Barrow-in-Furness Town Deal Board

Friday 26th June 2020, 10.00am – 12:30pm

Item	Agenda Item	Time	P/R/V*
1	Introductions and opening comments from Chair	10:00	V
2	Apologies for absence	10:05	V
3	Declarations of interest	10:10	V
4	Matters arising not covered elsewhere in the agenda	10:15	V
5	Minutes of last meeting	10:20	R
6	Communication update	10:30	R
7	Draft Town Investment Plan	10:50	R/P
8	Scheme Development Progress	11:20	R/P
9	Future High Street Fund	11:40	P
10	Programme Update	12:20	R
11	AOB	12:25	V

Future Meetings

Friday 24 July 1pm

* Presentation / Report / Verbal

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Friday, 15th May, 2020
at 10.00 a.m. (Virtual Meeting)

PRESENT:

Chairman: Steve Cole (BAE Systems), Cllr Ann Thomson (Barrow BC), Sam Plum (Barrow BC), Michael Barry (Cumbria CC), Amanda Buchannan (DWP), Cllr Anne Burns (Cumbria CC), Shane Burns (DWP), Suzanne Caldwell (Cumbria Chamber of Commerce), Chris Clouter (ABP), Steph Cordon (Barrow BC), Sami Falou (BEIS), Simon Fell (MP), Janet Garner (BAE Systems), Ali Greenhalgh (Cumbria CVS), Naomi Hallows, Alison Hatcher (Cumbria CC), Janet Herbert, Paul Hodgson (Barrow BID), Geoff Jolliffe (Morecambe Bay CCG) – Minute No's 33 – 40 only, Julie Mennell (University of Cumbria), Lauren Newby (Hatch Regeneris), Rebecca Robson (Barra Culture), Corrine Watson (Cumbria LEP), Darren Wisher (Hatch Regeneris) and Andrew Wren (Furness College).

ITEM	ACTION
33 – Introductions and opening comments from the Chair The Chairman welcomed everyone to the meeting. **34 – Apologies** Apologies for absence had been received from Carla Passarelo and Elaine Herbert (DWP) and Jo Lappin (Cumbria LEP). Shane Burns (DWP), Amanda Buchannan (DWP) and Corrine Watson (Cumbria LEP) had attended as substitutes for Elaine Herbert, Carla Passarello and Jo Lappin respectively for this meeting only. **35 – Declarations of Interest** Suzanne Caldwell and Corrine Watson declared an interest in the Business Support proposal for the funding shortlist as they had worked on the proposal with Barrow BC. Janet Garner declared an interest in the BAE Systems proposals. Alison Hatcher, Sam Plum, Cllr Anne Burns and Cllr Ann Thomson declared an interest in the Community Resilience Hubs	

ITEM	ACTION
Julie Mennell declared an interest in the University of Cumbria proposal for the funding shortlist. Andrew Wren declared an in interest in the Institute of Technologies proposal. **36 – Minutes of the Last Meeting** The minutes of the meeting held of 17th April, 2020 were agreed as a correct record. **37 – Matters Arising** Shane Burns advised the Board that the DWP were able to assist with training and upskilling people and they had more to offer in the framework. The Chair thanked Shane for the offer of support. Paul Hodgson commented that the Future High Street Fund update did not appear on today's agenda. The Chair advised that this would be covered under AOB. **38 – Communication Update** Sam Plum submitted a report updating the Board on activities since April. The report set out a broad plan for communications and engagement for the period up to submission. It had been noted that the Towns Deal Communications and Engagement Group had been meeting on a weekly basis to manage and deliver community consultation to inform and support the bidding process. In light of the Covid-19 national crisis, the group had planned for digital engagement. It had been noted that Hatch Regeneris had produced a Stakeholder Insight Report; a copy of which had been appended to the report. It drew on the following:- • Current sentiment on Barrow as expressed via online engagement platforms using AI web-scraping tool called Meltwater AI; • Analysis of suggestions put forward by the community to the #MyTowns portal; and • Consultation messages from a series of one-to-one consultations undertaken in Phase 1 of the study with Town Deal Board members, Plan Development Group members, Council Officers and intermediaries.	

ITEM	ACTION
The Town Deal themes had been well represented in amongst the most popular keywords of the sentiment analysis, which suggested that the themes accord with the most significant ideas associated with Barrow. Of the top 10 most cited key words, three had been associated with Urban Regeneration and Land Use, with a further one each associated with Skills and Enterprise and Connectivity Posts on the #MyTown portal and associated threads on Facebook corroborated a widely held view that the town centre needed to expand the range of leisure activities on offer, and maintain and improve the town's sense of place, in order to meet the needs of resident community and to attract visitors. The #BrilliantBarrow website (https://brilliantbarrow.org.uk/) had gone live on Friday 1st May and was supported by Facebook and Twitter accounts. Engagement statistics for the first two weeks of the campaign, for both social media accounts had been reported as follows: Facebook • **Page Likes** 900 • **Post Reach** 21,000 • **Engagement** 5,000 Twitter • **Followers** 140 • **Impressions** 22,100 • **Engagements** 1595 • **Mentions** 41 • **Profile Visits** 744 • **Retweets** 125 • **Link Clicks/Web Traffic** 291 • **Likes** 177 Just fewer than 100 comments had been made through the 'Have your say' section of the #BrilliantBarrow website. 40 had related to regeneration ideas, 20 to skills and enterprise and the remaining concerned infrastructure and connectivity. Ideas surrounding sports facilities, housing renewal, Marina Village, transport networks, further and higher education opportunities and open space all featuring in responses.	

ITEM	ACTION
Attached at Appendix B to the report was the #BrilliantBarrow style guide which was being used on the website and social media channels. The Board had been requested to agree the style guide, to ensure that communications and engagement carried branding that was consistent and easily recognised. <u>Stronger Together: Ormsgill – Community Research</u> It had been reported that a target research project had been delivered in Ormsgill, utilising a Connected Communities approach. The first stage of the Connected Communities theory of change was to understand the community being researched. This had been done by surveying residents in order to understand their social networks and identify their needs. The full research report had been included at Appendix C to the report and it was identified that practice from Ormsgill could be instrumental in supporting the further development of the Town Deal. <u>Future High Street Fund Engagement</u> It had been noted that there had been two public consultations to inform the Future High Street Fund bid which had relevance to the Towns Deal Board. <u>Communications and engagement plan pre-submission</u> It had been noted that the Communications and Engagement Group had drawn up a timetable for engaging with stakeholders and the general public in the period before submission. Full details of the timetable had been presented in the report. Sam Plum added that stakeholder engagement needed to increase following agreement of the shortlist of projects by the Board today. All Partners would need to help with the content for social media posts. It was envisaged that featured content would include videos and a diverse range of talking heads from partner organisations would be required to help develop project specific content. It had been noted that the Communications and Engagement Group would provide weekly engagement results to project leads and those would be collated and reported to the Board. Sam added that the Communications and Engagement Sub Group would work with project leads regarding community engagement plans for all projects. These plans would transform the Borough for the future and help to kick-start the economy post Covid-19.	

ITEM	ACTION
The Chair commented that the information provided had been very encouraging and invited comments from the Board. Ali Greenhalgh advised that Copeland had used computer animated illustrations and suggested that this could be used for the chosen projects to strengthen engagement. The Chair was in agreement. Michael Barry confirmed that once the short list projects for development are identified steps to ensure engaging material are set out. The Chair asked if in addition to digital channels, was there a way we could engineer a Covid-19 safe platform in the community for face to face, albeit socially distanced, engagement. Alison Hatcher added that Government guidance was due out on consultations for the planning processes and it may be wise to wait for that guidance to be published. Councillor Burns added that not everyone had access to digital platforms and it was important to engage with community groups not online. In that regard, Simon Fell had suggested that community hubs could be utilised to display engagement information. Geoff Jolliffe advised that he would be happy to pass information onto GPs which could be displayed in a variety of formats including, digital screens, social media channels and even printing on the reverse of prescriptions. Ali Greenhalgh had suggested engaging with young people via schools and requesting them to pass the information on to the older generation and those not online. Cllr Ann Thomson had suggested the potential of utilising charities and third sector organisations to distribute information to their contacts but was unsure if that would be permitted under GDPR. Sam Plum thanked everyone for their comments and requested the Board's formal approval of the Brilliant Barrow Style Guide which had been included as an appendix to her report. RESOLVED:- (i) To agree the communications and engagement plan timetable as outlined in the report, to be delivered before the application is submitted in July; and (ii) To agree the #BrilliantBarrow style guide. **39 – Town Deal Framework Document** Michael Barry submitted a report regarding the Town Investment Plan framework and design.	

ITEM	ACTION
He advised that steady progress continued to be made in the development of the Town Investment Plan with a number of core base documents starting to come together. It had been noted that the Government had been clear that the Barrow-in-Furness Town Deal must be underpinned by a robust Town Investment Plan. The amount of investment from the Towns Fund would be determined based on the strength of the Town's Investment Plan. Since January, steady progress had been made in the development of the core evidence to support the Town Investment Plan, including the definition of vision and objectives, creation of a socio-economic narrative, stakeholder and community engagement, definition of a scheme long list, development of an appraisal framework and the appraisal of the long list. Whilst a significant amount of work was yet to be undertaken between now and the submission of the Plan in July. The Plan, together with a draft framework for consideration had been appended to the report. It had been noted that the Plan intended to:- • Affirm the vision and objectives for the town and critical success factors for the plan; • Define the character, strengths and opportunities within the town and also the challenges faced; • Map a clear and long term approach to support the transformation of the town; • Set out an investment strategy to deliver the plan. This would focus on the Town Deal alongside wider public and private investment opportunities; and • Clearly set out the delivery and Governance arrangements to support the plan and its development. Alongside the Framework, work was ongoing to develop and agree an approach on the style of the document. The suggested style, which had been mirrored from the Brilliant Barrow website, was intended to provide a bright, spatial and eye-catching document. An example had been provided as an appendix to the report. The Board's views had been requested on both the Plan framework and the design, as development of the draft progressed, which would be considered at the June Board meeting. Lauren Newby presented the Barrow Town Investment Plan framework to the Board.	

ITEM	ACTION
She identified key sections within the plan:- • Our Town; • Our shared ambition; • Our strategic case for intervention; • Our long term plan; and • Our Town Investment Plan. It had been noted that the framework sought to pick up projects that were not identified in the £25M plan through other available funding streams. Michael Barry requested to Board's views on the documents. Cllr Ann Thomson advised that the framework for the Town Investment Plan was good and covered everything. However, she considered that the Foreword should focus on the Chair of the Town Deal board as opposed to the Leader of the Council, as this was considered important in demonstrating the partnership approach to the development of the plan. Julie Mennell added that the document was vibrant, bold and a good tried and tested framework for aligning vision to needs. However, she considered that the aerial shots of Barrow did not do it justice. Sam Plum was in agreement that better images needed to be sourced or commissioned. The Chair added that BAE could help in that regard. Cllr Burns added that Art Gene or Signal Films may be able to assist with images of Barrow. Alison Hatcher commented that the framework had been shaped really well; however, she considered that the Town Investment Plan implied that it was focussing on priorities for Towns Fund. It needed to be clarified what projects would be delivered through the Towns Fund and that other projects could be delivered through alternative funding streams. This would help to demonstrate the importance of all projects. Michael Barry advised that this is important and there needs to be real emphasis on ensuring this can be drawn out through the document as it development. Shane Burns commented that it was a well structured document but that it may benefit from an additional page including the logos of all of the key stakeholders. Simon Fell added that it may be useful to included statistics from social media as well as a colour coded map to display project priorities in a visual format.	

ITEM	ACTION
Michael thanked the Board for their input and advised that everything could be incorporated. RESOLVED:- To note the feedback received from the Board and that the Planned Development Group would work on this. The revised documents would be presented by Michael Barry to the next meeting of the Board. **40 – Project Prioritisation and Short List Confirmation** Michael Barry reported that the Government required the Town Investment Plan to be supported by a prioritised set of project proposals. He added that the £25M Town Deal could not fund all possible interventions (the value of the 14 project long list ask currently stood at c. £60M) meaning that the Board would need to confirm priorities for the fund. It had been noted that at the meeting on 17th April, a prioritisation framework, against which the long listed schemes could be tested, had been discussed and it had been agreed that in testing, four weighting scenarios would be used as follows:- 1) All success factors weighted evenly; 2) Most weight be given to the fit with the 10 strategic objectives; 3) Most weight be given to the degree of transformative impact; and 4) Most weight be given to the extent to which inclusive grown was secured. The outputs of that work had been set out within the Prioritisation Assessment Report which had been included in an appendix to the report. Within that, a technical assessment of each scheme had been provided, alongside a ranked assessment of their fit with the prioritisation framework. Michael advised that in order to meet a July submission target, it was important for the Board to agree a project shortlist and in doing so, he advised that:- • Significant weight be given to the outputs of the Prioritisation Assessment Report; • That there was a need for a shortlist to slightly exceed the £25M funding cap to build in resilience and opportunities to achieve efficiencies; • Consideration be given to how schemes may be amalgamated and scaled; and	Michael Barry

ITEM	ACTION
• Thought be given to whether there was scope for a proposal to be realistically funded through alternative means. Michael further advised that once the shortlisted schemes had been confirmed, it was intended that Strategic Outline Business Cases would be developed in order to ensure deliverability and outputs and with that, robustness of the Investment Plan. It was intended that options for the resourcing of Business Case development would be considered through the Plan Development Group and scheme leads. Those projects not shortlisted would be encouraged to continue development the scheme and the Town Investment Plan would seek to map alternative sources of funding. Lauren Newby presented the Prioritisation Assessment Report which had been commissioned by Hatch Regeneris. A thematic and spend split had been presented as follows:- • £26.7M ask for 4 Skills and Enterprise projects; • £19.5M ask for 6 Urban Regeneration and Land Use projects; and • £14M ask for 4 Connectivity projects. Sam Plum advised the Board that all 14 projects would form part of the Council's Economic Development Strategy over the next 10-15 years. The Chair asked if the Board were happy with the Prioritisation Assessment Report from Hatch Regeneris and welcomed comments. Andrew Wren advised that he was comfortable with the assessment which had been carried out professionally. Suzanne Caldwell stated that it was not clear which projects could be funded elsewhere and taken out of the equation immediately. She asked if any of the projects would be scalable. Julie Mennell asked which projects would be likely to respond to funding post Covid-19. Lauren Newby advised that the critical success factors included funding leverage and financial sustainability and that consideration may need to be given to funding coming forward.	

ITEM	ACTION
Simon Fell advised that Ministers had been clear that they wished to see tangible differences made by projects and that the applications for funding needed to be explicit on the value added by proposed projects. Cllr Ann Burns commented that there was potential for some of the proposed projects to be amalgamated. Paul Hodgson echoed the comments made by other Board members and added that it will be important to ensure effective links with the Future High Street Fund and what may be delivered through that fund. Geoff Jolliffe asked if it was too late to have a re-think of scoring on the projects to see which projects would help communities in light of Covid-19 and the inevitable economic injury in deprived communities. Sam Plum advised that the scoring already included focus on deprived communities and in addition, project leads had been asked to re-visit their proposals in light of Covid-19. The Chair added that as the shortlist is developed the Board need to test post Covid-19 resilience and impact away from economic injury. Alison Hatcher added that, to some extent, some projects would now become more relevant post Covid-19. Michael Barry advised that through the development and consideration of each scheme concept, regard was given to the impact of COVID on deliverability but also how the scheme may help to address some of the impacts of the virus on the economy and communities of the town. Cllr Ann Thomson commented that the longlist had two sorts of transformation (Towns and Businesses and People's lives) and that she considered livelihoods transformed for a better future was most important. Sam Plum then presented a possible route to arrive at a shortlist for the Town Deal. Sam gave a detailed presentation to the Board and recommended that the following four projects do not move to the Towns Deal Funding shortlist due to lower fit against the assessment criteria (but concept ideas would continue to be progressed):- • Concept 13 – Employment Sites Fund; • Concept 8 – See More Barrow; • Concept 2 – Town Centre Regeneration Fund; and • Concept 7 – Barrow Urban Heat Network.	

ITEM	ACTION
It was then advised that rather seek Town Deal funding, resources to deliver Concept 6 – Modernised Bus Network would be sought through the Future High Street Fund and the Electric Bus Town application being prepared for DfT, application that would be championed through the Town Deal. She had proposed that the following projects could be amalgamated to a single proposal with a combined funding requirement within the envelope indicated for the University Campus:- • Concept 5 – University Campus Barrow; and • Concept 12 – Skills Hub; She then proposed that Concept 11 – Barrow Rail Station would be amalgamated with the Local Cycling and Walking Infrastructure and Concept 6 - Modernised Bus Network for which FHSF and DfT funding would be sought. In conclusion the following potential shortlist had been proposed to progress business cases for:- • University Campus/Skills Hub; • Community Resilience Hubs; • Local Cycling and Walking Infrastructure; • Place Development – Culture and Tourism • Housing Renewal Programme; • Business Support; and • Marina Village. It had been noted that all of the projects on the longlist would have a place in the Town Investment Plan as complimentary schemes, but would not feature in the immediate funding ask. Geoff Jolliffe supported the rationalisation of the list. Andrew Wren added that he was happy with the methodology and wanted to clarify that the Skills Hub and Institute of Technology were in fact two different projects and that the Towns Deal funding request was only for the Skills Hub. The Institute of Technology would come from an alternative funding stream and was a once in a generation opportunity. Cllr Burns thanked the Officers.	

ITEM	ACTION
Alison Hatcher echoed that there was a good balance of schemes which aligned with the three schemes (Regeneration, Skills & Enterprise and Connectivity). Cllr Ann Thomson commented that the proposed short list has a good balance of transforming both place and people's lives and requested the opinion of Sami Falou. Sami advised that there had been an excellent discussion around the creation of the shortlist. The Chair thanked partners for their participation and work to agree the project shortlist. RESOLVED:- (i) To note the Project Assessment Report which had been included as an appendix to the report; and (ii) To confirm that the Board wished to see the following projects developed further as part of the Towns Deal shortlist:- • University Campus/Skills Hub and Institute of Technology; • Community Resilience Hubs; • Local Cycling and Walking Infrastructure; • Place Development – Culture and Tourism; • Housing Renewal Programme; • Business Support; and • Marina Village. **41 – Town Investment Plan Programme Update** Michael Barry had submitted a report providing details of progress in the development of the Town Investment as well as key activities over the next six weeks. He reported that since January 2020, work had been ongoing to progress the development of the Town Investment Plan which included governance arrangements being put in place, the town deal boundary being agreed, a vision and objectives established, economist support being procured, communications strategy developed, website prepared, socio economic narrative created, a long list of projects being, appraisal framework agreed and implemented and document structure established. It had been noted that whilst detailed guidance around the development and submission of the deal had not yet been received, Officers had been in dialogue with BEIS colleagues who had confirmed broad support for the approach being followed.	Plan Development Group/Michael Barry

ITEM	ACTION
The current intention was to work towards the submission of the plan in July, placing Barrow-in-Furness in the first tranche of Town Deals to be submitted nationally. A copy of the latest interim programme supporting the development of the Town Investment Plan had been included as an appendix to the report. Mindful of the need to maintain momentum, Michael had advised that the following priority actions had been identified for the next six weeks:- • Continued stakeholder engagement; • Commencing development of business cases for shortlisted projects; • Development of draft Town Investment Plan; • Commencement of economic appraisal activity; and • Finalisation of the Appraisal Framework and Socio-economic Narrative reports as evidence to Investment Plan. He added that at the next meeting of this Board it was intended that the outputs and options emerging from these activities would be considered. RESOLVED:- To note the interim programme and priority activity over the coming six weeks. **42 – Any Other Business** <u>Future High Street Fund Update</u> Michael Barry advised the Board that the Future High Street Funds are in continuing development and an update would be brought to the next meeting. The Chair asked if it would be possible for Sam Plum to provide an executive summary on the Future High Streets Fund and circulate it to Board Members as the meeting had ran out of time. Sam agreed. The meeting closed at 12.37pm.	Sam Plum

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 26 June 2020	
Reporting Officer: Chief Executive – Barrow Borough Council	

Title: Communications Update

Summary and Conclusions:
This paper updates the Board on activities since May, provides a brief summary of relevant engagement activities for the wider Town Deal submission and individual projects.

Recommendations:

To note the report and its appendices.

Report

1 Background

The Towns Deal Communications and Engagement group are meeting on a weekly basis to manage and deliver community consultation to inform and support the bidding process. As the Corona Virus national crisis continues the group are now delivering engagement through predominantly digital-platforms as face-to-face engagement will not be possible.

2 Progress and engagement to date:

Barrow Town Investment Plan Stakeholder Engagement Plan Phase 1 Report:

Hatch Regeneris have produced a Barrow Town Investment Plan - Stakeholder Engagement Plan Phase 1 Report (attached as Appendix A). The report analyses activity through the #MyTown portal and the #BrilliantBarrow website. Key headlines are as follows:

- The #BrilliantBarrow campaign has gathered responses from the general public about how funding secured from the MHCLG Towns Fund should be spent in Barrow. As of 15th June 2020, over 130 responses have been analysed.

- Those responding to the enquiry were asked to categorise their response under one of the Town Deal themes. The number of responses by each theme are to date:
    - Regeneration & Land Use – 67 responses (51%)
    - Infrastructure and Connectivity – 37 responses (28%)
    - Skills and Enterprise – 27 responses (21%)
- A significant amount of focused content has been posted online about Barrow and the MHCLG Towns Fund through the government #MyTown portal and the #BrilliantBarrow website. To date, over 230 individual posts have been made through these digital engagement channels focused on the town, its challenges, opportunities, and how government funding should be used to meet Barrow's aspirations.
- Regeneration-focused content, including issues around public realm, land use, and the offer of the Town Centre, is predominant amongst submissions to #BrilliantBarrow, whilst Infrastructure and Connectivity issues take up just under half of all discussion on Barrow's section of the #MyTown portal. Skills and Enterprise content, which covers issues relating to education, training, and support for business, was less represented in community feedback.

#BrilliantBarrow Social Media statistics:

Table 1, below, provides engagement statistics for the #BrilliantBarrow social media channels:

TWITTER	**Week 1**	**May 2020**
Followers	118	187
Impressions	22,100	75,300
Engagements	1595	3789
Mentions	41	119
Profile Visits	744	1270
Retweets	125	289
Link Clicks/Web Traffic	291	568
Likes	177	418

FACEBOOK		
Page Likes	653	893
Post Reach	16,858	45,344
Engagement	3355	4,172

Table 1 - Engagement statistics for the #BrilliantBarrow social media channels

Communications and engagement activity pre-submission:

Project specific engagement started week commencing 8th June with engagement activity for the Barrow Learning Quarter and the Community Resilence hubs project, utilising on line surveys and on-line workshops.

In week commencing 15th June activity has started for the Marina Village project and a continuation of work on the Community Resilience Hub work that was started the week before.

Project	08-Jun	15-Jun	22-Jun	29-Jun	06-Jul	13-Jul	20-Jul	27-Jul	03-Aug
#BrilliantBarrow									
Barrow Learning Quarter									
Community Resilience Hubs									
Local cycling & Walking Infratructure									
Place Development - Culture & Tourism									
Housing Renewal Programme									
Business Support									
Marina Village									

Table 2 – Gantt chart for engagement launch and key activity for specific projects

End.

Appendix A – Barrow Town Investment Stakeholder Engagement Phase 1 Report

Barrow Town Investment Plan - Phase 1 Stakeholder Engagement Report - June 2020

A Final Report by Hatch Regeneris
15 June 2020

Barrow Borough Council

Barrow Town Investment Plan - Phase 1 Stakeholder Engagement Report - June 2020

This report contains the expression of the professional opinion of Hatch Regeneris (the trading name of Hatch Associates UK). It is based upon information available at the time of its preparation. The quality of the information, conclusions and estimates contained in the report is consistent with the intended level of accuracy as set out in this report, as well as the circumstances and constraints under which this report was prepared.

The report was prepared for the sole and exclusive use of Barrow Borough Council . Hatch Associates Limited shall only be liable to Barrow Borough Council and is not liable to any third party who intends to rely on or has relied or is currently relying upon this report (in whole or part).

15 June 2020

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1. Introduction

1.1 This report collates all stakeholder engagement undertaken to date to support the development of the Barrow Town Investment Plan.

Barrow Town Deal Board

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

Working Groups

Figure 1.1 Working Groups Diagram



1.3 The Marketing & Communications Group's role is to implement the Stakeholder Engagement Strategy to ensure that all communities can become involved in the development of the Barrow Town Investment Plan.

Stakeholder Engagement Plan

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

- Clear, timely and accurate
- Targeted and appropriate
- Accountable to the Town Deal Board
- Planned, consistent and professional

- Two way – with feedback considered in every interaction

1.5 It should also:

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

1.6 The Communications Plan was developed as a live document which would evolve as further information became available and proposals develop.

Pre Covid-19 Plan

1.7 Pre Covid-19, the original stakeholder engagement plan commenced on 9th March 2020. The plan sought to:

- Identify key stakeholders for the Town Investment Plan
- Establish a calendar of communications and engagement activity to ensure that the whole community had an understanding and opportunity to input into the creation of the Town Investment Plan
- Gather feedback from the communication and engagement activity to inform the development of the Plan

1.8 The proposed approach to communications and engagement was based on good practice and was mindful that engagement activity will influence the reputation and perception of Barrow-in-Furness and local partners. As part of this, a core narrative and key messages were developed about the purpose of the fund, eligibility criteria, and what steps were required to access the funding.

1.9 It was intended that the overall campaign would be framed by the theme “Better Barrow” and the heading “Building a Better Barrow”. It is anticipated that this would be carried across engagement activity including social media and should present a simple tool to guide the development of the Town Deal. Mechanisms for engagement targeted:

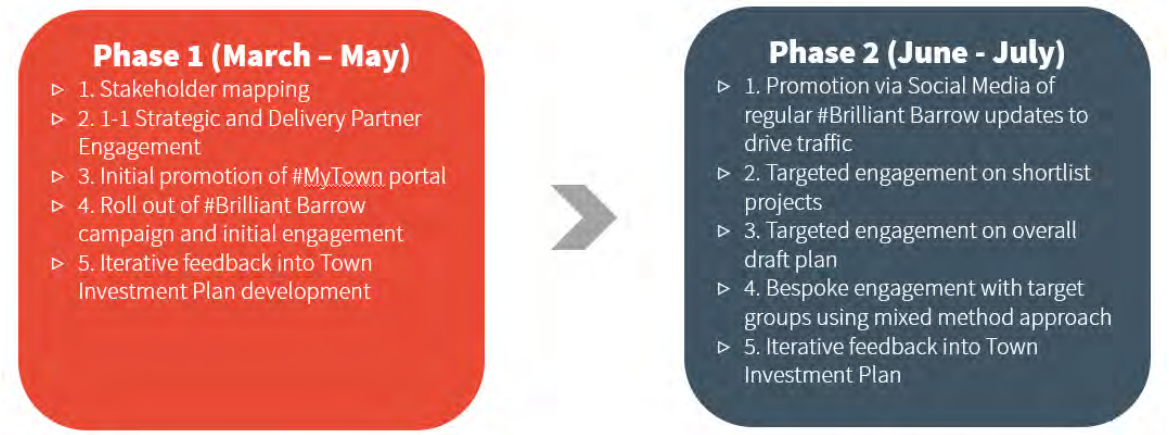
- Public engagement events
- Social media including a dedicated Facebook and Twitter account
- Print media
- Video case studies
- Board members to cascade engagement through their respective organisations and wider networks

1.10 While engagement of all types is important, it was essential that feedback received is of a high quality and can be recorded and used in meaningful way to support the development of the Town Investment Plan. Building on this, significant onus was placed on effective reporting to help shape the preparation of the plan while also ensuring the Town Deal Board remain informed on key feedback.”

Covid-19 Plan

1.11 Covid-19 changed the engagement planning dramatically as traditional forms of engagement were ruled out due to lockdown and social distancing measures. Furthermore, there was concern about starting any online activity during the height of the pandemic due to the appropriateness, as well as effectiveness, of engaging people on the aspirational ideas for project development at that time. The plan changed to a more targeted, predominantly online engagement using existing groups, with further efforts being made through the Covid-19 community support structure in targeting those who might be digitally disadvantaged. A dedicated website www.brilliantbarrow.org.uk was developed as a communication platform and has been enthusiastically received.

Figure 1.1 Stakeholder Engagement Plan



1.12 Phase 1 engagement is now complete, and this report captures the feedback from this activity[1]. Phase 2 is now underway to include:

- Broader engagement on the strategic framework for Barrow
- Targeted engagement on each of the shortlist projects through the website and target groups

1.13 The Communication and Engagement group are providing weekly engagement results to project leads to inform project and programme development. Monthly reports are provided to the Town Deal Board.

[1] Consultation feedback from Strategic and Delivery Partner Engagement was captured in the May Town Deal Board papers

2. #Brilliant Barrow Campaign

2.1 The Brilliant Barrow campaign was developed to guide the development of the Town Investment Plan. This theme carried across all engagement activity, including social media, and involved the development of a dedicated website.

Headline Analysis

2.2 A significant amount of focused content has been posted online about Barrow and the MHCLG Towns Fund through the government #MyTown portal and the #BrilliantBarrow website. To date, over 230 individual posts have been made through these digital engagement channels focused on the town, its challenges, opportunities, and how government funding should be used to meet Barrow's aspirations.

2.3 Each unique post via the #BrilliantBarrow website had to self-select from the Towns Fund themes of:

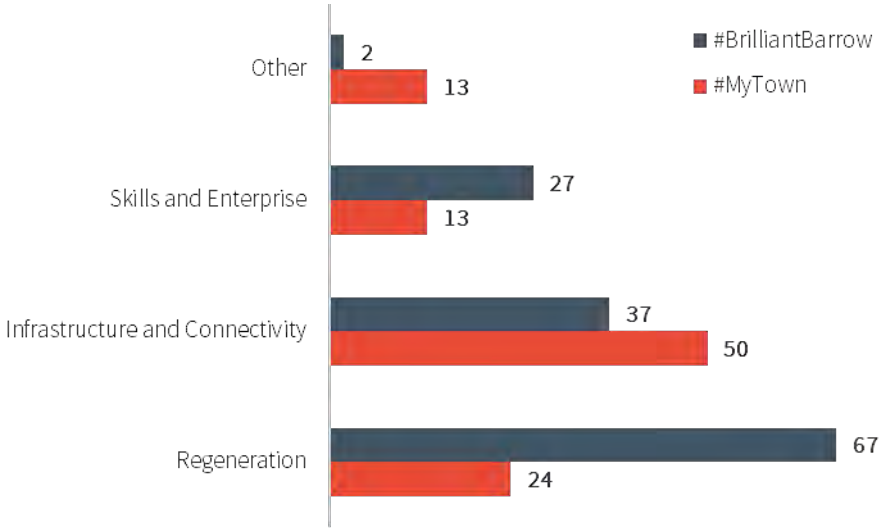
- Skills and Enterprise
- Infrastructure and Connectivity
- Regeneration and Land Use

2.4 The option of 'other' was also available.

2.5 Hatch Regeneris assigned the #MyTown posts to the same themes for analysis.

2.6 Figure 2.1 illustrates the breakdown of these posts by source and theme.

Figure 2.1 Posts to the #MyTown Portal or #BrilliantBarrow website by theme, as of May 2020



Source: #MyTown Portal – Gov.uk; #BrilliantBarrow; Hatch Regeneris. Base = 234 unique posts

2.7 Regeneration-focused content, including issues around public realm, land use, and the offer of the Town Centre, is predominant amongst submissions to #BrilliantBarrow, whilst Infrastructure and Connectivity issues take up just under half of all discussion on Barrow's section of the #MyTown portal. Skills and Enterprise content, which covers issues relating to education, training, and support for business, was less represented in community feedback.

2.8 Figures 2.2 and 2.3 illustrate the most frequent words appearing in these posts, excluding a set of insignificant verbs, articles, etc.

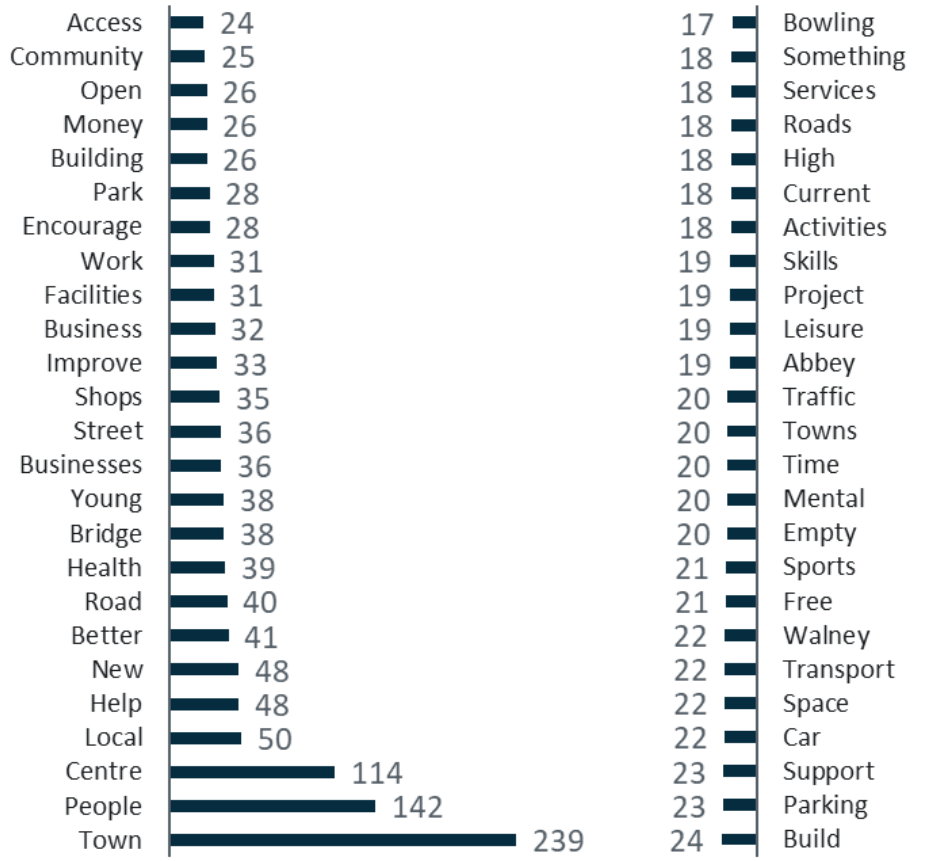
Figure 2.2 Top 50 words* included in #BrilliantBarrow submissions and #MyTown posts for Barrow, as of May 2020



Source: #MyTown Portal – Gov.uk; #BrilliantBarrow; Hatch Regeneris.
*Words filtered by Hatch Regeneris for significance – e.g. 'and', 'the', 'to', 'of', 'think', omitted

2.9 Perhaps unsurprisingly, 'town' was by far the most popular word, followed by 'people' and 'centre'. Much of the content references local businesses, young people and health, and transport infrastructure, which is borne out by the high frequency of 'local' (appears at least 50 times) and 'business' (36), 'health' (39) and 'young' (38), 'road' (40) and 'bridge' (38). Indeed, bridges to Walney Island and across Morecambe Bay represented the largest discussion of a singular proposal or idea, illustrative of the importance placed on connectivity and infrastructure by respondents.

Figure 2.3 Counts of the top 50 words* included in #BrilliantBarrow submissions and #MyTown posts for Barrow



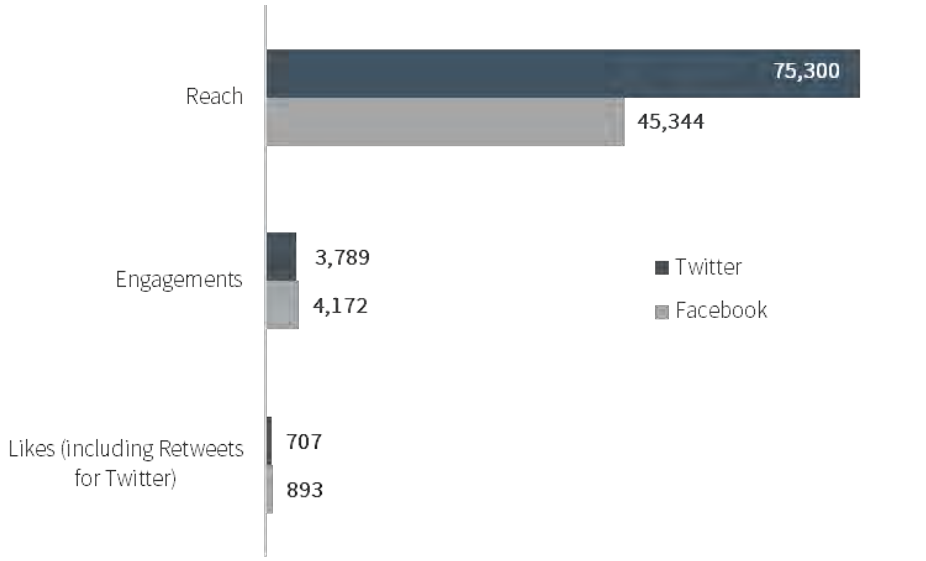
Source: #MyTown Portal – Gov.uk; #BrilliantBarrow; Hatch Regeneris
*Words filtered by Hatch Regeneris for significance – e.g. 'and', 'the', 'to', 'of', 'think', omitted

2.10 A number of words served as anchoring points for discussion of specific issues such as:

- 'Walney' was the basis of discussion on the prospect of a new bridge or walkway to improve Barrow's connectivity to the outstanding beauty of the island
- 'mental' refers to numerous posts voicing concern about mental health issues affecting Barrow.
- 'empty' refers to shops and featured in concerns about the high number of vacant commercial properties in the town centre and proposals about what could be done with them, with suggestions ranging from rent support to encouraging street art.

2.11 Barrow Borough Council have captured the headline reach and engagement of the #BrilliantBarrow campaign on Facebook and Media, as shown in Figure 2.4. For the month of May 2020, Twitter proved to be the more effective platform for reach (i.e. people seeing #BrilliantBarrow content but not necessarily engaging with it), whilst engagement (in the form of comments, likes, retweets) was more likely to occur on Facebook.

Figure 2.4 Reach and engagement of #BrilliantBarrow on Twitter and Facebook, May 2020



Source: Barrow Borough Council

2.12 With approximately 67,100 residents of Barrow, a Twitter reach of over 75,000 users can be considered successful for meeting (and surpassing) the number of people currently living in Barrow, although naturally not all active users living in Barrow and non-active users will not necessarily have been reached.

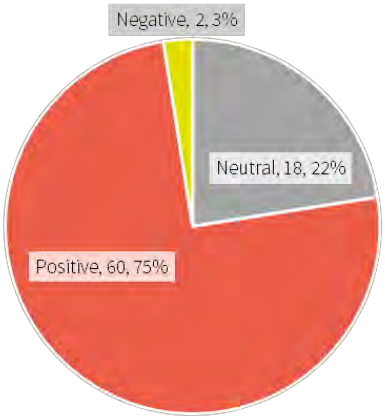
2.13 Social media 'engagements' indicate interactions that the reader has had with the social media content that shows they are interested and may want to support the concept i.e. likes, shares and comments. The engagement figures show a combined figure of nearly 8,000. 'Likes' and 'Retweets' indicate the popularity of posts which collectively stand at 1,600.

2.14 Hatch Regeneris also have access to web-scraping output through their subscription to Meltwater AI. Based on Twitter and blogosphere activity taking place between the 20th May and 19th June 2020, the data suggests that content associated with #BrilliantBarrow is overwhelmingly positive in sentiment based on the AI categorisation.

2.15 The most popular phrases detected within these posts were:

- Creation, outdoor centre, outdoor skills, project, space for families – 12 hits
- Future generations, new campus, plans – 9 hits
- Courses for school, feedback, leavers at level, plans, thoughts, website – 7 hits
- Transformational plans – 6 hits

Figure 2.5 Sentiment of blog and Twitter posts categorised by Meltwater AI relating to '#BrilliantBarrow'



Source: Meltwater AI; Hatch Regeneris, June 2020. 80 posts were given a sentiment category by Meltwater

- Creation, outdoor skills, projects – 5 hits

Have your Say Analysis

2.16 The #BrilliantBarrow campaign has gathered responses from the general public about how funding secured from the MHCLG Towns Fund should be spent in Barrow. As of 15th June 2020, over 130 responses have been analysed.

2.17 Those responding to the enquiry were asked to categorise their response under one of the Town Deal themes. The number of responses by each theme are to date:

- Regeneration & Land Use – 67 responses (51%)
- Infrastructure and Connectivity – 37 responses (28%)
- Skills and Enterprise – 27 responses (21%)

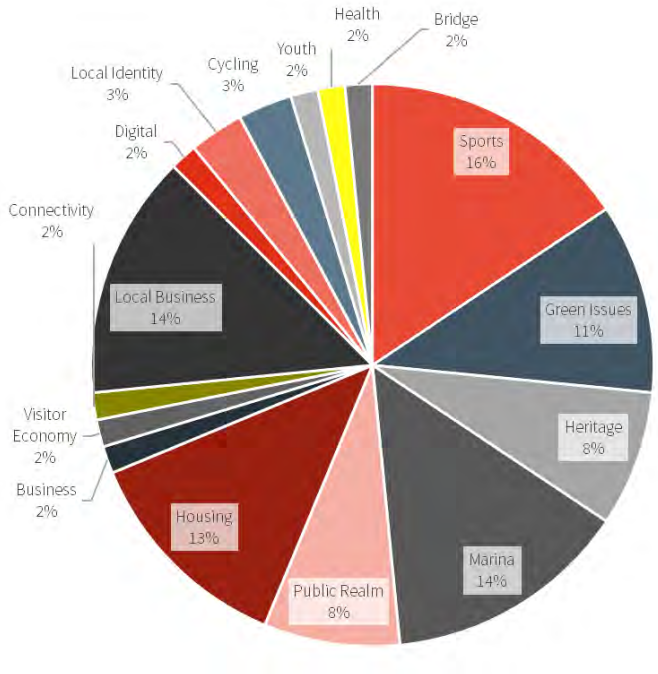
2.18 In addition to the broad Town Deal themes, Hatch Regeneris assigned a sub-theme to each response, which allows us to see the internal variety of each theme. Each respondent was also asked to provide a project name, which summarises their suggestion. Based on these project names and the contents of the suggestions, Hatch Regeneris have identified from the responses a set of Distinctive Features, Barriers, and Opportunities facing Barrow – in the context of potential uses of the Town Fund.

Urban Regeneration & Land Use

2.19 Regeneration responses had a strong focus on the Marina Village development, Barrow's industrial heritage, roads and cycling infrastructure, supporting local businesses, Barrow's public realm, and sports.

2.20 Many responses under this theme pointed out that Barrow was surrounded by exceptional natural assets, such as Walney Island and Morecambe Bay, and suggested the potential of these assets for sports and the visitor economy. This included many references to leveraging the upcoming Marina village development, although frustration was also voiced about delays in its completion.

Figure 2.6 Sub-themes of Regeneration responses



Source: #BrilliantBarrow
64 out of 67 Regeneration responses given a sub-theme

2.21 A further 8 Regeneration responses highlighted Barrow's heritage and architecture as a key distinctive feature, with Barrow's Grade II* listed Town Hall cited as a source of Barrovian pride and something that ought to be celebrated more.

2.22 Discussion of sport was especially frequent amongst Regeneration responses, although it was popular across all of the themes. A lack of sports facilities, such as hockey pitches, was pointed out, whilst providing for new sporting activities was a popular suggestion.

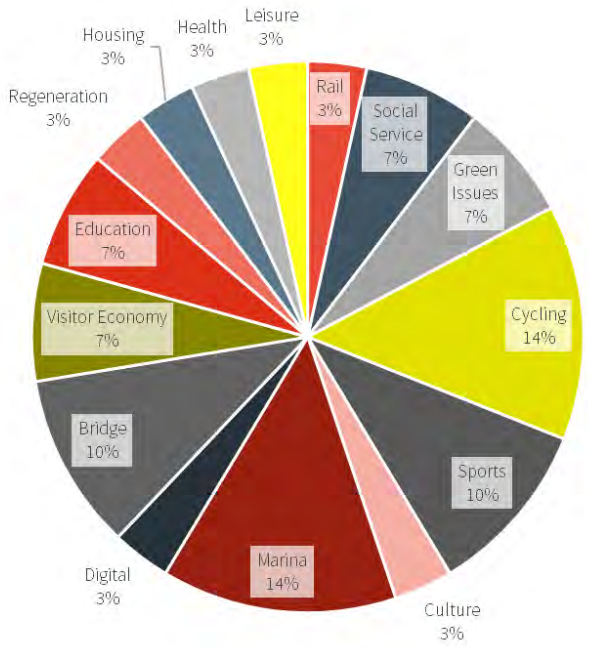
2.23 Discussion of Barrow's public realm was also popular, with 9 Regeneration posts expressing concern over the amount of litter and empty shops on display – with solutions proposed including community litter picking groups and license for artists to decorate abandoned shop facades.

2.24 Housing was a major issue, identified by ten respondents, who suggested that apartment accommodation in the city centre could appeal to younger professionals, providing a much needed economic boost, and that retrofitting parts of the town's Victorian terraced housing stock would be welcome. 14 posts discussed issues of accessibility and transport into and around Barrow's town centre, especially in the context of increasing local business footfall. Several of these responses suggested that the town should be made more accessible for cyclists and disabled people.

Infrastructure and Connectivity

2.25 Infrastructure and Connectivity responses frequently discussed Barrow's transport network, the need for an improved digital infrastructure, housing, sports facilities, and the possibility of bridges across Morecambe Bay and to Walney. Many responses pointed out Barrow's excellent situation in proximity to the beautiful Walney Island, Morecambe Bay, and the Lake District. However, connectivity to these areas was highlighted as a barrier, with six responses favoured the construction of a bridge to either Walney Island or Morecambe bay (with 3 of these focusing on the issue of bridges exclusively).

Figure 2.7 Sub-themes of Infrastructure and Connectivity responses



Source: #BrilliantBarrow
36 out of 37 Infrastructure and Connectivity responses given a sub-theme

2.26 Another 5 responses mentioned a lack of adequate cycling infrastructure in Barrow as a barrier, and cited addressing this issue as an opportunity improve the connectivity of residents to neighbouring areas of natural beauty and improve health outcomes.

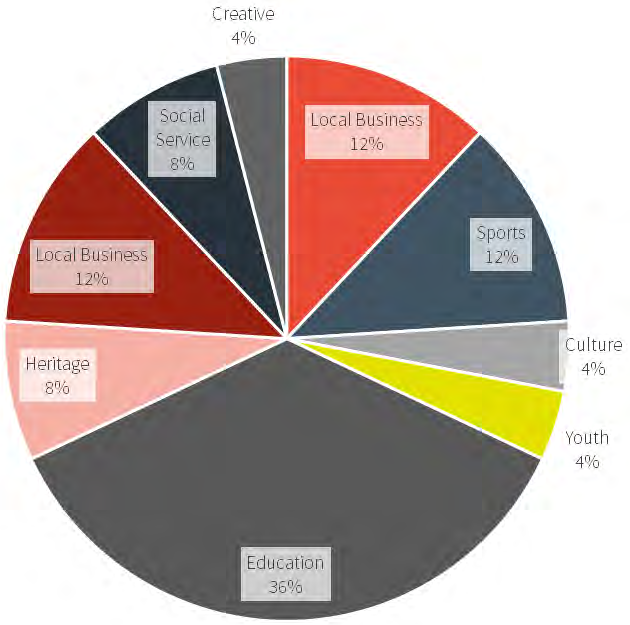
2.27 Thematic responses also touched on a range of digital connectivity issues, such as poor broadband owing to outdated copper and aluminium cables, and physical connectivity issues such as the difficulty accessing parts of Barrow's town centre for those using wheelchairs and mobility scooters, as well as parking charges discouraging shopping in the centre in light of the difficulties in reaching town without a car.

2.28 Consistent with the emphasis on sports conveyed in Regeneration responses, Infrastructure and Connectivity responses frequently mentioned a relative lack of good sporting facilities as a barrier, with three infrastructure posts focusing on this issue. Barrow was noted as lacking facilities in provision such as bowling. Indeed, bowling was in the top 50 most mentioned words as illustrated on Figure 2.3, and 4 posts identified a bowling alley as a good example of something that could attract people into Barrow town centre and encourage them to spend time there.

Skills and Enterprise

2.29 Like the Regeneration responses, the Skills and Enterprise projects frequently discussed the Marina project – generally in the spirit of 'Enterprise'. Additionally, the construction of a university campus for Barrow was supported by ten responses, suggesting it is a popular idea. A common reason given for this was to address what is perceived to be a relative lack of opportunities for young people in Barrow outside of BAE Systems, and to retain young Barrovians who may be considering a move to a larger city. Linked to this was support for youth vocational training and a desire to see provision of skilled trades apprenticeship opportunities. Skills and Enterprise responses also frequently highlighted Barrow's potential in the visitor economy, with the upcoming Marina development and proximity to the Lake District mentioned by six responses as representing opportunity for Barrow.

Figure 2.8 Sub-themes of Skills & Enterprise responses



Source: #BrilliantBarrow
25 out of 27 Skills and Enterprise responses given a sub-theme

Visionaries nominations

2.30 The #Brilliant Barrow website asked for nominations for Barrow 'visionaries'. Suggestions included:

- Graham Newby (DJ Gripper) part owns Barrow underground music society and Beach St Studios. "A champion for the town giving a platform to local bands as well as bringing national bands to Barrow". During lockdown he has hosted a programme of radio shows.
- Dan Webber – a Barrow fundraiser who leads the 'Kick Off 4' fundraising initiative which has raised thousands for charities including Cancer Research UK, mental health charity MIND in Furness, and the Alzheimer's Society.

- Leanne Parr is a principal strategic planner with Copeland Borough Council and worked for a long time in a similar role at Barrow Borough Council. An avid photographer of Barrow, her hometown, Leanne has almost two decades of experience applying her strategic planning expertise to the delivery of schemes that benefit communities
- Cath Rigg has experience running multiple businesses in Barrow for many years and supports the numerous local projects. She also started the Cath Rigg Foundation, a Barrow charity that provides grant funding to projects that benefit the community
- Bob Kett started Furness Plastics, an internationally successful advanced materials company in Barrow that has helped to maintain the industrial and innovative pedigree of the town

3. Next Steps

3.1 During Phase 2 of the Stakeholder Engagement Plan there will be targeted engagement on individual projects and the wider full project vision. A full set of project stakeholder engagement plans have been developed and are currently being implemented. The Phase 2 Stakeholder Engagement Report to be provided in July with provide detailed feedback on each project alongside feedback on the overarching Town Investment Plan.



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BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 26th June 2020	
Reporting Officer: Place and Enterprise Manager – Cumbria CC	

Title: Draft Town Investment Plan

Summary and Conclusions:

Steady progress continues to be made in the development of the Town Investment Plan with this and core evidence base documents starting to come together. A draft of the emerging plan is appended to this report and the views of the board are invited.

To date the plan has been developed without the support of detailed guidance. This has now been released and following review the approach being followed at Barrow broadly aligns to the approach it sets out.

Recommendations:

It is recommended that the Town Deal Board:

1. Provide feedback on the draft Town Investment Plan provided as Appendix A to this report.

Report

Background

The Government have been clear that Barrow-in-Furness Town Deal must be underpinned by a robust Town Investment Plan. The role of this would be to set out a clear understanding of the area, focusing on its assets, opportunities and challenges. Significantly it is advised that the amount of investment from the Towns Fund will be determined based on the strength of the Towns Investment Plan.

Since January steady progress has been made in the development of core evidence in support of the Barrow-in-Furness Town Investment Plan including the definition of vision and objectives, creation of a socio-economic narrative, stakeholder and community engagement, definition of a scheme long list, development of an appraisal framework and the appraisal of the long list and the preparation of the draft plan which is provided as Appendix A to this report.

The draft plan seeks to provide a confident perspective looking to build on the town's strengths and opportunities to present a longer term economic development strategy. In doing this it seeks to reflect those specific elements we would wish to see funded through the Town Deal alongside broader opportunities. In order to align evidence, the draft plan does contain a number of place holders which will be completed in parallel to the completion of the evidence base.

Progress in developing the plan has been made in the absence of the detailed MHCLG guidance; this was necessary for it to be possible to achieve the planned submission date of July 31st, placing Barrow in the very first wave of deals to be submitted.

On June 15th Town Deal Guidance has been published and is provided as Appendix B to this report. Following a review of guidance, there are aspects of our plan that do not fully fit the prescriptive approach set out within the guidance. Nevertheless, and as demonstrated through Appendix B, we are confident that our proposed approach achieves the coverage required and we are in dialogue with MHCLG around this approach. The implications of the new guidance on the development and delivery of schemes will be further considered under item 8.

Timescales to finalise the plan are now tight and ahead of the July 24th meeting of the board it is proposed to share a further draft of the plan for feedback during the week commencing July 6th.

End.

Appendix A – Draft Town Investment Plan
Appendix B – Town Deal Guidance
Appendix C – Town Investment Plan Approach vs Guidance

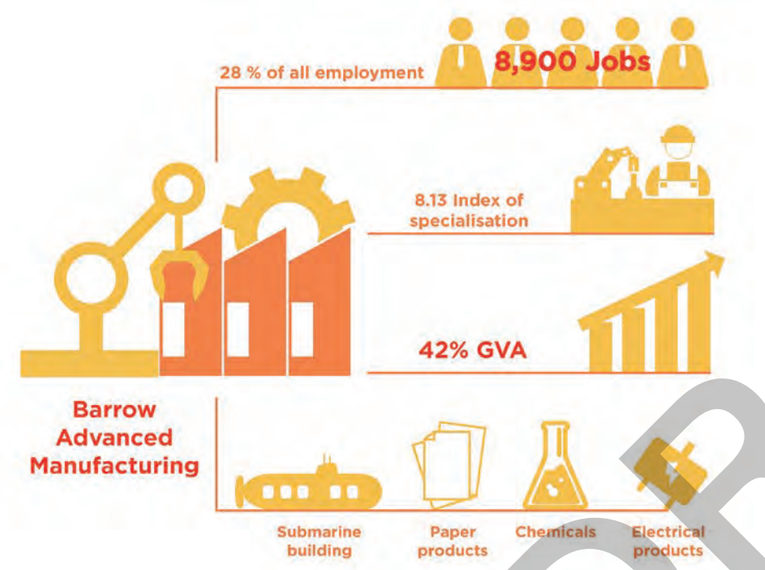
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1. Innovation & Business Environment

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

The advanced manufacturing sector in Barrow is a large and strategically important sector which will drive our future growth and competitive advantage. 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.

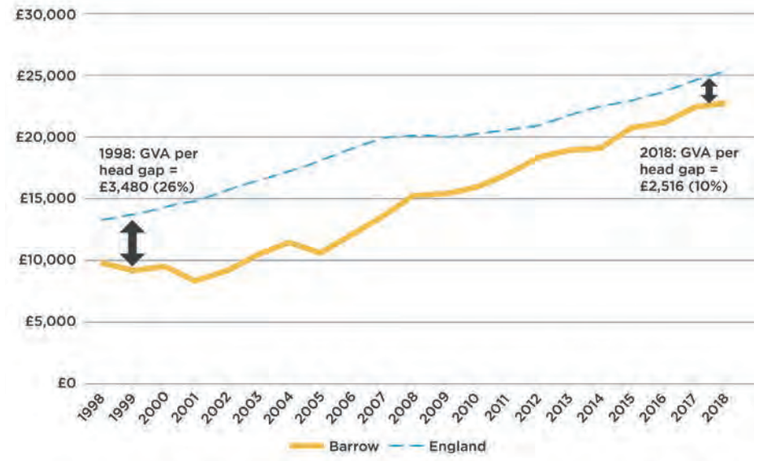


Figure 2.1 The Productivity Challenge

Source: Regional GVA (Balanced), ONS, 2019; Population Estimates, ONS, 2019



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1. Innovation & Business Environment

Building on our success

- Barrow is at the centre of the national defence programme to develop a new generation of nuclear deterrent submarines which will see the site occupied to 2050. 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.
- Kimberley Clark, paper manufacturer, is currently undergoing a £85m investment programme to improve production, drive manufacturing efficiencies and safeguard jobs at the site
- 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 activity 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, however our marine engineering and nuclear sectors are relatively insulated against the direct effects of Brexit
- 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
- A relatively high survival rate for those businesses that do start up

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 change
- 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 supressed 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.

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2. 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 the Gateway to Britain's Energy Coast. Gas from Morecambe Bay is landed and processed at the Barrow Gas Terminals operated by Spirit Energy. Barrow Gas Terminal which has processed 6.5 trillion cubic feet of gas into the National Grid over the past 4 decades and heats 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 the world's largest operational offshore wind farm, generating clean electricity for nearly 600,000 homes.

Barrow is a key part of the nuclear supply chain and supplies nearby nuclear power stations at Sellafield and Heysham. The nuclear technology underpinning the nuclear submarine industry has scope for diversification into the civil nuclear market.

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.

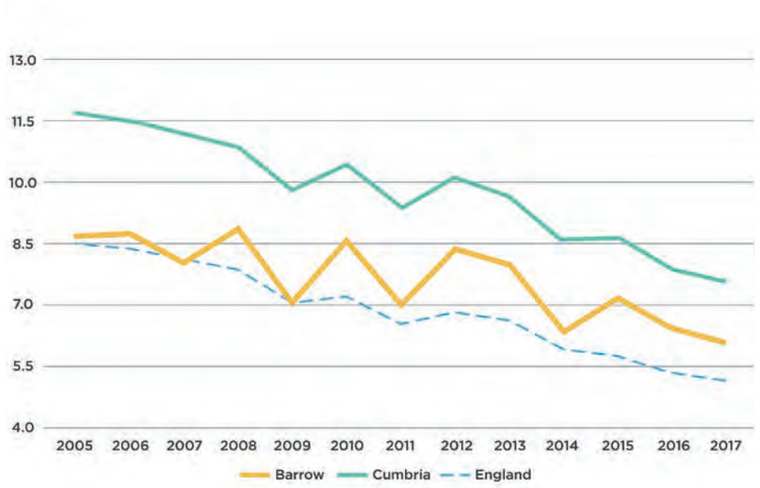
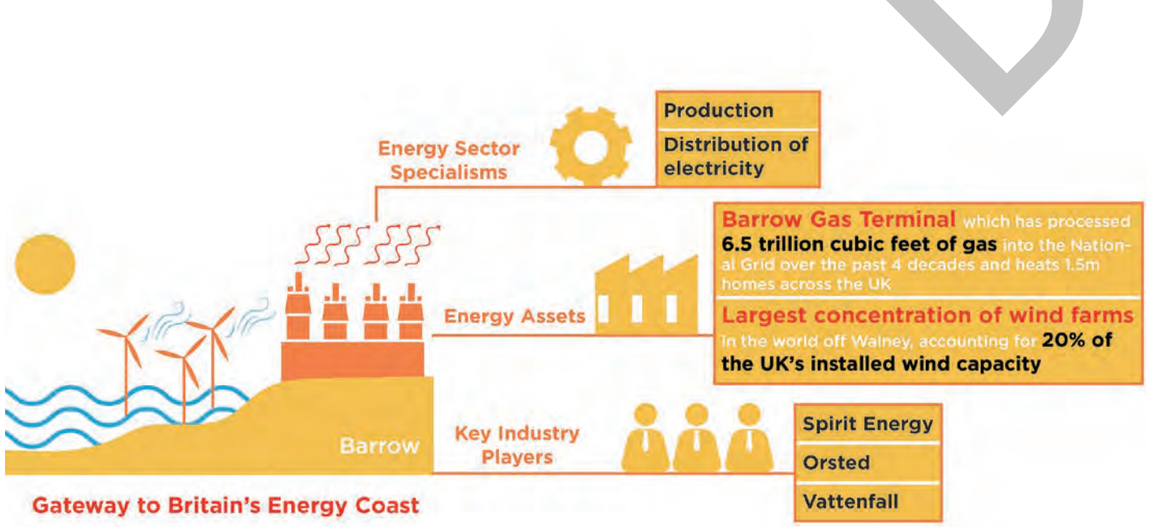


Figure xx Our Green Credentials (per capita CO^2 Emissions (t)
Source: UK local authority and regional CO2 national statistics: 2005-17, BEIS, 2019





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2

2. Clean Growth Potential

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
- 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
- Some development in circular economy interventions such as a local heat networks. Our stakeholders are gearing up for more of this activity
- Already investing in energy efficiency in residential and commercial buildings. Significant scope and need to develop this agenda in next 5 year 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
- Local institutions and major industry players who can enable change in collaboration with others
- An emerging investment proposition to secure new trade and inward investment opportunities linked to energy and clean growth
- Opportunities to collaborate with Cumbria LEP and the NP11 Board to develop the sector

Key Challenges:

- Competitive landscape with other UK areas gearing up for lead roles
- Coastal location leaves us vulnerable to the effects of climate change
- Securing investment in innovative activity to test new ideas and low carbon opportunities
- 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 capturing 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 profi tability and driving the need for cost savings. Looking ahead, there will an increased focus on healthy places and the need to improve air quality which will drive demand for clean energy production and improved energy efficiency performance in buildings. This will support growth in employment in clean growth activities

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3. People and 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
- 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

Key Strengths

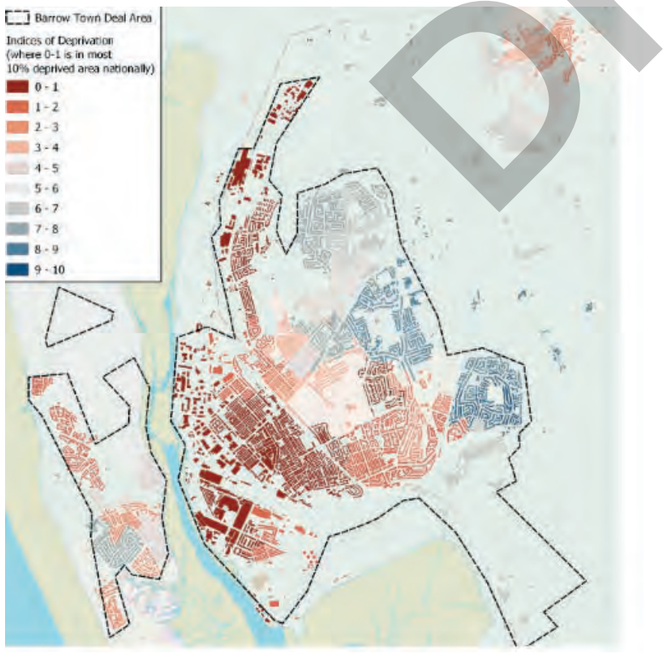
- **We have strong social capital which binds our community together with a sense of belonging and a community support network clearly evident in times of crisis such as the recent pandemic**
- **Barrow's job opportunities in cutting edge advanced manufacturing and energy sectors attracts workers from across the UK and provides a progression route to higher earnings**
- **We have a strong intermediate skills base which is supported by an excellent vocational education offer**
- **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.**

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3. People and skills

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
- Below average rates of labour market participation and barriers preventing participation
- Mismatch of skills and occupations, with Barrow workers earning more than Barrow residents indicating our residents are failing to grasp the higher-level employment opportunities presented by economic growth
- Skill gaps and shortage are holding economic growth back
- 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.
- 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. 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.



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.

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.

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.

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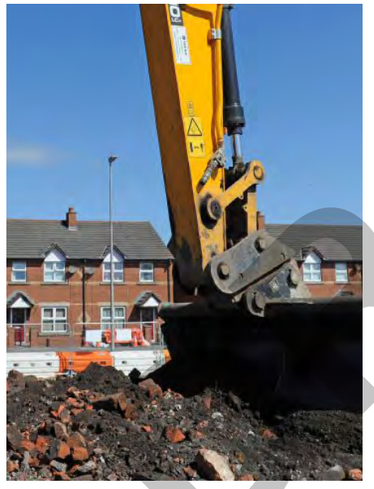
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4. Place & Communities

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

Barrow needs to ensure it offers the homes, services and amenities it needs to make the town more investable and liveable. This will drive Barrow's competitiveness by ensuring the town attracts and retains the best talent.

There are several large-scale regeneration and development projects underway that will deliver the enabling infrastructure required to support growth in Barrow, led by the delivery of the Barrow Local Plan that will guide development and aligned investment for the next 15 years to 2031.





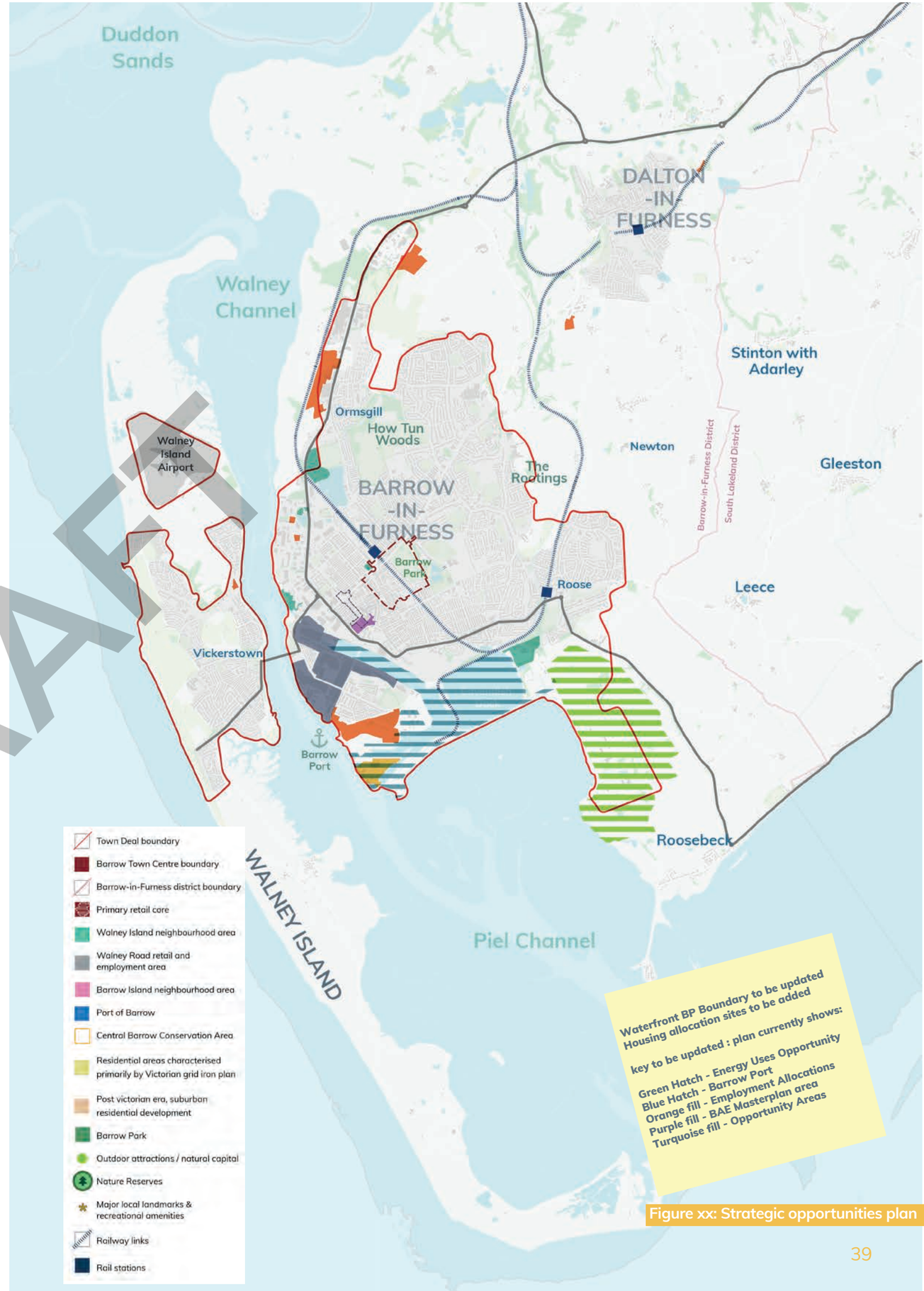


Figure xx: Strategic opportunities plan

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4. Place & communities

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 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 and competing pressures from e-commerce and out-of-town retail
- Areas of high and entrenched deprivation remain
- 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
- Poor quality and overcrowding in private housing stock contributing to poor health outcomes
- Poor perception and image of Barrow deterring investment
- Low quality of the built environment in some parts of town
- 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 place and 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.

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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.



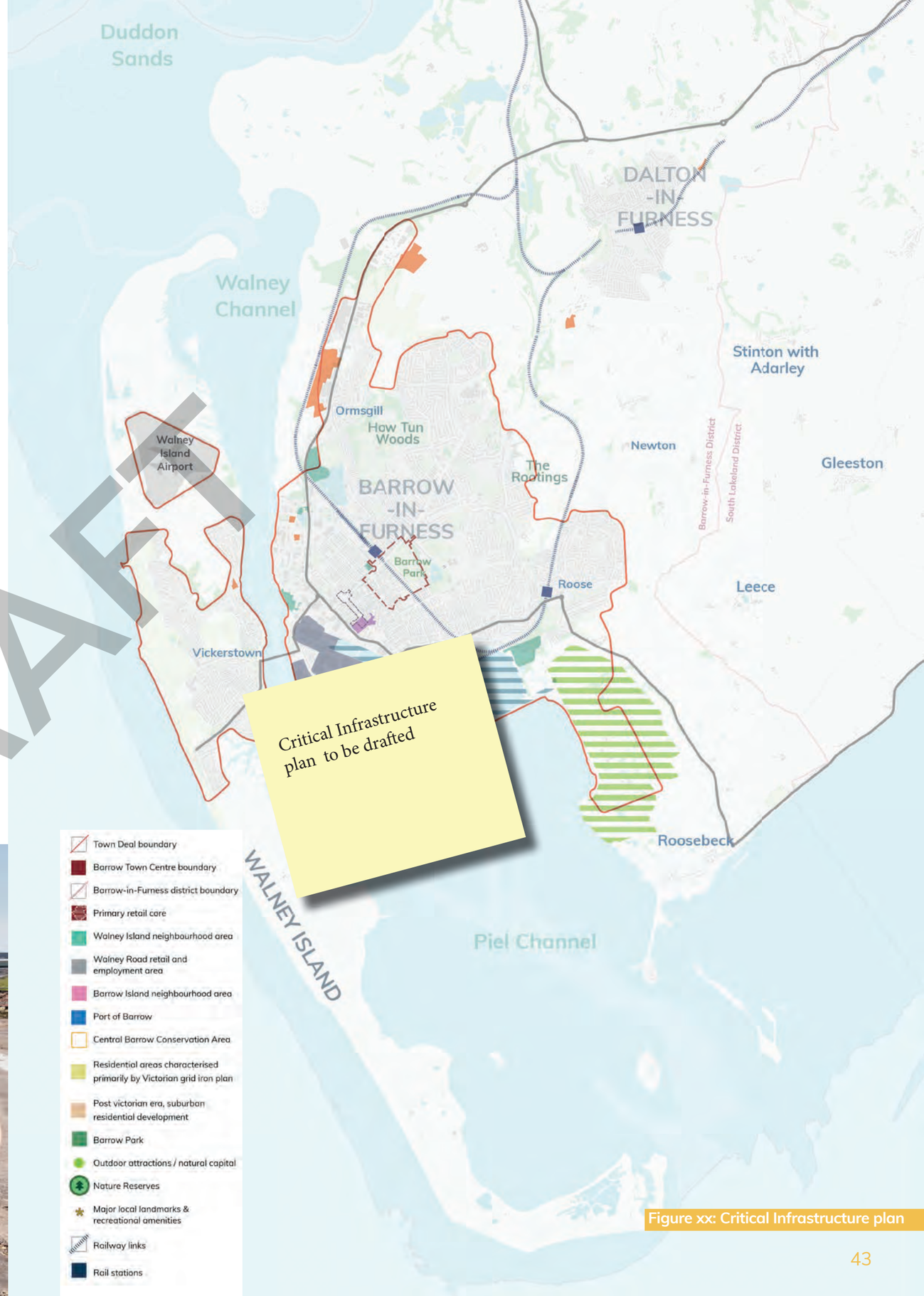


Figure xx: Critical Infrastructure plan

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5. Critical Infrastructure

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
- Site assembly and preparation works to unlock 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 will offer up to 28 office suits 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 to the site through encouraging alternative modes of transport including public transport, cycling and walking

Key Strengths

- Barrow has a wealth of green infrastructure including a number of statutorily designated sites and an informal network of open green spaces
- 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 one of the most dangerous in Cumbria. There is a need to make this route safer and improve journey time reliability.
- 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, however Barrow does not currently have a bus station
- 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
- There is a lack of open and green space in the town centre
- There is a lack of infrastructure to promote cycling and walking to support low impact zero emission commuting, capture transport demand from major employers, and 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

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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 excluded left school before 16

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.



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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:

- **Engaging communities through community-led planning approaches which support all members of our community to engage and participate and deliver change**
- **Collective action and partnership working, drawing on the capacity and expertise of the public and private sector and civic society 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:

"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"



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

Our Investment Plan is framed around ten strategic objectives which will secure a more prosperous and inclusive future for Barrow:

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

Three cross-cutting themes cut across our strategic objectives. These lie at the heart of our investment approach and will drive positive change through collective action.

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Clean Growth

As a producer and consumer of energy Barrow has a clear role to play in driving the clean growth agenda and contribute towards the national net zero carbon emissions target by 2050. Our Investment Plan embraces the opportunities presented by clean growth in Barrow which will create new jobs and businesses, drive innovation, and facilitate benefits for our residents including the significant opportunities created by the future expansion of offshore wind. Through our pursuit of clean growth, we will identify ways in which we can improve our environment to support economic growth, connectivity and health and wellbeing, whilst protecting our natural capital assets and increasing our resilience to the impacts of climate change.



Inclusive Economy



We recognise that economic and social impact go hand in hand. We have a shared responsibility to lever good growth outcomes in Barrow and our Investment Plan seeks to ensure that economic growth in Barrow creates opportunity for all and creates a fair, resilient, prosperous and sustainable environment. We want Barrow to be a place offering well-paid and sustainable employment, a first-class education and skills system, and a high-quality environment that provides a great place to live and work.

Community wealth-building lies at the heart of our approach. We place great importance on the ability of our anchor institutions such as our major employers, education and health institutions to play a part in building a prosperous and fair future for Barrow through progressive procurement, maximising social value in regeneration and development, and making best use of public assets.

Key actions:

- ☑ Empower children and young people to reach their potential
- ☑ Employers and learners at the centre of a demand-led education and skills system
- ☑ Healthy lives and prioritised well-being to improve life chances
- ☑ Promoting Barrow as the best place to live, work, visit and invest
- ☑ Supporting affordable and clean travel to support growth and access to opportunity
- ☑ Creating good quality well-paid and sustainable jobs
- ☑ Developing diverse and resilient communities in the face of economic change
- ☑ Enabling access to digital infrastructure and best in class connectivity
- ☑ Thriving town centre as a welcoming, attractive and inclusive environment
- ☑ Attractive, safe and inclusive places to live
- ☑ Access to affordable and sustainable energy
- ☑ Maximising economic and social value of anchor institutions to drive improvements to the economic, social and environmental well-being of Barrovians

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Healthy Places



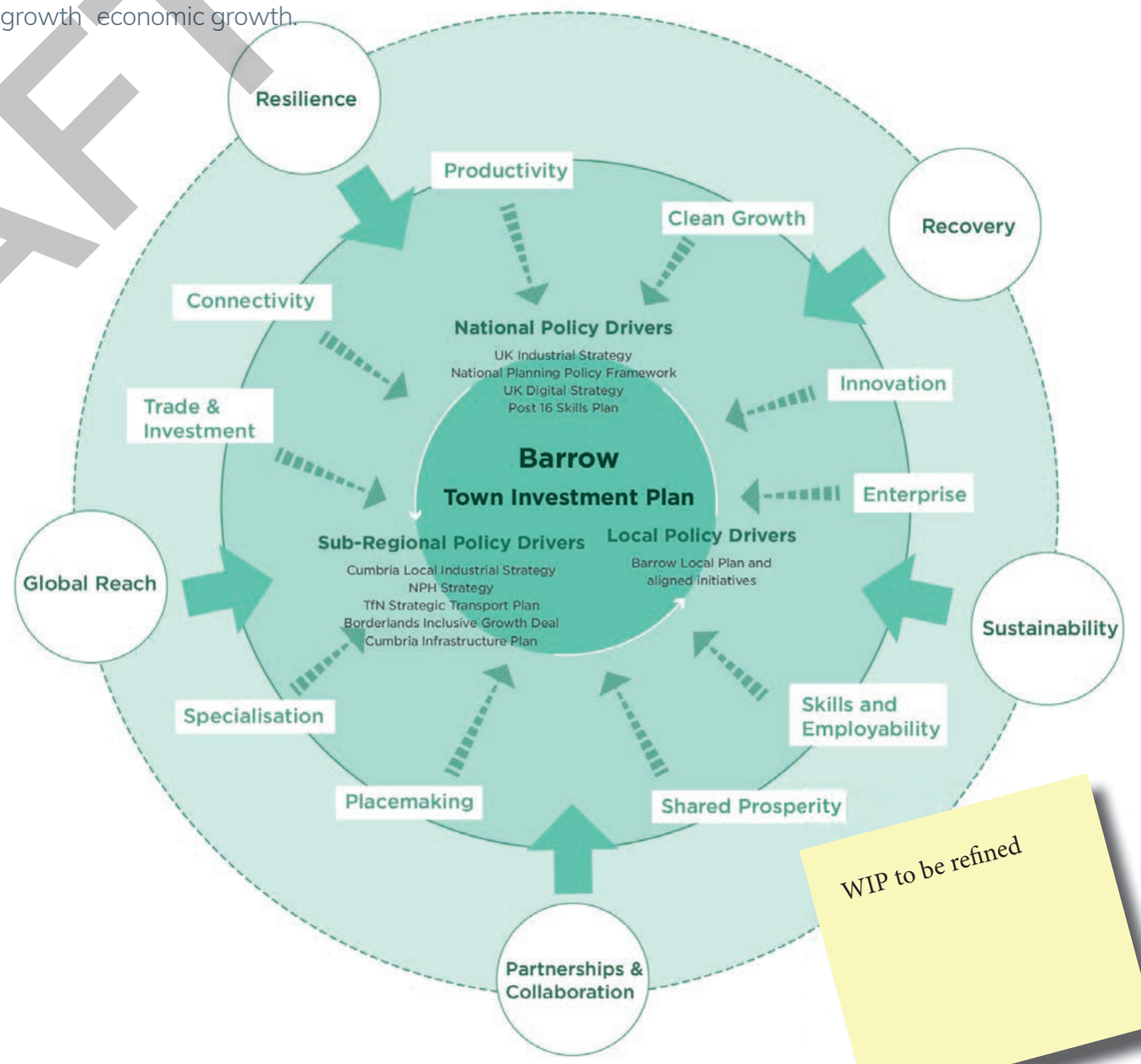
Through working collaboratively with our communities, we will develop a whole system place-based approach to developing the environment in Barrow as a place where people can thrive and grow. Preventative care and active design will shape Barrow as a healthy town:

Key actions:

- ☑ Walkable communities
- ☑ Connected walking & cycling routes
- ☑ Co-located community facilities
- ☑ Integrated public services
- ☑ Open and green spaces
- ☑ Energy effi cient buildings
- ☑ Active people
- ☑ Active infrastructure
- ☑ Active workplaces
- ☑ Lifestyle education
- ☑ Innovative and quality healthcare

What will success look like?

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



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WIP to be refined

The implementation of our Plan will realise positive outcomes for Barrow through a triple bottom line approach:

Positive Economic Outcomes

- Improved productivity and business growth
- Diverse low carbon economy
- Better health and less poverty
- Improved life chances and educational outcomes
- Positive Social Outcomes
- Effective partnerships
- Fair and equal society
- Improved access to quality and affordable homes

Positive Social Outcomes

- Effective partnerships
- Fair and equal society
- Improved access to quality and affordable homes

Positive Environmental Outcomes

- Attractive and sustainable places and spaces
- Better connected and sustainable transport
- Improved air quality

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

- Increased economic output (as measured by Gross Value Added)
- Increased Full Time Equivalent Jobs
- Carbon savings (as measured by CO2)



3

Our Long Term Strategy

3

Thematic Intervention Area
Innovative & Business Environment

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

Focus Areas:

Anchor 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, 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

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 can access the space 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

BAE Systems – realise the vision of BAE Systems to drive productivity improvements in the delivery of the submarine building programme, to enhance the site proposition and facilitate inward investment

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What does success look like?

- Increased entrepreneurship and new businesses started
- Increased profitability and enhanced business growth
- Target sectors growing and investing in Barrow
- Growth in employment and income
- Technology trends and impacts understood

Select Delivery Partners

- Barrow Borough Council
- Cumbria LEP
- Cumbria Growth Hub
- Cumbria Chamber of Commerce
- Higher Education Institutions
- Barrow BID
- BEIS
- Innovate UK
- Major employers

3

Thematic Intervention Area
Clean Growth

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

Focus Areas:

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 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.

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

Deliver the Local Plan's Major Opportunity Areas – realise the economic 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 BAE Systems – realise the vision of BAE Systems to drive productivity improvements in the delivery of the submarine building programme, to enhance the site proposition and facilitate inward investment

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What does success look like?

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

Select Delivery Partners

- Barrow Borough Council
- Cumbria LEP
- Cumbria Growth Hub
- Higher Education Institutions
- BEIS
- Innovate UK
- Existing employers such as Spirit Energy, Orsted, Vattenfall

3

Thematic Intervention Area
People & Skills

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

Focus Areas:

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 increasing 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 STEM aspirational careers activity in schools and colleges, attract and retain apprentices and graduates

Develop community resilience – 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

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 community investment – work with anchor employers to continue to build on existing activity providing financial and in-kind support to projects that facilitate the social and economic development of 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

Explore alternative education provision – explore the development of an Alternative Provision Centre in Barrow that provides the opportunity for young people who are not able to access the curriculum in mainstream school to have a chance at success

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What does success look like?

- **Population growing**
- **People benefitting from improved wages**
- **Imbalance between Barrow residents and workers lessening**
- **Barrow-based employers engaged and recruiting locally**
- **Retention of skilled local people through enhanced career progression routes**
- **Improved health and well being**

Select Delivery Partners

- **Councils**
- **Employers**
- **Cumbria Chamber of Commerce**
- **DWP**
- **Education and skills providers**
- **Inspira**
- **Cumbria Police**
- **UHMBT**
- **FESP**
- **DoE**
- **Cumbria LEP**
- **BEIS**
- **Cumbria CVS**

3

Thematic Intervention Area
Place & Communities

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 a enhanced community culture and leisure offer

Renew private and social housing stock - aimed at 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 dpa 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 Council, to increase our population and stem decline in young and working age

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

Secure investment in health infrastructure – maximise the potential of UHMBT seed funding for new hospital provision

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

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 which the private sector can't.

Explore alternative education provision – explore the development of an Alternative Provision Centre in Barrow that provides the opportunity for young people who are not able to access the curriculum in mainstream school to have a chance at success.

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What does success look like?

- **Population growing**
- **Growing and diverse economy**
- **Increased footfall and visitor numbers**
- **Improved health and well-being**
- **Vibrant, attractive and healthy places**
- **New culture and leisure assets**
- **Local and new businesses committed to inclusive growth**
- **Public service delivery aligned to need**

Select Delivery Partners

- **Barrow Borough Council**
- **Cumbria County Council**
- **Homes England**
- **UHMBT**
- **Major employers and investors**
- **Cumbria CVS**

3

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 – junction and road improvements at key locations throughout Barrow to support the delivery of growth as defined in the Local Plan; town carriageway resurfacing to maintain use, improve journey and environment for all users; deliver improvements on North Road, Bridge Road and Jubilee Bridge to enhance the network and increase the capacity of network to support growth of BAE Systems and Port of Barrow

Major Road Enhancement – support improvements on major routes (A595 and A590) into Barrow to improve connectivity to the M6 and West Cumbria

Coastal Defences – protect Walney coastline from further coastal erosion

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What does success look like?

- **Reduced traffic and parking issues around large employment sites**
- **Modal shifts towards sustainable travel**
- **Greater range of quality homes and employment sites and premises**
- **Reduced carbon emissions**
- **Improved health and well-being**
- **Gigabit fixed and mobile connectivity across Barrow**

Select Delivery Partners

- **Barrow Borough Council**
- **Cumbria County Council**
- **Cumbria LEP**
- **Department for Transport**
- **Transport for the North**
- **DCMS**
- **ABP**
- **Energy Savings Trust**
- **Developers/landowners**
- **MHCLG**
- **Network Rail**
- **Stagecoach**

4

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. We will use the Town Investment Plan 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.

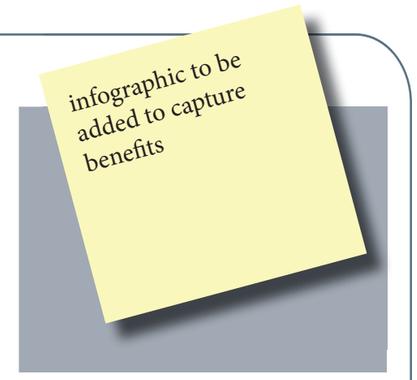
Our tailored approach responds to the key drivers of local growth and provides a strategic response to national, Cumbrian and local challenges. The programme of investment will tackle our deep-rooted challenges by delivering inclusive economic growth through collective action and co-operation.

Over the lifetime of the Town Investment Plan we will benefit xx million residents and generate:

- £xx billion in additional GVA
- xx FTE additional jobs
- xx% reduction in carbon emissions of xx tonnes of CO2 equivalent

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

- increased human capital
- increased health and wellbeing
- leisure and recreation assets
- xx additional tourism visitors per annum
- remediation and development of a major strategic site, unlocking and delivering around 33,000 sqm of commercial floor space and 602 homes
- housing renewal and carbon efficiency improvements of up to 300 homes
- xx sq m public realm delivered
- 6.3 hectares of land brought forward for nature conservation
- improved transport and broadband connectivity
- x increased student numbers
- x increased numbers of qualifications (by level)



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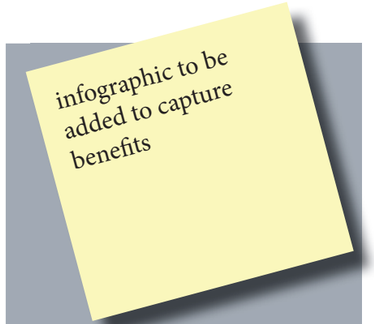
Our Town Investment Plan

Our Town Investment Plan

Our ask

Our ask is for a **£28.4m investment** towards a bold transformational programme to be delivered over the next 10 years. We estimate these investments will return £xx in GVA for every £x of TIP 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.



Strategic fit

The Town Investment Plan will support national policy objectives, particularly around the UK Government's Industrial Strategy (2017) and will complement and enhance activities of other public-sector partners and delivery bodies. There are a range of interventions that are underway and planned across Barrow aligned to strategies including:

- Cumbria Local Industrial Strategy
- Borderlands Inclusive Growth Deal
- NP11 Energy and Clean Growth
- North East and Cumbria Growth Deals, delivered locally by the LEPs
- The Northern Powerhouse Strategy
- Barrow Borough Local Plan 2016-2031
- Cumbria's Economic Ambition and Infrastructure Plan

We have engaged with a wide range of stakeholders and delivery bodies to inform the development of the Town Investment Plan to ensure strategic alignment and effective linkages to existing activity.

Our Prioritisation Process

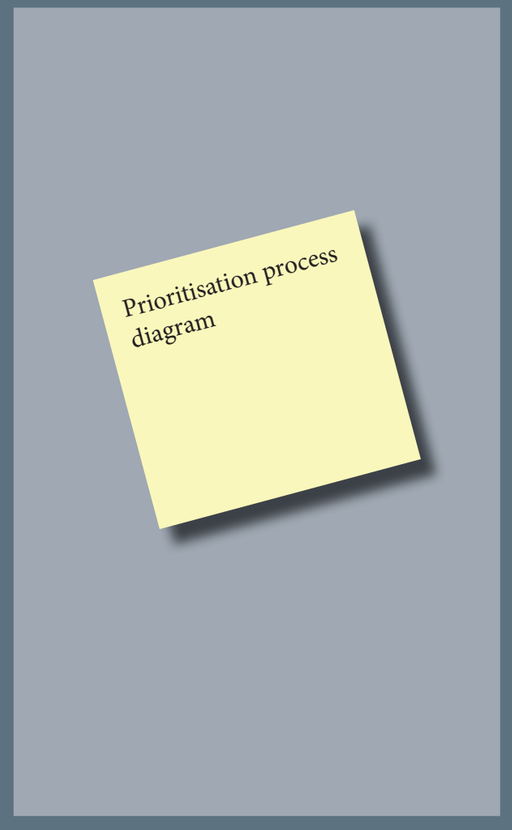
An initial list of projects was developed and refined to reach a long list of 14 projects, with concept forms submitted by applicants. This had a combined ask of £60.2 million.

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 10 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.**



A summary of each shortlisted project is provided on the following pages and this detail is underpinned by Strategic Outline Business Cases.

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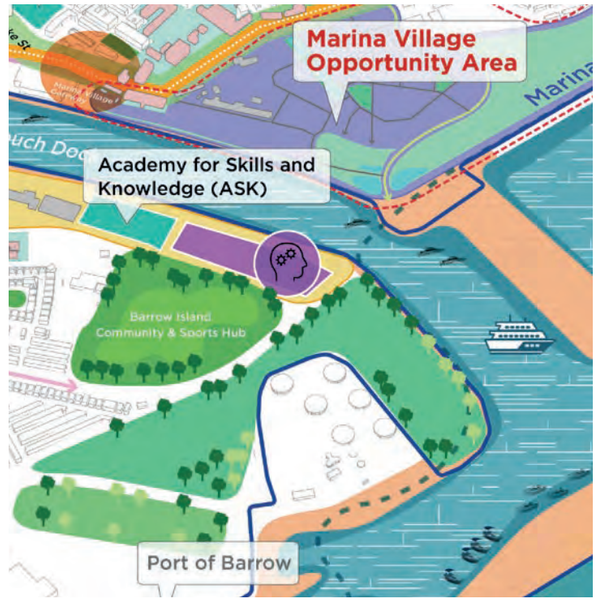
Barrow Learning Quarter

Project Description	The delivery of a new Skills Hub at Furness College and new University of Cumbria Campus in Barrow. The new Learning Quarter will directly target key sectors, including advanced manufacturing, clean energy, and health and social care, in partnership with key local employers, and enable more people in Barrow to access higher education through developing local progression pathways and enabling learners to reach their full potential.
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 graduates 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.
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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 project aligns with Strategic Objectives SO2, SO5 and SO6 • This project aligns with the Town Deal 'Skills and Enterprise' theme
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	• £13.6m Town Deal ask of a total cost of £x. • x% intervention rate • BAE Systems are providing the site for the new Learning Quarter.
Major Interdependencies	• TBC
Timescales and Spend Profile	• TBC

Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• 1,000 HE students studying at the Barrow Learning Quarter and/or partner universities by 2033 • More than 6,000 students graduating with a HE award from the campus between 2022-2032 • Circa 1,500 more graduates retained locally in employment • xx L4+ FE learners by xx • xx businesses enabled to grow through knowledge exchange and transfer • xx graduates employed in local businesses • Xx Additional FTE jobs created • Xx Additional GVA secured
Estimated BCR	• TBC



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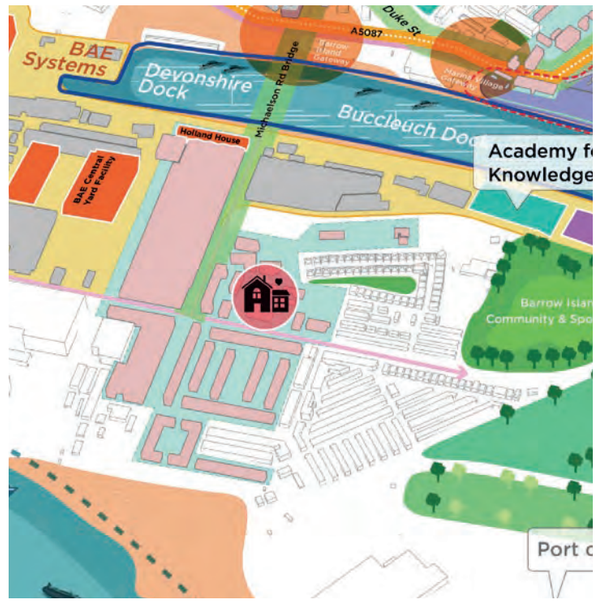
Community Resilience Hubs

Project Description	To develop a network of four locally based community resilience hubs, where local people are supported to develop skills, access services and come together to build thriving communities. These individual centres will be underpinned by a new outdoor facility which will provide access for local communities to open spaces and outdoor education. 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.
Project Rationale	• 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).
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **Clean Growth:** The outdoor centre developed at Earnse Bay 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
Action	• Delivery of four community resilience hubs at Walney, Ormsgill, Barrow Island, and Hindpool/Central. • Delivery of an outdoor activity and education facility at Earnse Bay.
Ask and Match Funding	• £13.6m Town Deal ask of a total cost of £x. • x% intervention rate • BAE Systems are providing the site for the new Learning Quarter.
Delivery Partners	• Cumbria County Council, Barrow Borough Council, Cumbria Police, DWP, Third Sector
Major Interdependencies	• Securing delivery partner for the outdoor facility • Securing sites for the outdoor facility and two of the hubs
Timescales and Spend Profile	• TBC

Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• £ GVA • No. of people gaining employability skills • No. of children with improved educational outcomes • Health and wellbeing impact
Estimated BCR	• TBC



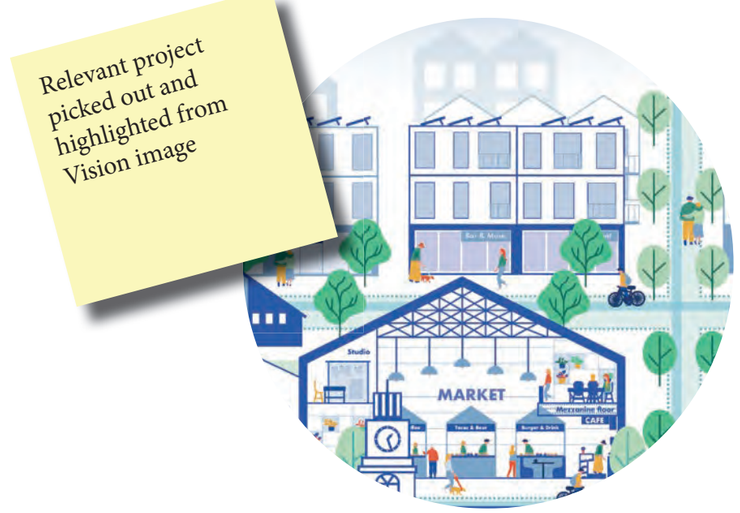
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Business Support

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	• 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.
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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'
Action	• 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
Ask and Match Funding	• £1m ask of a total cost of £xm. • X% intervention rate • X% private sector investment
Major Interdependencies	• TBC
Timescales and Spend Profile	• Even spread across the 5 years



Outputs and Outcomes	• xx Additional FTE jobs created • xx Additional GVA secured • No. new firms started • No. entrepreneurs assisted • No. SMEs assisted to grow • Growth of key sectors in Barrow including clean energy
Estimated BCR	• TBC

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Housing Renewal Programme

Project Description

Renewal and renovation of housing stock across Barrow has been a Council priority since 2006. This programme would deliver a transformative impact for Barrow's homes, improving up to 300 residential properties across the town. 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

- 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.

Alignment with Strategic Framework

The project aligns in the following ways with Barrow's TIP Guiding Principles:

- **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 of health and wellbeing benefits for local communities.
- The project aligns with Strategic Objectives SO4, SO8 and SO9.
- This project aligns with the Town Deal theme of 'Urban Regeneration'

Action

- £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 300 residential properties in one of the three identified priority areas
- Public realm and green space investment in one of the three identified priority areas

Ask and Match Funding

- £4.6m Town Deal ask of a total cost of £5m.
- 92% intervention rate
- £400,000 match funding from Barrow Borough Council

Major Interdependencies

- None identified

Timescales and Spend Profile

Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• XX CO2 savings • Up to 300 homes improved • 39 commercial properties with shop fronts improved • XX sq m of public realm/ green space delivered • Health and wellbeing impact for up to 300 households
Estimated BCR	• TBC

Precedent image

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Marina Village

Project Description

The remediation of a major strategic site for 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 commercial 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 raises perceptions of the town.

Project Rationale

- 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.

Alignment with Strategic Framework

The project aligns in the following ways with Barrow's TIP Guiding Principles:

- **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.
- The project aligns with Strategic Objectives SO3 and SO10.
- The project aligns with the Town Deal theme of 'Urban Regeneration'

Action

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:

- 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

Ask and Match Funding

- £1.5m Town Deal ask of a total cost of £11.675m.
- 12% intervention rate
- £7.5m application for match funding with Homes England
- The remainder of the funding to be sourced from the Local Enterprise Partnership and Barrow Borough Council
- No private sector contributions for the remediation works, but the Masterplan will be delivered by the private sector.

Delivery Partners

- 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.

Major Interdependencies

- Reliant on private sector to bring forward Masterplan once the site is remediated

Timescales and Spend Profile

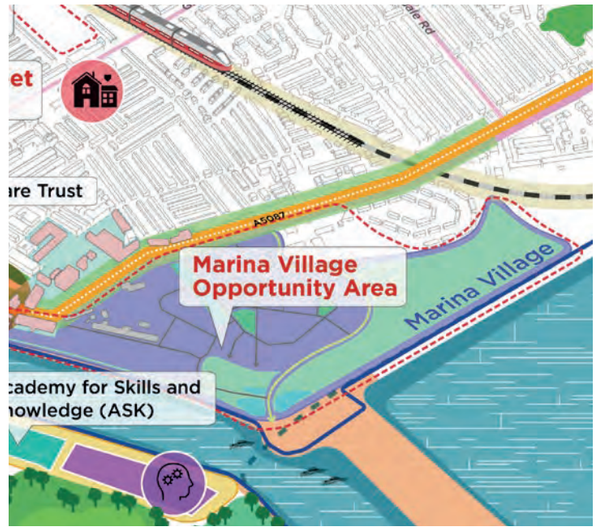
- Site remediation and spend 2020-2022
- Housing delivered by private sector in phases from 2023-2035

Outputs and Outcomes

- £23.7 million land value uplift
- 26-hectare dilapidated, and abandoned site remediated
- 602 homes delivered
- 3.3 hectares of mixed-use commercial space
- •6.3 hectares of land for nature conservation
- Clean growth
- Enhanced townscape that is more attractive and accessible to residents, businesses and visitors

Estimated BCR

- 1.7



Site Image

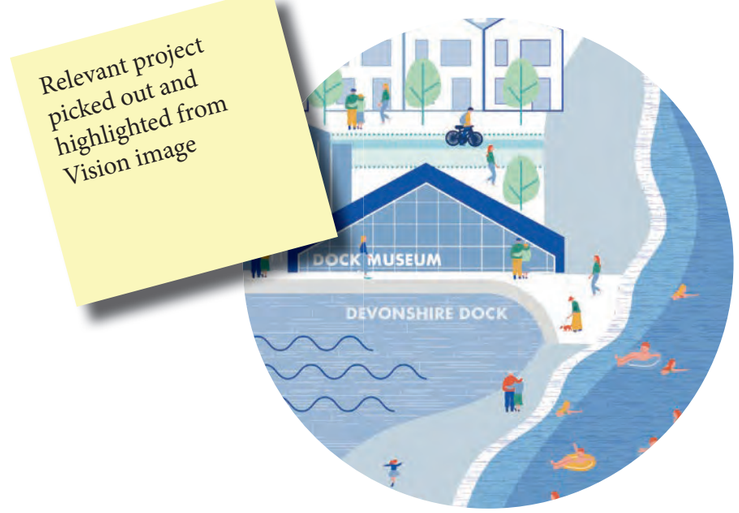
Site image

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Brilliant Barrow Place Development

Project Description	The Brilliant Barrow Place Development project will underpin the major investment being delivered in Barrow through Town Deal 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	• 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.
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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
Action	• Employment of a tourist and events officer • A series of monthly events to build on the cultural and tourism offer in Barrow
Delivery Partners	• The project will be delivered by Barrow Borough Council, in partnership with Cumbria Tourism.
Ask and Match Funding	• £1m Town Deal ask for a total cost of £xm
Major Interdependencies	• None identified
Timescales and Spend Profile	• TBC

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Outputs and Outcomes	• Increased tourism related employment • Increase in tourism spend from increased visitors, overnight stays and day trips • Increase in footfal • Reduced vacancy rates in retail and leisure premises • Enhanced programme of events and activities for all ages • Increased night- time Economy • Increased sense of pride and belonging for residents
Estimated BCR	• TBC

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Local Cycling and Walking Infrastructure Plan

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, increase access to services from all communities and put Barrow at the forefront of active travel in the UK.
Project Rationale	• 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
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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
Action	• Abbey Road • Walney Road • Roose Road • Pedestrian improvements in the town centre
Ask and Match Funding	• £4.5m Town Deal ask • Match funding options are being explored with key private sector employers in Barrow.
Delivery Partners	• Cumbria County Council
Major Interdependencies	• Securing delivery partner for the outdoor facility • TBC
Timescales and Spend Profile	• TBC

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Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• xx Tonnes of Co2 savings • xx Km of cycleways/ walkways • Additional active travel infrastructure • Improved air quality • Increased footfall and spend • Reduced congestion in Barrow
Estimated BCR	• TBC



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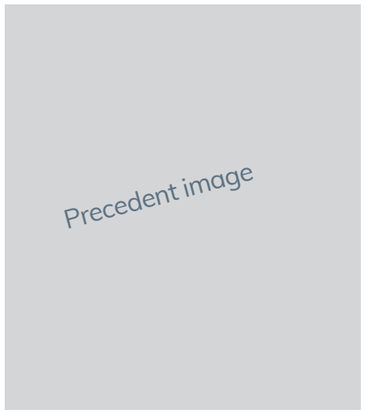
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Alignment with Complementary Initiatives

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

Homes England

A £7.5 million application for match funding to deliver the remediation of the Marina Village site, enabling the private sector to bring forward the residential-led Masterplan.



Electric Bus Fund

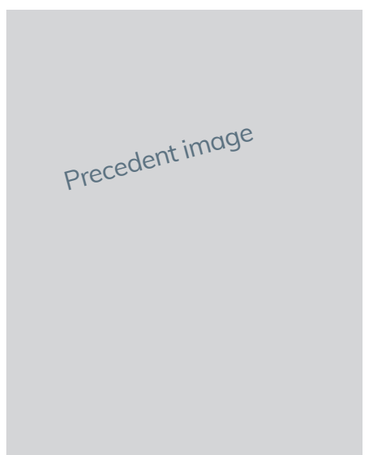
A £7.5 million application for match funding to deliver the remediation of the Marina Village site, enabling the private sector to bring forward the residential-led Masterplan.



Future High Street

A £xm 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 priority projects, through strengthening Barrow's offer and identity, revitalising the high street, and supporting existing businesses.





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Low Carbon Barrow

Barrow Borough Council is seeking £750,000 from the Cumbria LEP Growth deal for a £2m programme of investment across Barrow to reduce carbon emissions. 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.

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5

OUR APPROACH TO DELIVERY

Town Deal Financial Profile

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

The following table illustrates the proposed spend profile of the £x Towns Deal ask.

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Table 5.1 Summary Asks

Project	Capital	Revenue	Total	Collaborative Asks
Barrow Learning Quarter	£	£	£	Institute of Technology
Community Resilience Hubs	£	£	£	
Business Support	£	£	£	
Housing Market Renewal	£	£	£	
Marina Village	£	£	£	Homes England
Place Development	£	£	£	Future High Street Fund
Local Walking & Cycling Infrastructure	£	£	£	
Total	£	£	£	

Table 5.2 Town Deal Spend Profile – Programme

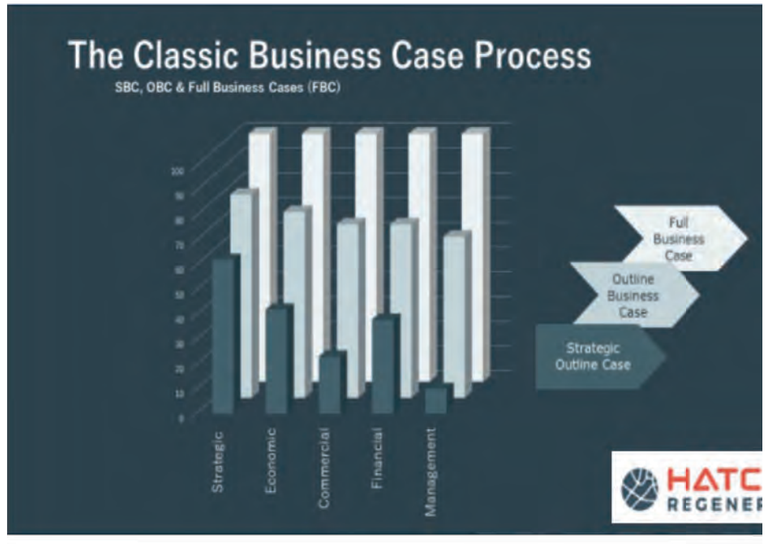
Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
£x	£x	£x	£x	£x	£x	**£x**

5

OUR APPROACH TO DELIVERY

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. This will enable projects agreed in the Heads of Terms deal to swiftly progress to advance Outline Business Cases and Full Business Cases. Each project has a Project Delivery Group 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.



Stakeholder Commitments

To include commitments from the private sector.

The Barrow Town Investment Plan is committed to ongoing engagement with stakeholders including the community. The Marketing and Communications Group will communicate progress of the overall Town Investment Plan and individual projects to the wider community through the #Brilliant Barrow online platform. Each project will implement a dedicated tailored stakeholder engagement plan during delivery.

Governance Structures

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

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

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

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 Plan Development Group and Barrow Borough Council as the accountable body.

Governance structure diagram

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Performance Monitoring

Targets to be identified.

Assurance Process

The Town Deal Board will establish a robust accountability and assurance framework. This will include contract management processes as well as a monitoring and evaluation framework to monitor progress against targets and the impact on the Barrow economy. Project level monitoring will measure progress of individual projects, overseen by the relevant Project Delivery Group, reporting directly to the Plan Development Group. Monitoring reports will be produced quarterly for each project, and feed into an Annual Review of the Barrow Town Investment Plan.

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Acknowledgements

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Towns Fund guidance



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June 2020

Ministerial Foreword

In the year since we launched our £3.6 billion Towns Fund, the country has faced a whole new set of challenges that we could not have predicted.

But we have seen towns and their communities, at the forefront of our national response to Covid-19, showing great adaptability and resilience. Our appreciation and pride in the places we call home is greater today than ever before.

I'm clear that towns should be at the heart of our nation's recovery and the Towns Fund has never felt more important. This investment into 100 towns across the country will galvanise local businesses and communities. It will show how government and places can come together to build more prosperous futures.

Our Towns Fund Prospectus, launched in September, set out our vision for the Fund and the first stages of the process. Today's publication of further guidance represents another significant step.

While the funds may take on a further purpose in helping us recover and rebound, the overarching objective of the Towns Funds remains the same: to drive the sustainable economic regeneration of our towns for long-term economic and productivity growth.

That is why I'm so pleased we haven't lost momentum. Since September, our towns have been working hard to establish Town Deal Boards and develop their Town Investment Plans. All towns should be incredibly proud of the progress they have made.

The Towns Fund is at the centre of our ambition to level up this country and make it a better place for everyone to live and work. I look forward to working with our towns and communities to make this a reality.

Simon Clarke MP
Minister for Regional Growth and Local Government

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1. Introduction

1.1 On 6 September 2019 the government invited 100 places in England to develop proposals for a Town Deal, forming part of the £3.6 billion Towns Fund announced by the Prime Minister in July 2019.

1.2 Towns are home to some of our key businesses and employers, they host some of our world-leading universities and are where the majority of the population live. They serve as important centres to their surrounding areas, with shopping and leisure facilities and other services drawing in people from villages and rural areas.

1.3 Struggling towns, however, do not always have the fundamental building blocks of a strong local economy in place. The evidence shows they can face some significant challenges: an ageing population without the skills necessary to attract new firms; fewer people going on to and returning from higher education; fewer economic opportunities in the surrounding region; fewer opportunities for training and retraining; and less foreign direct investment than in cities. Growth is held back where this is compounded with poor transport and digital connectivity.

1.4 We know that towns have been working hard since September to establish Town Deal Boards and develop Town Investment Plans (TIPs) – and while many have had to deprioritise this work in the current crisis, all towns are keen to understand the next steps and how they can agree their Town Deal.

1.5 This guidance is intended to enable towns to finalise their TIPs and work with MHCLG to agree their Town Deals. It sets out key information about interventions in scope, and the roles of different stakeholders throughout the process, and shows the path towards the implementation of Town Deals.

Town Deals and Covid-19 impacts

1.6 At the time of writing, we are facing a set of challenges on an unprecedented scale. We cannot predict exactly what the coming months will bring, and we are concerned that deprived towns may be hit harder by this crisis than elsewhere.

1.7 We have not changed the focus of the Towns Fund, nor the types of interventions we expect to support. The effects of Covid-19 have been felt directly by all towns, and the impact has been particularly acute for those with the vulnerabilities and weaknesses that the Towns Fund was set up to address. So this investment in towns is more needed than ever. The government wants to meet the long-term needs of left behind communities, and remains committed to levelling up.

1.8 The Town Deal may for some towns take on additional purpose as a key part of the efforts to recover and rebound from this crisis. The Towns Fund will enable the agreement of strategic investments by the end of the financial year, tailored to each

town's circumstances and the localised impacts of Covid-19. This is part of a wider package of support for places to respond to Covid-19, including measures to mitigate the immediate impact, such as the £12.3 billion funding to help small and rural businesses manage their cashflow through this period. Through supporting local economic plans and partnerships, the Towns Fund will help chart a course and lay the groundwork for levelling up over the longer term, as set out in the UK government's Covid-19 Recovery Strategy.

1.9 We will be flexible and responsive. We have pushed back the deadlines for submitting Town Investment Plans to reflect the ongoing uncertainty and the pressures on all partners on Town Deal Boards. We will continue to monitor the situation and where needed will provide towns with additional support to complete TIPs.

1.10 We would like all towns to outline in their Town Investment Plan how Covid-19 is impacting their local economy, and how this is reflected in their strategy and prioritisation. It may be that some priorities have shifted, or it could be that the same things are still critical – whichever is the case, it is paramount that Covid-19 forms part of the evidence base and is factored into decision-making.

1.11 Towns should take advantage of the opportunities presented to chart a sustainable course for their long-term growth. While there may be a case for mitigating the impacts of the crisis on key sectors and parts of town, we will not support measures that are purely short-term. We would like towns to focus on making adaptations which increase resilience and prosperity.

1.12 Town centres may be hit hard by the impacts on retail, adding to longer-running trends and pressures. In particular, towns may want to consider how they can reconfigure town centres for mixed uses. There may be other opportunities to make decisive changes for the long term, such as investing in sustainable modes of transport to take advantage of behaviour changes caused by lockdown. TIPs must include a wider spatial strategy, setting out why targeted areas have been chosen, what is being done to support other key areas of their town, and how this will support the town centre.

1.13 Towns should flag if they want to use their Town Deal as a key part of their recovery plans and set out how their proposed projects fit with other recovery measures. Towns in this position should highlight projects they believe are 'shovel ready' and the potential to tie in multiple lines of support to one deal.

1.14 Given the uncertainties, towns may wish to set out scenarios and hypotheses to underpin plans and ensure plans are flexible to evolving contexts and guidance. We expect to see projects prioritised that will be valuable against a number of possible scenarios, rather than large, risky investments.

1.15 Through MHCLG's Towns Hub we will provide resources and advice to help towns understand how Covid-19 will impact them in the future, and lessons about suitable interventions, opportunities and risks. Towns hardest hit by the pandemic and those to whom the deal is an essential part of their recovery planning will receive additional support.

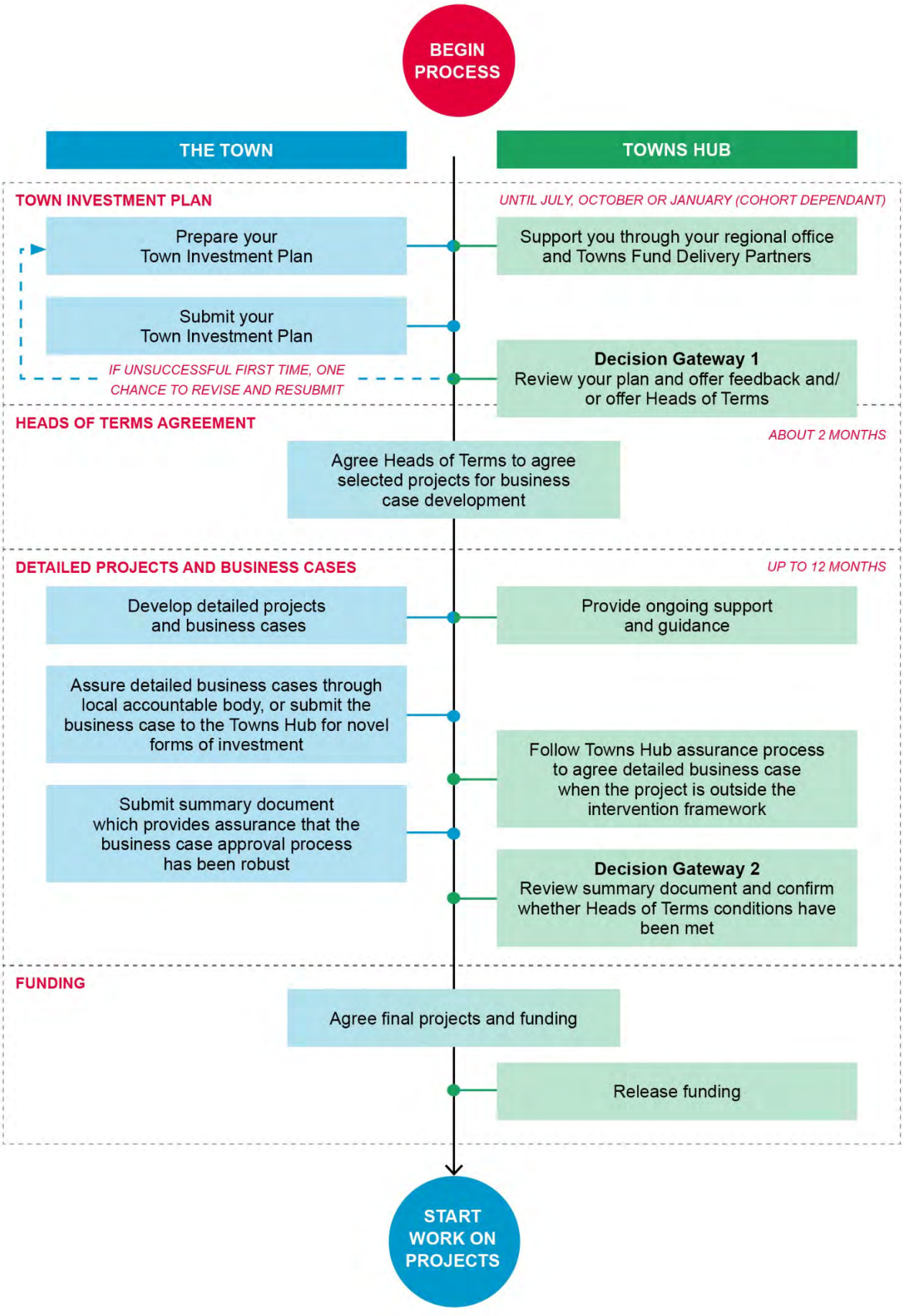
Towns Fund Process

1.16 The diagram below summarises the process for agreeing Town Deals and starting implementation. It has been designed to help strengthen the quality of Town Deals, building partnerships and strategies that will help guide investment and development over time. At the same time, it ensures sufficient oversight and assurance of how money is spent at a local and national level.

1.17 There are two phases, with a decision gateway at the end of each. First, towns will develop TIPs, which will be assessed by MHCLG and Heads of Terms offered to towns with submissions of a sufficient quality. Towns will then develop agreed projects and business cases in detail, and government will assess that information before releasing funding for implementation.

1.18 We understand from our readiness assessments carried out over the past six months that towns had very different starting points, and towns have had varying ability to continue their work during the recent crisis. Towns will therefore be able to submit their TIPs in three cohorts, depending on when they will be ready.

1.19 Should towns fail to submit a TIP of sufficient quality, they will be given one more opportunity to do so. If they fail a second time, they will no longer be eligible for a deal. Through the Towns Hub, we will provide Town Deal Boards with the support they need to successfully complete the process.


BEGIN PROCESS
THE TOWN
TOWNS HUB
TOWN INVESTMENT PLAN
UNTIL JULY, OCTOBER OR JANUARY (COHORT DEPENDANT)
Prepare your Town Investment Plan
Support you through your regional office and Towns Fund Delivery Partners
Submit your Town Investment Plan
IF UNSUCCESSFUL FIRST TIME, ONE CHANCE TO REVISE AND RESUBMIT
Decision Gateway 1
Review your plan and offer feedback and/ or offer Heads of Terms
HEADS OF TERMS AGREEMENT
ABOUT 2 MONTHS
Agree Heads of Terms to agree selected projects for business case development
DETAILED PROJECTS AND BUSINESS CASES
UP TO 12 MONTHS
Develop detailed projects and business cases
Provide ongoing support and guidance
Assure detailed business cases through local accountable body, or submit the business case to the Towns Hub for novel forms of investment
Follow Towns Hub assurance process to agree detailed business case when the project is outside the intervention framework
Submit summary document which provides assurance that the business case approval process has been robust
Decision Gateway 2
Review summary document and confirm whether Heads of Terms conditions have been met
FUNDING
Agree final projects and funding
Release funding
START WORK ON PROJECTS

2. Towns Fund purpose

2.1 Through the Towns Fund we will work with more places to address growth constraints and to ensure we chart a course of recovery from the impact of Covid-19. The overarching aim of the Towns Fund is to **drive the sustainable economic regeneration of towns to deliver long term economic and productivity growth**. This will be done through:

Urban regeneration
Ensuring towns are thriving places for people to live and work, including by:

- Increasing density in town centres;
- Strengthening local economic assets including local cultural assets;
- Site acquisition, preparation, remediation, and/or development; and
- Making full use of planning tools to bring strategic direction and change.

Skills and enterprise infrastructure

- Driving private sector investment and small business development; and
- Ensuring towns have the space to support skills and small business development.

Connectivity

- Developing local transport schemes that complement regional and national networks; and
- Supporting the delivery of improved digital connectivity.

2.2 We know town centres and high streets are facing particular challenges. We are leaving the flexibility for towns to prioritise investment across the town – for example, in gateway areas, key education or employment sites. We would like to understand your plan for the town centre, to be included as part of the spatial strategy in your TIP.

2.3 Many towns face serious social as well as economic challenges. We suggest that towns incorporate this through a focus on inclusive growth. The Towns Fund investments are not intended to target the social challenges directly; these will be covered by other government policy and departments – although you may wish to include actions and investments in these spheres as part of the wider Town Deal.

2.4 TIPs should be guided by sustainability – economic, environmental, and social. The government has committed to a legally binding target to achieve net zero greenhouse gas emissions by 2050; clean growth represents a huge opportunity for the UK economy, and is a core principle of the Towns Fund. The current situation creates an opportunity to speed up the process of restructuring our industry, commerce and communities towards a greener future.

2.5 Towns and local authorities are well-placed to coordinate clean growth investment in their local area, which can deliver decarbonisation, improved air quality and health, and economic growth.

3. What should be in a Town Deal?

3.1 A Town Deal is an agreement in principle between government, the Lead Council and the Town Deal Board, confirmed in a Heads of Terms document. It will set out a vision and strategy for the town, and what each party agrees to do to achieve this vision.

3.2 This document will be signed by the Secretary of State for Housing, Communities and Local Government on behalf of government. We expect the other signatories to be the chief executive or leader of the local authority and the chair of the Town Deal Board. Town Deals will cover a period of up to five years.

3.3 Each town has been invited to put together proposals for up to £25 million from the Towns Fund – although we will consider more than £25 million in exceptional cases. This core funding component of a Town Deal will be money from the Towns Fund. Towns are not in competition with one another – the amount of funding they are able to access will be based on the quality of their proposals and not related to the proposals brought forwards by others.

3.4 The Town Deal should also be a 'wrapper' for other investments, whether from other government departments or private investors. We would like the Towns Fund money to provide additionality, and help to bring in other funding, so Town Deals become more than the sum of their parts.

Interventions in scope

3.5 The Towns Fund is primarily a capital fund. We want to support projects that are viable and sustainable in the long term, and which build on the town's assets and strengths. Interventions supported through the Towns Fund should be developed with input from the community, who should feel a genuine sense of ownership. We also want to support towns that are targeting interventions that will play a role in their immediate economic recovery.

3.6 All interventions should be designed to help generate local economic growth whilst taking into account the principle of clean growth.

3.7 The table below includes the outcomes, by intervention theme, that towns should be targeting through their interventions. These target outcomes should be used as a guide when towns are designing their investment plans. Examples of the types of outputs that might produce such outcomes – and therefore ones that towns should be considering – are also included in the table.

Intervention Theme	Outputs	Target Outcomes
Local transport	*Increase in the number of bus services; new or upgraded cycle and walking routes; new or upgraded road infrastructure; pedestrianised streets*	• Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work • Improved affordability, convenience, reliability, and sustainability of travel options to and from places of interest (especially shops and amenities)

		• Reduced congestion within the town • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians
Digital connectivity	*Provision of full fibre infrastructure with local authority as anchor tenant*	• Increased utilisation of digital channels, by businesses, to access and/or supply goods and services • Increased ability for individuals to work remotely/flexibly • Encouraging further investment from network operators
Urban regeneration, planning and land use	*Remediation and/or development of previously abandoned or dilapidated sites*	• Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors
Arts, culture and heritage	*New or upgraded museums, theatres, community spaces, etc.*	• Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access
Skills infrastructure	*Increase in the capacity and accessibility to new or improved skills facilities*	• Increased share of young people and adults who have relevant skills for employment and entrepreneurship
Enterprise infrastructure	*Increase in the amount of high-quality and affordable commercial floorspace; increase in the number of shared workspaces or innovation facilities*	• Increased number of enterprises utilising high-quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces

3.8 The full intervention framework can be found in Annex A and sets out:

- The spatial focus of interventions;
- A broad set of acceptable outputs which should guide the design of specific interventions;
- Policies and strategies that interventions should align with; and
- The list of outcomes that we would expect interventions to target, along with a set of possible indicators that will be used to measure progress and success.

3.9 The intervention framework has been designed to allow flexibility for a broad range of interventions, so that towns can select those that are most suited to their unique circumstances. Towns should design their interventions so as to lead to the target outcomes. It should be noted that interventions outside of this framework are not automatically precluded, although they are likely to be subject to additional scrutiny in the business case phase.

3.10 For example, where towns face a flooding risk they may propose to address this in their investment plan. We might expect to fund new developments that were flood-proof, and flood defences as part of those developments. However, the focus of the towns fund is on economic growth, and projects will have to be cognisant of this. (Details of specific flooding funding is set out in Annex B).

3.11

3.12 In all instances, towns will be required to demonstrate how their interventions will lead to the agreed outcomes using a convincing, well-evidenced Theory of Change. Further guidance on producing a Theory of Change can be found within HM Treasury's Magenta Book (page 24, section 2.2.1).

3.13 The fund is 90% capital. As a general rule, towns are asked to ensure that their funding bids concentrate on capital spend on tangible assets. In some towns, there may be a particular need for a small amount of revenue funding – perhaps to support implementation of a capital project. However, this will need to be fully evidenced and will be the exception.

3.14 The profile of the overall fund is for six years from 2020 to2021. We will agree specific funding profiles with each individual town based on their deal and projects.

3.15 In exceptional circumstances, an allocation of more that £25 million may be considered[1]. This will be limited to the most ambitious and credible investment plans, and towns will face a higher level of scrutiny of their plans:

- TIPs should credibly target not only transformational impacts for the town itself but for the wider region or at the national level.
- TIPs must be top quality, with all of the Town Investment Plan (TIP) assessment criteria fully demonstrated
- Towns will face a challenge session before a Heads of Terms is offered
- For individual projects over £25 million business cases must be approved centrally through MHCLG rather than assured through a local accountable body.

3.16 Towns should not bid for the full £25 million or more unless there is an objective rationale to do so. It should be noted that the coherence of the Town Investment Plan (i.e. the complementarity of project proposals and their alignment with the town vision and strategic planning) plays a key role in the assessment of TIPs. Should a town bid for the full amount or more without a sound evidential backing, the town risks failing to secure a deal at the first attempt, meaning they have just one more chance to submit.

3.17 Towns will need to demonstrate that their proposed interventions have taken account of the following clean growth principle: *Investment from this fund should support clean growth where possible and, as a minimum, must not conflict with the achievement of the UK's legal commitment to cut greenhouse gas emissions to net zero by 2050.*

3.18 In practice, cost effective interventions might include:

- Investment in clean public transport
- 'Gateway' areas around train stations
- Other clean transport, including cycling infrastructure and electric vehicle charging points

[1] The maximum available is £50 million

- Low carbon buildings
- Infrastructure that reduces emissions from industrial areas
- Innovative energy efficiency measures, clean heat and power generation, and energy storage
- Regenerating and retrofitting existing buildings to be as low carbon as possible
- Carbon offsetting, e.g. planting trees
- Skills initiatives which support clean growth industries
- All development should be cognisant of flood risk and coastal erosion where relevant.

Alignment with other initiatives and funding

3.19 To maximise the impact of the Towns Fund, we want to help towns align their plans with other existing government funds and initiatives. Towns should consider how the Towns Fund money may help crowd in and leverage other sources of funding. We hope that this will enable synergies, win-wins and multiplier effects, thanks to more place-focused policy.

3.20 A Town Deal for some towns might therefore involve agreeing to align Towns Fund monies with those from another government programme, or other public or private sector funding sources. Ideally, a Town Deal will serve as a 'wrapper' for a wide range of government interventions, in order to maximise both the impact of funding and the range of projects which can be funded.

3.21 Towns should indicate in their TIP where there exists any overlap with other government interventions, or where they plan to align Towns Fund monies with other investment. This could include aligning investment in transport infrastructure with the Department for Transport's Restoring Your Railway Fund, or wider economic regeneration plans with MHCLG's Brownfield Housing Fund. There are a range of funds offered by the Department for Education on skills and skills infrastructure, and from the Department for Digital, Culture, Media and Sport for digital connectivity, heritage, culture, sports, and tourism.

3.22 A list of funding programmes that align with the objectives of the Towns Fund is at Annex B. There may be other local, regional and national funding opportunities available that are not listed or other opportunities such as estate regeneration schemes. Towns should explore all possible avenues in the development of their investment plans.

3.23 For some funding programmes (such as those in the list below), the application process is likely to happen in parallel to the Towns Fund process. If towns are intending to apply for these other funds, we ask that you flag this in your TIP, and set out linkages, synergies and interdependencies between the Towns Fund and those possible investments.

- MHCLG's Future High Streets Fund
- DfT's Restoring Your Railway (Beeching) Fund

- HMG's Freeports programme
- Cabinet Office's One Public Estate programme
- DfE's Further Education Capital Fund
- MHCLG's Development Corporations programme

3.24 The relevant departments will make their own assessment as to whether the project meets their criteria and should be taken forward through their own processes, in parallel to MHCLG's. We will work to ensure government is joined up in how it assesses and awards these funds. Should this be agreed, alignment of the funds will be included as part of the Town Deal.

3.25 Some towns selected for a Town Deal have also been shortlisted for the Future High Streets Fund. As towns develop both proposals, they should ensure that they are fully aligned, building on a clear overall vision and strategy. The two funds cannot be used as match for each other but can fund complementary projects.

3.26 We also encourage collaboration and alignment with regional bodies and other levels of government. Where appropriate, towns should work with Local Enterprise Partnerships, Mayoral Combined Authorities and others to ensure coordination and shared learning. Some types of project may require sign-off by certain bodies, for example transport projects must have the full support of the lower and upper tier transport authorities and the local highways authority.

Co-funding and match funding

3.27 We would like to see co-funding and match funding where possible. Leveraging additional funding from other sources such as the private sector can be an effective means of widening the scope and ensuring the success of a project.

3.28 We know, however, that this may be difficult in some towns, especially in light of Covid-19 impacts. We have not set a minimum for match funding or private sector investment, and we will respect the different opportunities and constraints faced by different towns.

3.29 At a minimum we want to see evidence that towns have fully explored investment opportunities and sought to initiate discussions with potential investors as early as possible. Towns should demonstrate the level of buy-in already secured from a range of private sector players – whether this is recent or something built up over a number of years. Towns should set out how the level of co-funding secured is reasonable for their particular context, and make clear the level of commitment behind any match funding. We can provide support to towns on project finance and private sector investment.

Case Example – Stansted Airport College



The Towns Fund prospectus highlighted the significant role colleges play in many local communities and that collaboration between education providers and businesses (large and small) is important to deliver a more highly skilled workforce. This can be achieved through investment in vital skills infrastructure.

Stansted Airport College is the first on-site aviation college at any UK major airport. It is a partnership between Harlow College and London Stansted Airport (part of the Manchester Airport Group). The College was specifically established to address skills shortages in the aviation industry. Construction began in October 2017 and the College opened to its first students in September 2018. Now in its second year of operation the College is at full capacity of 500 trainees.

The airport has between 300-400 live vacancies every week of the year, from entry level positions through to higher level technical positions. The strategic partnership provides a pipeline of talent for airport business partners, as well as providing 'a clear line of sight' to the workplace for young people. The College sits literally at the end of the runway – its location provides an inspiring and motivational environment for young people.

This is a significant and fundamental strategic partnership which included the 'gift' of £3.5 million land to build the new facility, as well as key links with the 220+ airport business partners. Employers were involved in the design of both the building and the curriculum. Their on-going commitment and support to work placements, visits, professional talks, volunteering and curriculum development is a vital part of the College's success. Impact is measured at multiple levels. Now at full capacity the £11 million centre delivers £2.3 million of benefit to the economy in terms of skilled trainees for the workforce.

4. Phase 1: Preparing a Town Investment Plan

4.1 Town Deal Boards are responsible for developing a Town Investment Plan that sets out a clear vision and strategy for the town. Plans should reflect local priorities and be co-designed with local businesses and communities. A Town Investment Plan will be used as the basis for agreeing the Town Deal, including the specific projects which will be funded and the agreement in principle/Heads of Terms (before entering into phase 2 where funding may be granted). For towns that are proposing a joint deal, a single Town Investment Plan must be developed with strategic fit for both towns.

4.2 TIPs should be long-term, strategic documents. They should provide the strategic case for Town Deals, with the evidential and analytical basis for the selection and design of the projects proposed in it. We would also like them to be broader than this: they should set out a vision for the town with broad ownership and a strategy that can set the direction for the economic turnaround of the town over a decade, including economic recovery from the current crisis.

4.3 TIPs should build on and recognise the good work that has already been undertaken in towns. We know many towns already have strong partnerships, and we are happy if these form a key foundation of the Town Deal Board. And in many places there are recent strategies and plans for the town which are highly relevant to Towns Fund objectives: we would hope TIPs align with and build on these.

4.4 To help contribute to broader ownership and longevity, the final Town Investment Plan should be published on the Lead Council's website (or a Town Deal specific website).

Running a Town Deal Board

4.5 Town Deal Boards are responsible for producing Town Investment Plans, including putting forward suitable projects which align with the objectives of the Towns Fund, and for overseeing compliance with the Heads of Terms Agreement with government.

4.6 We hope that they can build on and strengthen existing partnerships in the town. It is also important to be clear how Town Deal Boards align with other place-based initiatives in towns. We would like to see evidence of a shared vision and commitment from a range of stakeholders, however this does not all have to come from Towns Fund-specific engagement.

4.7 A Town Deal Board should operate in a transparent and objective way for the benefit of the town it represents. We set out here and at Annex D governance requirements – this should fit within and complement existing arrangements for governance, assurance, audit etc. in the local authority and does not need to be wholly separate.

4.8 The Town Deal Board's membership should reflect the diversity of the town and surrounding area. The Towns Fund Prospectus stated that membership of Town Deal Boards should comprise:

- A private sector chair
- All tiers of local government for the geography of the town
- The MP(s) representing the town
- The Local Enterprise Partnership
- Local businesses and investors
- Community/local voluntary community sector representatives
- Other relevant local organisations, such as FE colleges or Clinical Commissioning Groups.

4.9 It will be important to ensure a balance of views are heard and to create opportunities for fresh perspectives and challenge, so membership could extend to those with other specific expertise, such as clean growth.

4.10 All Town Deals will need to have an Accountable Body which will be a council through which funding will flow. The Lead Council for the Town Deal (the Unitary Authority, Metropolitan Council, District Council or Borough Council for the town) will determine the appropriate Council to act as the Accountable Body (the Lead Council may take on this role or nominate an upper tier Authority where more suitable). Lead Councils have a seat on the board and take responsibility for ensuring that decisions are made by the Town Deal Board in accordance with good governance principles.

Roles and responsibilities

Town Deal Board: The Town Deal Board will sign off each stage of a Town Investment Plan and Town Deal. The Board is responsible for:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing and agreeing an evidence-based Town Investment Plan
- Establishing a clear programme of interventions
- Embedding arrangements in local plans (where appropriate) and undertaking Environmental Impact Assessments and fulfilling duties on public authorities under the Equalities Act, in particular, and the public sector equality duty.
- Coordinating resources and engaging stakeholders
- Ensuring communities' voices are involved in shaping design and decision making at each phase of development
- Ensuring diversity in its engagement with local communities and businesses
- Helping develop detailed business cases
- Overseeing each step of agreeing a Town Deal, and overseeing compliance with the Heads of Terms Agreement with government

Town Deal Board Chair:

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Leading the Board in achieving its objectives, maintaining an overview of activity, and championing and supporting partnership working
- Ensuring that decisions are made by the Board in accordance with good governance principles

- Signing the Head of Terms Agreement with government

Lead Council (acting as or with the Accountable Body)

- Upholding the Seven Principles of Public Life (the Nolan Principles)
- Developing a delivery team, delivery arrangements and agreements
- Ensuring that decisions are made by the board in accordance with good governance principles
- Ensuring transparency requirements are met – through publication of information on their website or a Town Deal specific website (*where further reference is made in this guidance to publication on a Lead Council's website this includes Town Deal specific websites*)
- Developing agreed projects in detail and undertaking any necessary feasibility studies
- Undertaking any required Environmental Impact Assessments or Public Sector Equalities Duties
- Helping develop detailed business cases
- Liaising with potential private investors in identified local projects and schemes
- Signing the Head of Terms Agreement with government
- Monitoring and evaluating the delivery of individual Towns Fund projects
- Submitting regular monitoring reports to Towns Hub
- Receiving and accounting for the Town's funding allocation

4.11 The Town Deal Board should have suitable governance arrangements that allow members to provide robust challenge, hold delivery partners to account and ensure that the benefits of the Town Deal are achieved. The governance arrangements should cover:

- Roles and responsibilities of the Board
- Transparency of decision making
- Details of how the Board will engage with the relevant partners and the community
- How decisions will be scrutinised
- How the Board intends to follow the local authority best practice for Committee and Board Secretariat and Governance

4.12 The membership and governance arrangements (including minutes of meetings and decision logs) of the Town Deal Board should be published on the Lead Council's website.

4.13 Annex D provides further detail on the governance expectations, this includes information on the requirements relating to management of conflicts of interest and the publication of information.

4.14 Ahead of agreeing a Town Deal, checks will be undertaken to ensure Town Deal Boards are meeting all the governance expectations set out here and in the Towns Fund Prospectus.

Community Engagement

4.15 Interventions supported through the Towns Fund should have the support of the community, through early and ongoing engagement and genuine partnership arrangements. Plans made with the communities that they affect are most likely to be successful, lead to innovation and creativity, and result in less controversy.

4.16 Where possible, communities should be part of originating ideas, setting objectives and visions rather than just giving feedback on proposals that are already some way along. If communities feel heard and are invested in the success of the project(s), this should ultimately help develop a sense of pride and connectivity to place and community. And for some towns, the existing sense of pride and identity in their town can be a valuable resource for change.

4.17 This is a key part of developing the Town Investment Plan and we want towns to demonstrate the buy-in they have secured with the community. We are not being prescriptive about how this looks, however – and it can and should build on existing partnerships, consultation and mobilisation in the local community. Towns may choose to use the capacity funding, provided December 2019, to support community engagement.

4.18 We recognise that engagement with local communities is made more challenging due to the Covid-19 pandemic. The response to Covid-19 has seen an increase in volunteering and community action, and we encourage towns to use this moment as an opportunity to harness this energy and embed community engagement.

4.19 We urge Town Deal Boards to be innovative in ensuring that a diverse range of stakeholders are consulted throughout the development of Town Investment Plans, making the most of what digital technology can offer to reach diverse communities and groups while also considering face-to-face engagement when it is possible. The Towns Hub can provide support and advice for community engagement in the Covid-19 context.

4.20 Asking the right questions, in the right way and at the right time, can draw out potential pitfalls and unexpected but effective solutions. For example, a new bus lane and bus route can either divide communities and further isolate or become the access route to both physical and social connectivity.

4.21 The level and quality of community engagement – what has been done so far and what is planned in the future – will be a key factor when assessing and agreeing the Towns Deals. Every TIP should also include a **stakeholder engagement plan** that demonstrates how the town will:

- Involve: Identify and involve the people/organisations who have an interest in the proposals and developments
- Support: Identify and show how you will overcome any barriers to involvement
- Evidence: Gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken

- Design: Agree and use methods of engagement that are fit for purpose, and demonstrate engagement throughout the project lifetime/Town Deal Fund
- Work together: Agree and use clear procedures that enable the participants to work with one another effectively and efficiently
- Share information: Ensure necessary information is communicated between the participants and everyone is looped into the information needed to make informed decisions
- Work with others: Work effectively with others who are already or could help with engagement for example the voluntary and community sector, social enterprises or relevant public sector bodies
- Improve: You may need to consider further developing the skills, knowledge and confidence of all participants
- Feedback: How will you feed back the results of engagement to the wider community and agencies affected, and show the impact this engagement has had
- Evaluate engagement: Monitor and evaluate whether the engagement achieves its purposes and adjust as necessary

Content of the Town Investment Plan

4.22 As set out in the prospectus, the Town Investment Plans should:

- Set out investment priorities that could drive economic growth, supported by clear evidence, building on the strengths and assets of the town
- Demonstrate how investment will be targeted into the economic infrastructure listed around the objective of the fund
- Build on and add to existing partnerships and plans for the town, and complement pre-existing strategies such as Local Industrial Strategies, Skills Advisory Panel analysis, spatial strategies and local transport plans
- Consider the wider strategic approach, including Northern Powerhouse, Midlands Engine, the Oxford-Cambridge Arc and other pan regional strategies
- Align with the government's clean growth objectives

4.23 The Town Investment Plan should be in two sections; section 1 setting out the context, strategy and process planning; and section 2 setting out the details of project proposals. The expected content is set out below, and the **templates for sections 1 and 2 of the Town Investment Plan will be provided directly from the Towns Hub**.

TIP Section 1	
Context analysis	• Map of agreed town boundary and other relevant context • The main challenges facing the town • Evidence of need, relevant to proposed projects • The town's assets and strengths • Key opportunities for the town
Strategy	• Town vision, and headline outcomes and/or targets for 2030 or beyond

	• Strategy, outlining strategic planning, objectives and targets, spatial strategy, underlying evidence, analysis and rationale, and a description of priority areas for the short, medium and long term. • Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy, and how they will be aligned
Engagement and delivery	• Clear evidence of buy-in from local businesses and communities, description of have been engaged throughout the development of this plan, and how this engagement will continue • Demonstration of commitments from private sector players, and ambitions for private-sector investment going forwards • High-level plan of business case development and appraisal for each project including the identification of the accountable body • High-level delivery plan with justification of deliverability
TIP Section 2	
Prioritised list of projects	Including the following for each project: • Project description, rationale and alignment with intervention framework • Theory of Change, projected outputs and outcomes • Estimates of project costs, timescales, spend profile, and estimated BCR • Funding secured from other sources, community and private sector involvement and major interdependencies

4.24 Towns should set out in their TIP their assessment of the local impacts of Covid-19, and how these have been taken into account in their strategy and project prioritisation. Towns should flag if they want to use the deal as key part of their recovery plans, and set out how their proposed projects fit with other recovery measures. Given the uncertainties you may wish to set out scenarios and hypotheses to underpin plans, and ensure plans are flexible to evolving contexts and guidance.

4.25 Towns should also indicate where projects proposed are already well-developed and could be taken forwards quickly – for example, where a business case already exists, planning permissions secured, or are otherwise 'shovel ready'. In these instances we would support towns to complete the second stage of the process quickly for those projects, so that funding can be released as soon as possible.

Submitting the Town Investment Plan

4.26 We know from our initial engagement that towns will need to work at different speeds in developing proposals. To support this, we have set three deadlines for submitting Town Investment Plans.

4.27 **We will ask towns to confirm, within four weeks of the publication of this guidance, which cohort they would like to come forwards in – submitting their TIP by 31st July 2020 for cohort 1, by the end of October 2020 for cohort 2, or by the end of January 2021 for cohort 3**.

4.28 All towns must have submitted Town Investment Plans by the end of January 2021. All towns will have a second chance to submit their TIP if they are not successful the first time, no matter which cohort they first come forward in. You should work with your named town lead to determine which is the most appropriate for your town.

4.29 **You should submit your Town Investment Plan by email to the Towns Hub by the deadline** you have agreed with your named Town Deal contact.

4.30 Whilst we are keen to do deals and start the process of getting much needed investment into towns, we do not want any town to come forward before it is ready. There is **no advantage in coming first**: each Town Investment Plan will be assessed on its own merits.

4.31 Should you fail to meet the agreed deadline or submit proposals or projects of insufficient quality which do not meet the criteria and conditions, you will have the opportunity to resubmit at a subsequent deadline. If you do not submit, or submit proposals of insufficient quality by March 2021, then your town is likely to be deemed ineligible for this round of funding from the Towns Fund. You may be eligible to apply for a future competitive round of the Towns Fund.

Case Example – The Lincoln Transport Hub



High quality and well-designed infrastructure is critical to supporting local economies and sustainably improving living standards, with reliable transport connectivity one of the keys to spreading prosperity in towns.

In Lincoln the bus station was recognised as inadequate, with sub-standard facilities, condition and general amenities. Similarly, there was a general acknowledgement that the absence of a central shoppers/visitors' car park was constraining both retail and visitor activity in the city. Railway station access, parking and services were also generally recognised as being 'out of step' with the expectations of a 21st Century city.

The £30 million Lincoln Transport Hub scheme, led by the City of Lincoln Council, was part-funded by an £11m investment from the Department for Transport and a further £2m Local Growth Fund investment from the Greater Lincolnshire Local Enterprise Partnership. The main purpose of the scheme was to provide an integrated and improved transport hub that enabled both the bus and railway stations to cope with increased passenger numbers and crucially open the possibility of more services in the future.

Completed in 2018 the Hub has transformed the city centre providing a new 14 bay state-of-the-art bus station and a new 1,001 space multi-storey car park. The road network around the Hub has been improved and includes traffic calming measures. New public realm has created better pedestrian connectivity and encourages healthier lifestyles by providing cycle paths and easy to navigate walkways from the railway station into the city centre. Additionally the railway station forecourt has been reconfigured to create a dedicated pedestrian area leading into the city centre.

The Hub has received feedback in local media indicating that it has made a positive impact on life in Lincoln and created an improved first impression and visitor experience to the city. The scheme has also helped unlock development of the wider retail areas of the city, offering further retail, office and residential accommodation including private investment in the Cornhill area adjacent to the station.

5. Decision Gateway One: Reviewing Town Investment Plans

Our consideration of Town Investment Plans

5.1 As part of the first decision gateway, Town Investment Plans will be considered in two stages. The first stage will consist of a review of the TIP in its entirety (sections 1 and 2) using the criteria below. Where there is clear evidence of all the standards below being met, TIPs will progress to the second stage of the review where the Towns Hub will then review in more detail the individual project proposals in section 2 of the TIP. Where the standards haven't been met, clear feedback will be given and there will be one more opportunity to resubmit the TIP at a later date, as agreed with the Towns Hub.

5.2 This first decision gateway (the TIP review and detailed project assessment) will be coordinated by the Towns Hub, including officials from MHCLG and from other government departments (from both local and national levels), and including individuals covering policy, finance, and management as well as specific sectors or technical areas.

5.3 Town Investment Plans must demonstrate how Covid-19 is impacting their local economy, and how this is reflected in their strategy and prioritisation. It may be that some priorities have shifted, or it could be that the same things are still critical – whichever is the case, it is paramount that Covid-19 forms part of the evidence base factored into decision-making. Strategies and priorities should aim for long-term adaptation and transformation, rather than short-term mitigation of impacts.

5.4 TIPs must include a wider spatial strategy, setting out why targeted areas have been chosen, what is being done to support other key areas of their town, and how this will support the town centre. We recognise that towns may also serve as crucial parts of interconnected regional economies, and as rural hubs. Investment will only be available within the agreed town boundary. However, we welcome any benefits to the wider economy that the town deal can bring.

TIP review (see Annex C for more details)

Review of the Town Investment Plan		
Standard	**Criterion**	**Evidence**
Impact	Level of need	Details of the major challenges and problems in the town which could be addressed through Towns Fund interventions.
	Scale of opportunities	Details of major opportunities and unmet demand which could be capitalised on to boost growth and improve wellbeing
Strategy	Strength of vision, strategy and economic narrative	An evidence-based vision and strategy, aligned to the objectives of the fund and grounded in its context, including a clear demonstration how the strategy responds

		to local Covid impacts, and with a and a robust prioritisation process has been followed.
	Coherence of TIP	A coherent set of proposals forming a broader strategy which clearly addresses the needs and opportunities. Theories of Change developed for each project setting out clearly the assumptions and external factors.
	Capacity and alignment of proposals with ongoing initiatives	Details of how proposals would complement existing and planned work while providing additionality, including how it aligns with Covid recovery. Details of co-funding, delivery capacity and accountability.
Partnerships	Strength of collaboration with communities and civil society	Level of representation and institutional collaboration both in the production of the TIP and planned for the future.
	Strength of collaboration with the private sector and local businesses	Level of representation and institutional collaboration both in the production of the TIP and planned for the future.

5.5 The best TIPs will:

- Include long-term strategic planning, and be based on sound evidence and analysis, with an understanding of the town's context. It should also include a set of intervention proposals with a clear strategic fit, guided by evidence of 'what works' or by case studies of success from elsewhere.
- Clearly demonstrate how programme- and project-level planning responds to Covid-19 impacts in the short, medium and long term, and how it supports recovery and aligns with the clean growth principle
- Make clear the unique characteristics and assets of your town and set a path towards a realistic and sustainable future for the local economy, bearing in mind your assets, and the efforts and specialisms of other towns, avoiding replication or competition.
- Maximise the contributions from a variety of local stakeholders, demonstrating their buy-in, not just through their inputs to the TIP priorities, but also by setting ambitions for ongoing collaboration e.g. using collective impact or design thinking approaches.
- Take into account all the guidance in this document and the prospectus, including clean growth, community engagement, mitigating against Covid-19 related challenges, etc. You should set out how each aspect is relevant to your context rather than feel you have to take everything on board as a blueprint.
- Make a case for an appropriate amount of Towns Fund investment, rather than simply asking for the maximum £25 million regardless of the value of projects. We expect to see private investment and other sources of funding where this is possible and appropriate.
- A more detailed breakdown of the evidence that should be included in a TIP is included at Annex C.

Project assessment

5.6 Where the TIP is of the required standard, government will assess the projects listed in the plan to decide on an initial funding offer. Final decisions will rest with ministers.

5.7 All towns will be able to put forward project proposals totalling up to £25 million (or more in exceptional circumstances). The exact amount offered, however, will depend on the total of all the projects that are assessed as viable.

5.8 At this stage, full business case development is not required. Towns will progress to developing business cases for agreed projects once Heads of Terms has been agreed. Towns are required, however, to set out the process of business case development and appraisal which they will undertake, including the identification of an appropriate accountable body with tried and tested local assurance mechanisms for government investment. We would also like towns to indicate the extent to which business cases have already been developed.

5.9 The Towns Hub will consider the in-principle case for and viability of each of the projects set out in the Town Investment Plan. The Towns Hub may:

- recommend in-principle agreement to projects, which can then be developed into a full business case
- recommend in-principle agreement but with specific conditions attached which will need to be met before a full business case can be developed, such as progressing the business case through MHCLG
- recommend that ministers do not agree to projects considered unviable.

5.10 The project approval process will take into account:

- the level of alignment with the intervention framework set out at Annex A
- the use of evidence on what works and/or good practice
- indicative benefit cost ratio (BCR) – grounded in sound judgements about additionality
- technical quality
- the scale of outputs and outcomes proposed and
- whether the full potential for match funding has been leveraged

5.11 The extent of investigation and research by all selected towns into private sector investment or match funding will be assessed in order to be assured that the town has explored all viable options throughout the development of its Town Investment Plan. In some cases, a condition or action to work to leverage further funding may be set for the detailed project development phase.

5.12 Following the review of TIPs and assessment of projects, government will offer a Heads of Terms to be considered by the Town Deal Board. The final decision on Heads of Terms offers rests with Ministers.

Heads of Terms

5.13 Where the TIP is of the required standard and contains viable projects, we will offer Heads of Terms. Heads of Terms are an agreement in principle for funding and will be in the form of a Memorandum of Understanding (MOU), signed by the Chair of the Town Deal Board, the Lead Council and by Ministers. The relevant MOU would also be attached to any funding that is allocated to each town.

5.14 The Heads of Terms will include:

- Allocated Towns Fund budget and financial profile
- List of projects to receive funding and recommended assurance route for business cases
- List of support agreed by other government departments [where applicable]
- Key conditions and requirements

5.15 Examples of conditions which may be attached include target figures for match funding, minimum benefit cost ratios, meeting a spend profile, requirement to engage with government bodies, improved value for money or confirmation of planning approval.

5.16 Once a town has agreed to the Heads of Terms, the Town Deal will be announced.

Case Example – Cotgrave Town Regeneration (A46 Corridor Regeneration Phase 1 and 2)



The Towns Fund Prospectus highlights that investments in social infrastructure – town centres, community spaces, and libraries – can create spaces for people to meet and build on a towns pride of place.

Since the closure of its pit in 1993 Cotgrave had been in need of regeneration. Facilities in the town centre were old and no longer fit for purpose. Rushcliffe Borough Council worked with partners, including Homes England, on a place-based strategy to ensure that both public services and business opportunities were provided to support the growth of the town.

The resulting £10.5m regeneration project, part funded with a £3.0m investment from D2N2's Local Growth Fund programme, has created 136 jobs to date, providing a significant boost to the local economy and provides a possible modal for a Towns Fund intervention.

The project included the construction of a new multi-service centre (the Cotgrave Hub) in the town centre, providing "one door" to public services: housing a GP surgery, police station, library, council contact point and community and voluntary services. The existing police station, library and health centre were demolished and replaced with new open space and landscaping, including a children's play area all to create a welcoming environment for shoppers. Shop units in the town square were improved to provide a fresh new look and improvements made to the appearance of the back of the shops. Flats above the shop units were converted into a new business centre, with nine office suites for local businesses. The works have increased the vibrancy and attractiveness of the area, both aesthetically and in terms of consumers having a greater variety of services and choice.

In addition, 15 new industrial units ranging from 750 to 2,000sq and 463 new homes were constructed on the former Cotgrave Colliery site, on the outskirts of the town centre.

A comprehensive regeneration of the town centre was therefore carried out. This provides a possible model for Towns Fund interventions seeking to create an enhanced townscape, one that is more attractive and more accessible to residents, businesses and visitors.

6. Phase 2: Developing detailed projects and business cases

6.1 Following the agreement of Heads of Terms, towns will have up to one year to develop agreed projects in detail, complete and assure comprehensive business cases, and submit a Summary Document to MHCLG to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms. Where we have agreed in Heads of Terms to fast track a project, this stage of the process can proceed considerably faster.

6.2 This phase will build on the strategy in the TIP, taking steps towards its realisation, and getting the agreed projects ready to implement.

6.3 This work will include the development and assurance of business cases, and could also include:

- Technical studies and assessments
- Detailed project design
- Planning actions, documents and processes
- Community and stakeholder engagement
- Discussions with potential private investors, work on funding agreements, etc.
- Public Sector Equalities Duties and Environmental Impact Assessments
- Negotiation and agreement with other bodies
- Setting in place delivery arrangements and plans with clear roles and adequate local capacity
- Developing monitoring and evaluation frameworks, KPIs etc.

6.4 During this phase, Towns will be in close contact with their named Towns Hub lead. They will also be receiving capacity support and guidance from the external supplier which MHCLG appointed in May 2020. The Towns Hub will ensure support is available to towns who need it most.

6.5 We will work with relevant partners nationally and regionally to ensure complementarity with other initiatives, and to create opportunities for towns to connect with each other where there are shared interests (e.g. if they are undergoing similar projects).

Business case assurance

6.6 Towns with agreed Heads of Terms for a Town Deal will be required to produce a fully costed business case for each of the agreed projects, setting out the details of how each will be delivered. They should be sufficiently detailed and robust to pass through local assurance mechanisms (or that of MHCLG, should they be utilised).

6.7 There are two routes for agreeing business cases:

- Using MHCLG financial processes. This will normally be where the project is outside the scope of the intervention framework, it is a novel and unusual investment, or a project has scored amber in its project assessment

- Using the agreed accountable body's green book-compliant assurance processes. This will be for the majority of business cases

6.8 The most suitable route for a Town's business cases will be agreed at Heads of Terms. At that stage, we will also agree a forward plan with expected timescales for each business case.

6.9 Institutions with responsibility for public funds provided by government must observe HM Treasury guidance for assessing how to spend those resources. Lead Councils should refer to The Green Book and associated guidance as the main point of reference and advice on best practice. MHCLG has also produced best practice guidance for the development and appraisal of business cases and this is provided at Annex E.

6.10 Once the business case has been through assurance processes of the local accountable body, towns should present the Towns Hub with a summary which provides assurance that the business case approval process has been robust, along with details of the delivery arrangements, including financial commitments (more details on this are included in the next section).

6.11 Business cases for projects not fully aligned with the intervention framework will be assessed by the Towns Hub and will go through MHCLG assurance processes. The Towns Hub will assess business cases against a set of criteria, including:

- Level of evidenced need for investment
- Whether the project delivers on the broader objectives of the Towns Fund and aligns with Covid-19 recovery and the clean growth principle
- Ability to meet spending timetable set out in the heads of terms
- Demonstration of additionality and ability to deliver on at least one of the expected outcome indicators set out in the intervention framework
- Demonstration of local support for the project and confirmation of co-funding arrangements

At assessment, business cases must achieve a minimum standard to be approved.

Producing and submitting a Town Deal Summary Document

6.12 Once detailed business cases have been developed for each project, towns must submit a Town Deal Summary Document to the Towns Hub. This should include:

- A list of agreed projects (including BCRs)
- Details of business case assurance processes followed for each project
- An update on actions taken in relation to the Heads of Terms key conditions and requirements
- A Delivery Plan (including details of the team, working arrangements and agreements with stakeholders)
- A Monitoring and Evaluation Plan

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

6.13 Guidance on producing a Delivery Plan and a Monitoring and Evaluation Plan will be provided in due course.

6.14 **Town Deal Summary Documents can be submitted to the Towns Hub as soon as local timelines permit** and will not be held to cohort deadlines. Towns will have a maximum of 12 months from the agreement of Heads of Terms to develop business cases and submit a Summary Document of sufficient quality to the Towns Hub.

Case Example: LightPool, Blackpool



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The Towns Fund Prospectus highlights that investments in a town's cultural assets, as part of an integrated regeneration strategy, can rejuvenate places, lead to positive economic outcomes at a local level and attract tourists who will bolster local businesses.

One example of doing this comes from the £2.5m Blackpool LightPool project, which provided a radical transformation of Blackpool's iconic Illuminations and acted as a catalyst towards a more sustainable business model. Funding of £1.9m was provided through the Coastal Communities Fund (CCF) which aims to encourage the economic development of UK coastal communities by awarding funding to create sustainable economic growth and jobs.

The project introduced a number of new elements into the existing illuminations offer providing greater levels of interaction for visitors, as well as further integration into the retail centre of the town, providing additional economic benefits for local businesses, beyond the existing Illuminations sites that are seafront-centric.

The headline attraction was digitally mapped projections onto the Blackpool Tower building, accompanied by bespoke audio. Amongst other innovative developments, the Grundy Art Gallery was given over to an artistic "sensory systems" light installation during the Illuminations period, opening the Illuminations to a new demographic group, and providing a daytime attraction

Independent evaluation estimated that the LightPool project generated an additional 487,888 visits to Blackpool in 2016, whilst visitor spend attributable to LightPool in 2016 is estimated to have indirectly created, supported or safeguarded 657 jobs in Blackpool. On average each visitor to Blackpool over the 2016 Illuminations period spent £159 in the town, with those who had experienced LightPool spending £209 in Blackpool.

7. Decision Gateway Two: funding release and implementation

Assessing detailed project submissions

7.1 Once towns have developed detailed business cases for their agreed projects and submitted all the required documentation as part of the Summary Document, government will carry out a high-level assessment of the document before releasing funding, including a check of Town Investment Plan stage criteria, confirming whether Heads of Terms criteria have been met

7.2 When business cases have been formally approved, and the Summary Document has been signed off, year 1 of the project funding will be approved by MHCLG and released to the Lead Council. This process will include confirmation of funding decisions from another government department which had previously offered conditional support for the project.

7.3 In instances where towns wish to adjust plans subsequent to the agreement of Heads of Terms, towns must be proactive in notifying the Towns Hub of the details of these adjustments, and where substantive adjustments have been made to projects, they will be reassessed using the project assessment criteria set out at decision gateway one.

7.4 Once the Town Deal is agreed, funding for the first financial year will be released to the Lead Council. The Heads of Terms and any other conditions will be attached as a MOU, to be signed by the Chair of the Town Deal Board, the Chief Executive of the Lead Council (and the upper-tier authority, if acting as the accountable body) and MHCLG Ministers.

Implementation

7.8 When the first year of funding is released, implementation of the Town Deal will proceed, with each following year's funding delivered based on progress.

7.9 To ensure the successful delivery of their projects, towns – led by the Lead Council – will implement agreed projects and set up internal monitoring and evaluation arrangements. Lead Councils will also need to meet the external monitoring and evaluation conditions and ensure they submit regular reports to timetable.

Monitoring and Evaluation of the Towns Fund

7.10 A condition of receiving Towns Fund funding will be providing regular feedback on progress, to allow for monitoring and evaluation of projects.

7.11 At least every six months (or more regularly, if agreed with the Towns Hub) Lead Councils will be required to provide government with a comprehensive set of data relating to each Town Deal project, including both total and forecast spend, and output metrics. These returns will need to be scrutinised and signed off by the Accountable

Body's Section 151 Officer or equivalent. However, it is recognised that for periods, Lead Councils may not have a lot to report.

7.12 The precise data requirements will be agreed with towns in due course; however, Key Performance Indicators might include:

- Lead council meeting key project delivery milestones
- Key expenditure milestones being met by the Lead Council
- Expenditure on the project total: forecast and actual
- Match funding, broken down by sector (public/ private/ third sector) – actual and forecast
- Contractual Commitments – actual and forecast
- Key outputs delivered by projects. These may include business start-ups, jobs and skills developed, investment and businesses attracted. Towns will be required to provide monitoring returns of outputs for three years post completion of projects
- Activities and implementation of ongoing community collaboration and partnership working

7.13 The Towns Hub will also conduct an annual review, assessing progress, understanding issues and agreeing any actions to be taken forward by each town. Continued funding is linked to the effective delivery of the deal.

7.14 The Towns Hub will also:

- Run a process for assessing year-end returns, managing annual budgets and recommending payments
- Manage monitoring and evaluation support and capacity support
- Develop any new guidance as appropriate
- Feed lessons from implementation into new policy

7.15 Towns will be required to be involved in the evaluation of both their specific projects and the overall Towns Fund programme. We will provide further details on monitoring and evaluation – including a detailed Monitoring and Evaluation Framework – in due course.

7.16 Support will be provided by the Towns Hub for monitoring and evaluation.

- Town- and national-level monitoring and evaluation
- Support for town learning and adaptation
- Support for town delivery capacity

Case Example: Ada Lovelace House, Kirby-in-Ashfield



The Towns Fund Prospectus highlights that each town will have different assets, and a unique path to prosperity. It recognises that in many post-industrial towns office space is affordable but is not always well connected to workers or attractive to business.

A £289k redevelopment project part funded with a £143k investment from D2N2's Local Growth Fund Programme, the redevelopment of Ada Lovelace House has created 11 jobs to date.

Ada Lovelace House in Kirkby-in-Ashfield town centre was constructed in 1933 and is a well-known local landmark. It was originally a health centre and has subsequently been used by County Council Social Services and by Nottinghamshire Police. The project was designed to redevelop 2,000 square feet of commercial floor space within the building and during construction work placements were offered to 14 young people.

When construction was completed in 2017, the new Ada Lovelace house featured 1,623ft net new floorspace, providing high quality offices with shared communal space and open-plan meeting areas for up to 7 creative and digital starter businesses, linked to graduate retention. The project has delivered its outcomes ahead of schedule and the local authority is planning a second phase of delivery due to the success of this scheme.

A successful example of smaller-scale urban regeneration which also provides infrastructure for local enterprises, the Ada Lovelace House redevelopment represents a successful example of smaller-scale urban regeneration which also provides infrastructure for local enterprises, and shows what can be achieved by utilising local assets, even with a relatively small budget.

8. Support and next steps

The Towns Hub

8.1 You should allow sufficient time to develop your Town Investment Plan and take advantage of all the support on offer. The Towns Hub will provide support with the aim that every town is able to submit a high quality proposal for funding of up to £25 million.

8.2 This Towns Hub consists of the central towns team within the Cities and Local Growth Unit (CLGU) in MHCLG, towns-focused colleagues in CLGU's regional teams, and the Towns Fund Delivery Partnership led by Arup.

8.3 Each town has a named representative from the Hub in the CLGU regional team, and one in the Towns Fund Delivery Partnership. The named contacts will be towns' first points of contact for guidance and will continue to provide support throughout the development of your Town Investment Plan and beyond.

8.4 The Towns Hub will also evaluate the emerging Town Investment Plans, encourage innovation in addressing the needs of towns, share best practice, case studies of successful town regeneration and evidence of what works and build on the Towns Fund investments for potential future support to towns from across government.

8.5 The Towns Hub will also provide central coordination and develop shared resources. This includes developing a package of expert support with an external contractor. The support offered will vary according to the needs of the partners on your Town Deal Board, and the timescales you are working to.

8.6 The Towns Hub can provide support to towns on preparing Towns Fund plans. This might include advice on:

- Town boundaries
- Town Deal Boards
- Town Investment Plans
- Guidance on the scope of projects and how they might link with other funds, including their significance in relation to Covid-19 economic recovery if necessary.
- Putting together business plans
- Capacity support
- Engagement with government departments
- Towns Fund approval process

Capacity support

8.7 Following the publication of the prospectus, Section 31 payments were provided to all towns, in order to ensure sufficient organisational capacity was available to engage with key stakeholders and develop proposals.

8.8 The capacity funding is intended to help fund:

- Feasibility studies
- Drafting plans
- Writing business cases
- Identifying of potential private investors
- Engaging and negotiating with investors
- Developing and implementing a stakeholder engagement plan

8.9 The Towns Fund Delivery Partnership will provide towns with consultancy support and advice through a contract with MHCLG. This tender was awarded in May 2020 to a consortium led by Arup that includes Nichols Group, Grant Thornton, FutureGov, Savills and Copper Consultancy.

8.10 Working as part of the Towns Hub, the Towns Fund Delivery Partners will be uniquely placed to work closely with towns in the development of their proposals providing advice across a range of core services and different subject topics:

Core Services	Topics
• Visioning & strategy • Regeneration, place design and built environment • Project prioritisation and feasibility • Local community engagement, consulting and stakeholder management • Learning, public sector development and transformation • Financial strategy and investment • Planning, social impact and public sector equalities analysis • Environmental monitoring and impact analysis • Digital services	• Transport and connectivity • Climate change • Social Value • Sustainable energy • Water and flood management • Local infrastructure • Youth and child friendly places • Public realm • Health and wellbeing • Crime and security • Innovation and digital • Housing, homelessness and repurposing buildings • Heritage • Creative, arts, culture and tourism • Education and skills • Fire

8.11 We are currently working with the Delivery Partners to review the approach to delivering this support in response to the impact of Covid-19 and the implications for towns and the Towns Fund.

8.12 Further details on this support offer and how to access it will be available shortly.

8.13 Additional support will be available from other bodies with an interest in specific types of project. These include the Arts Council, Historic England, Visit Britain, and the Impact Investing Institute. We are working to ensure this is coordinated with the Towns Fund Delivery Partners.

Next steps

8.14 Discussions should take place as early as possible to begin developing projects for a Town Investment Plan. This should include:

- Engaging with local communities and local businesses to ascertain their needs
- Identifying additional sources of funding
- Ensuring robust Town Deal Board governance arrangements are place
- Effectively utilising capacity funding

8.15 We will be in touch to ask which cohort you would like to come forwards in, and to ask what support you will need from the Towns Fund Delivery Partners.

8.16 For further information and support, Lead Councils and Town Deal Boards may contact their local named contact from the Towns Hub.

Glossary

Business Case – Following the agreement of Heads of Terms, towns will have up to one year to develop fully costed business cases for agreed projects and to submit a Summary Document to MHCLG to show that this has been completed in line with the agreed conditions and requirements in the Heads of Terms. These business cases should set out specific details of how each project will be delivered.

Clean Growth – As per the Industrial Strategy, clean growth refers to increasing income while ensuring an affordable energy supply for businesses and consumers, and cutting greenhouse gas emissions. It will increase our productivity, create good jobs, boost earning power for people right across the country, and help protect the climate and environment upon which we and future generations depend.

Heads of Terms (HoT) – Each Town Deal is an agreement in principle between government, the lead council and the Town Deal Board, confirmed in a Heads of Terms document.

Lead Council – Lead Councils (the Unitary Authority, District Council or Borough Council for the town) should, by default, act as are the accountable body through which funding will flow. Lead councils have a seat on the board and take responsibility for ensuring that decisions are made by the board in accordance with good governance principles.

Memorandum of Understanding (MOU) – The Heads of Terms for a Town Deal will be in the form of a Memorandum of Understanding, signed by the Chair of the Town Deal Board, the Lead Council and by Ministers. The relevant MOU would also be attached to any subsequent funding that is allocated to each town.

Prospectus – The Towns Fund Prospectus was launched on the 1st of November 2019, and explains how towns could prepare for a Town Deal, and gave details regarding capacity funding allocations for each town.

Stakeholder Engagement Plan - Every Town Investment Plan should include a stakeholder engagement plan that demonstrates how the town will involve key stakeholders, and how they will support and collaborate with them. The level of engagement will be a key factor in agreeing each respective Town Deal.

Town Deal – An agreement of up to £25 million that towns will finalise through their respective Town Investment Plan, which they will work with MHCLG to finalise by signing the Heads of Terms document.

Town Deal Board (TDB) – Town Deal Boards are responsible for producing Town Investment Plans, including putting forward suitable projects which align with the objectives of the Towns Fund, and for overseeing the delivery and monitoring of those projects.

Town Investment Plan (TIP) – A Town Investment Plan will sets out a clear vision and strategy for a town. Plans should reflect local priorities and be co-designed with local businesses and communities. A Town Investment Plan will be used as the basis to which agree the Town Deal, the specific projects and the agreement in principle/Heads of Terms (before entering into phase 2 where funding may be granted).

Towns Fund – The Towns Fund will provide the core public investment in Town Deals – additional funding may come from other sources or parts of government. The objective of the Fund is to drive

the economic regeneration of towns to deliver long term economic and productivity growth through urban regeneration, planning and land use; skills and enterprise infrastructure; and, connectivity.

Towns Fund Delivery Partner – The centrally-tendered supplier consortium that will deliver consultancy support to towns for context assessment, strategy, and project prioritisation. The consortium are led by Arup, and are also made up of Nichols Group, Grant Thornton, FutureGov, Savills and Copper Consultancy.

Towns Hub – The collective group of stakeholders that will be the core support for towns in the development of Town Investment Plans, business cases, and further documentation. The Towns Hub consists of the central team within the Cities and Local Growth Unit in MHCLG, regional colleagues who will be towns' first points of contact for guidance, and the Towns Fund Delivery Partners consortium led by Arup.

Annex A: Intervention framework

The table below outlines the interventions in scope for the Towns Fund. For proposed interventions, towns will need to align with:

- **Outputs:** This sets out the kinds of intervention outputs that will be considered acceptable.
- **Alignment**: We would expect interventions to align with each of the policies and programmes listed, where these apply to your town.
- **Outcomes**: This lists the acceptable outcomes that we would expect to flow from your chosen interventions. Towns will be required to clearly demonstrate, through a Theory of Change (with supporting evidence and assumptions clearly set out), how your proposed projects will deliver one or more of the outcomes in the table below.
- **Outcome indicators**: These are the indicators that will be used to set targets and measure progress and determine whether the outcomes have been delivered.

Spatial targeting:

- Interventions must be physically located within the agreed boundary for each town, even if beneficiaries may be broader (e.g. people living in the travel to work area may benefit from improvements to a town centre or transport connectivity).
- There will be a strong preference for interventions focused in the town centre, gateway areas, or key employment sites. Projects focused on out-of-town sites may be rejected or subjected to increased assurance through MHCLG.
- Towns will be required to undertake and include spatial analysis, setting out why the target areas have been chosen, what is being done to support other key areas of their town, and how their strategy will support their town centre.

	Outputs	**Alignment**	**Outcomes**	**Outcome indicators**
Local transport	• New, revived, or upgraded train and tram lines and stations • New or upgraded road infrastructure • More frequent bus services or infrastructure upgrades e.g. digital bus shelters	• Beeching reversals and fund for rail improvements • Local Transport Plans • Transforming Cities Fund projects • Policies on low carbon and air quality • Local Industrial Strategy	• Improved affordability, convenience, reliability, and sustainability of travel options to and from places of work • Improved affordability, convenience, reliability, and sustainability of travel options to and	• Average time taken to travel to work by usual method of travel • Commuter flows • Number of trips by purpose and main mode • Vehicle flow

	Outputs	Alignment	Outcomes	Outcome indicators
	with Real Time information. • New or upgraded cycle or walking paths. • Wider cycling infrastructure such as cycle parking.	• Transforming Cities Fund projects • National transport plans and associated strategies e.g. HS2 growth plans • £250 million emergency active travel fund • Local Growth Fund	from places of interest (especially shops and amenities) • Reduced congestion within the town • Enhanced high street and town centre experience that prioritises the health, safety and mobility of pedestrians	
Digital connectivity	• Provision of specialist digital technologies to meet the needs of specific sectors • Infrastructure to support 5G or full fibre connectivity, where this is appropriate for the LA role, and with a clear outline of how proposals do not duplicate other national programmes and initiatives	• 5G testbeds and trials • Local Full Fibre Networks Programme • Industrial Strategy Challenge Fund	• Increased utilisation of digital channels, by businesses, to access and/or supply goods and services • Increased ability for individuals to work remotely/flexibly	• Internet access and usage by businesses • Perceptions of the place by businesses • 5G coverage • Number of people who work remotely at least some of the time • Broadband speeds
Urban regeneration, planning and land use	• Remediation and/or development of abandoned or dilapidated sites	• Future High Streets Fund projects or other relevant government regeneration schemes	• Enhanced townscape that is more attractive and more accessible to	• Perceptions of the place by residents/businesses/visitors • Land values

	Outputs	Alignment	Outcomes	Outcome indicators
	• Delivery of quality residential or commercial space in key locations (town centres, gateway areas, employment sites) • Delivery of new public spaces	• Local Industrial Strategy • High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund • Youth Investment Fund • Local Growth Fund	residents, businesses and visitors	
Arts, culture and heritage	• New, upgraded or protected community centres, sports or athletics facilities, museums, arts venues, theatres, libraries, film facilities, prominent landmarks or historical buildings, parks or gardens • New, upgraded or protected community hubs, spaces or assets, where this links to local inclusive growth	• Discover England Fund • High Streets Heritage Action Zones via Historic England, Transforming Places Through Heritage via the Architectural Heritage Fund • Cultural Development Fund • Arts Council National Lottery Project Grants • Arts Council Creative People and Places • Local Growth Fund • Coastal Community Fund • Coastal Revival Fund	• Improved arts, cultural and heritage offer that is more visible and easier for residents/visitors to access	• Number of visitors to arts, cultural and heritage events and venues • Perceptions of the place by residents/visitors

	Outputs	Alignment	Outcomes	Outcome indicators
Skills infrastructure	• Increase in capacity and accessibility to new or improved skills facilities • Availability of new specialist equipment • Increased and closer collaboration with employers • Increase in the breadth of the local skills offer that responds to local skills needs • Increased benefit for the public education over the long term	• Local skills plans. • Skills Advisory Panels • Further Education Capital fund *(details to be confirmed)* • T Level Capital Fund • Local Growth Fund • The Adult Education Budget (devolved to MCAs/delegated to GLAs) • National Careers Service • Where appropriate, Opportunity Areas and Opportunity North East • Local Digital Skills Partnerships • JCP Network (including the flexible support fund) • ESF investment • Youth Investment Fund • Cultural Development Fund • Civic University Agreements • National DfE policies including T-levels,	• Increased share of young people and adults who have relevant skills for employment and entrepreneurship	• Number of new learners assisted • % of learners gaining relevant experience/being 'job ready' (as assessed by employers) • % of working-age population with qualifications

	Outputs	Alignment	Outcomes	Outcome indicators
		apprenticeships, and Institutes of Technology		
Enterprise infrastructure	• Increase in the amount (and diversity) of high-quality, affordable commercial floor space • Increase in the amount of shared workspace or innovation facilities • Other schemes to support enterprise and business productivity and growth • Programmes of grants to local SMEs or employers in key sectors	• Local Industrial Strategy • DIT international trade advisors and associated activity • DIT Capital Investment work • DIT Export Strategy • DIT Foreign Direct Investment support • Enterprise zones, business improvement districts etc	• Increased number of enterprises utilising high quality, affordable and sustainable commercial spaces • Increased number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces	• Business counts • Number of enterprises utilising high quality, affordable and sustainable commercial spaces • Number of start-ups and/or scale-ups utilising business incubation, acceleration and co-working spaces • Business births, deaths and survival rates

Annex B: Potential government department interventions to align with the Towns Fund

Interventions from other government departments			
Government department	**Fund or scheme**	**Summary**	**Possibilities for alignment with the Towns Fund**
Cabinet Office	One Public Estate https://www.local.gov.uk/topics/housing-and-planning/one-public-estate/about-one-public-estate	The One Public Estate programme provides revenue funding to cross-public sector partnerships for projects which seek to make better use of the public estate. These include service collaboration projects and releasing land for new homes.	Towns can flag in their Investment Plan where releasing or better utilising public sector property could play an important role in revitalising their town centre.
Department for Digital, Culture, Media and Sport (DCMS)	Discover England Fund (DEF)	The Discover England Fund supports the development of bookable tourism itineraries and experiences that seek to encourage tourists to explore English regions and destinations, growing visitor spend locally	Where a town has been involved or featured in a Discover England Fund project, they may wish to reference this in their Town Investment Plan, especially if they were interested in developing the local tourism offer.
	Arts Council place-based funds	**Arts Council National Lottery Project Grants** – an open access programme for arts, museums and libraries projects. This funds thousands of individual artists, community and cultural organisations.	If a Towns Fund town seeks to provide cultural opportunities for local people to engage with museums, libraries and the arts, or to develop those sectors within the local area, then Arts Council National Lottery Project Grants are an opportunity to apply for funding to develop and deliver projects.

		Creative People and Places - a funding programme which focuses on parts of the country where involvement with arts and culture is significantly below the national average. CPP invests in local partnerships and encourage community involvement.	A number of places which will benefit from the Towns Fund are already receiving funding from the Creative People and Places programme, or are eligible to apply to do so. Where a town is benefitting from this programme, there is an opportunity to align this funding and activity with the aims and ambitions of local people and the town, and to embed cultural opportunities in the vision for change. Eligible places - https://www.artscouncil.org.uk/creative-people-and-places/creative-people-and-places-2020-24 Existing beneficiaries - https://www.artscouncil.org.uk/creative-people-and-places/cpp-current-projects
	Historic England	**High Streets Heritage Action Zones** – A multi-million pound fund for Historic England to work with partners to find new ways to champion and revive our historic high streets. Launched in May 2019, 69 high streets across England have been selected to receive a share of the £95 million fund: https://historicengland.org.uk/services-skills/heritage-action-zones/regenerating-historic-high-streets/	If a Towns Fund town has a High Streets Heritage Action Zone, there is an opportunity to align the goals and to enlarge on both the existing community development work and the regeneration goals of the HS HAZ. In other towns, each Conservation Area is likely to have a Council-approved appraisal document including priorities for enhancement.
	5G Testbeds and Trials https://www.gov.uk/government/collections/5g-testbeds-and-trials-programme	The Programme is working to deliver the following objectives: ● Accelerate the deployment of 5G networks and ensure the UK can take early advantage of the applications those networks can enable. ● Maximise the productivity and efficiency benefits to the UK from 5G.	If a Towns Fund town is featured in a 5GTT project, we might expect local councils to be involved in the bid to ease rollout and local stakeholder management. This may be something to bring in out in the Town Investment Plan, and to consider when planning further connectivity interventions. 5GTT funding will continue for 2020-22: further grants will be available to projects via competitive bidding in the 5G create competition launched 20th Feb 2020.

		• Create new opportunities for UK businesses at home and abroad and encourage inward investment. There is clear alignment with Towns Fund aims to drive local growth and improve regional connectivity.	
Department for Education	FE Capital	The fund was announced in the Budget on 11th March 2020. The government will provide £1.5 billion over five years (£1.8 billion inclusive of indicative Barnett consequentials), supported by funding from further education colleges themselves, to bring the facilities of colleges everywhere in England up to a good level, and to support improvements to colleges to raise the quality and efficiency of vocational education provision.	The fund is currently being developed. The first year of funding is 2021/2022.
	T Level Capital https://www.gov.uk/government/publications/t-levels-capital-fund	Department for Education is making available £95 million to ensure T Level providers and students have access to the latest high quality equipment and facilities during their studies. This is the second wave of the T Levels Capital Fund, comprised of two different elements – the Building and Facilities Improvement Grant (BFIG) and Specialist Equipment Allocation (SEA). The T Levels Capital Fund (TLCF) will continue to help those further education providers at the	Applicants for BFIG are expected to provide a minimum funding contribution equivalent to 50% of the project value from own or third party resources. When developing their Town Investment Plans we encourage towns to consider how they can support T Level providers to submit applications for quality, well developed projects which will help to train the skilled young people that local businesses need, and leverage external investment to meet match funding requirements.

		forefront of delivering these important reforms to be ready to teach T Levels from September 2021.	
	Supporting the wider skills system	A skills system that can deliver local and national needs, now and in the future.	Towns should consider how they would engage with their Skills Advisory Panel, skills providers, strategic partners and DfE to develop the skills landscape. Towns may want to consider how they will contribute to analysis, planning and implementing change in order to ensure plans are fit for the future.
	Opportunity Areas (OAs) https://www.gov.uk/government/news/18m-extension-to-opportunity-area-programme	The OA programme is working to improve educational outcomes and raise social mobility in 12 of the most deprived areas of the country. It is currently funded up to August 2021. Interventions cover every life stage from pre-school to post-19. They include: • work in nurseries and pre-school settings to improve language, literacy and school readiness; • a wide range of school improvement programmes, including CPD for teachers, subject-specific programme like Maths Mastery, and training for senior leaders; • work to improve careers advice, information and guidance, with a focus on engaging local employers; • work to improve FE provision in the area, and to help more pupils from deprived backgrounds to go on to HE.	The 10 towns which are also OAs (or in OAs) should (a) engage with the local OA partnership board when developing their Town Investment Plans; (b) consider whether Towns Fund projects might support the OA objectives – particularly where those relate to FE, HE, skills or employability; and (c) consider how local businesses benefitting from Towns Fund investment can be encouraged to engage more fully in the local community by – for example – providing careers advice for schools, work experience placements, and apprenticeships.
	Opportunity North East	Through Opportunity North East (ONE) DfE is investing up to £24 million to improve	The towns from the North East include Bishop Auckland, Blyth, Darlington, Hartlepool, Middlesbrough, Redcar and Thornaby.

	https://www.gov.uk/government/publications/opportunity-north-east-delivery-plan	educational and employment outcomes and boost the aspirations of young people in the North East. £12 million of the investment is targeted toward our five challenges, and up to £12 million of the investment will fund the advance roll out of reforms to the early career framework for teachers. Established in October 2018, the three-year programme (funded until 2022) will address 5 specific challenges for why the NE appears to perform worse than other regions across a range of education measures at KS4 and beyond. • Too few children continue to progress well into secondary school (Transitions) • To unlock the potential of key secondary schools in the North East (One Vision) • Some secondary schools struggle to recruit and retain good teachers (Teacher workforce) • Too few young people find a pathway to a great career (Careers) • Too few young people progress to higher education, and particularly the country's most selective institutions (Higher Education)	When developing Town Investment Plans if it involves schools, careers or higher education then please engage with the Opportunity North East team. Local businesses benefitting from Towns Fund investment can be encouraged to engage locally by providing careers advice for schools, work experience placements, and apprenticeships.

	Institutes of Technology (IoTS)	IoTs are collaborations between employers, further education colleges and universities connecting high-quality teaching in science, technology, engineering and maths to business and industry and delivering provision tailored to local skills needs. They are being set up to address shortages of key STEM skills at higher technical levels that constrain growth across England. Employers play a key role in an IoT's governance, leadership as well as the design and delivery of the curriculum. The first 12 IoTs were set up through an open competition and are now coming on stream. The government confirmed at budget that it will increase the number of IoTs from 12 to 20 to address these gaps through a second competition. The prospectus for the Wave Two Competition was published on 19 February, with the Competition to formally launch later in the year.	Town Fund bids should consider existing Institutes of Technology in their Local Enterprise Area and the role that the IoT could play in supporting the successful delivery of parts of their Towns Fund proposal through skills training for local business and people. They might also wish to consider how investment through the Towns Fund could support the successful roll-out of Wave 1 IoTs. Where no IoT exists in a Local Enterprise Area, Towns Investment Plans should consider how a Wave 2 IoT bid could support their objectives in the Town Fund. For example, IoTs could play an important role in providing local towns with the skills businesses need to grow and develop. This could help town economies improve their productivity and growth and thus provide higher wage, higher skilled employment to more local people.
Department for Environment, Food and Rural Affairs (Defra)	25Year Environment Plan (25YEP) https://www.gov.uk/government/publications/25-year-	The government's 25 Year Environment Plan (25YEP), published in January 2018, makes major new commitments to connect people with the environment to improve health and wellbeing. The 25YEP sets out that spending time in the natural environment can improve mental health and feelings of wellbeing. It can reduce stress,	Towns should include any overlap with Environment Plan initiatives in their Town Investment Plan, and consider how best to align investment with wider plans to connect people with the environment.

	environment-plan	fatigue, anxiety and depression. It can help boost immune systems, encourage physical activity and may reduce the risk of chronic diseases. The Plan also commits to greening our towns and cities and making sure that there are high quality, accessible, natural spaces close to where people live and work, particularly in urban areas.	
	Flood and Coastal Erosion Risk Management (FCERM) Grant-in-Aid (GiA) https://www.gov.uk/guidance/partnership-funding	This approach to funding flood and coastal erosion risk management projects shares the costs between national and local sources of funding, enabling greater ownership and choice on how communities are protected. It also encourages more cost-effective solutions. Any project where the benefits are greater than the costs can qualify for a contribution from Flood and Coastal Erosion Risk Management (FCERM) Grant-in-Aid (GiA).	Towns which also seek to improve flood resilience may wish to access Grant-in-Aid partnership funding. Towns should flag this in their investment plans. Towns may be able to align this funding with towns fund monies, provided the proposed plans contribute directly to economic growth. We welcome a conversation with any towns considering this.
Department for International Trade	International Trade Advisers (ITAs) and associated activity	DIT's network of International Trade Advisers provide dedicated advice and support to SMEs across England to help them begin their export journey or expand to new markets. They work closely with local partnerships and business support bodies such as Chambers of Commerce and Growth Hubs. They are able to refer businesses to other DIT support, such as the Tradeshow Access Programme (TAP) and UK Export Finance.	Towns should consider where best to access DIT's network of trade advisors and assistance.

	Capital Investment (CI) - Project Promotion & UK regional investment Portfolios	DIT's Capital Investment Team (CI) has a network of specialists across the UK who are experienced built environment advisors working with LA's and LEPs. Through this team working with DIT's Investor Relations Team, CI are able to advise on potential investment from international markets and particular sovereign wealth, pension and other institutional funding mechanisms. This is set out in this guide produced with the LGA in 2019 https://www.local.gov.uk/lga-report-attracting-investment-local-infrastructure-guide-councils	
	Foreign Direct Investment-Service Overview	The Department for International Trade is responsible for ensuring the UK remains a leading destination for inward investment. It delivers a range of services to help investors understand specific opportunities in specific places across the UK as well as navigate the processes involved in starting or growing their business in the UK.	There are opportunities to ensure that DIT teams are aware of any internationally competitive proposition offered by towns, to ensure they can be effectively presented to investors where appropriate.
	Foreign Direct Investment-High Potential Opportunities	The High Potential Opportunities scheme aims to drive foreign direct investment into specific opportunities across the UK which would benefit from targeted promotion, with a particular focus on opportunities and places which are disadvantaged by a lack of market information. DIT works in collaboration with local partners and central government to identify High Potential Opportunities, develop compelling commercial	LEPs and investment promotion agencies across England, Scotland, Wales and Northern Ireland were invited to submit nominations for the second round of the High Potential Opportunities scheme by 17 April 2020. Nominations must include a clearly defined specific commercial opportunity, capable of attracting sustained investment. DIT aims to select up to 25 HPOs by June 2020. Towns may wish to flag any overlap in their investment plans.

		propositions, and deploy DIT's global network to promote them to international investors.	
Department for Transport (DfT)	The Restoring Your Railway (Beeching) Fund	The Beeching Reversal Fund provides money to reinstate axed local rail services and restore closed stations. It has three components: • Ideas Fund: proposals to reinstate axed local services. • Accelerating Existing Proposals: the development of closed lines and stations which are already being considered for restoration. • Proposals for new and restored stations. https://www.gov.uk/government/publications/re-opening-beeching-era-lines-and-stations https://www.networkrail.co.uk/communities/passengers/station-improvements/new-stations-fund	The Department for Transport has begun to consider bids from local areas interested in accessing funds for previously closed railways lines and stations as part of the Ideas Fund. These bids are being considered by the Beeching Assessment Panel; assessments are at an early stage. The third round of the New Stations Fund is also underway. Preliminary findings indicate that 29 towns selected for the Towns Fund have some overlap with proposals put forward for the Ideas Fund. This could be a new station in the town, or the reopening of a line that goes to, from, through, or indirectly serves the town. Towns should be aware where a Beeching Fund bid has been put forward, sponsored by the local MP. BEIS local teams can assist where this is not clear. As Beeching Fund bids are considered, there is scope for relevant towns to align their Town Investment Plans with the proposed Beeching plans. This could involve: • Increasing connectivity to and from a new station, or a station served by a reopened line/new service; • Focussing economic regeneration efforts on the areas surrounding new stations.
	Transforming Cities Fund	The £2.5 billion Transforming Cities Fund aims to drive up productivity and spread prosperity	18 city regions are included within the TCF programme – 6 Mayoral Combined Authorities with devolved grants, and 12

		through investment in public and sustainable transport in some of the largest English city regions. The Fund is focused on improving intra-urban (rather than inter-urban), making it quicker and easier for people to get around – and access better jobs. In this way, the Fund goes further than supporting just cities but helps their wider conurbation (suburbs, towns) gain improved access to the more productive employment in urban cores. The Fund also aims to address key priorities, including reducing carbon emissions, improving air quality, reducing congestion, unlocking housing, and encouraging innovation. As part of the National Productivity Investment Fund, the Transforming Cities Fund provide additional capital investment for productivity enhancing programmes. It also supports the Industrial Strategy, taking a place-centric approach to delivering investment in English city regions. The applications for the fund closed in 2018, but there is remains scope for overlap and alignment with Towns Fund investment.	shortlisted city regions which were selected in 2018 following a competitive process. Around half of the Fund (£1.08 billion) has been allocated to six Mayoral Combined Authorities (MCAs) on a per capita and devolved basis. For the other half of the Fund, £1.28bn of this has been allocated via a quasi-competitive process in two tranches. Tranche 1 saw an initial £60m announced at Spring Statement 2019 for 30 small local projects such as new bus service improvements, smart ticketing and new active travel routes to be delivered by the end of 2019-20. In Tranche 2, the remaining £1.22bn was allocated at Budget 2020 following a process of co-development in which DfT officials worked closely with the 12 cities to agree packages of investment instead of individual schemes, unlike a traditional bidding contest. (£117m of the £1.22bn has been held back to invest in Stoke-on-Trent, Norwich and Portsmouth subject to further business case approval.) Towns should indicate in their Investment Plans any overlap or planned alignment with the Transforming Cities fund.
	Sustainable Travel Access Fund	The Sustainable Travel Access Fund was launched to encourage councils to offer sustainable transport initiatives which can improve access to jobs, skills, training and education.	The overall total is £100 million. Sustainable Travel Transition year (2016/17)- £20 million Access Fund (2017-20) - £60 million Access Fund Extension(2020-21) - £20 million

			You can find the latest information about the current status of cycling and walking funds in the recently published report to Parliament: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/863723/cycling-and-walking-investment-strategy-report-to-parliament.pdf Towns should indicate any overlap in their Investment Plans.
	£250 million Emergency active travel fund and £5 billion package for cycling and buses	£250 million emergency active travel fund will be released from a previously announced £5 billion package for cycling and buses to pay for 'pop-up bike lanes with protected space for cycling, wider pavements, safer junctions, and cycle and bus-only corridors. Funding received	
Department for Work and Pensions	ESF	The European Social Fund (ESF1420) programme in England is worth £3 billion over six years, and funds preparatory, additional and alternative employment and skills support to mainstream services for disadvantaged groups who face additional barriers and are furthest from the learning and labour market.	Towns may wish to flag any overlap in their investment plans.
	JobCentre Plus Network (including	Local presence with strong links to regional business, health care and training stakeholders.	Towns may should wish to consider utilising the JCP network in the development of their investment plans in order to avoid duplicating existing provision/plans.

	Contracted Employment	Key source of local labour market information. Ideal link for design of joint services.	
Ministry of Housing, Communities and Local Government	Brownfield Housing Fund	MHCLG have launched a £400m fund to boost the supply of homes in local areas and bring under-utilised brownfield land in to use.	Final decisions about the design including scope, structure, and accountability will be made in the coming months. Once the fund is launched, and if your town is eligible, we would expect any plans to set out very clearly how the town investment plan and BHF aligns.
	Free Ports https://www.gov.uk/government/consultations/freeports-consultation	Free Ports have fewer customs restrictions than the rest of the UK, with the aim of promoting trade and investment. HMG launched a consultation phase on free ports in February 2020. The deadline has been extended until 13 July 2020. Up to 10 Free Ports will be designated. Decisions on the forward process for free ports will be made in the coming months.	To become a Free Port, a town must be a seaside or inland port, or have an airport. If they meet this criteria, towns will be free to apply to be a Free Port. If towns plan to apply for free port status, we advise they flag this in their TIP and set out how the freeport would form part of the wider economic strategy for the town. This would likely only be a signalling exercise given timelines for free ports. Towns would have to demonstrate how being a free port would link to wider economic regeneration as part of the Towns Fund and ensure the two were aligned.
	New Development Corporation Competition https://www.gov.uk/government/publications/new-development-corporation-	MHCLG has £10 million available for up to 10 transformational housing and economic growth opportunities, focusing on regeneration, and are interested in speaking to areas that have innovative, bold and ambitious proposals. Funding will help them to explore delivery models that have been less commonly used in a contemporary context, such as development corporations.	Development Corporations could serve as a useful delivery model for Towns Fund projects. Towns may wish to consider this as part of their investment plan.

	competition-guidance/new-development-corporation-competition	The application process is currently open.	

Annex C: Town Investment Plan Stage 1 Review Detailed Evidence

This table provides more detail on the kinds of evidence we will look for in TIP at stage 1 (across sections 1 and 2)

Town Investment Plan Evidence		
Section	**Criteria**	**Examples of evidence**
1. Impact	1.1. Level of need.	• Details of (un)employment, income levels, deprivation and wellbeing. • Low-level employment. • Details of town transport challenges (e.g. insufficient links to existing assets, congestion and air quality issues). • Town centre vacancy rate and footfall. • Business growth challenges. • Land and development challenges. • Skills shortage and low educational attainment. • Crime and anti-social behaviour.
	1.2. Scale of opportunities.	• Likely to benefit from capital funding towards: urban regeneration, planning and land use; skills and enterprise infrastructure; and connectivity. • Demonstration that project proposals address/ capitalise on the major challenges/opportunities in the town. • Details of local commercial/industrial demand. • Level of private-sector co-funding. • Evidence that the differential impacts of proposed interventions have been considered. • Potential impact e.g. jobs created, GVA increase.
2. Strategy	2.1. Strength of vision, strategy and realism of economic narrative.	• A compelling vision for the future that is built around the town's unique circumstances with alignment to the objectives of the fund. • A clear strategy, built on sound evidence and analysis, balancing realism and ambition, overcoming key challenges to address needs and harness opportunities • Clear use of local knowledge to produce an investment plan grounded in its context. • Clear indication that the vision is aligned with Covid-19 recovery and the clean growth principle.

		• An indication that the process followed to prioritise interventions has included an element of spatial analysis, with a clear explanation of how the strategy will benefit the town centre. • Reference to wider strategic plans including (but not limited to) housing, transport, local growth and the Local Industrial Strategies. • Evidence of learning from best practice i.e. TIP is clearly informed by sound knowledge of local growth investment, formed through a process of clear and rigorous prioritisation and backed by sophisticated analysis.
	2.2. Coherence of TIP – strength of linkages and rationale between need/opportunity, vision, strengths and projects.	• A clear rationale for the vision in its context. • Coherent set of proposals forming a broader strategy which clearly addresses the challenges identified in section 1.1. (e.g. local housing shortage and high rate of empty retail units that could be addressed by mixed-use developments). • Theories of Change developed for each project proposal, including a comprehensive set of inputs/resources, outputs and outcomes/impacts, setting out clearly the assumptions and external factors (context). • Wider strategy that is geared towards alleviating private-sector-investment bottlenecks and/or targeting the most disadvantaged groups.
	2.3. Capacity and alignment of proposed projects with existing and ongoing initiatives and match funding.	• Details of existing and planned work in the town and wider region and the links to the TIP strategy and proposals • Alignment with Covid recovery needs and plans • Demonstration of the additionality • Details of co-funding for intervention proposals. • Delivery capacity and accountability arrangements
3. Partnerships	3.1. Strength of past and planned collaboration with local communities and civil society.	• Level of past and ongoing engagement/consultation and evidence it has been acted upon • Evidence of buy-in, support and/or ownership of the top priorities in the TIP

		• Level of collaboration in the production of the TIP (e.g. joint projects). • Level of representation and institutional collaboration both in the production of the TIP and planned for the future.
	3.2 Strength of past and planned collaboration with the private sector.	• Level of past and ongoing engagement, consultation and collaboration with business in the town • Level of collaboration in the production of the TIP (e.g. joint projects) or otherwise demonstrable support for TIP priority areas • Level of representation and institutional collaboration both in the production of the TIP and planned for the future.

Annex D: Town Deal Board governance guidance

We expect the Town Deal Board to align with the governance standards and policies of the Lead Council including around whistle blowing, conflicts of interest, complaints, and compliance with the General Data Protection Regulation (GDPR).

Roles and Responsibilities

It is important that there are clear roles and responsibilities for oversight of the Town Deal.

The Town Deal Board should have a document, published on the Lead Council's website, which clearly sets out the roles and responsibilities and the governance and decision making processes for the Town Deal Board. This should include:

- Remit of the Board including terms of reference
- Board membership and roles
- Chair/vice-chair term and responsibilities
- Board structure including sub-committees and reporting arrangements
- Accountable body arrangements

Code of Conduct & Conflicts of Interest

All Town Deal Board members should sign up to a code of conduct based on the Seven Principles of Public Life (the Nolan Principles; see below). An example code of conduct can be provided to Town Deal Boards by the Town Hub named contact on request.

There should be clear processes in place for managing conflicts of interests (both commercial, actual, and potential) in decision making, and this must apply to all involved with the work of the Town Deal Board.

The Lead Council should provide guidance on the pecuniary and non-pecuniary interests individuals must declare, outline the process that Board members must follow for declaring interests and explain the process for requesting an exemption.

Town Deal Board members should then complete a declaration of interests which will then be held by the Lead Council. This can be in a format already used by the Lead Council or a template can be requested from the Towns Hub named contact.

All Board Members should take personal responsibility for declaring their interests before any decision is considered. The Lead Council must record action taken in response to any declared interest.

Additionally a register of gifts and/or hospitality provided to individual Town Deal Board members or the Town Deal Board as a whole should be maintained by the Lead Council.

Transparency

In line with the principles of public life, it is important that there is transparency around the operation of the Town Deal Board. Transparent decision making is supported by the publication of information on the Lead Council's website and we expect the following standards to be applied:

- A documented decision-making process outlining the voting rights of the Board to be published
- Profiles of Board Members to be published
- All Board papers to be published on the Lead Council's website in advance of the meeting (within 5 clear working days)
- To promptly publish draft minutes of meetings on the Lead Council's website following the meeting (within 10 clear working days)
- To publish final minutes on the Lead Council's website, once approved by the Board (within 10 clear working days)
- Any conflicts of interest reported to be formally noted within the published minutes

It is important that the Town Deal Board abides by Lead Council governance and finance arrangements when considering private reports, with the default position being that all papers are open to the public

Nolan Principles: The Seven Principles of Public Life

Through the Town Deal, the Town Deal Board will be responsible for oversight of a significant amount of public funding. As such, members of the Town Deal Board should fulfil their role as public-private partnerships whilst ensuring robust stewardship of public resources.

Members of the Town Deal Board and those supporting the activities of the Town Deal should adhere to the Seven Principles of Public Life (the Nolan Principles). The Lead Council will be responsible for ensuring that all Town Deal Board members understand these principles and how they apply:

- **Selflessness**: Holders of public office should act solely in terms of the public interest;
- **Integrity**: Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships;

- **Objectivity**: Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias;
- **Accountability**: Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this;
- **Openness**: Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing;
- **Honesty**: Holders of public office should be truthful; and
- **Leadership**: Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Annex E: Business Cases and Value for Money

This annex does not replace or supersede the official guidance, rather it is intended as an accessible summary. Full guidance from HM Treasury can be found here: https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent

Towns must have a clear and transparent basis against which projects and programmes are initially identified, prioritised and appraised relative to a set of credible options, assessed for value for money, commissioned and then delivered. This should all be set out clearly in the Summary Document.

Any proportionate business case must cover all elements of HM Treasury's 5-case model:

1. **Strategic case** – must show the rationale, background, policy context and strategic fit of the public expenditure or public intervention;

2. **Economic case** – with evidence of why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. "Do nothing" should always be an option. There is no one size fits all for how many options or what makes a good economic case: some need distributional analysis, others evidence of unmet demand for a service. The case must build on robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Value for Money is ideally demonstrated in a credible Benefit Cost Ratio, but where some of the costs and/or benefits cannot be monetised at the present time, the economic case should proportionally capture these impacts and specify a partial Value for Money measure. Wider benefits/costs should be considered and specified where these are sizeable, compared with the direct impacts;

3. **Commercial case** – demonstrate commercial viability or contractual structure for the project, including procurement where applicable;

4. **Financial case** – standard appraisal of financial implications of the project, including where applicable budgets, cash flow, and contingencies;

5. **Management case** – of how the project is going to be delivered referring to the Green Book to verify if there are mandatory methodologies applicable to the investment.

In addition to the Green Book, other appraisal guidance should be followed for specific thematic interventions where available.

Towns must ensure that the commercial, financial and management arrangements are appropriate for effective delivery. Where applicable, appropriate resources should be consulted for situation specific project appraisals. To assist with this, Infrastructure UK (now part of the Infrastructure and Projects Authority) has produced a Project Initiation Routemap Handbook and associated modules which provide a framework to support public and private sector infrastructure providers improve the delivery of their projects and programmes. Towns may find this helpful when reviewing these aspects of business cases.

Towns must have robust processes in place that ensure all funding decisions are based on impartial advice, where possible. There must be clear distinction between those acting as scheme promoters and those appraising programmes and projects and advising decision makers, so that the town is acting on impartial advice on the merits of (potentially competing) business cases. Named individuals responsible for ensuring value for money as well as scrutiny and recommendations for business cases (not necessarily the same person) should ideally be independent of the promoting organisation or where this is impractical, should sit outside the management unit responsible for developing and promoting the business case.

Table 1.1 Template vs Guidance	
Our TIP Structure	Alignment with MHCLG Guidance Structure
1. Introducing our Town • Barrow in context • Historic evolution • Orientation of the town • Our people • Our strategic assets	Section 1 – Context analysis • Context analysis – map of agreed town boundary and other relevant context • The town's assets and strengths
2. Issues and Opportunities for Barrow • Five core areas: Innovation & Business Environment; Clean Growth Potential; People and Skills, Places and Communities; Critical Infrastructure • Thematic overview of the economy presented in a growth-oriented and optimistic tone. This builds on our success, pinpoints our key strengths and challenges which frame our long term strategy, and shines a spotlight on the immediate impact of Covid-19	Section 1 – Context Analysis • The town's assets and strengths • The main challenges facing the town • Evidence of need relevant to proposed projects • Key opportunities for the town
3. Our Shared Vision • Process of engagement and buy-in • Our shared vision, strategic objectives and guiding principles are established • What success will look like is described through aligned policies, a triple-bottom line approach to realising positive outcomes and identified impacts • A spatial plan visualising our long term strategy • An action plan sets out our broad action areas for the long-term plan framed around the five intervention areas set out in section 2	Section 1 - Strategy • Town vision and headline outcomes/targets for 2030 or beyond • Strategy outlining objectives and targets, spatial strategy • Description of priority areas for the short, medium and long term • Mapping of all strategies, partnerships, programmes and investments relevant to the vision and strategy and how they will be aligned (We provide a high level policy alignment diagram in Section 3 and articulate aligned investments in Section 2 and 4)
	Section 1 – Engagement and Delivery • Evidence of buy in, process of engagement and plan for continued engagement (we outline our process in establishing

Our TIP Structure	Alignment with MHCLG Guidance Structure
	the strategy in Section 3; we set out our process for continued engagement in Section 5) • Demonstration of commitments from private sector and how this will continue (We set out private sector leverage in Section 4 and will get letters of support) • High level plan of business case development and appraisal for each project (We set out the process for business case development and appraisal in Section 4 and 5) • High level delivery plan with justification of deliverability (We set this out in Section 5)
4. Our Town Investment Plan • Our offer: quantified impacts and wider benefits that will be unlocked through the deal • Our ask and BCR • Our project prioritisation process • Each priority project including rationale, alignment with the strategic framework, actions, ask and match funding, timescale and spend profile, outputs and outcomes, estimated BCR • Alignment with complementary initiatives	Section 2 – Prioritised List of Projects • Project description, rationale and alignment with intervention framework • Theory of Change, project costs, timescales, spend profile and estimated BCR (note Theory of Change being provided in supporting SOBCs – can include in version submitted to MHCLG) • Funding secured from other sources, community and private sector involvement and major interdependencies
5. Our Approach to delivery • Financial Profile • Business Case Development Plan • Stakeholder Commitments • Governance Structures • Performance Monitoring • Assurance Process	Section 2 - TIP Engagement and Delivery • Process of engagement and buy-in (this is articulated as part of Section 3 and going forward as part of the delivery plan) • Demonstration of commitments from private sector players • Business Case development plan • High level delivery plan

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 26th June 2020	
Reporting Officer: Place and Enterprise Manager – Cumbria CC	

Title: Scheme Development Progress Report

Summary and Conclusions:

At the May meeting of the board a short list of seven projects was identified for further development working towards inclusion in the deal. The development of these proposals has been progressing steadily.

Notwithstanding progress, funding pressures remain, most significantly with the ambitious proposal to create the Barrow Learning Quarter. Responding to this challenge it is proposed that the deal request will exceed £25m and in line with the guidance it is intended to argue that this is justifiable given exceptional benefits the programme can deliver.

Work is also ongoing to understand the limited availability of revenue funding available to deal proposals and to ensure the benefits of the Business Support, Place – Culture and Tourism and Community Resilience Hubs can be fully realised.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the progress being made on the development of the Strategic Outline Business Cases
2. Confirm that a case be made to secure additional funding to support delivery of the Learning Quarter

Report

Background

The Government have been clear in their expectation that the development of the Town Investment Plan be supported by a prioritised set of interventions. At the May meeting of the board a short list of seven projects was identified for further development working towards inclusion in the deal submission. These projects are:

- Barrow Learning Quarter
- Community Resilience Hubs

- Local Cycling and Walking Infrastructure
- Place Development - Culture and Tourism
- Housing Renewal Programme
- Business Support
- Marina Village

Following this, Strategic Outline Business Case development has been ongoing. The development of these cases can produce outputs needed to support the plan but also provide certainty around the deliverability of proposals which would be important to this board, Government and Barrow Borough Council as accountable body.

Progress of specific projects set out within Appendix A. Within this report the board will note that while progress is being made on projects; continued momentum is essential should outputs be available on time to inform the final Deal Proposal.

Within this process a key question surrounds the cost of projects and as demonstrated within Appendix A, the project leads are working to achieve efficiencies. A particular challenge had emerged with the Barrow Learning Quarter. At the May meeting of the board it was requested that the University of Cumbria and Furness College seek to collaborate to deliver a single proposal led by the University of Cumbria with the intention for this to be within a £10.4m envelope. Following the scoping of the project delivering within the funding budget will prove extremely challenging with the advice being that a £13.6m of funding would be necessary to deliver this combined project.

Recently published guidance surrounding the Town Deal advises that additional funding would be provided in response to exceptional circumstances. Responding to this it is intended for an ask of c. £28-29m to be put forward for the consideration of the Government however the Learning Quarter proposers will be asked to continue to explore how they may achieve further efficiencies or alternative funding should a top up not be achieved.

A further risk surrounds revenue funding with town deal guidance suggesting that up to 10% of town deal funding would be used to support revenue activity that that focused on how it can support the capital elements. The Business Support, Place – Leisure and Tourism and Resilience Hub projects will see a significant requirement around revenue. Notwithstanding this, these projects can be considered important elements in the creation of a rounded deal and it is considered that the revenue elements within these would directly support the programme of capital investment promoted within the deal (and capital investment in aligned initiatives).

End.

Appendix A – Business Case Development Progress Report

Barrow Town Deal Investment Plan - Projects

TIP THEME	PROJECT DETAILS								SOBC DEVELOPMENT PROGRESS				
	Project	Lead Organisation	Project Description	Lead Officer (SOBC Development)	Other Involvement	Project SRO	Project Comms Lead	SOBC Development Approach	Initial Indicative TIP Sum (£m)	Current Anticipated SOBC Funding Request (£m)	Funding Comments	Progress To Date	Key Issues / Risks	Stakeholder Engagement
SKILLS & ENTERPRISE	**Community Resilience Hubs**	Cumbria County Council (in collaboration with Barrow Borough Council)	To establish a network of local community resilience hubs, where families of all ages, throughout their whole life, can develop their skills and confidence, access services and employment pathways and come together to build thriving communities. Individual centres would be reinforced by a new outdoor skills and recreation facility, providing access for young people and many of the most vulnerable families to open spaces and outdoor education, using the natural resources of Walney.	Tracey Ingham (Cumbria County Council)	Sam Plum (Barrow Borough Council)	TBC	Ali Greenhaugh	Preparation of SOBC by Hatch Regeneris with support from Lead Organisation & project partners.	5.0	5.0	Project requirements and building spec being established - this will influence costs and has potential to generate savings but can't confirm yet.	• Stakeholder engagement has commenced. • Draft logic model has been shared • High level costings for each of the hubs and land development at Earnse Bay is underway. • Workshops and engagement taken place with Local Members, Partners and internal staff. • Risk and mitigation measures have been considered by the Programme Group.	• Varying status of development for each site means a challenge to determine costs required for Economic Case and clarification of funding ask. • Although the outline specification for each site is needed to build project costs, sufficient flexibility must be maintained to allow each community to input its own ideas and requirements.	• Online stakeholder survey live via BrilliantBarrow website. Press release is being circulated to inform the wider public about the consultation. • Workshop held with Barrow Local Members/Councillors . • Workshop held with partners via Love Barrow Together meeting. • Hard copy of the stakeholder engagement leaflet currently being designed. There is potential opportunity to record a discussion to promote the consultation via 'Zoom'.
	Barrow Learning Quarter	University of Cumbria (in collaboration with Furness College)	Creation of a new University Campus in Barrow to support key sectors, including energy and advanced manufacturing, while also supporting diversification of the economy and opportunities within to increase productivity, innovation and competitiveness for small as well as large businesses. The Campus will incorporate a new Skills Hub, to help meet the area's need for higher-level advanced academic and technical skills, and can support a longer term proposal for the creation of an Institute of Technology, focusing on a digital specialism to support a range of growing sectors including advanced manufacturing, health, business and energy.	Andrew Atherton (University of Cumbria)	Steve McAloone (Furness College)	Julie Mennell (University of Cumbria)	Kathryn Farrow	UoC & FC to collaborate in preparation of SOBC. Hatch Regeneris to provide 'critical friend' review.	10.4	13.4	Further development work has identified preferred option requiring higher request at £13.4m. 'Do Minimum' option also being developed within original TIP allocation of £10.4m.	• Overall project confirmed, bringing together HE campus and Skills Academy proposals and integrating into single aligned project. • Logic chain model being update. • Initial draft of Strategic Case drafted for review by partnership. • Economic case in progress, with narrative drafted.	• Finalisation of outputs, including student and learner numbers and outcomes. • Conversion of outputs into economic data still to be modelled and method for integrating different sources from the University and College to be determined	• Weekly partnership meetings to review and provide input and sign-off • Wider engagement via website etc to be agreed
	Business Support	Barrow Borough Council (in collaboration with Cumbria LEP)	The project is aimed at developing a supportive business environment for Barrow to boost Barrow's enterprise overall, with a focus on helping the town become a centre of excellence and innovation for advanced manufacturing and clean growth. It could support the creation of a more resilient local economy through greater diversification, enhanced competitiveness and providing a wider range of quality employment opportunities. A holistic package would provide the direct delivery of services could include: • Business recovery programme • Innovation and digitalisation programme	Miranda Kirschel (Cumbria LEP)	Steph Cordon (Barrow Borough Council)	TBC	Laura Lake	CLEP to lead on preparation of Strategic Outline Case. Hatch Regeneris to support development of economic case.	1.25	1.0	Project development now working to reduced request.	• Consultant appointed to support SOBC drafting. • Approach to management of Barrow Business Support discussed with BBC and coordination with county-wide Business Support agreed with CLEP.	• Timing of TIP process may not align with wider reviews of business support which will inform project fit • High proportion of revenue activities relies on flexibility within allowable 90/10 Capital/Revenue split at TIP programme level	• Briefing provided to project comms lead to prepare consultation.
URBAN REGENERATION & LAND USE	**Housing Renewal Programme**	Barrow Borough Council	A new housing market renewal programme focused on key areas of need in the town potentially including Barrow Island, Walney and Hindpool/Central. This could include refurbishment, redevelopment, improvements to public spaces and new homes together with complementary skills and training activity. This programme would include a measure like: • Property improvement including energy efficiency and aesthetic enhancements; • Property assembly and refurbishment; • Combining units to create larger modern units; • Creating accommodation to meet the needs of different occupiers; • Community led public realm and design improvements.	Chris Jones (Barrow Borough Council)		Steph Cordon (Barrow Borough Council)	Alec Proffitt	Preparation of SOBC by Hatch Regeneris, with support from Lead Organisation.	5.0	4.0	3 main housing renewal areas identified, costs now being attached to each. Project is scaleable, but due to nature of areas and housing type this comes from less houses in each area improved, rather than one area dropping out. Reduction to £4m is working figure to focus costings work.	• Project scope agreed • Cost outline worked up • Project aligned with strategic vision, critical success factors and objectives of TIP • Options generation done and broad options appraisal undertaken • Logic model partially completed • First draft of outputs completed • Sensitivity check carried out for variations in programme size	• No current risks to finalisation of SOBC	• Project outline placed on #brilliantbarrow web site with "Have your say" facility • Engagement questions passed to project comms lead for initial consultation
	Place Development – Culture and Tourism	Barrow Borough Council	Building on Barrow's proud industrial and maritime heritage and the attractiveness of its coastal setting a programme of events and activities would be delivered to develop the visitor economy in Barrow. This would include supporting and improving our existing heritage and cultural assets and visitor attractions, capitalising on our proximity to the Lake District and maximising income to the local economy by providing jobs in tourism, retail and food & drink sectors.	Helen Houston (Barrow Borough Council)	Sandra Baines / Sabine Skae (Barrow Borough Council)	Steph Cordon (Barrow Borough Council)	Alec Proffitt	Preparation of SOBC by Hatch Regeneris, with support from Lead Organisation.	1.0	1.0	Project specification being established, with high proportion of revenue.	• Project options 'long list' prepared • Specifications for each option being prepared • Research on similar projects underway to inform Economic Case • Strategic Case background info forwarded to prepare first draft • Info on Heritage Action Zone forwarded to demonstrate alignment	• High proportion of revenue activities relies on flexibility within allowable 90/10 Capital/Revenue split at TIP programme level • Economic Case for festivals/events more challenging and needs to be supported by research into other examples	• Questions circulated ready for engagement to commence • Alongside Brilliant Barrow website survey will be circulated via The Forum's newsletter database and via the Forum and Dock Museum social media. • Barrow BID will also share via their own website and social media. • Presentation given to Furness Tourism Forum and feedback to be provided for engagement plan
	Marina Village	Barrow Borough Council	The site would deliver high-quality housing alongside leisure, retail and cultural development. This large scale development would challenge people's views of central Barrow encouraging people to live and work there. It would add to the range of housing available in the Borough and provide new jobs and leisure opportunities whilst transforming a long term derelict site.	Chris Jones (Barrow Borough Council)	David Haughian (Cumbria County Council)	Steph Cordon (Barrow Borough Council)	Sally Jackson	Existing project team leading on SOBC preparation. Hatch Regeneris to support development of economic case.	1.0	1.0	Project working within TIP allocation and maximising leverage from other sources.	• Economic case first draft received • Strategic case first draft received and reviewed • Management case being progressed • Procurement strategy has been developed	• No current risks to finalisation of SOBC	• Letter drop to residents and key businesses prepared • Engagement questionnaire prepared
CONNECTIVITY	**Local Cycling and Walking Infrastructure**	Cumbria County Council	A transformative programme of walking and cycling infrastructure improvements within Barrow, seeing the delivery of a high quality network connecting key nodes to boost health, replace car journeys with short trips on foot or bike and put Barrow at the forefront of active travel in the UK. The programme would include measures like: • Segregated cycle and footways; • Cycle hubs at key locations; • Pedestrian improvements in the town centre; • Junction improvements to support active travel. This programme could also see the introduction of a new walking and cycling bridge linking Buccleuch and the Ramsden Docks, further unlocking the potential of the Marina Village Development Site.	Mark Brierley (Cumbria County Council)		TBC	Derek Brook	CCC to lead on preparation of SOBC, with support of WSP. Hatch Regeneris to provide 'critical friend' review.	7.0	4.5	SOBC to explore potential for leverage of external funding to support a 'wider scope' option (but ensure preferred option is deliverable in its own right).	• Accelerated work on route options and benefits underway (LCWIP consultants). • Project team identified within CCC now working on strategic & economic cases.	• SOBC to explore potential for leverage of additional external funding to support a 'wider scope' option (but ensure preferred option is deliverable in its own right). • Timescales for LCWIP route prioritisation outside SOBC timescales – consultants accelerating this work to support SOBC, but wider consultation required so schemes in SOBC cannot be final selection.	• Engagement with interested cycling and sporting groups on the need for an enhanced cycling and walking network through social media and Barrow Sports Partnership. • Survey Monkey questionnaire on #brilliantbarrow. • Article showcasing cycling and walking, using professional photography. • Stakeholder workshops, including business, campaign groups and elected members gave support to the project. • Workshop with core stakeholders to be held 2nd July. • Engagement and support from the Cumbria Bicycle Mayor and supporting Facebook group.

TIP THEME	Indicative TIP Allocation (£m)	Current Anticipated SOBC Funding Request (£m)
SKILLS & ENTERPRISE	16.7	19.4
URBAN REGEN & LAND USE	7.0	6.0
CONNECTIVITY	7.0	4.5
TOTAL	**30.7**	**29.9**

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 26th June 2020	
Reporting Officer: Place and Enterprise Manager Cumbria CC	

Title: Town Investment Plan Programme

Summary and Conclusions:

The paper asks that the Board note progress in the development of the Town Investment Plan and key activities over the coming four weeks.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the programme and priority activity over the coming six weeks.

Report

Since January 2020 work has being ongoing to progress the development of our Town Investment Plan. This has seen governance arrangements being put in place, the Town Deal boundary agreed, vision and objectives agreed, economist support procured, communications strategy developed, website prepared, socio economic narrative created, long list of projects developed, appraisal framework agreed, shortlist defined, business case preparation starting and draft plan prepared.

While detailed guidance around the development and submission of the deal has not yet been received, officers have been in dialogue with BEIS colleagues who have confirmed broad support for the approach being followed working toward the submission of the plan in July, placing us in the first tranche of Town Deal's to be submitted nationally.

Appendix A to this report contains the latest interim programme supporting the development of the Town Investment Plan. Mindful of the need to maintain momentum, over the next four weeks the following priority actions have been identified:

- Continued stakeholder engagement;
- Finalising business cases for shortlisted projects; and
- Finalising the Town Investment Plan;

At the July meeting of the Town Deal Board it is intended that the draft plan would be considered for the agreement of the Board.

End.

Appendix A –Town Investment Plan Programme

Appendix A - Work Programme

A Draft Report by Hatch Regeneris
19 June 2020

Appendix A - Work Programme

This report contains the expression of the professional opinion of Hatch Regeneris (the trading name of Hatch Associates UK). It is based upon information available at the time of its preparation. The quality of the information, conclusions and estimates contained in the report is consistent with the intended level of accuracy as set out in this report, as well as the circumstances and constraints under which this report was prepared.

The report was prepared for the sole and exclusive use of . Hatch Associates Limited shall only be liable to and is not liable to any third party who intends to rely on or has relied or is currently relying upon this report (in whole or part).

19 June 2020

1. Work Programme

Figure 1.1 Work Programme as of 19th June 2020

	Week beginning	22/06	29/06	06/07	13/07	20/07	27/07
	Week No.	17	18	19	20	21	22
	Draft Socio-Economic Narrative						
	Draft Appraisal Framework						
	Draft Project Long List						
	Receipt of Project Concepts						
	Finalisation of Communications Plan						
	Stakeholder and Social Media Engagement						
	Feedback and Due Dilligence of Project Concepts						
	Finalisation of Communications Plan						
	Appraisal of Concept Forms						
	Draft Options Appraisal Report						
	Town Investment Plan Framework Development						
	Town Deal Board Meeting						
	Focused Community Engagement						
	Draft Business Case Development for Short List Projects						
	Draft Economic Assessment Report for Town Investment Plan						
	Developing Draft Town Investment Plan						
	Preparation of Draft Communications Engagement Report						
	Town Deal Board Meeting						
	Finalisation of Business Cases for Short List Projects						
	Finalisation of Economic Assessment for Town Investment Plan						
	Finalisation of Communication and Engagement Report						
	Finalisation of Town Investment Plan						
	Town Deal Board Meeting						
	Town Investment Plan - Submission						

Key	
Work in progress	
Town Deal Board	
Output	
Plan Development	
Scheme Development	
Communications and Engagement	



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Barrow Town Investment Plan

DRAFT

#brilliant BARROW

Foreword

Foreword by Town Investment Board Chair
& Leader of Council

DRAFT

BOROUGH OF BARROW IN FURNESS

www.barrowbc.gov.uk

Update with high res
Logos
Credits etc.

Barrow
Town Investment Plan
June 2020

Document size A4 Portrait

This report contains the expression of the professional opinion of Hatch Regeneris (the trading name of Hatch Associates UK). It is based upon information available at the time of its preparation. The quality of the information, conclusions and estimates contained in the report is consistent with the intended level of accuracy as set out in this report, as well as the circumstances and constraints under which this report was prepared.

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4. Our Town Investment Plan xx
5. Our Approach to Delivery xx
6. Acknowledgements xx

Appendix A - Annex list

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Executive Overview

“Odit dusapit, sundias conse is is et rest odis comnihit que volore nonsed ut fugias de.”

- Opportunity/concept plan
- Vision extract
- Shortlisted projects,
- Ask
- Impact

Executive Overview including opportunity/ concept plan, vision extract, shortlisted projects, ask and impact

Executive Overview including opportunity/ concept plan, vision extract, shortlisted projects, ask and impact

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1

Introducing Our Town

Barrow 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 boost the future of Barrow.





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1

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







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Figure 1.2: 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 in1859, 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 has been the home to the construction of some of the world's most advanced submarines. The BAE Systems' site at Barrow is now developing the Royal Navy's third generation of cutting-edge deterrent submarines, including the Vanguard class of submarines (1986-1999), followed by the Astute class, three of which are currently under construction. The town is now at the centre of the national defence programme to develop a new generation of nuclear deterrent submarines (the £40bn Dreadnought programme) which will see the site occupied to 2050 and places 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. 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.











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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: the main commercial, retail and cultural centre serving the Furness Peninsula. The town centre is located to the north-east of the docks. Former industrial sites 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 including Kimberley Clark paper mill.

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





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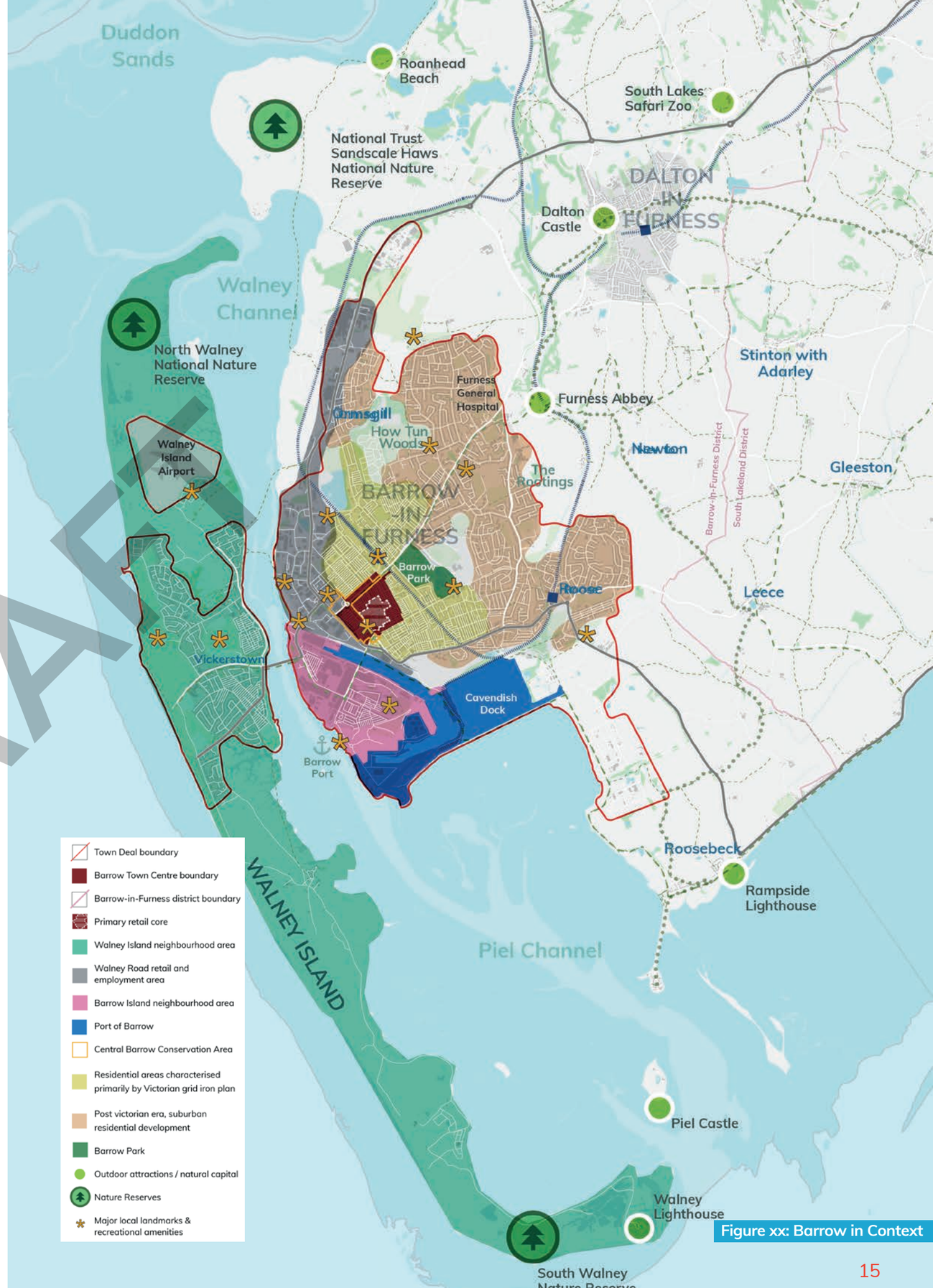


Figure xx: Barrow in Context

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 under construction adjacent to the Port.





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 currently holds the title of the largest offshore wind farm in the world.

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.







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.



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Our People

We have a strong sense of community spirit 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 have a strong shared identity as 'Barrovians' and 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 make Barrow an even better place to live.









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.

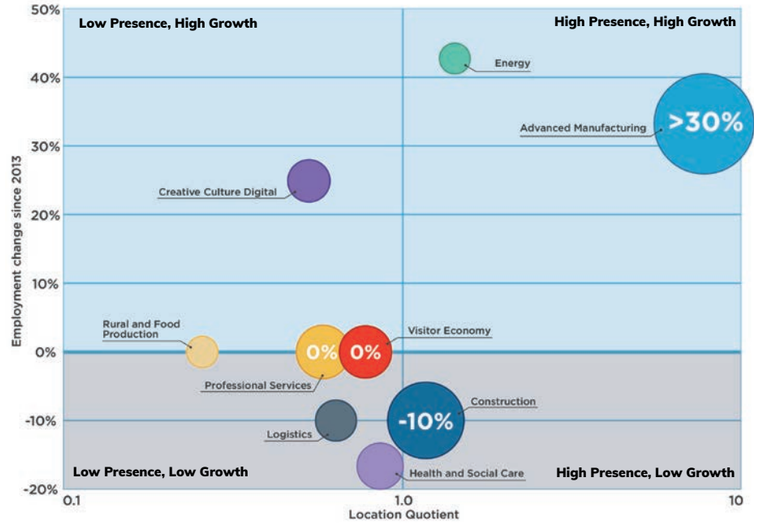


Figure 1.4 Local Industrial Strategy Sectors: Growth & Specialisation in Barrow
Source: BRES, ONS (2019)

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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 to Carlisle
- **Rail:** connecting Barrow to Lancaster via the Furness Line and onwards to Manchester Airport and London via the West Coast Mainline, and the Cumbrian Coast line connecting Barrow to Carlisle up the west coast
- **Sea:** The Port of Barrow is owned by ABP and handled 167,000 tonnes of traffic in 2017, serving the energy and manufacturing sector, and the potential to accommodate cruise vessels within easy access of 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.

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 and inclusive growth. 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.



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Natural Capital

Barrow has a wealth of natural capital which makes the town an attractive place to live and work. 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. The RSA Heritage Index scored Barrow as one of the highest in the country, rich in landscape, natural and industrial heritage assets, but with low levels of heritage activity indicating the potential for levering growth.

- The impressive ruins of Furness Abbey date 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 to 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, now part of a designated 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.



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Issues and Opportunities for Barrow

Barrow has a positive future within its grasp, led by the sheer scale of investment in the national defence endeavour and the potential for growth levering 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 is responsive to the emerging impact of Covid-19 and is focused on driving resilience into our economy to enable us to recover and rebound stronger than ever. 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. Innovation & Business Environment
2. Clean Growth Potential
3. People and Skills
4. Places and Communities
5. Critical Infrastructure



Infographic to be amended to include Clean Growth
*Critical Infrastructure

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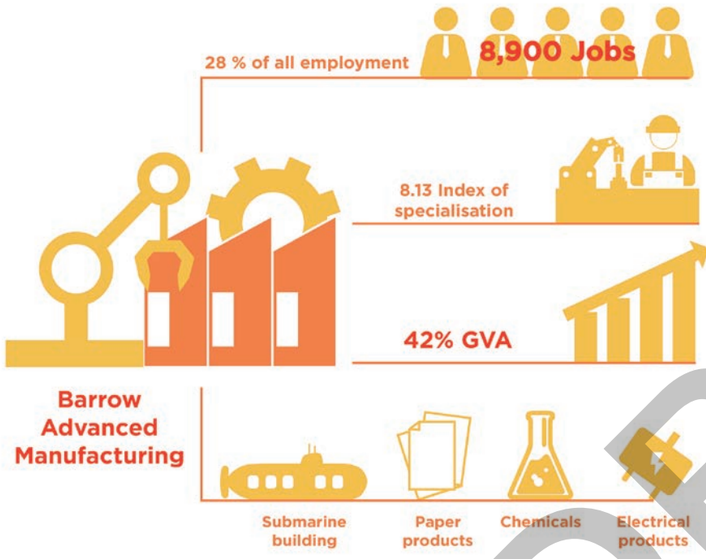
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1. Innovation & Business Environment

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

The advanced manufacturing sector in Barrow is a large and strategically important sector which will drive our future growth and competitive advantage. 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.

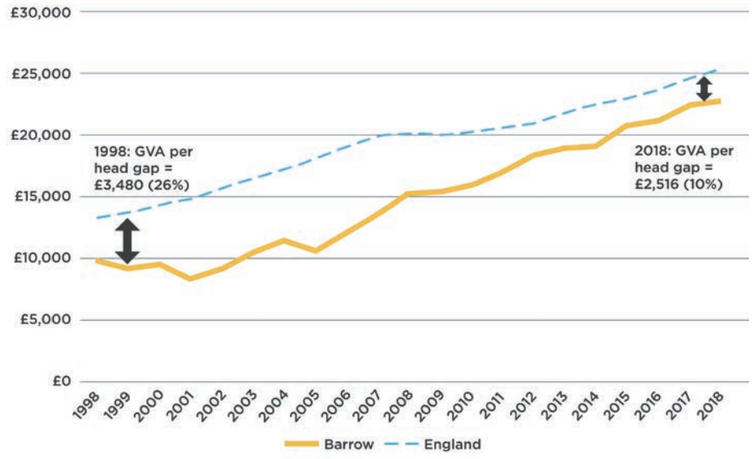


Figure 2.1 The Productivity Challenge

Source: Regional GVA (Balanced), ONS, 2019; Population Estimates, ONS, 2019



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1. Innovation & Business Environment

Building on our success

- Barrow is at the centre of the national defence programme to develop a new generation of nuclear deterrent submarines which will see the site occupied to 2050. 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.
- Kimberley Clark, paper manufacturer, is currently undergoing a £85m investment programme to improve production, drive manufacturing efficiencies and safeguard jobs at the site
- 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 activity 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, however our marine engineering and nuclear sectors are relatively insulated against the direct effects of Brexit
- 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
- A relatively high survival rate for those businesses that do start up

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 change
- 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 supressed 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.

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2. 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 the Gateway to Britain's Energy Coast. Gas from Morecambe Bay is landed and processed at the Barrow Gas Terminals operated by Spirit Energy. Barrow Gas Terminal which has processed 6.5 trillion cubic feet of gas into the National Grid over the past 4 decades and heats 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 the world's largest operational offshore wind farm, generating clean electricity for nearly 600,000 homes.

Barrow is a key part of the nuclear supply chain and supplies nearby nuclear power stations at Sellafield and Heysham. The nuclear technology underpinning the nuclear submarine industry has scope for diversification into the civil nuclear market.

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.

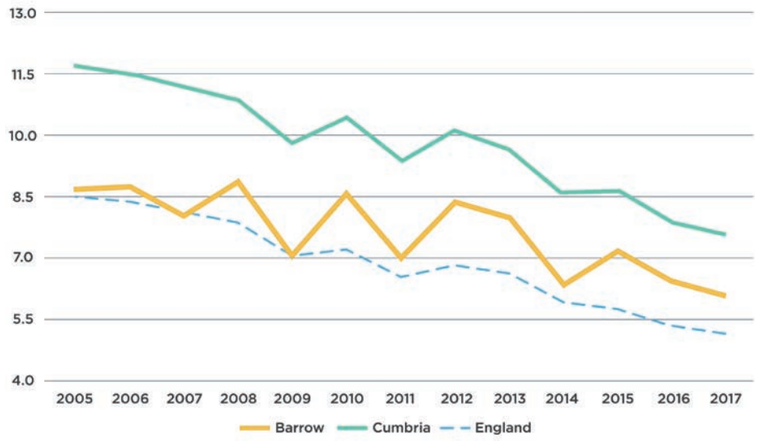
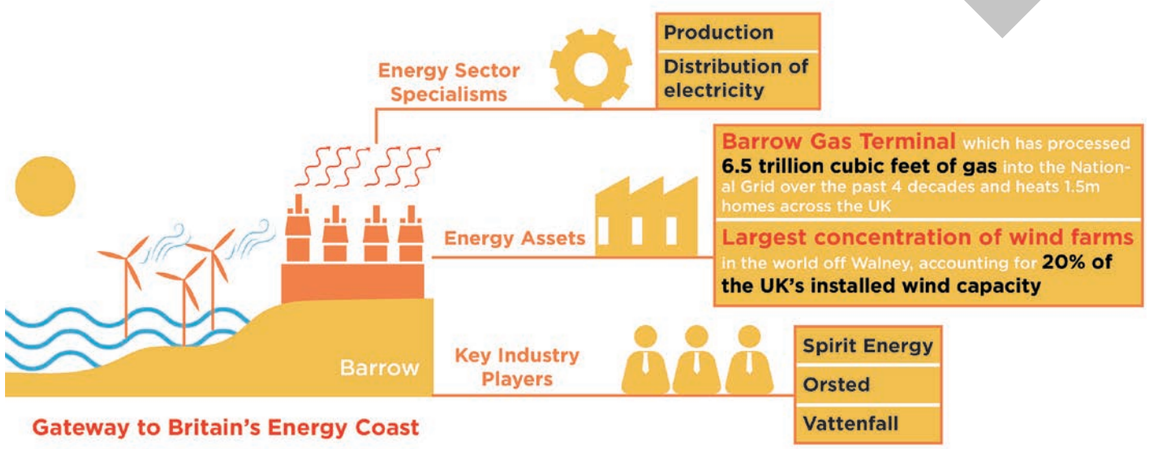


Figure xx Our Green Credentials (per capita CO^2 Emissions (t)
Source: UK local authority and regional CO2 national statistics: 2005-17, BEIS, 2019





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2. Clean Growth Potential

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
- 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
- Some development in circular economy interventions such as a local heat networks. Our stakeholders are gearing up for more of this activity
- Already investing in energy efficiency in residential and commercial buildings. Significant scope and need to develop this agenda in next 5 year 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
- Local institutions and major industry players who can enable change in collaboration with others
- An emerging investment proposition to secure new trade and inward investment opportunities linked to energy and clean growth
- Opportunities to collaborate with Cumbria LEP and the NP11 Board to develop the sector

Key Challenges:

- Competitive landscape with other UK areas gearing up for lead roles
- Coastal location leaves us vulnerable to the effects of climate change
- Securing investment in innovative activity to test new ideas and low carbon opportunities
- 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 capturing 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 profi tability and driving the need for cost savings. Looking ahead, there will an increased focus on healthy places and the need to improve air quality which will drive demand for clean energy production and improved energy efficiency performance in buildings. This will support growth in employment in clean growth activities

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3. People and 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
- 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

Key Strengths

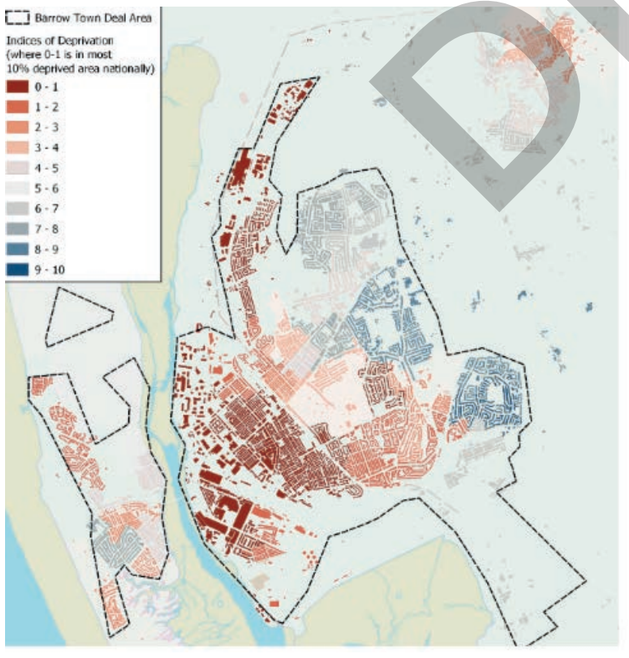
- **We have strong social capital which binds our community together with a sense of belonging and a community support network clearly evident in times of crisis such as the recent pandemic**
- **Barrow's job opportunities in cutting edge advanced manufacturing and energy sectors attracts workers from across the UK and provides a progression route to higher earnings**
- **We have a strong intermediate skills base which is supported by an excellent vocational education offer**
- **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.**

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3. People and skills

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
- Below average rates of labour market participation and barriers preventing participation
- Mismatch of skills and occupations, with Barrow workers earning more than Barrow residents indicating our residents are failing to grasp the higher-level employment opportunities presented by economic growth
- Skill gaps and shortage are holding economic growth back
- 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.
- 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. 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.



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.

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.

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.

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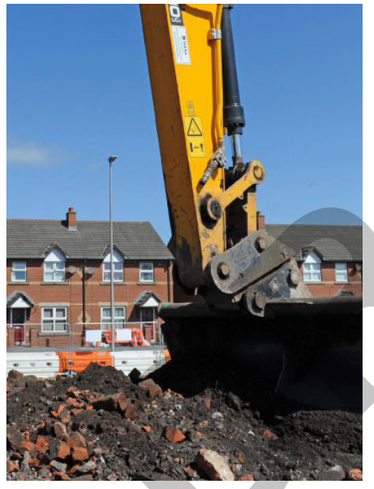
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4. Place & Communities

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

Barrow needs to ensure it offers the homes, services and amenities it needs to make the town more investable and liveable. This will drive Barrow's competitiveness by ensuring the town attracts and retains the best talent.

There are several large-scale regeneration and development projects underway that will deliver the enabling infrastructure required to support growth in Barrow, led by the delivery of the Barrow Local Plan that will guide development and aligned investment for the next 15 years to 2031.





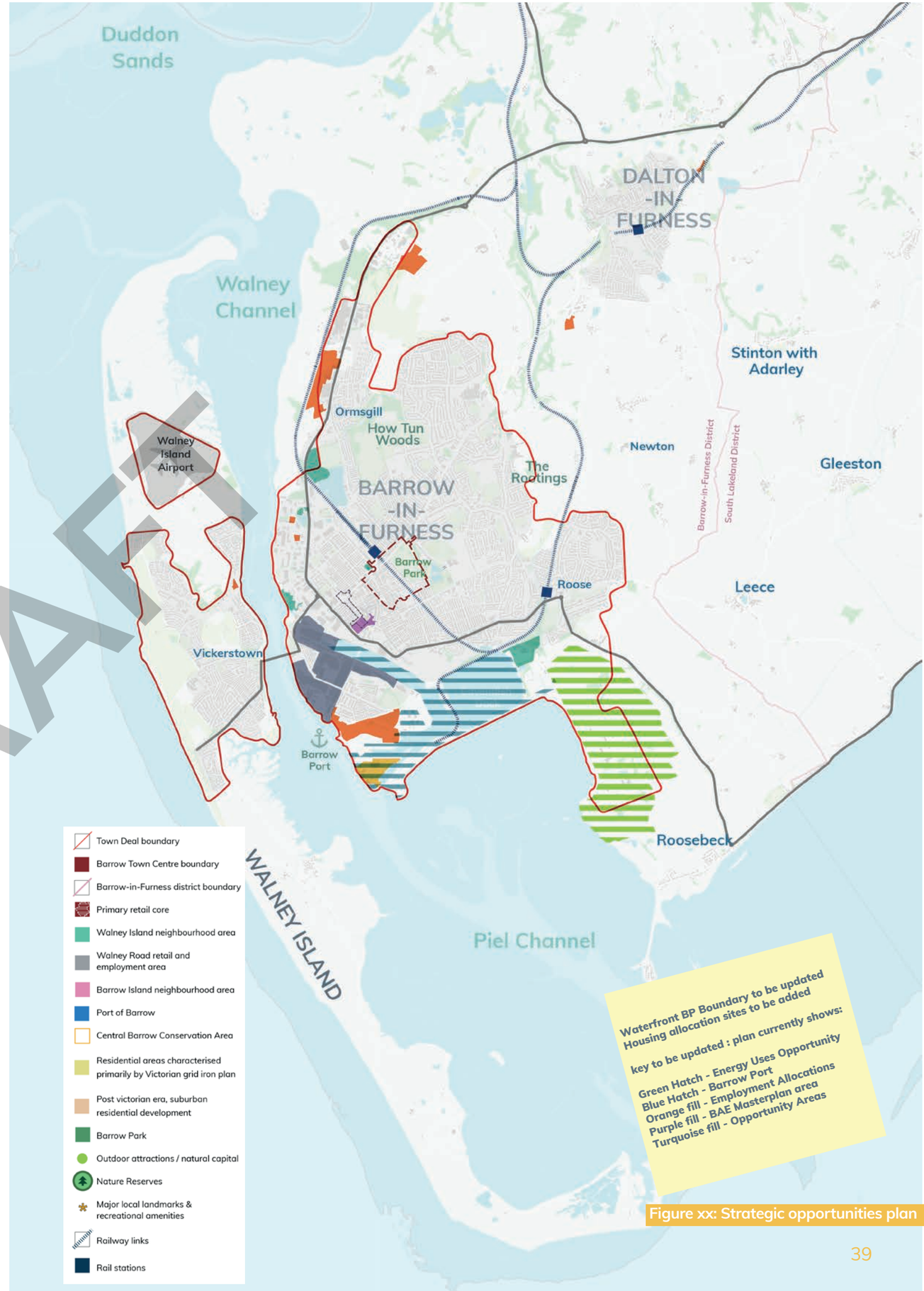


Figure xx: Strategic opportunities plan

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4. Place & communities

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 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 and competing pressures from e-commerce and out-of-town retail
- Areas of high and entrenched deprivation remain
- 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
- Poor quality and overcrowding in private housing stock contributing to poor health outcomes
- Poor perception and image of Barrow deterring investment
- Low quality of the built environment in some parts of town
- 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 place and 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.

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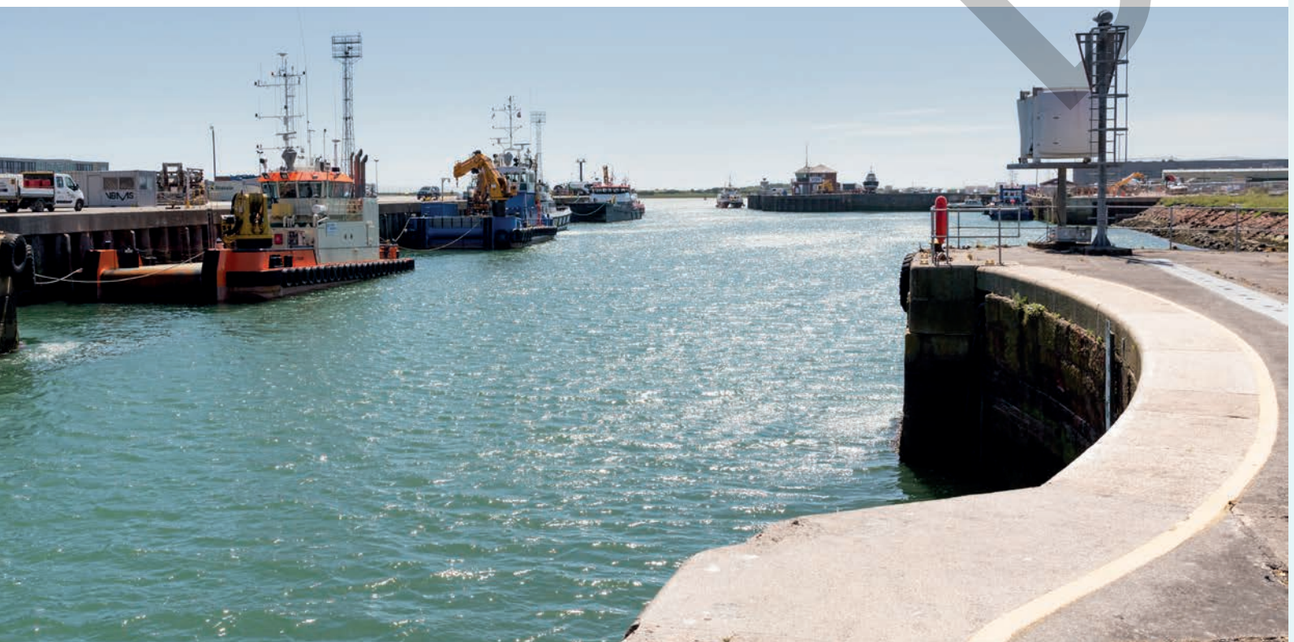
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5. Critical Infrastructure

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.



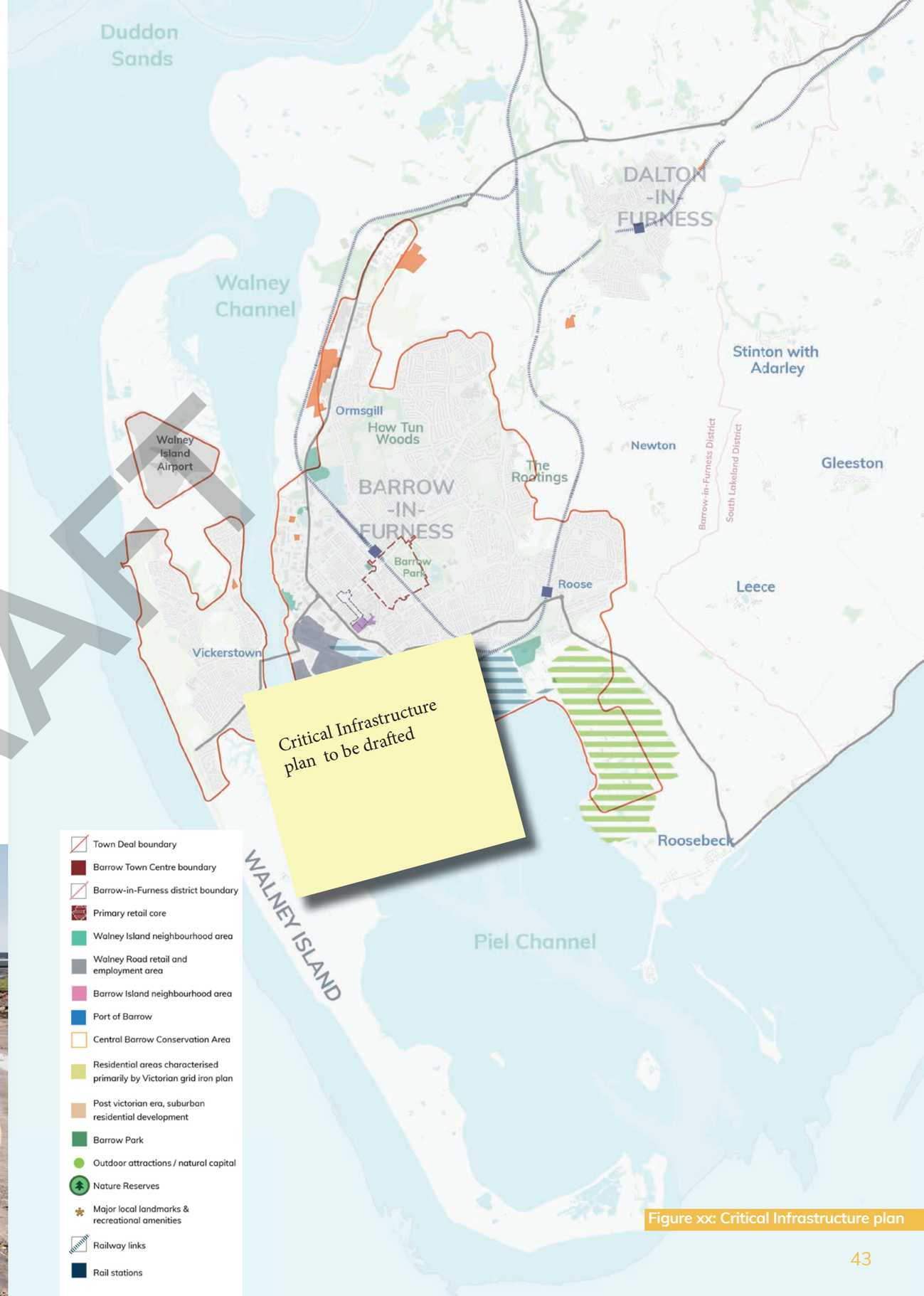


Figure xx: Critical Infrastructure plan

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5. Critical Infrastructure

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
- Site assembly and preparation works to unlock 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 will offer up to 28 office suits 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 to the site through encouraging alternative modes of transport including public transport, cycling and walking

Key Strengths

- Barrow has a wealth of green infrastructure including a number of statutorily designated sites and an informal network of open green spaces
- 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 one of the most dangerous in Cumbria. There is a need to make this route safer and improve journey time reliability.
- 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, however Barrow does not currently have a bus station
- 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
- There is a lack of open and green space in the town centre
- There is a lack of infrastructure to promote cycling and walking to support low impact zero emission commuting, capture transport demand from major employers, and 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

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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 excluded left school before 16

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.



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3

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:

- **Engaging communities through community-led planning approaches which support all members of our community to engage and participate and deliver change**
- **Collective action and partnership working, drawing on the capacity and expertise of the public and private sector and civic society 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:

"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"



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

Our Investment Plan is framed around ten strategic objectives which will secure a more prosperous and inclusive future for Barrow:

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

Three cross-cutting themes cut across our strategic objectives. These lie at the heart of our investment approach and will drive positive change through collective action.

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Clean Growth

As a producer and consumer of energy Barrow has a clear role to play in driving the clean growth agenda and contribute towards the national net zero carbon emissions target by 2050. Our Investment Plan embraces the opportunities presented by clean growth in Barrow which will create new jobs and businesses, drive innovation, and facilitate benefits for our residents including the significant opportunities created by the future expansion of offshore wind. Through our pursuit of clean growth, we will identify ways in which we can improve our environment to support economic growth, connectivity and health and wellbeing, whilst protecting our natural capital assets and increasing our resilience to the impacts of climate change.



Inclusive Economy



We recognise that economic and social impact go hand in hand. We have a shared responsibility to lever good growth outcomes in Barrow and our Investment Plan seeks to ensure that economic growth in Barrow creates opportunity for all and creates a fair, resilient, prosperous and sustainable environment. We want Barrow to be a place offering well-paid and sustainable employment, a first-class education and skills system, and a high-quality environment that provides a great place to live and work.

Community wealth-building lies at the heart of our approach. We place great importance on the ability of our anchor institutions such as our major employers, education and health institutions to play a part in building a prosperous and fair future for Barrow through progressive procurement, maximising social value in regeneration and development, and making best use of public assets.

Key actions:

- ☑ Empower children and young people to reach their potential
- ☑ Employers and learners at the centre of a demand-led education and skills system
- ☑ Healthy lives and prioritised well-being to improve life chances
- ☑ Promoting Barrow as the best place to live, work, visit and invest
- ☑ Supporting affordable and clean travel to support growth and access to opportunity
- ☑ Creating good quality well-paid and sustainable jobs
- ☑ Developing diverse and resilient communities in the face of economic change
- ☑ Enabling access to digital infrastructure and best in class connectivity
- ☑ Thriving town centre as a welcoming, attractive and inclusive environment
- ☑ Attractive, safe and inclusive places to live
- ☑ Access to affordable and sustainable energy
- ☑ Maximising economic and social value of anchor institutions to drive improvements to the economic, social and environmental well-being of Barrovians

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Healthy Places



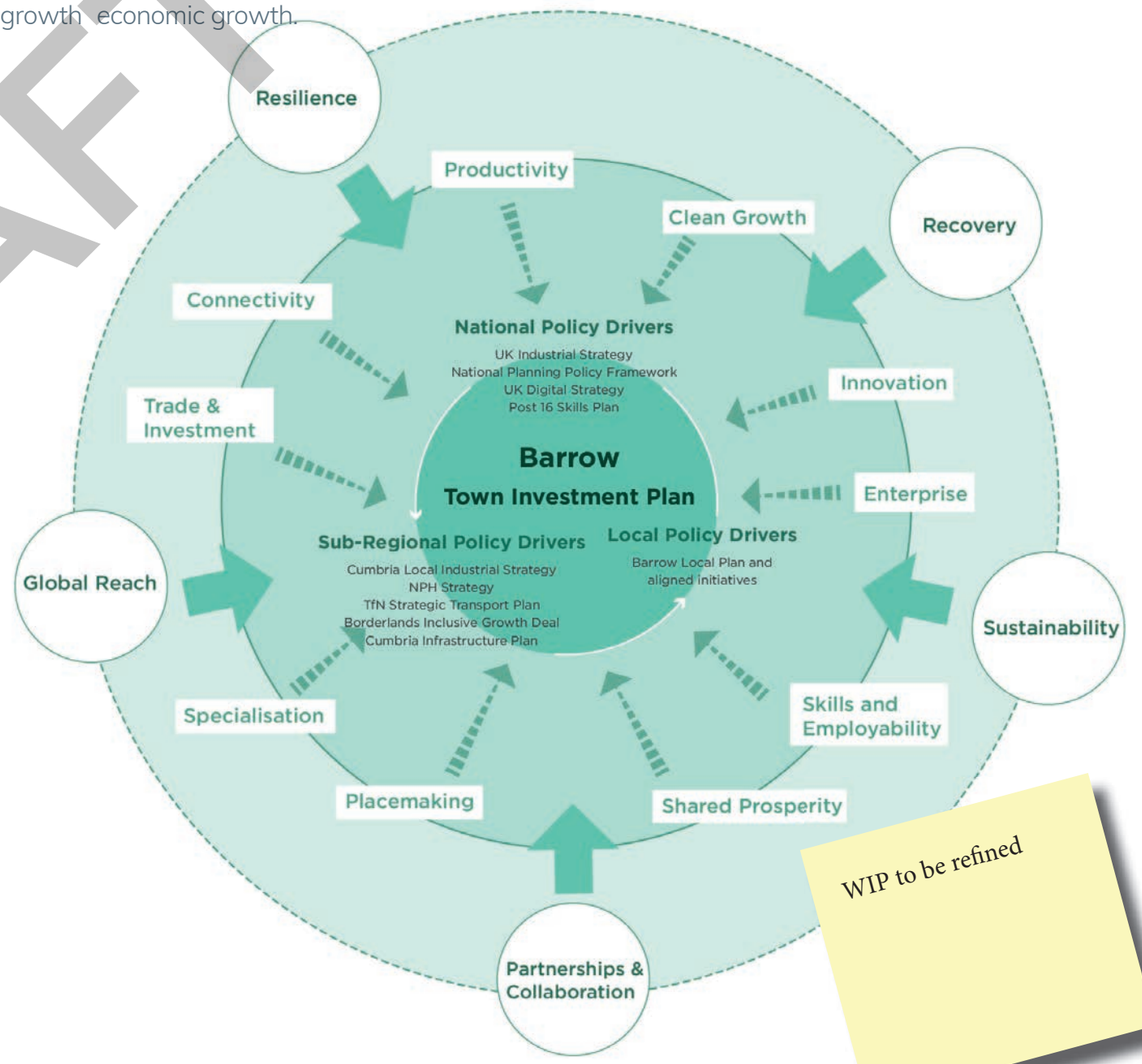
Through working collaboratively with our communities, we will develop a whole system place-based approach to developing the environment in Barrow as a place where people can thrive and grow. Preventative care and active design will shape Barrow as a healthy town:

Key actions:

- ☑ Walkable communities
- ☑ Connected walking & cycling routes
- ☑ Co-located community facilities
- ☑ Integrated public services
- ☑ Open and green spaces
- ☑ Energy effi cient buildings
- ☑ Active people
- ☑ Active infrastructure
- ☑ Active workplaces
- ☑ Lifestyle education
- ☑ Innovative and quality healthcare

What will success look like?

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



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WIP to be refined

The implementation of our Plan will realise positive outcomes for Barrow through a triple bottom line approach:

Positive Economic Outcomes

- Improved productivity and business growth
- Diverse low carbon economy
- Better health and less poverty
- Improved life chances and educational outcomes
- Positive Social Outcomes
- Effective partnerships
- Fair and equal society
- Improved access to quality and affordable homes

Positive Social Outcomes

- Effective partnerships
- Fair and equal society
- Improved access to quality and affordable homes

Positive Environmental Outcomes

- Attractive and sustainable places and spaces
- Better connected and sustainable transport
- Improved air quality

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

- Increased economic output (as measured by Gross Value Added)
- Increased Full Time Equivalent Jobs
- Carbon savings (as measured by CO2)



3

North Walney Nature Reserve

Local Wildlife Area

Walney Island Airport Investment Area

Walney Island Airport

Outdoor Skills and Resilience Hub

Outdoor Activity Centre

NORTH SCALE

VICKERSTOWN

Vickerstown Park

Piel Castle

Piel island

Local Wildlife Area

Kimberly-Clark

A590

Furness General Hospital

Furness Abbey

How Tun Woods

DALTON IN FURNESS

Dalton Station

DALTON SOUTH

NEWTON IN FURNESS

STANK

NEWBARNS

Barrow AFC

ASDA

Barrow Station

PARKSIDE

Barrow Park

Roose Station

Furness College, Advanced Manufacturing & Technology Centre (AMTC)

Barrow Rugby League Football Club

County Court

Nan Tait Centre

Barrow Library

Town Centre Retail Core

Future High Street Fund Area

The Dock Museum

Event Space

BAE Systems Investment Area

Primary Care Trust

Holiday Inn

Devonshire Dock Hall

BAE Systems

Devonshire Dock

Marina Village Opportunity Area

Marina Village

Academy for Skills and Knowledge (ASK)

Barrow Island Community & Sports Hub

Waterfront Business Park

Port of Barrow

Our Long Term Strategy

3

Thematic Intervention Area
Innovative & Business Environment

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

Focus Areas:

Anchor 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, 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

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 can access the space 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

BAE Systems – realise the vision of BAE Systems to drive productivity improvements in the delivery of the submarine building programme, to enhance the site proposition and facilitate inward investment

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What does success look like?

- Increased entrepreneurship and new businesses started
- Increased profitability and enhanced business growth
- Target sectors growing and investing in Barrow
- Growth in employment and income
- Technology trends and impacts understood

Select Delivery Partners

- Barrow Borough Council
- Cumbria LEP
- Cumbria Growth Hub
- Cumbria Chamber of Commerce
- Higher Education Institutions
- Barrow BID
- BEIS
- Innovate UK
- Major employers

3

Thematic Intervention Area
Clean Growth

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

Focus Areas:

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 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.

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

Deliver the Local Plan's Major Opportunity Areas – realise the economic 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 BAE Systems – realise the vision of BAE Systems to drive productivity improvements in the delivery of the submarine building programme, to enhance the site proposition and facilitate inward investment

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What does success look like?

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

Select Delivery Partners

- Barrow Borough Council
- Cumbria LEP
- Cumbria Growth Hub
- Higher Education Institutions
- BEIS
- Innovate UK
- Existing employers such as Spirit Energy, Orsted, Vattenfall

3

Thematic Intervention Area
People & Skills

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

Focus Areas:

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 increasing 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 STEM aspirational careers activity in schools and colleges, attract and retain apprentices and graduates

Develop community resilience – 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

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 community investment – work with anchor employers to continue to build on existing activity providing financial and in-kind support to projects that facilitate the social and economic development of 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

Explore alternative education provision – explore the development of an Alternative Provision Centre in Barrow that provides the opportunity for young people who are not able to access the curriculum in mainstream school to have a chance at success

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What does success look like?

- **Population growing**
- **People benefitting from improved wages**
- **Imbalance between Barrow residents and workers lessening**
- **Barrow-based employers engaged and recruiting locally**
- **Retention of skilled local people through enhanced career progression routes**
- **Improved health and well being**

Select Delivery Partners

- **Councils**
- **Employers**
- **Cumbria Chamber of Commerce**
- **DWP**
- **Education and skills providers**
- **Inspira**
- **Cumbria Police**
- **UHMBT**
- **FESP**
- **DoE**
- **Cumbria LEP**
- **BEIS**
- **Cumbria CVS**

3

Thematic Intervention Area
Place & Communities

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 a enhanced community culture and leisure offer

Renew private and social housing stock - aimed at 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 dpa 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 Council, to increase our population and stem decline in young and working age

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

Secure investment in health infrastructure – maximise the potential of UHMBT seed funding for new hospital provision

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

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 which the private sector can't.

Explore alternative education provision – explore the development of an Alternative Provision Centre in Barrow that provides the opportunity for young people who are not able to access the curriculum in mainstream school to have a chance at success.

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What does success look like?

- **Population growing**
- **Growing and diverse economy**
- **Increased footfall and visitor numbers**
- **Improved health and well-being**
- **Vibrant, attractive and healthy places**
- **New culture and leisure assets**
- **Local and new businesses committed to inclusive growth**
- **Public service delivery aligned to need**

Select Delivery Partners

- **Barrow Borough Council**
- **Cumbria County Council**
- **Homes England**
- **UHMBT**
- **Major employers and investors**
- **Cumbria CVS**

3

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 – junction and road improvements at key locations throughout Barrow to support the delivery of growth as defined in the Local Plan; town carriageway resurfacing to maintain use, improve journey and environment for all users; deliver improvements on North Road, Bridge Road and Jubilee Bridge to enhance the network and increase the capacity of network to support growth of BAE Systems and Port of Barrow

Major Road Enhancement – support improvements on major routes (A595 and A590) into Barrow to improve connectivity to the M6 and West Cumbria

Coastal Defences – protect Walney coastline from further coastal erosion

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What does success look like?

- **Reduced traffic and parking issues around large employment sites**
- **Modal shifts towards sustainable travel**
- **Greater range of quality homes and employment sites and premises**
- **Reduced carbon emissions**
- **Improved health and well-being**
- **Gigabit fixed and mobile connectivity across Barrow**

Select Delivery Partners

- **Barrow Borough Council**
- **Cumbria County Council**
- **Cumbria LEP**
- **Department for Transport**
- **Transport for the North**
- **DCMS**
- **ABP**
- **Energy Savings Trust**
- **Developers/landowners**
- **MHCLG**
- **Network Rail**
- **Stagecoach**

4

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. We will use the Town Investment Plan 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.

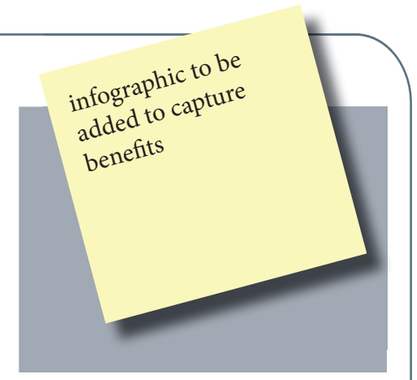
Our tailored approach responds to the key drivers of local growth and provides a strategic response to national, Cumbrian and local challenges. The programme of investment will tackle our deep-rooted challenges by delivering inclusive economic growth through collective action and co-operation.

Over the lifetime of the Town Investment Plan we will benefit xx million residents and generate:

- £xx billion in additional GVA
- xx FTE additional jobs
- xx% reduction in carbon emissions of xx tonnes of CO2 equivalent

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

- increased human capital
- increased health and wellbeing
- leisure and recreation assets
- xx additional tourism visitors per annum
- remediation and development of a major strategic site, unlocking and delivering around 33,000 sqm of commercial floor space and 602 homes
- housing renewal and carbon efficiency improvements of up to 300 homes
- xx sq m public realm delivered
- 6.3 hectares of land brought forward for nature conservation
- improved transport and broadband connectivity
- x increased student numbers
- x increased numbers of qualifications (by level)



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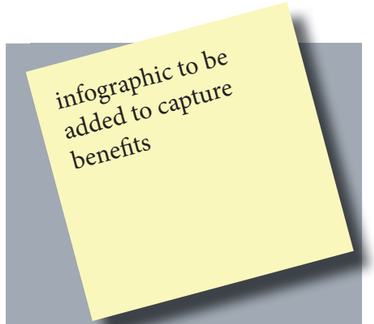
Our Town Investment Plan

Our Town Investment Plan

Our ask

Our ask is for a **£28.4m investment** towards a bold transformational programme to be delivered over the next 10 years. We estimate these investments will return £xx in GVA for every £x of TIP 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.



Strategic fit

The Town Investment Plan will support national policy objectives, particularly around the UK Government's Industrial Strategy (2017) and will complement and enhance activities of other public-sector partners and delivery bodies. There are a range of interventions that are underway and planned across Barrow aligned to strategies including:

- Cumbria Local Industrial Strategy
- Borderlands Inclusive Growth Deal
- NP11 Energy and Clean Growth
- North East and Cumbria Growth Deals, delivered locally by the LEPs
- The Northern Powerhouse Strategy
- Barrow Borough Local Plan 2016-2031
- Cumbria's Economic Ambition and Infrastructure Plan

We have engaged with a wide range of stakeholders and delivery bodies to inform the development of the Town Investment Plan to ensure strategic alignment and effective linkages to existing activity.

Our Prioritisation Process

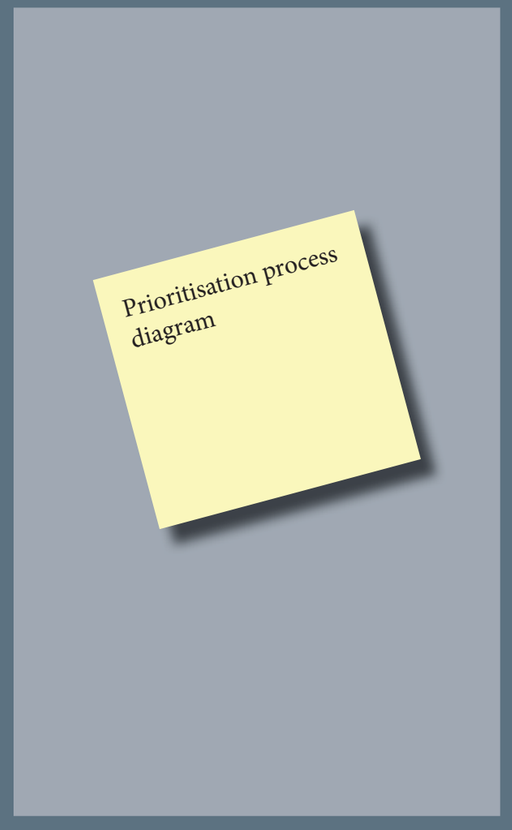
An initial list of projects was developed and refined to reach a long list of 14 projects, with concept forms submitted by applicants. This had a combined ask of £60.2 million.

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 10 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.**



A summary of each shortlisted project is provided on the following pages and this detail is underpinned by Strategic Outline Business Cases.

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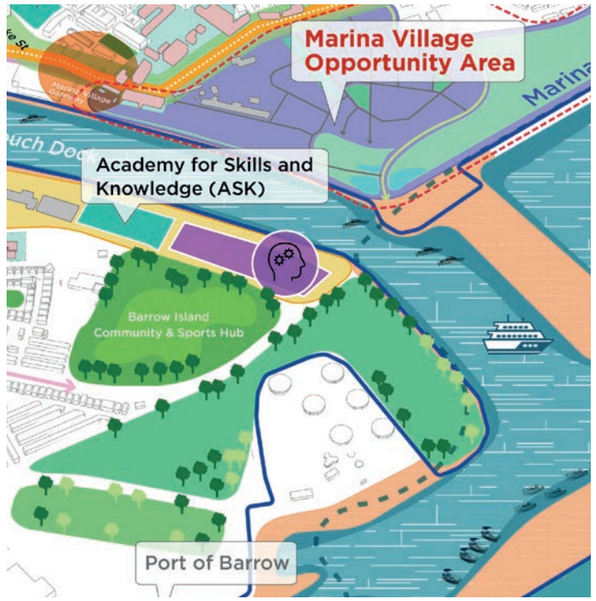
Barrow Learning Quarter

Project Description	The delivery of a new Skills Hub at Furness College and new University of Cumbria Campus in Barrow. The new Learning Quarter will directly target key sectors, including advanced manufacturing, clean energy, and health and social care, in partnership with key local employers, and enable more people in Barrow to access higher education through developing local progression pathways and enabling learners to reach their full potential.
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 graduates 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.
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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 project aligns with Strategic Objectives SO2, SO5 and SO6 • This project aligns with the Town Deal 'Skills and Enterprise' theme
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	• £13.6m Town Deal ask of a total cost of £x. • x% intervention rate • BAE Systems are providing the site for the new Learning Quarter.
Major Interdependencies	• TBC
Timescales and Spend Profile	• TBC

Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• 1,000 HE students studying at the Barrow Learning Quarter and/or partner universities by 2033 • More than 6,000 students graduating with a HE award from the campus between 2022-2032 • Circa 1,500 more graduates retained locally in employment • xx L4+ FE learners by xx • xx businesses enabled to grow through knowledge exchange and transfer • xx graduates employed in local businesses • Xx Additional FTE jobs created • Xx Additional GVA secured
Estimated BCR	• TBC



Precedent image

Precedent image

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Community Resilience Hubs

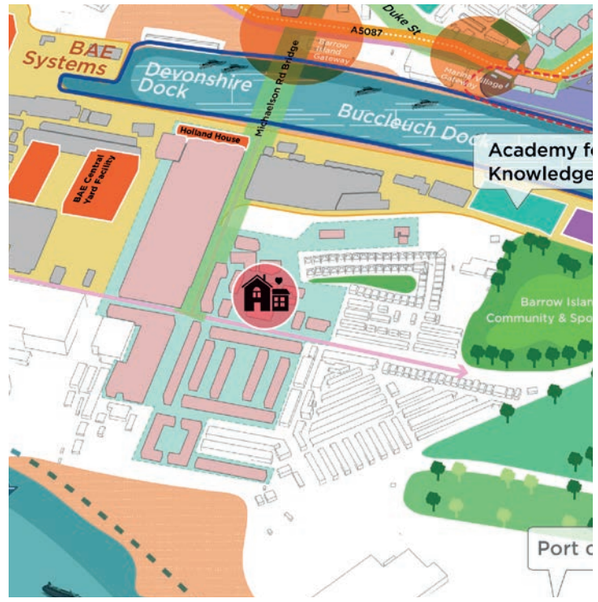
Project Description	To develop a network of four locally based community resilience hubs, where local people are supported to develop skills, access services and come together to build thriving communities. These individual centres will be underpinned by a new outdoor facility which will provide access for local communities to open spaces and outdoor education. 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.
Project Rationale	• 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).
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **Clean Growth:** The outdoor centre developed at Earnse Bay 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
Action	• Delivery of four community resilience hubs at Walney, Ormsgill, Barrow Island, and Hindpool/Central. • Delivery of an outdoor activity and education facility at Earnse Bay.
Ask and Match Funding	• £13.6m Town Deal ask of a total cost of £x. • x% intervention rate • BAE Systems are providing the site for the new Learning Quarter.
Delivery Partners	• Cumbria County Council, Barrow Borough Council, Cumbria Police, DWP, Third Sector
Major Interdependencies	• Securing delivery partner for the outdoor facility • Securing sites for the outdoor facility and two of the hubs
Timescales and Spend Profile	• TBC

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Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• £ GVA • No. of people gaining employability skills • No. of children with improved educational outcomes • Health and wellbeing impact
Estimated BCR	• TBC



Precedent image

Precedent image

Business 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	• 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.
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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'
Action	• 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
Ask and Match Funding	• £1m ask of a total cost of £xm. • X% intervention rate • X% private sector investment
Major Interdependencies	• TBC
Timescales and Spend Profile	• Even spread across the 5 years

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Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• xx Additional FTE jobs created • xx Additional GVA secured • No. new firms started • No. entrepreneurs assisted • No. SMEs assisted to grow • Growth of key sectors in Barrow including clean energy
Estimated BCR	• TBC

Precedent image

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Housing Renewal Programme

Project Description

Renewal and renovation of housing stock across Barrow has been a Council priority since 2006. This programme would deliver a transformative impact for Barrow's homes, improving up to 300 residential properties across the town. 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

- 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.

Alignment with Strategic Framework

The project aligns in the following ways with Barrow's TIP Guiding Principles:

- **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 of health and wellbeing benefits for local communities.
- The project aligns with Strategic Objectives SO4, SO8 and SO9.
- This project aligns with the Town Deal theme of 'Urban Regeneration'

Action

- £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 300 residential properties in one of the three identified priority areas
- Public realm and green space investment in one of the three identified priority areas

Ask and Match Funding

- £4.6m Town Deal ask of a total cost of £5m.
- 92% intervention rate
- £400,000 match funding from Barrow Borough Council

Major Interdependencies

- None identified

Timescales and Spend Profile

Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• XX CO2 savings • Up to 300 homes improved • 39 commercial properties with shop fronts improved • XX sq m of public realm/ green space delivered • Health and wellbeing impact for up to 300 households
Estimated BCR	• TBC

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Marina Village

Project Description

The remediation of a major strategic site for 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 commercial 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 raises perceptions of the town.

Project Rationale

- 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.

Alignment with Strategic Framework

The project aligns in the following ways with Barrow's TIP Guiding Principles:

- **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.
- The project aligns with Strategic Objectives SO3 and SO10.
- The project aligns with the Town Deal theme of 'Urban Regeneration'

Action

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:

- 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

Ask and Match Funding

- £1.5m Town Deal ask of a total cost of £11.675m.
- 12% intervention rate
- £7.5m application for match funding with Homes England
- The remainder of the funding to be sourced from the Local Enterprise Partnership and Barrow Borough Council
- No private sector contributions for the remediation works, but the Masterplan will be delivered by the private sector.

Delivery Partners

- 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.

Major Interdependencies

- Reliant on private sector to bring forward Masterplan once the site is remediated

Timescales and Spend Profile

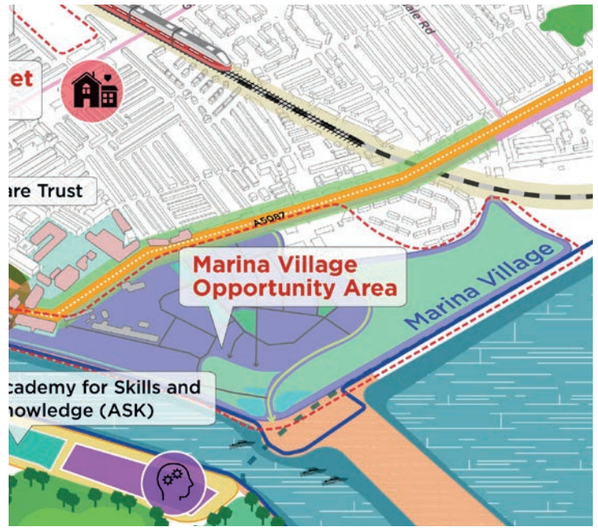
- Site remediation and spend 2020-2022
- Housing delivered by private sector in phases from 2023-2035

Outputs and Outcomes

- £23.7 million land value uplift
- 26-hectare dilapidated, and abandoned site remediated
- 602 homes delivered
- 3.3 hectares of mixed-use commercial space
- •6.3 hectares of land for nature conservation
- Clean growth
- Enhanced townscape that is more attractive and accessible to residents, businesses and visitors

Estimated BCR

- 1.7



Site Image

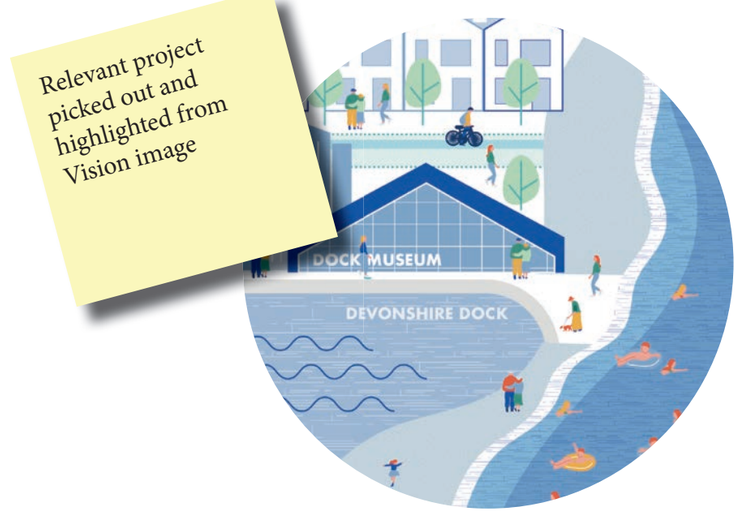
Site image

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Brilliant Barrow Place Development

Project Description	The Brilliant Barrow Place Development project will underpin the major investment being delivered in Barrow through Town Deal 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	• 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.
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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
Action	• Employment of a tourist and events officer • A series of monthly events to build on the cultural and tourism offer in Barrow
Delivery Partners	• The project will be delivered by Barrow Borough Council, in partnership with Cumbria Tourism.
Ask and Match Funding	• £1m Town Deal ask for a total cost of £xm
Major Interdependencies	• None identified
Timescales and Spend Profile	• TBC

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Outputs and Outcomes	• Increased tourism related employment • Increase in tourism spend from increased visitors, overnight stays and day trips • Increase in footfal • Reduced vacancy rates in retail and leisure premises • Enhanced programme of events and activities for all ages • Increased night- time Economy • Increased sense of pride and belonging for residents
Estimated BCR	• TBC

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Local Cycling and Walking Infrastructure Plan

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, increase access to services from all communities and put Barrow at the forefront of active travel in the UK.
Project Rationale	• 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
Alignment with Strategic Framework	The project aligns in the following ways with Barrow's TIP Guiding Principles: • **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
Action	• Abbey Road • Walney Road • Roose Road • Pedestrian improvements in the town centre
Ask and Match Funding	• £4.5m Town Deal ask • Match funding options are being explored with key private sector employers in Barrow.
Delivery Partners	• Cumbria County Council
Major Interdependencies	• Securing delivery partner for the outdoor facility • TBC
Timescales and Spend Profile	• TBC

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Relevant project picked out and highlighted from Vision image



Outputs and Outcomes	• xx Tonnes of Co2 savings • xx Km of cycleways/ walkways • Additional active travel infrastructure • Improved air quality • Increased footfall and spend • Reduced congestion in Barrow
Estimated BCR	• TBC



Precedent image

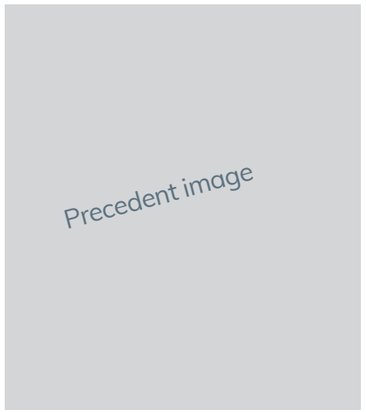
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Alignment with Complementary Initiatives

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

Homes England

A £7.5 million application for match funding to deliver the remediation of the Marina Village site, enabling the private sector to bring forward the residential-led Masterplan.



Electric Bus Fund

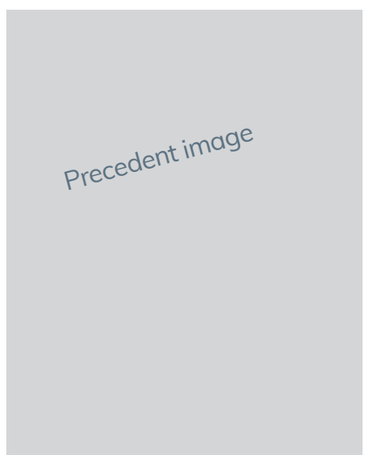
A £7.5 million application for match funding to deliver the remediation of the Marina Village site, enabling the private sector to bring forward the residential-led Masterplan.



Future High Street

A £xm 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 priority projects, through strengthening Barrow's offer and identity, revitalising the high street, and supporting existing businesses.





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Low Carbon Barrow

Barrow Borough Council is seeking £750,000 from the Cumbria LEP Growth deal for a £2m programme of investment across Barrow to reduce carbon emissions. 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.

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5

OUR APPROACH TO DELIVERY

Town Deal Financial Profile

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

The following table illustrates the proposed spend profile of the £x Towns Deal ask.

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Table 5.1 Summary Asks

Project	Capital	Revenue	Total	Collaborative Asks
Barrow Learning Quarter	£	£	£	Institute of Technology
Community Resilience Hubs	£	£	£	
Business Support	£	£	£	
Housing Market Renewal	£	£	£	
Marina Village	£	£	£	Homes England
Place Development	£	£	£	Future High Street Fund
Local Walking & Cycling Infrastructure	£	£	£	
Total	£	£	£	

Table 5.2 Town Deal Spend Profile – Programme

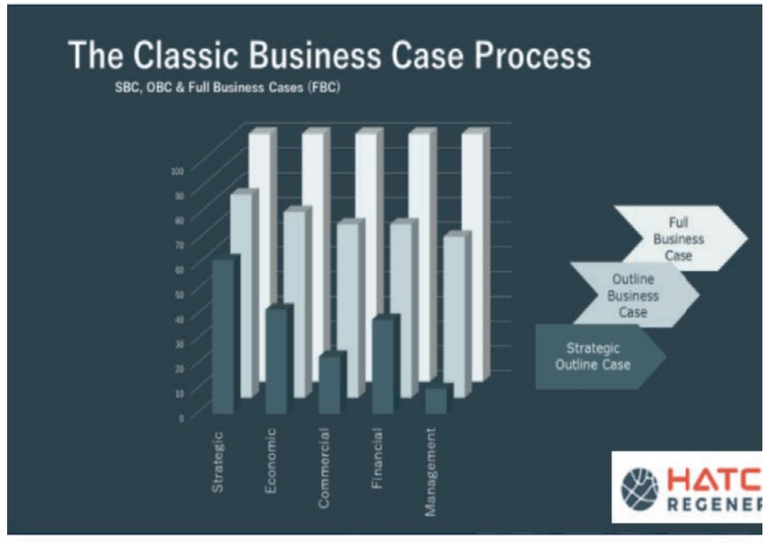
Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
£x	£x	£x	£x	£x	£x	**£x**

5

OUR APPROACH TO DELIVERY

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. This will enable projects agreed in the Heads of Terms deal to swiftly progress to advance Outline Business Cases and Full Business Cases. Each project has a Project Delivery Group 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.



Stakeholder Commitments

To include commitments from the private sector.

The Barrow Town Investment Plan is committed to ongoing engagement with stakeholders including the community. The Marketing and Communications Group will communicate progress of the overall Town Investment Plan and individual projects to the wider community through the #Brilliant Barrow online platform. Each project will implement a dedicated tailored stakeholder engagement plan during delivery.

Governance Structures

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

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

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

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 Plan Development Group and Barrow Borough Council as the accountable body.

Governance structure diagram

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Performance Monitoring

Targets to be identified.

Assurance Process

The Town Deal Board will establish a robust accountability and assurance framework. This will include contract management processes as well as a monitoring and evaluation framework to monitor progress against targets and the impact on the Barrow economy. Project level monitoring will measure progress of individual projects, overseen by the relevant Project Delivery Group, reporting directly to the Plan Development Group. Monitoring reports will be produced quarterly for each project, and feed into an Annual Review of the Barrow Town Investment Plan.

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Acknowledgements

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