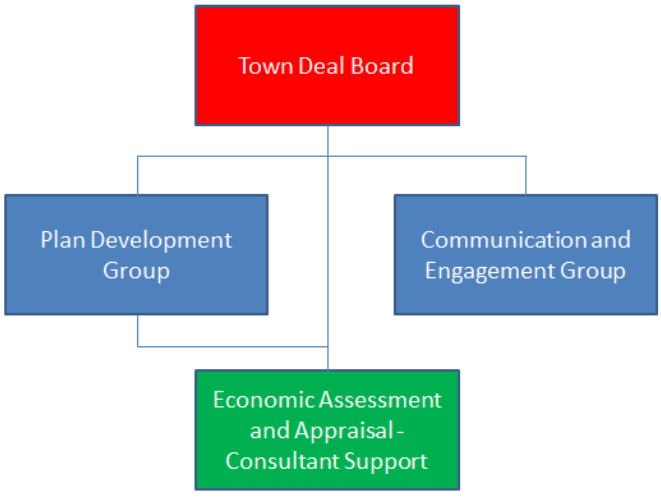


Figure 3 – Resourcing initial development of the Town Investment Plan

Taking this approach the key next steps will include the creation of the Plan Development and Communication and Engagement Groups alongside the procurement of the economic assessment and appraisal support.

It is considered that through the development of the vision, strategy, engagement and economic assessment it will be possible to define key programmes or projects for which further development activity would need to follow; a process that would be led by the programme/project lead working closely with the Plan Development Group.

Annex 1 to this report introduces the high level programme linked to the three key work streams. This programme should be considered initial and should be subject to further refinement through further scoping activity and receipt of further Government Guidance.

7. Conclusion

The opportunity created by the Town Deal is significant; presenting a clear opportunity to effect real change for Barrow-in-Furness in a manner that can effectively build upon the strengths and opportunities already present within the town.

That said, the timescales for the preparation of the Plan are tight necessitating early progress to ensure essential resources can be brought into place and further scoping activity can progress.

Item 5, Appendix A, Annex 1
Barrow-in-Furness Town Investment Plan - Initial Programme

Dates	20-Jan	27-Jan	3-Feb	10-Feb	17-Feb	24-Feb	2-Mar	9-Mar	16-Mar	23-Mar	30-Mar	6-Apr	13-Apr	20-Apr	27-Apr	4-May	11-May	18-May	25-May	1-Jun	8-Jun	15-Jun	22-Jun	29-Jun
Town Deal Board Meeting																								
Plan and Programme Development																								
Formation of Plan development group																								
Developing Vision, Scope, Objectives and Template																								
TDB Agreement of Vision, Scope, Objectives and Template																								
Development of initial consultation material																								
TDB Agreement initial consultation material																								
Initial public consultation																								
Development of Plan text																								
Definition of Town Deal Project / Programme Options																								
Developing Option Appraisal Approach																								
TDB Agreement of Appraisal Approach																								
Development and Testing of Projects / Progammes																								
TDB Agreement of Preferred Projects / Programmes																								
TDB Agreement to consultation material																								
Consultation on Draft Town Investment Plan																								
Development of Town Investment Plan Delivery Plan																								
TDB Consideration of Draft Delivery Plan																								
Finalisation of Town Investment Plan																								
Finalisation of Town Investment Plan Delivery Plan																								
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Communications and Engagement																								
Formation of Communications and Engagement Group																								
Development of Communications and Engagement Strategy																								
Development of consutlation material																								
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TDB Agreement consultation material																								
Initial consutlation																								
Community and Stakeholder Engagement																								
Preparation of Draft Consultation and Engagement Report																								
Development of conultation material																								
TDB Agreement to consultation material																								
Consultation Period																								
Finalisation of Consultation and Engagement Report																								
TDB Agreement of Consultation and Engagement Report																								
Economic Assessment and Appraisal																								
Preparation of brief for Assessment and Appraisal work																								
Procurement of consultant support																								
Inception meeting with conultant team																								
Preparation of Socio-economic narrative																								
TDB Agreement of Socio-economic narrative																								
Developing Option Appraisal Approach																								
Economic Assessment of Preferred Projects / Progammes																								
Town Investrment Plan Economic Assessment Report																								
TDB Agreement of Economic Assessment Report																								