Barrow-in-Furness Town Deal Board

Friday 24th July 2020, 1:00pm – 3:00pm

Item	Agenda Item	Time	P/R/V*
1	Introductions and opening comments from Chair	13:00	V
2	Apologies for absence	13:05	V
3	Declarations of interest	13:10	V
4	Matters arising not covered elsewhere in the agenda	13:15	V
5	Minutes of last meeting	13:20	R
6	Town Investment Plan	13:25	R
7	Communications and Engagement Report	14:05	R
8	Additional Funding – Accelerated Towns Fund	14:20	R
9	Future High Street Fund	14:35	P
10	Future Meetings	14:50	V
11	AOB	14:55	V

* Presentation / Report / Verbal

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Friday, 26th June, 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), Caroline Baker (Cushman and Wakefield), Cllr Anne Burns (Cumbria CC), Chris Clouter (ABP), Steph Cordon (Barrow BC), Sami Falou (BEIS), Simon Fell (MP), Colin Garnett (Barrow BID), Ali Greenhalgh (Cumbria CVS), Elaine Herbert (DWP), Naomi Hollows (CLGU), Alison Hatcher (Cumbria CC), Janet Herbert, Tracey Ingham (Cumbria CC), Geoff Jolliffe (Morecambe Bay CCG), Laura Lake (BAE Systems), Jo Lappin (Cumbria LEP), Julie Mennell (University of Cumbria), Lauren Newby (Hatch Regeneris), Rebecca Robson (Barra Culture), Darren Wisher (Hatch Regeneris) and Andrew Wren (Furness College).

ITEM	ACTION
43 – Introductions and opening comments from the Chair The Chairman welcomed everyone to the meeting. **44 – Apologies** Apologies for absence had been received from Suzanne Caldwell (Cumbria Chamber of Commerce), Janet Garner (BAE Systems), Paul Hodgson (Barrow BID), Angela Jones (Cumbria CC), Colin Garnett (Barrow Bid) and Laura Lake (BAE Systems) had attended as substitutes for Paul Hodgson and Janet Garner respectively for this meeting only. **45 – Declarations of Interest** Andrew Wren declared an interest in the Learning Quarter proposal. **46 – Minutes of the Last Meeting** The minutes of the meeting held on 15th May, 2020 were agreed as a correct record. **47 – Matters Arising** There had been no matters arising, which had not been covered elsewhere on the Agenda.	

ITEM	ACTION
48 – Communications Update Sam Plum submitted a report updating the Board on activities since May, including engagement activities for the wider Town Deal submission and individual projects. It had been noted that the Towns Deal Communications and Engagement Group had meet on a weekly basis to manage and deliver community consultation to inform and support the bidding process. As the Coronavirus national crisis continued, the Group had been delivering and would continue to deliver engagement through predominantly digital platforms, as face to face engagement had not been possible. The Barrow Town Investment Plan – Phase 1 Stakeholder Engagement Report produced by Hatch Regeneris had been appended to the report. The report analysed activity through the #MyTown portal and the #BrilliantBarrow website. Key headlines had been noted as follows:- • The #BrilliantBarrow campaign had 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 had been analysed; • Respondents had been requested to categorise their response under on of the Town Deal themes. The number of responses by each theme to date were as follows:- - Regeneration & Land Use – 67 Responses (51%) - Infrastructure & Connectivity – 37 Responses (28%) - Skills & Enterprise – 27 Responses (21%); • A significant amount of focused content had been posted online about Barrow and the MHCLG Towns Fund through the Government #MyTown portal and the #BrilliantBarrow website. To date, over 300 individual posts had been made through those 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, had been predominant amongst submissions to #BrilliantBarrow, whilst infrastructure and connectivity issues took up just under half of all discussion on Barrow's section of the #MyTown portal.	

ITEM	ACTION

- Skills and enterprise content, which covered issues relating to education, training, and support for business had been less represented in community feedback.

Social media statistics for the #BrilliantBarrow website had been presented as follows:-

TWITTER	**Week 1**	**May 2020**
Followers	118	187
Impressions	22,100	75,300
Mentions	41	119
Profile Visits	744	1,270
Retweets	125	289
Link Click/Web Traffic	291	568
Likes	177	418

FACEBOOK	**Week 1**	**May 2020**
Page Likes	653	893
Post Reach	16,858	45,344
Engagement	3,355	4,172

Sam Plum advised that project specific engagement had commenced in the week commencing 8th June with engagement activity for the Barrow Learning Quarter and the Community Resilience Hubs project, utilising online surveys and online workshops.

In the week commencing 15th June, activity had commenced for the Marina Village project, along with the continuation of work on the Community Resilience Hubs.

A Gantt chart indicating the engagement launch and key activities for specific projects had been presented as follows:-

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 Infrastructure									
Place Development – Culture & Tourism									
Housing Renewal Programme									
Business Support									
Marina Village									

ITEM	ACTION
Sam added that with just four weeks to go until submission of the bid, communications and engagement would continue to progress through the website and social media channels. She requested members of the Board to share and re-tweet social media posts. She added that there was potential to use advertising hoardings outside of the rugby ground. Caroline Baker of Cushman and Wakefield advised that to coincide with the communications and engagement surrounding the Towns Deal, she would be pushing out communications regarding the Future High Streets Fund over the next four weeks. Councillor Burns stated that some people had found it difficult to make comments if they were not tuned in with technology and requested if someone could look at a way of advocating comments from people who did not have internet access. Sami Falou asked when the Council had planned to confirm to BEIS that they wished to be included in the first cohort. The Chair confirmed that was definitely the case and that himself, Sam Plum and Michael Barry would formally confirm that intention in writing. RESOLVED:- To note the report and appendix. **49 – Draft Town Investment Plan** Michael Barry submitted a report to update the Board with the progress being made on the Town Investment Plan. He advised that the Government had been clear that the Barrow-in-Furness Town deal must be underpinned by a robust Town Investment Plan. The role of the Plan was to set out a clear understanding of the area, focusing on its assets, opportunities and challenges. Significantly, it had been advised that the amount of investment from the Towns Fund would be determined based on the strength of the Town Investment Plan. Since January, steady progress had been made with the development of core evidence in support of the Town Investment Plan including the definition of vision and objectives, creation of a social-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 had been appended to his report.	Chair/ Sam Plum/ Michael Barry

ITEM	ACTION
The draft Plan sought 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 so, it sought to reflect those specific elements that the Council wished to see funded through the Town Deal, alongside broader opportunities. Lauren Newby of Hatch Regeneris presented to the Board a run through of each section of the draft Town Investment Plan. It had been noted that the preparation of the Strategic Outline Business Cases for the shortlisted projects was still underway and so the draft Plan had some place holders for further information to be added later. Section 4 of the Plan included details of alignment with complementary initiatives, indicating how the activities of the Town Investment Plan would support aligned initiatives and existing funding asks and streams including:- • Homes England; • Electric Bus Fund; • Future High Street Fund; • Low Carbon Barrow; and • Institute for Technology. Michael had requested the Board's views on the draft Plan which had been noted as follows:-. Councillor M A Thomson stated that it was a marvellous document that covered all bases. She stated that there was foreign language within appendix 1. Lauren Newby advised that it was just a place holder within the draft document. Colin Garnett commented that the Heritage Action Zone had not been included in the complementary initiatives. Lauren agreed to add that in. The Chair stated the importance of ensuring that people were at the heart of the proposals and that each section of the Plan should make reference to people first. He added that the delivery section of the Plan needed to be expanded upon to demonstrate performance management and delivering success. Alison Hatcher thanked the Team for their work in pulling the draft Plan together in a timely manner, despite Covid-19. She added that a strong executive summary may be required at the front of the document as not everyone will read the whole document.	Lauren Newby

ITEM	ACTION
Michael requested for any additional comments to be sent to him via e-mail. It had been noted that in order for it to be possible to achieve the planned submission date of 31st July 2020, placing Barrow in the very first wave of Deals to be submitted, that progress in developing the Plan had been made in the absence of the detailed MHCLG guidance. The Town Deal guidance had been published on 15th June, 2020 – a copy of which had been appended to the report. Michael advised the Board that following a review of the guidance, it had been identified that there were areas of the Plan that did not fully fit the prescriptive approach set out in the guidance. Nevertheless he was confident that the proposed approach had achieved the coverage required and he was in dialogue with MHCLG around that. The implications of the new guidance on the development and delivery of the schemes had been included in Agenda Item No. 8 (Minute No. 50 refers). Michael advised the Board that the timescales to finalise the plan were tight and that he proposed to share a further draft of the Plan for feedback during the week commencing 6th July, ahead of the meeting of the Board scheduled for 24th July. The Chair emphasised the importance of Board members committing the time to read the final draft so that any further recommendations could be made in advance of the 24th July meeting. RESOLVED:- To note the feedback from the Board on the draft Town Investment plan as outlined above. **50 – Scheme Development Progress** Michael Barry submitted a report regarding progress which had been made on the short list of seven projects which had been identified at the last meeting of the Board as follows:- • Barrow Learning Quarter; • Community Resilience Hubs; • Local Cycling and Walking Infrastructure; • Place Development – Culture and Tourism; • Housing Renewal Programme; • Business Support; and • Marina Village. Strategic Outline Business Case (SOBC) development for each project had been ongoing.	All Board Members

ITEM	ACTION
The SOBCs would produce outputs needed to support the plan but also provide certainty around the deliverability of proposals, which was important to this Board. Lauren Newby of Hatch Regeneris presented the Board with a template to be used for SOBCs, as well as the information that would be required to be included within each one. It had been noted that in order to adopt a consistent approach to creating all of the SOBCs, the HM Treasury five case model would be adopted as follows:- • Strategic Case; • Economic Case; • Financial Case; • Management Case; and • Commercial Case. Michael advised the Board that each of the Project Leads had been tasked with creating SOBCs. He provided the Board with details of progress that had been made to date for each of the seven projects, all of which were broadly on track. Full details of progress made had been included in an appendix to his report. Michael advised that despite the steady progress that had been made in developing the proposals, funding pressures remained, most significantly with the ambitious proposal to create the Barrow Learning Quarter. At the last meeting of the Board, it had been requested that University of Cumbria and Furness College sought to collaborate to deliver a single proposal lead by the University of Cumbria with the intention for this to be within the £10.4M envelope. However, following the scoping of the project, delivering within the funding budget would prove extremely challenging; with the advice being that £13.6M of funding would be necessary to deliver this combined project, taking the overall Town Deal request above £25M. Michael added that recently published guidance surrounding the Town Deal advised that additional funding would be provided in response to exceptional circumstances. Responding to that, it was intended to contend that the project was justifiable given the exceptional benefits it would deliver and request c. £28-29M. That said, the Learning Quarter proposers would be asked to continue to explore how they could achieve further efficiencies or alternative funding, should the top up not be achieved. It had been noted that Town Deal guidance suggested that up to 10% of Town Deal funding would be used to support revenue activity that focused on how it could support capital elements.	

ITEM	ACTION
The projects for Business Support, Place Development – Culture and Tourism, and Community Resilience Hubs would see a significant requirement around revenue. Notwithstanding that, these projects could be considered important elements in the creation of a rounded deal and it was considered that the revenue elements within these would directly support the programme of capital investment promoted within the deal. The Chair invited comments from the Board which had been noted as follows:- Andrew Wren stated that he was comfortable with the request for funding exceeding £25M as there was an exceptional case to do so; the Government could only say no. Julie Mennell had requested a more detailed timeline through to final submission. Elaine Herbert advised the Board that supplementary funding could be available from third parties and that the DWP had been looking at a 'Future Jobs Fund' from September, which had potential to support the Community Resilience Hubs. Alison Hatcher stated that the fact Barrow would be included in the first tranche of funding requests demonstrated ambition and echoed Andrew Wren's support regarding the additional funding request. All of the projects complement each other and they all support the people of Barrow which conveys the ambition of the Town well. Simon Fell stated that they were a fantastic set of strong proposals and asked the Board what consideration had been given to the fact that the Government may only provide a percentage of the funding requested. Michael advised that the Board would need to re-visit efficiencies that could be made where possible, if that were the case. Lauren Newby added that throughout the shortlisting, SOBCs had been future-proofed, whereby consideration had been given to scale back projects if necessary. Councillor Burns stated that the projects had been well presented and that the Board needed to be confident of the funding ask. She added that Barrow loses a lot of young people from its population when they go away to University and don't return. These proposed schemes could help to retain those youngsters in the Town. Andrew Wren added that Barrow also loses students at age 11 and 16 to Ulverston.	

ITEM	ACTION
In respect of population data, Sam Plum advised that data published yesterday had indicated that in the 12 months up to mid 2019, there had been a 0.1% drop in the population of Barrow. Additional figures published had been misleading as they had been figures from the last 20 years. Sam believed that the population had now stabilised and would improve in the future. Geoff Jolliffe stated that he was impressed with all of the projects and asked if the Board should be asking more of other organisations in order to support the long list of projects. He advised that the CCG would be piloting funding for health in deprived communities in the future and that a request for funding could be considered. Michael Barry agreed to prepare a letter. Sam Plum added that ongoing commitment from Public Sector Partners on the Board would help with revenue and the longevity of other projects. RESOLVED:- (i) To note the progress being made on the development of the Strategic Outline Business Cases; and (ii) To confirm that a case be made to secure additional funding to support delivery of the Barrow Learning Quarter. **51 – Future High Street Fund** Caroline Baker of Cushman and Wakefield presented to the Board, details of the Future High Street Fund proposals as follows:- • **Barrow Market Hall** – Including enhanced and welcoming entrances, improvements to the appearance of the outside of the building including cladding, improved natural lighting, improved stall layout, enhanced food and drink offer and a review of the opening times. • **Town Hall** – Including re-opening of a manned public reception desk, tourist information point, exhibition spaces (temporary and permanent) on the ground floor as well as a café for public use providing snacks rather than meals. Introduction of public sector services hub, opening of the Queen's Hall for events such as weddings, graduations and civic events as well as conferencing facilities. Relocation of the Registrar's service from the Nan Tait Centre into the Town Hall to complement the proposed wedding venue.	Michael Barry

ITEM	ACTION
• **Land to the south of the Town Hall** – Improvements to the existing space including gardens and outdoor event space for weddings and other events as well as public art and a play space. Car parking space to become multi-use for large outdoor events including a pavilion and stage. • **Surrounding streets and bus improvements** – Improved connectivity of the Dalton Road retail core, Market Hall and Barrow Town Hall, linked with other FHSF projects including an improved network of bus services and walkable routes which would enable other FHSF projects to thrive. This had also been considered as a catalyst for private investment in vacant properties in the Town. Caroline advised the Board that she had worked closely with Lauren Newby of Hatch Regeneris to ensure that the Future High Street Fund proposals were right at the heart of the Barrow Town Deal. There was really strong alignment to the projects, with the aim of increasing footfall and changing perceptions, providing a gateway to the wider retail offer, which in turn would have a maximum impact on the wider Town Centre. It had been noted that the project details would be refined with a view to submitting the final request for funding at the end of July. Geoff Jolliffe stated that the proposals complement the Town Deal. He asked when the Town Hall becomes a multifunctional place, would sponsorship opportunities be possible for example, in house Artists, Poets, Health Doctors etc. He had potential to sponsor a placement of a Health Doctor situated in the Town Hall. The Chair thanked Caroline for her presentation. RESOLVED:- To note the information on the Future High Street Proposals. **52 – Town Investment Plan Programme Update** Michael Barry submitted a report providing details of progress in the development of the Town Investment Plan as well as key activities over the next four 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	

ITEM	ACTION
boundary agreed, a vision and objectives established, economist support procured, communications strategy developed, website prepared, socio economic narrative created, a long list of projects developed, appraisal framework agreed, shortlist had been defined, business case preparation had started and a draft Town Investment Plan had been prepared. 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, working towards the submission of the Plan in July, placing Barrow 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 over the next four weeks, the following priority actions had been identified:- • Continued stakeholder engagement; • Finalising business cases for shortlisted projects; and • Finalising the Town Investment Plan. Michael advised that it was intended that the draft Town Investment Plan would be presented to the July meeting of the Board for agreement. RESOLVED:- To note the programme and priority activity identified for the next four weeks. **53 – Any Other Business** <u>Style of Next Meeting</u> The Chair asked if it would be possible to meet in a place in a socially distanced manner for the next meeting rather than via Zoom. Sam Plum stated that it would be nice to see people face to face and she would look into this. The meeting closed at 12.15pm.	

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 24th July 2020	
Reporting Officer: Place and Enterprise Manager – Cumbria CC	

Title: Town Investment Plan

Summary and Conclusions:

The Barrow-in-Furness Town Investment Plan is intended to provide a confident vision for the future of Barrow and the role partners, the community and government support in achieving this.

Shaped by the Town Deal Board good progress has been made and the Barrow-in-Furness Town Investment Plan is ready to be submitted for the consideration of the Ministry of Housing, Communities and Local Government (MHCLG) by July 31st, placing Barrow among the very first in the Country to move forward.

The Investment Plan itself makes the case for investment in 7 key projects which, combined and aligned to wider opportunities, have the potential to catalyse the transformation of the town and the ability of residents to see real benefit. While offering a focus on individual schemes the plan also seeks to present a long-term ambition for the continued and inclusive growth within Barrow.

Recommendations:

It is recommended that the Town Deal Board:

1. Endorse the #BrillliantBarrow Town Investment Plan provided as Appendix A to this report.
2. Provide letters of support for the proposals set out within the Town Investment Plan

Report

Government policy is increasingly focused on securing the levelling-up of the UK economy with policy recognising that raising productivity and economic growth in the towns and cities of the north can help increase opportunities but also support a strengthening of the UK economy.

In September 2019 it was confirmed that Barrow-in-Furness was among the 101 towns that would be invited to put forward Town Deal proposals valued at £25m to deliver economic growth in the town.

The case for this investment would need to be articulated through an evidenced Town Investment Plan. Development of this plan must be overseen by a Town Deal Board with Barrow Borough Council acting as accountable body for funding received.

The development of the Town Deal would come forward in two phases with the first phase focused on the submission of the Town Investment Plan containing a set of project proposals and then the agreement of heads of terms. Following this there would be a requirement to develop Full Business Cases through which delivery funding would be confirmed.

Developing the Town Investment Plan

The Town Deal Board have promoted an ambitious approach to preparation of the Town Investment Plan, at the first meeting of the Town Deal Board it was agreed to create a Plan Development Group, responsible for shaping plan development, and a Communications and Engagement Group, responsible for preparing and implementing communications activity and to procure consultant support.

Supported by those structures early in the process the Board was able to confirm a 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*

This in turn supported the creation of aligned objectives for the Town Investment Plan:

- 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; and
- 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 pillars cut across the ten strategic objectives: inclusive economy, clean growth and healthy places.

The 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.

Progress in developing the plan has been made in the absence of the detailed MHCLG templates; 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 July 9th MHCLG published the Town Investment Plan template. This highlights the need for plans to be in two parts, the first providing programme and assurance information and the second focused on project specific information. While slightly different in structure, the Barrow Town Investment Plan covers key information within Parts one and two. It should also be highlighted that if the current Town Investment Plan was to be reworked to perfectly align with part one of the template, submission in July would be impossible, largely owning to Governance requirements. Part two is in effect a spreadsheet seeking scheme specific information to support the appraisal of the plan and we propose that these be populated using the project information already available. We have advised MHCLG of our intention to take this approach.

<u>Town Investment Plan Projects</u>

Supported by engagement activity and a technical appraisal process these were the basis for defining a short list of projects for which funding would be sought through the Town Investment Plan.

Project	Funding Sought
Barrow Learning Quarter – Creation of new university campus and skills hub for Barrow	£13.4m
Community Wellbeing Hubs - Establishment of a network of community resilience hubs and a new outdoor skills and recreation facility on Walney.	£4.5m
Local Cycling and Walking Infrastructure - A transformative programme of walking and cycling infrastructure improvements within Barrow.	£4.5m
Housing Renewal Programme - A new housing market renewal programme focused on key areas of need.	£4m
Business & Enterprise Support - Developing a supportive business environment for Barrow to boost Barrow's enterprise overall,	£1m
Place Development – Culture and Tourism - A programme of activity to promote the town together with a programme of events and activities	£1m
Marina Village - The site would deliver high-quality housing alongside leisure, retail and cultural development.	£1m

A profile of each of these schemes is provided within the Town Investment Plan (Appendix A). These schemes are intended to really drive positive change within Barrow, enhancing access to opportunity while also supporting economic growth and the perception of Barrow as the place to live work to visit.

These proposals also seek to lever, synergise and complement other funding streams and projects like the Future High Street Fund, private sector investment programmes; the All Electric Bus proposal, Low Carbon Barrow ERDF and Growth Fund applications and Marina Village.

For each of the Town Deal projects it was considered essential for them to be robustly developed and supported by clear evidence around the benefits they can achieve and deliverability. To achieve this each project has had a Strategic Outline Business Case prepared an update on the progress to finalise these is provided in Appendix B.

It should be noted that although the guidance is clear that up to £25m of funding may be sought, it also says that for exceptional proposals this can be exceeded. The current project ask from this Town Deal is £29.4m. While in excess of £25m given the cohesiveness of the projects, the level of development undertaken and their combined impact this deal is exceptional.

Mindful that in acting as accountable body, Barrow Borough Council must be able to manage an effective process, within the deal £500,000 has been sought to support this accountable body role.

Next Steps and Moving Forward

The Town Investment Plan is now to be considered at the meeting of the Barrow Borough Council Executive Committee on July 27th ahead of Full Council on July 29th. Following these, the deal would be ready for submission on July 31st.

Within the submission it is intended that alongside the Investment Plan itself the following evidence base documents would be provided:

- Socio Economic Narrative
- Stakeholder Engagement Report
- Project Prioritisation Report
- The Project Strategic Outline Business Cases
- The Town Investment Plan Part 2 template

Supporting this we are also requested that each member to the Town Deal Board provide letters of support, confirming their endorsement of the plan.

The submission of the Town Investment Plan, while a significant milestone, does not signify the end of this process.

The immediate focus will turn to addressing due diligence surrounding the deal while pushing for early agreement of our heads of terms. The July submission places Barrow in the first wave of submissions and from here it is hoped that funding and projects can be realised as early as possible. This is important, especially as the town continues to recover from the impacts of COVID-19.

End.

Appendix A – Town Investment Plan
Appendix B – Projects Update

#brilliant BARROW TOWN DEAL

Subject to Approval

Barrow Town Investment Plan

BOROUGH OF BARROW IN FURNESS

www.barrowbc.gov.uk

Barrow
Town Investment Plan
July 2020

HATCH
open
optimised environments

Foreword



Steve Cole

Chair of Barrow-in-Furness Town Deal Board



Ann Thomson

Leader of Barrow Borough Council

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

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

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

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

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

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

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

Contents

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



Executive Overview

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

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

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

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

- Inclusive economy
- Clean growth
- Healthy places

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

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

We want to build on and support our successes and strengths, and the existing good work of the private, public and third sector. We will use Towns Funding to catalyse a step change in the fortunes of Barrow's economy.

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

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

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

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

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

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

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

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

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

- £63.2 million in additional GVA
- £20.7m Social Return on Investment
- £19.9m Land Value Uplift
- £27.3m WEBTAG benefits
- 810 tonnes of CO_2 equivalent savings.

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



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

2

Introducing Our Town

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



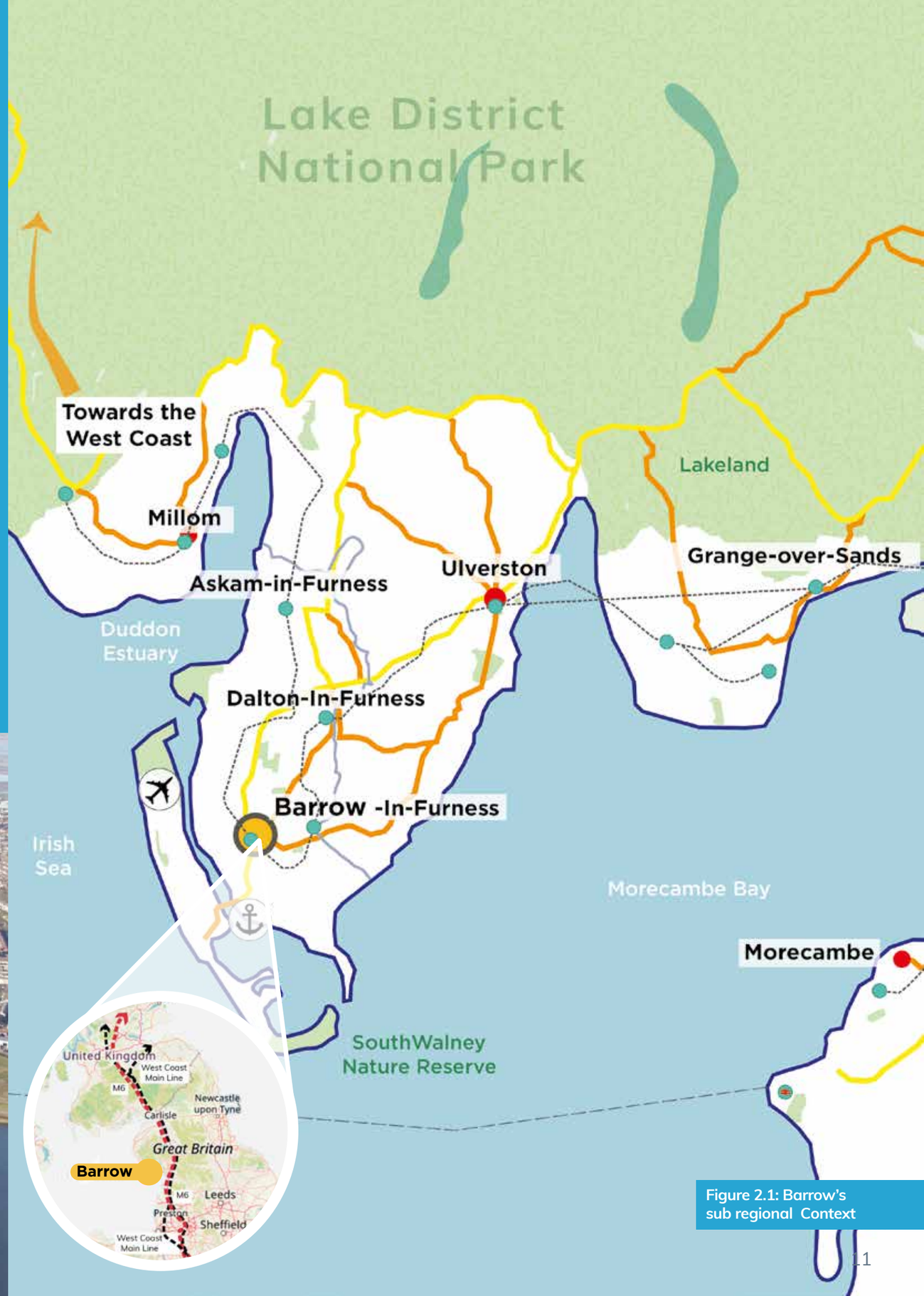


Figure 2.1: Barrow's sub regional Context

2

Barrow in Context

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

Key statistics:

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

Barrow is home to 67,100 residents

77% of borough residents live in the Town Deal area

Barrow hosts 31,430 jobs

89% of jobs are within the Town Deal area







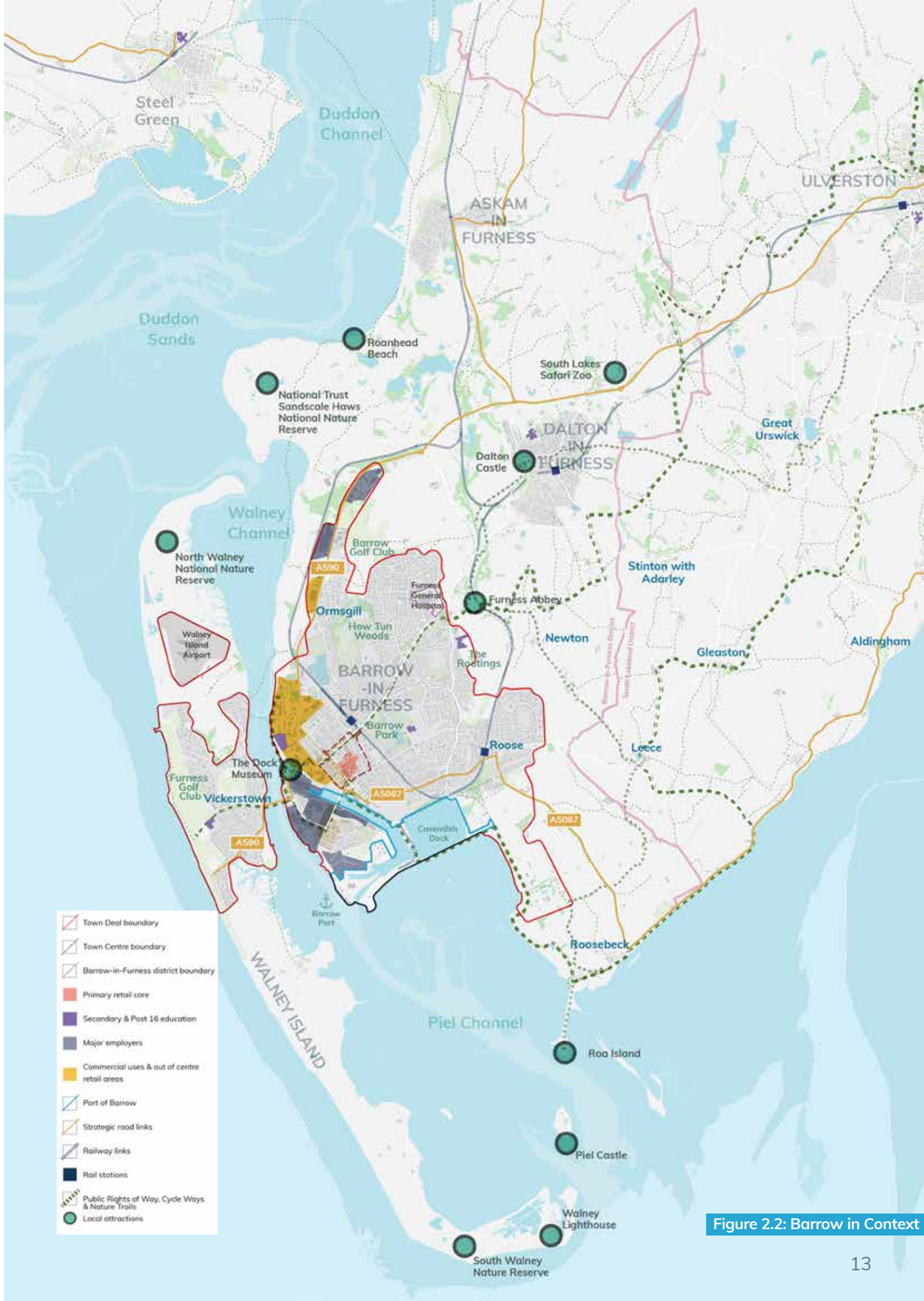


Figure 2.2: Barrow in Context

Our Evolution

Powered by industry

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

Adapting through specialisation

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

Navigating adversity

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

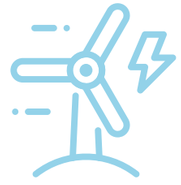
World class ingenuity

Barrow is a centre of excellence in marine engineering. The shipyard in Barrow has constructed numerous civilian ships from ocean liners for the likes of Cunard Line, Orient Line and P&O amongst others, oil, gas and LNG tankers, to cargo ships; numerous naval surface ships including the iconic Royal Navy aircraft carrier HMS Invincible; and some of the world's most advanced submarines. The BAE Systems' site at Barrow is now developing the Royal Navy's cutting-edge attack submarines, the Astute class, four of which are completed and a further three are under construction. The site is also at the centre of a major national defence programme to develop a new generation of nuclear deterrent submarines (the £40bn Dreadnought Programme) with a full order book until 2050 and beyond, placing Barrow at the forefront of shipbuilding and innovation in the UK. There are currently some 8,500 workers directly employed by BAE Systems in Barrow in addition to a large contractor workforce and indirect jobs created through the supply chain.

Progressive Diversification

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



2

Orientation of our Town

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

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

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

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





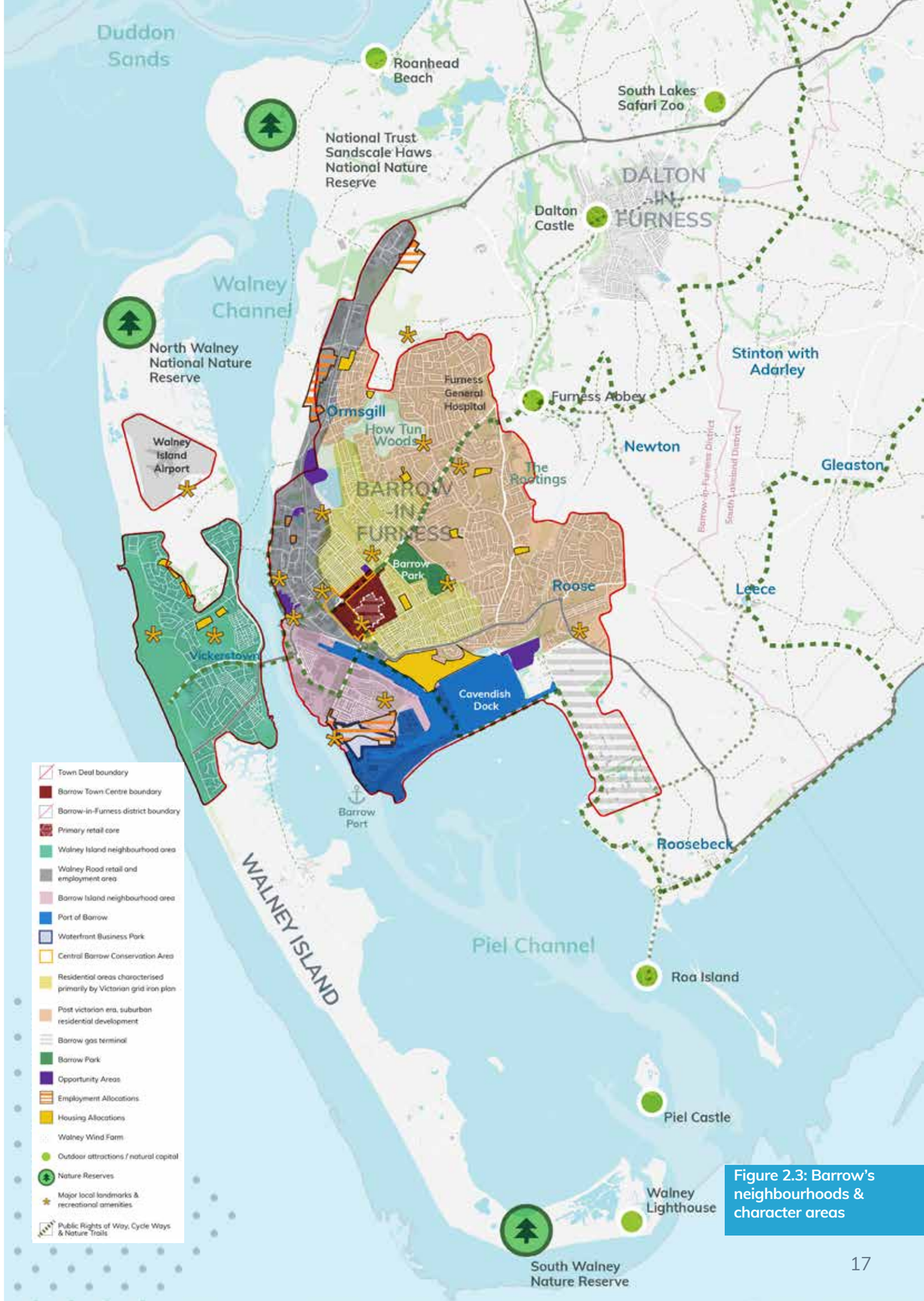


Figure 2.3: Barrow's neighbourhoods & character areas

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





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

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.



Our People

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

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

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









Our Strategic Assets

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

Our World-leading Sectors

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

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

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

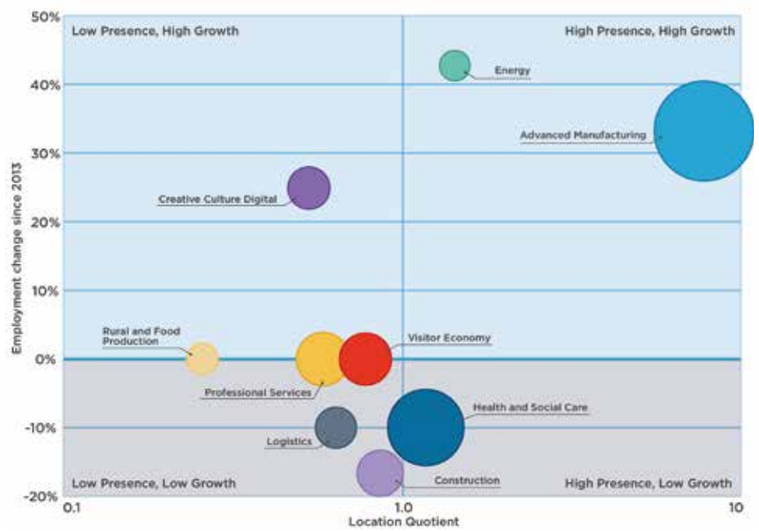


Figure 2.4 Local Industrial Strategy Sectors: Growth & Specialisation in Barrow

Source: BRES, ONS (2019)

Strategic Infrastructure

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

- **Road:** our strategic road network includes the A590 linking Barrow to the M6 and Kendal, and the A595 linking Barrow to the west coast and Carlisle
- **Rail:** connecting Barrow to Lancaster via the Furness Line and onwards to Manchester Airport and London via the West Coast Main Line, and the Cumbrian Coast line connecting Barrow to Carlisle via the west coast, including Whitehaven, Sellafield and Workington
- **Sea:** The Port of Barrow is operated by Associated British Ports and handles 110,000 tonnes of traffic per annum serving the energy and manufacturing sector. The Port is home to five Operation and Maintenance bases for wind farms located off Barrow's coast. The Port also has the potential to accommodate cruise vessels enabling visitors to access South Cumbria and the Lake District National Park. The Port has the potential to further grow its annual contribution to the UK economy
- **Air:** BAE Systems own Walney Airfield, connecting Barrow to locations across the UK through private flights serving BAE Systems, MoD, and industry partners. The airport has recently undergone redevelopment and expansion, including a new terminal and air traffic control tower. The Lakes Gliding Club also operates local leisure flights out of the airport.

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

  We need to maximise our strategic infrastructure assets as enablers of growth
- **Digital:** Barrow is well-served by superfast broadband and 4G mobile coverage.





Our Anchor Institutions

Our anchor institutions are those institutions which are strongly rooted in Barrow, providing significant scale in employment and spend and holding land and assets. These include Barrow Borough Council and Cumbria County Council, education providers such as Furness College and the University of Cumbria, public service providers supporting health and well-being such as University Hospitals of Morecambe Bay Trust, Cumbria Police and Cumbria Fire & Rescue, and major employers such as BAE Systems. Our Town Deal Board brings together our anchor institutions alongside strategic partners such as the Cumbria Local Enterprise Partnership, Cumbria Chamber of Commerce, the Department of Work and Pensions, and representatives of our community, voluntary and business communities. Together, we are working collectively to maximise opportunities, remove barriers to growth, and align investment.

Through the Town Investment Plan, we will lever our anchor institutions and strategic partnerships to support community wealth-building by developing the connections between Barrow's economy, wealth creation and our residents. We will work in partnership with our anchor institutions to explore how we can build a better economy and deliver a range of local economic, social and environmental benefits through their activities and spend. Our anchor institutions can create 'sticky capital' within Barrow, which enables us to keep money within our local economy by supporting local businesses and local people, facilitate a circular economy, and support the realisation of social and economic value from investment to ensure no-one is left behind.



Natural Capital

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









Heritage Value

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

Our heritage assets include:

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



3

Issues and Opportunities for Barrow

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

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

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

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

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



3

1. Nurturing People & Skills

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

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







Building on our success

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

Key Strengths

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

Key Challenges:

- Declining population, which is predicted to continue, with a net loss of young people leaving to study and work elsewhere who may not return; combined with an ageing population structure, which is presenting Barrow with a tightening labour supply
- Below average rates of labour market participation, with economic activity rates 13 percentage points below the national average, and barriers preventing participation including high levels of long-term sickness
- Mismatch of skills and occupations, with Barrow workers earning 11% more than Barrow residents indicating our residents are failing to grasp the higher-level employment opportunities presented by economic growth. Only 33% of our residents are employed in higher level occupations, 15 percentage points below the national average
- Skill gaps and shortages are holding economic growth back, 17% of Cumbrian employers report skill gaps and 31% of all vacancies are defined as skill-shortage vacancies. Consultation with major employers in the town highlight the scale of the skill shortage challenge they face, and the difficulties experienced in attracting talent to the area
- Barrow is an identified higher education 'cold spot' with below average participation in higher education in the face of increased demand for higher level skills. Only 30% of our population hold degree level qualifications, compared to 44% in England; and only 13% of our 16-18 year olds pursue higher education destinations which is significantly lower than the national average (35%)
- High levels of disadvantage in our communities, impacting on educational performance, aspirations and life chances. 30% of our LSOAs in the Barrow Town Deal area are within the 10% most deprived nationally; 13% of all children live in workless households; and social mobility is low, ranking 280th out of 324 local authorities
- Health inequality is a significant feature, with Barrow ranking 4th out of 317 local authorities in England on the health deprivation index. Life expectancy is lower than the national average and there is a significant life expectancy gap between the most deprived areas and the least deprived areas of the borough.

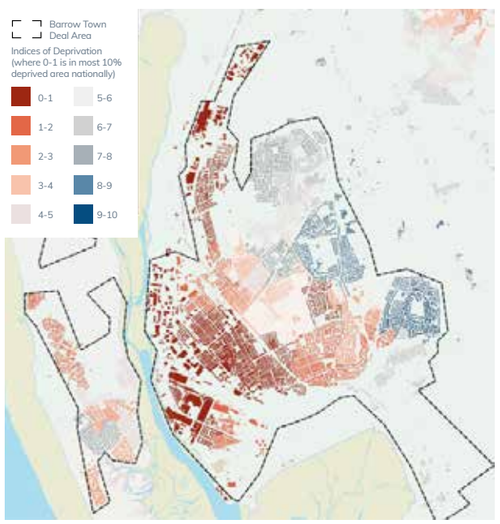


Figure 3.1 Index of Multiple Deprivation in Barrow, 2019

Source: English Indices of Deprivation, 2019

The impact of Covid-19 on our people

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

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

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

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

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

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

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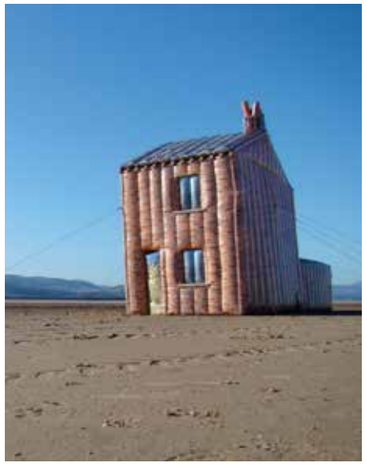
2. Thriving Places

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

The character of our neighbourhoods is defined by distinctive housing:

- Dense Victorian grid iron terraces in the town centre, historic tenements of Barrow Island and the planned workers housing of Vickerstown
- Large Council estates offering terraced, flats and semi-detached housing across Risedale, Newbarns, Ormsgill, and Walney, many of which are now in private ownership
- Spacious tree-lined avenues framed by affluent town houses along Abbey Road and around Croslands and Hawcoat
- Infill housing estates from the 1980s onwards, such as Ratings Village on Flass Lane and Beacon Hill
- Edge of town new housing estates offering lower density detached and semi-detached housing in Holbeck and Hawcoat

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





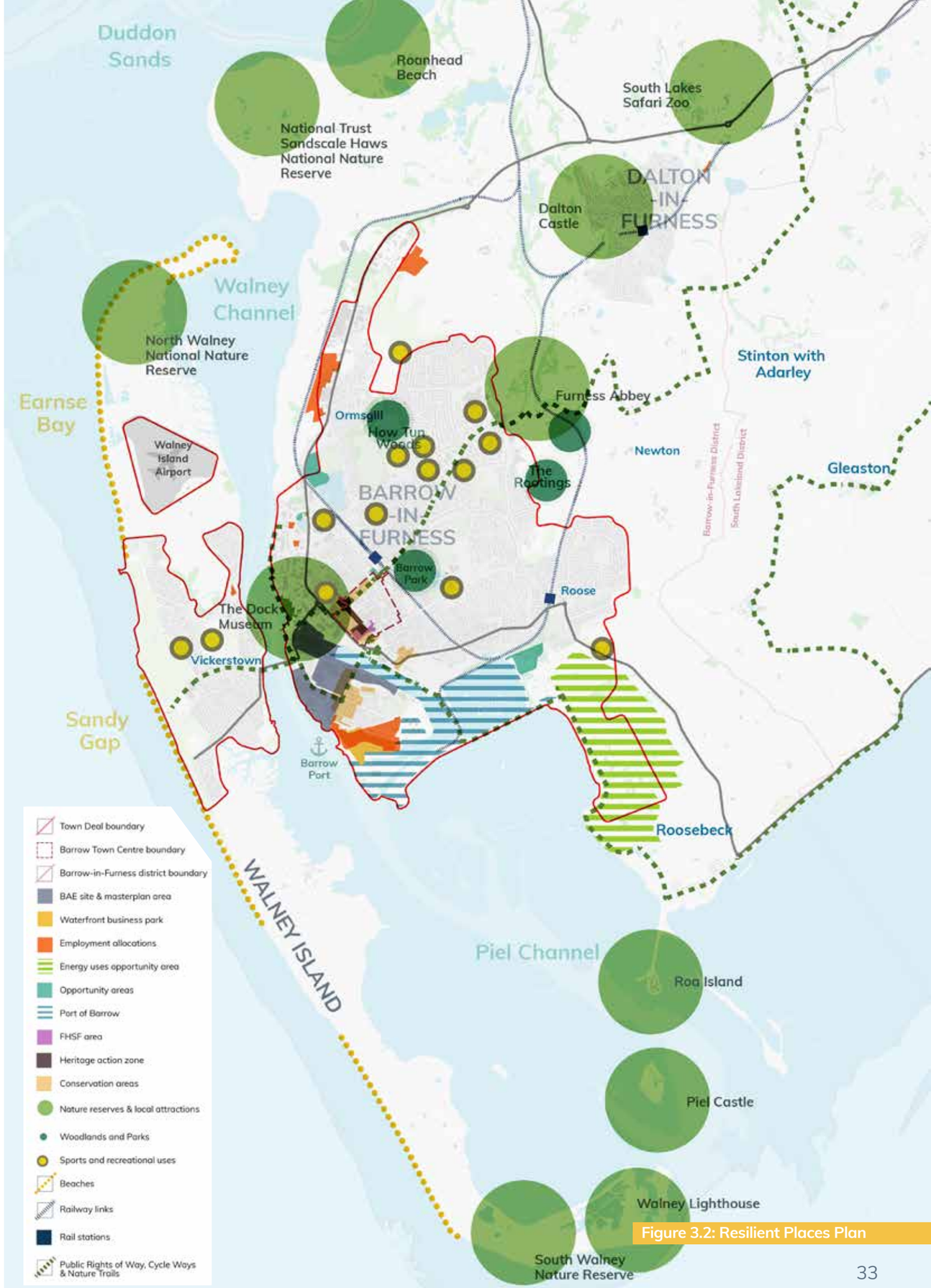


Figure 3.2: Resilient Places Plan

Building on our success

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

Key Strengths

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

Key Challenges:

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

The impact of Covid-19 on our communities

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

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

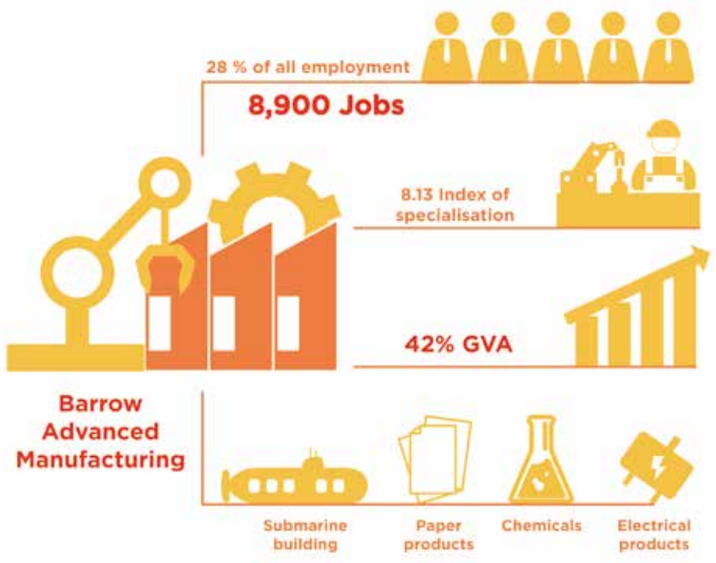
The profile Barrow received in the national press due to the exceptionally high number of confirmed Covid-19 cases has impacted upon the external perception of Barrow and had a negative impact on investor confidence. Further analysis of the results found that the high number of cases was reflective of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

3. Supportive Business Environment

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

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

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





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

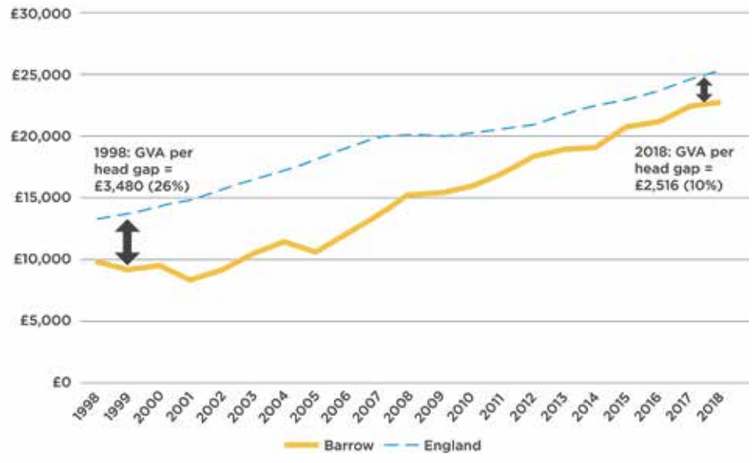


Figure 3.4 The Productivity Challenge

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



3

3. Supportive Business Environment

Building on our success

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

Key Strengths

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

Key Challenges:

- The economy is strongly reliant on a very small number of businesses. The two largest employers – BAE Systems and Furness General Hospital – directly employ 35% of total jobs in Barrow with more jobs in the supply chain. These employers are strongly affected by government policy decisions which makes Barrow vulnerable to fluctuations in public sector spending
- Whilst Barrow has a small number of highly productive firms, it has a 'long tail' of firms whose productivity performance is lagging where there is significant scope for improvement
- Barrow has a 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.

4. Clean Growth Potential

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

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

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

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

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

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

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

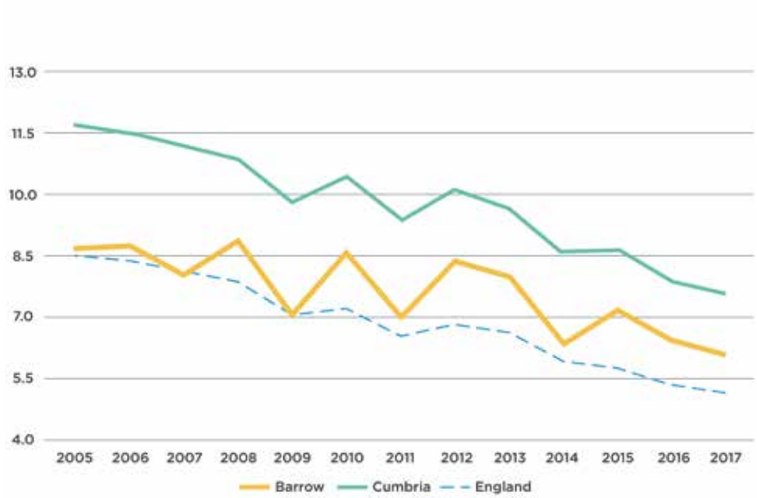
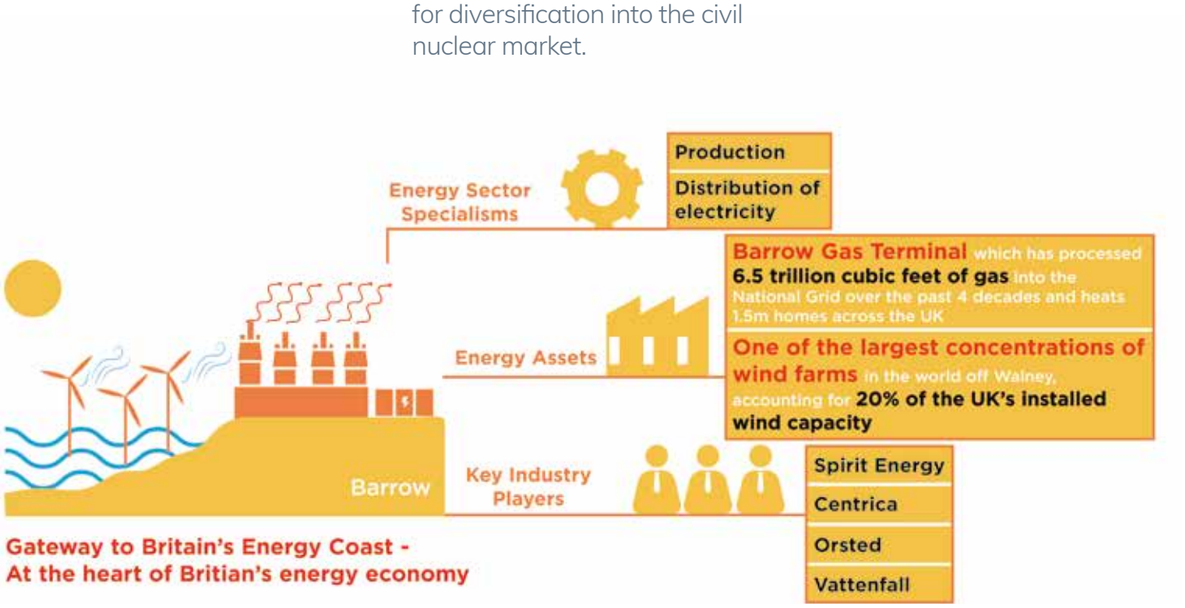


Figure 3.5 Our Green Credentials (Per capita CO2 Emissions (t))
Source: UK local authority and regional CO2 national statistics: 2005-17, BEIS, 2019







3

Building on our success

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

Key Strengths

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

Key Challenges:

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

The impact of Covid-19 on our clean growth agenda

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

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

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

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

3

5. Critical Infrastructure

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

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

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



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



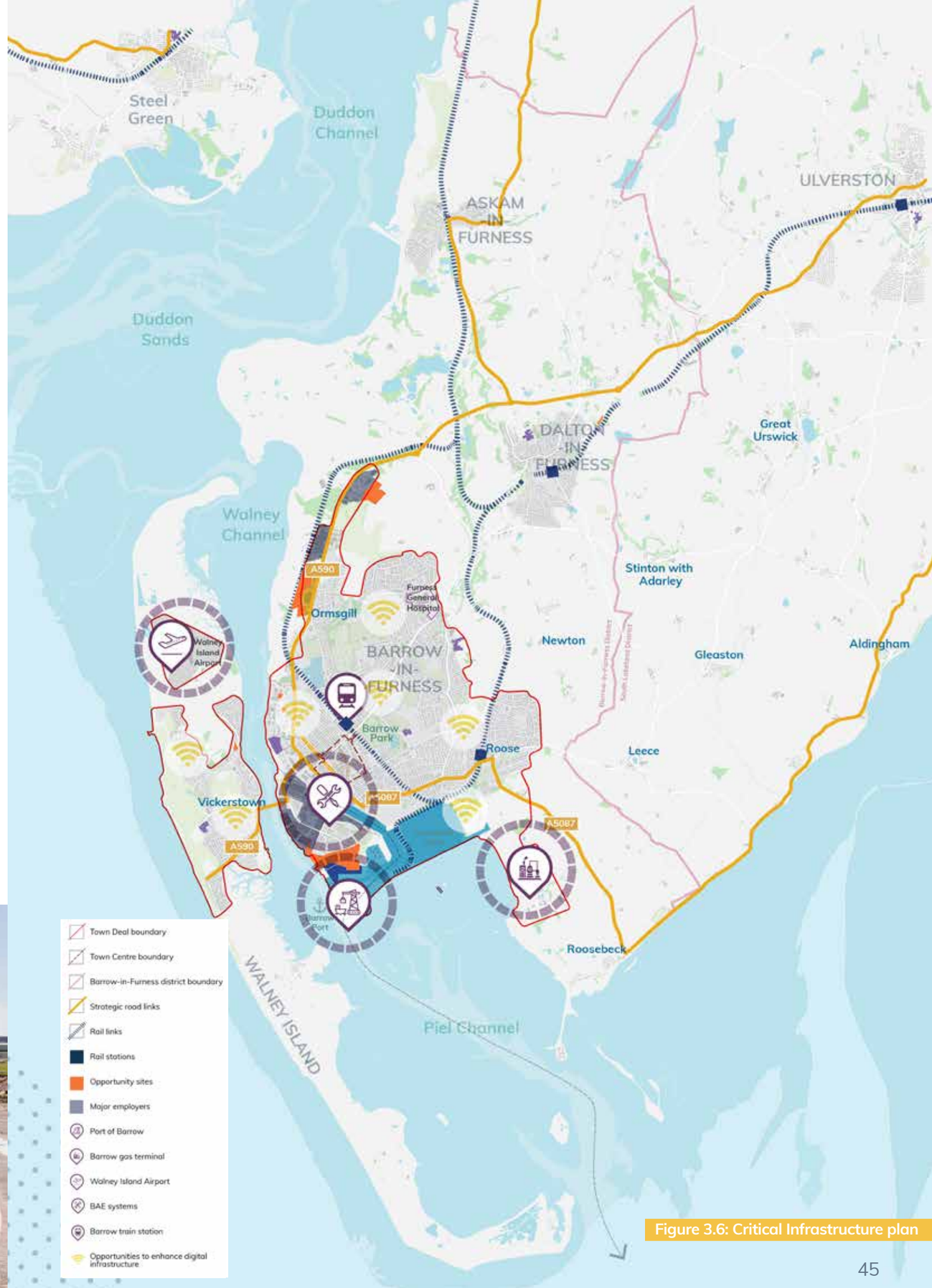


Figure 3.6: Critical Infrastructure plan

Building on our success

- The Connecting Cumbria initiative has improved access to superfast broadband in Barrow, with over 99% of premises having access to superfast speeds
- 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 suites providing valuable grow on space within Barrow. The Business Park offers serviced development plots ranging from 0.66ha to 4.66ha
- Development of a Local Walking & Cycling Plan for Barrow, working with anchor employers such as BAE Systems to implement sustainable travel plans which reduce single occupancy car journeys through encouraging alternative modes of transport including public transport, cycling and walking
- Delivery of significant upgrades to North Road and Bridge Road junctions supporting the flow of traffic across the town.

Key Strengths

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

Key Challenges:

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

The impact of Covid-19 on our infrastructure

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

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

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

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

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

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



4

Our Shared Vision

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

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

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

4

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

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



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

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

Our 3 cross cutting pillars

P1: Inclusive economy



P2: Clean Growth



P3: Healthy Places



SO1. To put residents at the centre of public service delivery

SO2. To build on our strengths to help Barrow become a centre of excellence and innovation for advanced manufacturing and clean growth

SO3. To create a resilient local economy through greater diversification, enhanced competitiveness and providing a wider range of quality employment opportunities

SO4. To grow the working age population by creating an attractive and vibrant place to live, work and visit

SO5. To equip people with the skills and confidence to achieve their potential to take full advantage of opportunities

SO6. To strengthen progression pathways through a dynamic and integrated approach to school, further and higher education

SO7. To reduce deprivation and improve the physical and mental health and well-being of our community

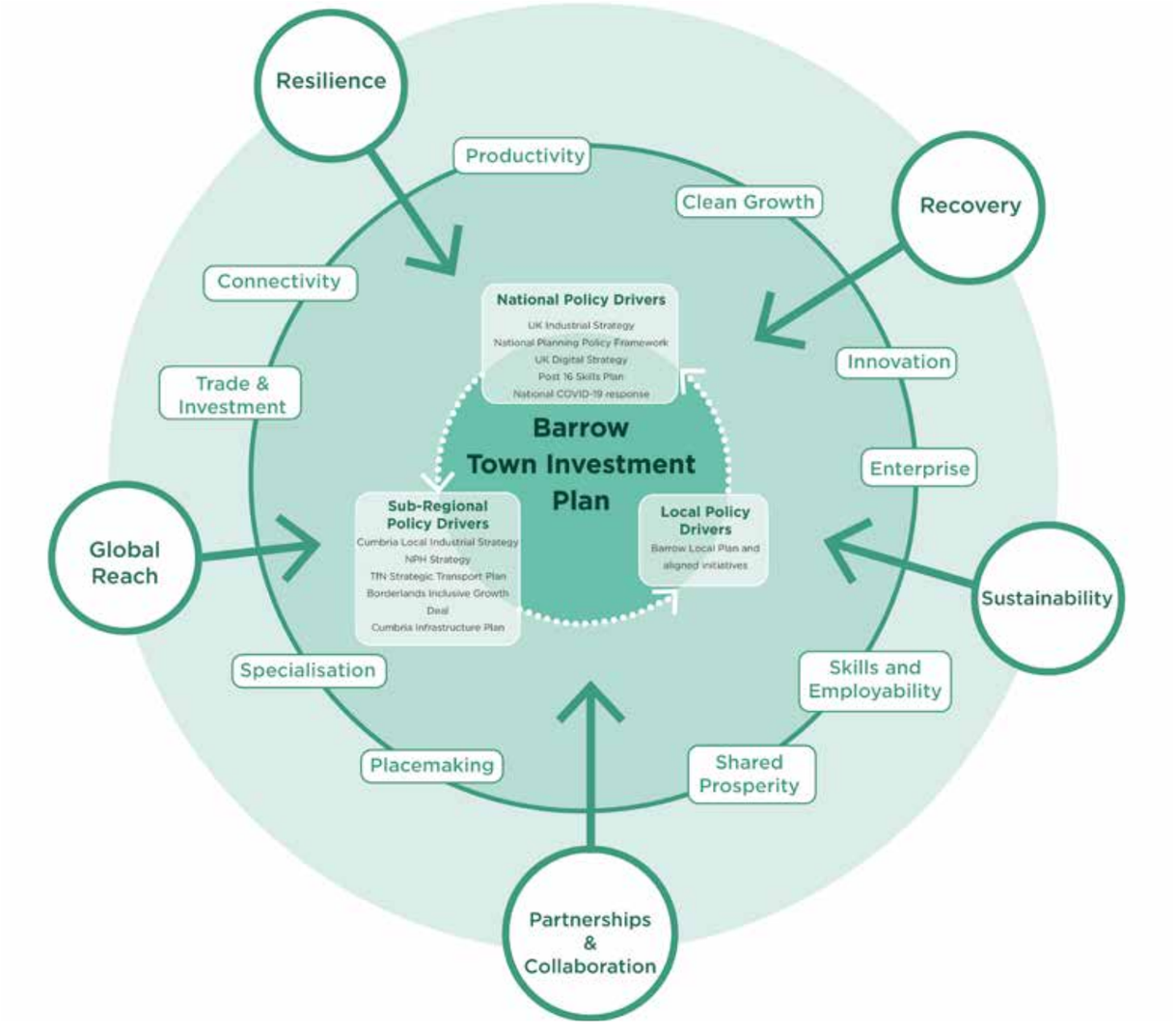
SO8. To be a digitally connected and physically accessible town supporting walking, cycling and public transport

SO9. To deliver a more diverse and attractive housing offer while ensuring the continued renewal of our existing stock

SO10. To achieve a vibrant town centre, leisure and service offer supporting the role of Barrow as a regional centre while enhancing our rich built and cultural heritage

What will success look like?

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



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

Positive Social Outcomes

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

Positive Economic Outcomes

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



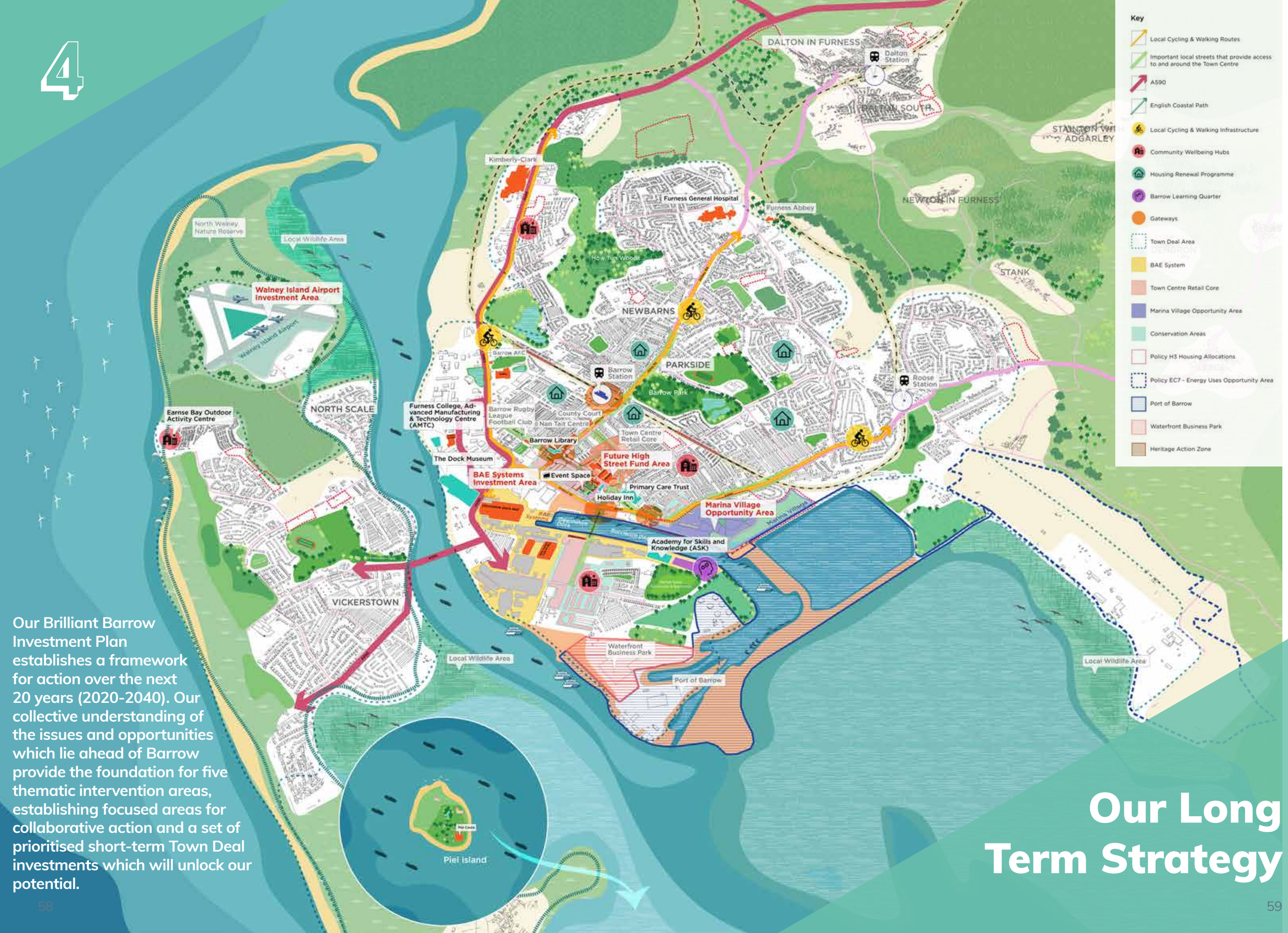
Positive Environmental Outcomes

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

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

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

4



Our Brilliant Barrow Investment Plan establishes a framework for action over the next 20 years (2020-2040). Our collective understanding of the issues and opportunities which lie ahead of Barrow provide the foundation for five thematic intervention areas, establishing focused areas for collaborative action and a set of prioritised short-term Town Deal investments which will unlock our potential.

Our Long Term Strategy

4

Thematic Intervention Area
Nurturing People & Skills

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

Focus Areas:

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

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

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

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

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

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

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

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

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.



What does success look like?

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

Strategic Alignment

Barrow Council Plan 2020-2024

Furness Education and Skills Partnership

Cumbria Skills Advisory Panel

Cumbria Local Industrial Strategy

Cumbria County Council Plan 2018-2022

Post-16 Skills Plan

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Employers

Cumbria Chamber of Commerce

Department for Work & Pensions

Education and skills providers

Inspira

Cumbria Police

University Hospitals of Morecambe Bay Trust

Furness Education & Skills Partnership

Department for Education

Cumbria LEP

Department for Business, Energy & Industrial Strategy

Cumbria CVS

4

Thematic Intervention Area
Thriving Places

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

Focus Areas:

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

Explore the feasibility of new major visitor attractions: linked to maritime heritage or sports-led regeneration to secure investor/ developer interest and deliver a enhanced community culture and leisure offer

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

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

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

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

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

Capture social value from anchor businesses, and major development and investment: ensure new investment adds value for people living and working locally to improve their quality of life and life chances.



What does success look like?

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

Strategic Alignment

Barrow Council Plan 2020-2024

Barrow Borough Local Plan 2016-2031

UHMBT Better Care Together Review

Cumbria County Council Plan 2018-2022

Cumbria Local Industrial Strategy

Public Health England Strategy 2020-2025

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Homes England

University Hospitals of Morecambe Bay Trust

Landowners and developers

Registered providers

Major employers & investors

Cumbria CVS

4

Thematic Intervention Area
Supportive Business Environment

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

Focus Areas:

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

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

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

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

Provide incubation and grow on space: ensure Barrow businesses censure Barrow businesses and inward investors can access the sites and premises they need to start up and scale up

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

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



What does success look like?

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

Strategic Alignment

Barrow Council Plan 2020-2024

Barrow Borough Local Plan 2016-2031

Cumbria County Council Plan 2018-2022

Cumbria Local Industrial Strategy

Borderlands Inclusive Growth Deal

Northern Powerhouse Strategy

UK Industrial Strategy

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Cumbria LEP

Cumbria Growth Hub

Cumbria Chamber of Commerce

Higher Education Institutions

Barrow BID

Department for Business, Energy & Industrial Strategy

Innovate UK

Major employers

4

Thematic Intervention Area
Clean Growth Potential

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

Focus Areas:

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

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

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

Natural capital: our natural capital will play a vital role in helping Barrow achieve net zero emissions and increasing our resilience to climate change. We will work with partners to explore how we can protect our natural capital assets whilst improving our environment to support economic growth

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

Deliver the Local Plan's Major Opportunity Areas: realise the economic and low carbon potential of the Waterfront Business Park Strategic Employment Opportunity Area and Energy Uses Opportunity Area

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



What does success look like?

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

Strategic Alignment

Barrow Borough Local Plan 2016-2031

Barrow Borough Council Climate Change Policy 2020-2025

Cumbria County Council Plan 2018-2022

Cumbria Local Industrial Strategy

Northern Powerhouse Strategy

UK Industrial Strategy

UK Clean Growth Strategy

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Cumbria LEP

Cumbria Growth Hub

Higher Education Institutions

Department for Business, Energy & Industrial Strategy

Innovate UK

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

4

Thematic Intervention Area
Critical Infrastructure

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

Focus Areas:

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

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

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

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

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

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

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

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

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

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



What does success look like?

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

Strategic Alignment

Barrow Borough Local Plan 2016-2031

Barrow Borough Council Climate Change Policy 2020-2025

Cumbria Infrastructure Plan

Cumbria Local Transport Plan

Cumbria Coastal Defence Strategy

Cumbria Local Industrial Strategy

Transport for the North Strategic Transport Plan

UK Industrial Strategy

UK Digital Strategy

UK Clean Growth Strategy

Select Delivery Partners

Barrow Borough Council

Cumbria County Council

Cumbria LEP

Department for Transport

Transport for the North

Department for Culture, Media and Sport

Associated British Ports

Energy Savings Trust

Developers/landowners

Ministry for Housing, Communities & Local Government

Network Rail

Stagecoach

5

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 Towns Funding to catalyse a step change in the fortunes of Barrow's economy. This injection of resources will allow us to deliver interventions at scale to provide momentum and equip us to better respond to the challenges and opportunities which lie ahead.

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

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

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

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

- remediation and development of a major strategic site, unlocking and delivering around 33,000 sqm of commercial floor space and 602 homes
- housing renewal and carbon efficiency improvements of up to 220 homes
- 3,500 sq m public realm delivered
- 6.3 hectares of land brought forward for nature conservation
- 4.5 km of walking and cycling routes improved
- an additional 50,000 tourism visitors per annum
- an additional 18,100 Higher Education students
- an additional 5,000 Level 3 students
- an estimated additional 5,000 cycling trips in Barrow
- improved broadband connectivity.



5

Our Town Investment Plan

Our ask

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

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



Stakeholder Engagement

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

We have coalesced our community spirit around a #BrilliantBarrow campaign which has provided a successful platform to engage community voices in the development of our Town Investment Plan. In tandem, we have engaged with a wide range of strategic partners and delivery bodies to develop buy-in, ensure strategic alignment, and forge effective linkages to existing activity.

The critical building blocks in our plan development are shown on the adjacent flow diagram.

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

- Establishment of a representative **Town Deal Board** and associated working groups
- Development of a Town Deal **Stakeholder Engagement Plan** including stakeholder mapping
- **Phase 1 Engagement:**
  #MyTowns portal and One-to-One Stakeholder Engagement with public, private and third sector organisations
- **Phase 1 Feedback:**
  Drafting and testing of the Town Deal Strategic Framework with stakeholders
- **Phase 2 Engagement:**
  Launch of the #BrilliantBarrow campaign and website: www.brilliantbarrow.org.uk encouraging the community to 'Have your say'
- **Phase 2 Feedback:**
  Iterative feedback to inform the draft Town Investment Plan and shortlisting of projects
- **Phase 3 Engagement:**
  Development of Project Stakeholder Engagement Plans and implementation through a mixed method approach including surveys and focus group activity; testing the draft Town Investment Plan with stakeholders
- **Phase 3 Feedback:**
  Refining the project SOBCs and the final Town Investment Plan
- **Phase 3 Commitment:**
  Secure letters of support from stakeholder organisations
- **Phase 4 Engagement:**
  Raise awareness of the final Town Investment Plan and undertake tailored project development engagement to inform Full Business Cases
- **Phase 5 Engagement:**
  Engage stakeholders in the implementation and delivery of projects

5

Our Prioritisation Process

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

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

8 Critical Success Factors

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

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

We participated in an external 'check and challenge' process led by Cumbria LEP using a 'Star Chamber' approach which provided scrutiny of our plans by national experts in strategy, economics and regeneration, and provided constructive feedback which we took into account in our plan development.



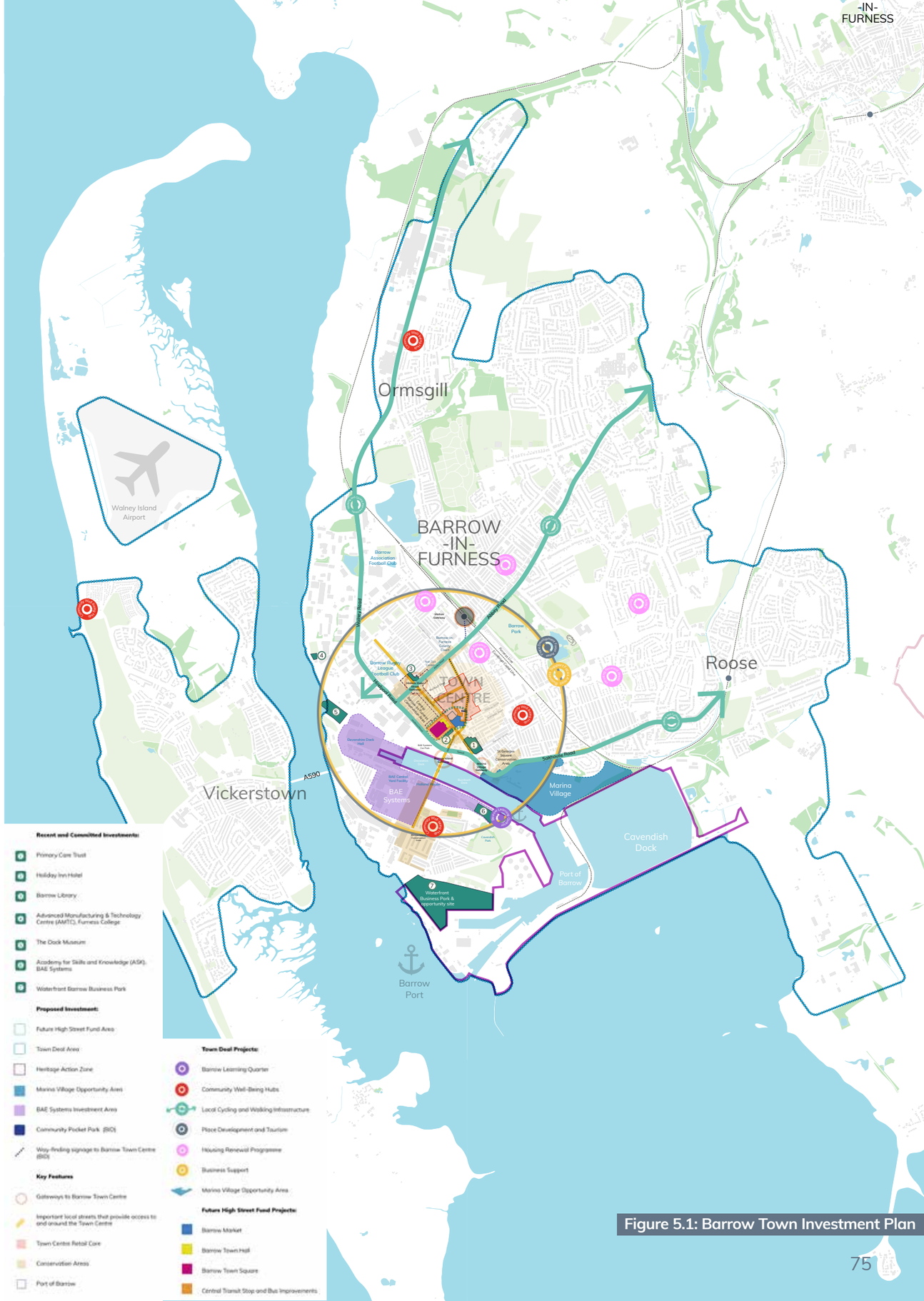


Figure 5.1: Barrow Town Investment Plan

Barrow Learning Quarter

Project 1

Project Description	The creation of Barrow Learning Quarter, which will comprise both a University Campus and a Skills Hub. The new University Campus in Barrow will provide undergraduate and postgraduate higher education and training in key sectors for the town, including energy and advanced manufacturing, whilst supporting diversification of the economy and enhancing competitiveness of the business base. The Campus will assist in increasing university attainment levels in Barrow, alongside aligning skills requirements of key local employers with Barrow's residents. It will also undertake research and R&D collaboration with businesses, and will support the University's ambition to establish a nationally recognised HE centre for advanced manufacturing excellence. The new Skills Hub will help meet the need for advanced academic and technical skills and will support a longer-term proposal for the creation of an Institute of Technology focused on increasing digital capability across the economy. The Skills Hub will enhance the employability and progression of sixth form and college students to higher education and on to employment.
Project Rationale	• Barrow is a major national industrial asset for the UK with one of the most important advanced manufacturing clusters nationally. ONS data indicates that 25% of the workforce is employed in manufacturing, and at least 45% of GVA is generated from manufacturing. • Major employers such as BAE and a number of SMEs have confirmed that a lack of higher level skills is constraining growth and innovation. Barrow is currently a HE 'cold' spot with HE participation less than 25%, compared with 40% in England and 50% across the UK.
Strategic alignment	The project aligns in the following ways with Barrow's TIP Pillars: • **Clean Growth:** the Learning Quarter would strengthen progression pathways into priority sectors including clean growth • **Inclusive Economy:** the project would enable more local people to realise their potential and develop pathways to higher level skills and earnings. • **Healthy Places:** the Learning Quarter will be comprised of energy efficient buildings with green spaces. The provision of healthcare and nursing courses will be increased and strengthened through research collaboration and knowledge exchange. Significantly higher numbers of local residents will achieve healthcare qualifications. • The project aligns with Strategic Objectives SO2, SO5 and SO6 • This project aligns with the Town Deal 'Skills and Enterprise' theme • The project aligns with policies including the UK Industrial Strategy, UK Post 16 Skills Plan, Cumbria Local Industrial Strategy, and Cumbria Skills Strategy
Action	• Delivery of a new university campus for the University of Cumbria and skills hub for Furness College on a town centre BAE owned site. The HE campus will raise skills levels for key sectors and raise HE participation for local people.
Ask and Match Funding	• £13.4m Town Deal ask of a total cost of £23.4m • BAE Systems are providing the site for the new Learning Quarter.
Major Interdependencies	• Securing match funding

Timescales and Spend Profile	• 2020/21- £0.01m • 2021/22-£3.5m • 2022/23-£5.6m • 2023/24-£4.2m • 2024/25-£0.04m **Total £13.4m**
Outputs	• A new university campus with 607 students joining per annum by 2025/26, and 1,482 students joining per annum from 2031. • A Skills Academy for Level 3 qualifications with 800 students joining per annum by 2025. • Increased and closer collaboration with key employers • Increase in the breadth of the local skills offer that responds to local skill needs
Outcomes	• An additional 5,000 Level 3 learners by 2040 • An additional 18,100 Level 4 learners by 2040 • £59.7m additional net GVA secured by 2040
Estimated BCR	• 4.0:1.



Barrow Learning Quarter



Community Wellbeing Hubs & Earnse Bay Outdoor Centre

Project 2

Project Description	To develop a network of three community wellbeing hubs in Barrow's most deprived areas. The hubs will serve as trusted spaces which will be used by local people to develop skills, access services and come together to build thriving communities. They will also support access to and use of digital technology and support the work to reduce health inequalities. These hubs will be underpinned by a new outdoor centre at Earnse Bay which will provide access for local communities to open spaces and outdoor education. There are positive discussions regarding the proposals for Earnse Bay, and the scope for this to link into the development of Eden Project North and its overall work around the Bay area. All four centres will encourage positive lifestyle choices by providing viable alternatives and increasing experiences and aspirations. 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).
Strategic alignment	The project aligns in the following ways with Barrow's TIP Pillars: • **Clean Growth:** The outdoor centre and community well-being hubs will be highly environmentally sustainable and maximise Barrow's natural capital. • **Inclusive Economy:** this project aims to engage and assist the most excluded communities in Barrow. • **Healthy Places:** the outdoor centre will provide a space for physical exercise and both the outdoor centre and hubs will promote mental wellbeing in the community. • The project aligns with Strategic Objectives SO1, SO5 and SO8. • This project aligns with the Town Deal 'Skills and Enterprise' theme • The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, One Public Estate, UK Digital Strategy, Public Health England's Health Matters Policy and Borderlands Inclusive Growth Deal.
Actions	• Delivery of three community wellbeing hubs at Ormsgill, Barrow Island, and Hindpool/Central. • Delivery of an outdoor activity and education facility at Earnse Bay.
Delivery Partners	• Cumbria County Council, Barrow Borough Council, Cumbria Police, DWP, Third Sector, Eden Project North partners
Ask and Match Funding	• £4.5m Town Deal ask
Major Interdependencies	• Securing delivery partner for the outdoor facility

Timescales and Spend Profile	• 2020/21- £0.8m • 2021/22-£3.1m • 2022/23-£0.4m • 2023/24-£0.1m • 2024/25-£0m **Total £4.5m**
Outputs	• Three new community wellbeing hubs for Barrow • One new outdoor activity centre
Outcomes	• Learners assisted • £10.7m net Social Return on Investment, comprising physical activity, skills and digital impacts.
Estimated BCR	• 2.0:1



Community Hubs



Business & Enterprise Support

Project 3

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.
Strategic alignment	The project aligns in the following ways with Barrow's TIP Pillars: • **Clean Growth:** the programme is focused on supporting Barrow's key growth sectors, including clean energy, and facilitating the decarbonisation agenda. • **Inclusive Economy:** this project aims to assist entrepreneurs and SME's in Barrow, who have found it difficult to access support in the past to overcome barriers to start up and grow. • **Healthy Places:** the programme will provide a business recovery programme for businesses affected by Covid-19, which will have important mental health outcomes. • The project aligns with the Strategic Objectives SO2, SO5 and SO8. • The project aligns with the Town Deal theme of 'Skills and Enterprise' • The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy and the Borderlands Inclusive Growth Deal.
Actions	• 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 £1m
Major Interdependencies	• Community wellbeing hubs delivered as physical locations for business support project

Timescales and Spend Profile	• 2020/21- £0.15m • 2021/22-£0.25m • 2022/23-£0.25m • 2023/24-£0.2m • 2024/25-£0.15m **Total £1.0m**
Outputs	• Business productivity and growth supported • Programme of grants to local SMEs
Outcomes	• 160 individuals supported to start their own businesses • 60 SMEs supported to access supply chain opportunities • 70 SMEs supported to improve their productivity • £4.2m net additional GVA secured • £0.3m net Social Return on Investment
Estimated BCR	• 3.4:1



Business & Enterprise Support



Housing Renewal Programme

Project 4

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

Timescales and Spend Profile	• 2020/21- £0m • 2021/22-£1.1m • 2022/23-£1.1m • 2023/24-£1.3m • 2024/25-£0.5m **Total £4.0m**
Outputs	• Up to 220 homes improved • 39 commercial properties with shop fronts improved • 3,500 sq m of public realm delivered
Outcomes	• £7.3m Social Return on Investment • 45 tonnes CO2 savings per annum • Improved perceptions of Barrow as a place to live
Estimated BCR	• 1.7: 1



Housing Renewal



Marina Village

Project 5

Project Description	The remediation of a large brownfield site within Barrow-in-Furness. This would enable the private sector to come forward and deliver a Masterplan of predominantly high-quality, family homes, alongside mixed-use leisure and cultural space and a nature conservation area. Delivery of the Masterplan would transform the Marina Village site into an area that both widens the housing offer within Barrow and 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.
Strategic alignment	The project aligns in the following ways with Barrow's TIP Pillars: • **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' • The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, National Planning Policy Framework and Barrow Borough Local Plan
Actions	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
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.

Ask and Match Funding	• £1m Town Deal contribution to site remediation and preparation costs • Match funding requests with Homes England and Cumbria LEP • £0.7m match funding secured from Barrow Borough Council • No private sector contributions for the remediation works, but the Masterplan will be delivered by the private sector.
Major Interdependencies	• Reliant on private sector to bring forward Masterplan once the site is remediated • Reliant on remainder of public sector funding being secured
Timescales and Spend Profile	• 2020/21- £0m • 2021/22-£0.6m • 2022/23-£0.4m • 2023/24-£0m • 2024/25-£0 **Total £1.0m**
Outputs	• 26-hectare brownfield site remediated • Up to 550 homes delivered • 3.3 hectares of mixed-use commercial space • 6.3 hectares of land for nature conservation
Outcomes	• £19.9 million land value uplift • Clean growth • Enhanced townscape that is more attractive and accessible to residents, businesses and visitors
Estimated BCR	• 1.5:1* ** incorporating all public sector funding, not just £1m TIP gap funding*





Marina Village

Extract taken from Marina Village Masterplan Framework (February 2020)

Brilliant Barrow Place Development

Project 6

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

Timescales and Spend Profile	• 2020/21-£0m • 2021/22-£0.3m • 2022/23-£0.3m • 2023/24-£0.2m • 2024/25-£0.2m • 2025/26-£0.1m **Total £1.0m**
Outputs	• Enhanced programme of events and activities for all ages
Outcomes	• Social Return on Investment of £2.4m • Footfall of at least 50,000 people in Barrow town centre, with an estimated 20% of attendees from outside Barrow and 3,000 overnight visitors. • An additional local spend of £0.9m and charity donations of £80,000 • Increased sense of pride and belonging for residents • Increased health and wellbeing through enjoyment and physical activity, particularly in the outdoors
Estimated BCR	• 2.3:1



Brilliant Barrow Place Development



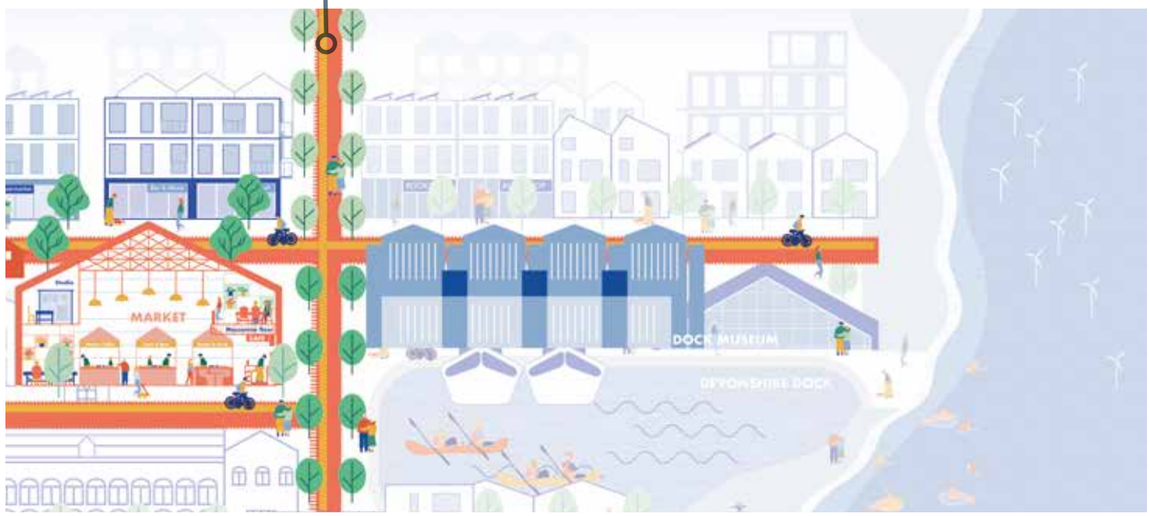
Local Cycling and Walking Infrastructure

Project 7

Project Description	A transformative programme of walking and cycling infrastructure improvements within Barrow, delivering a high-quality network connecting key transport nodes. This will drive local demand for walking and cycling, provide health and wellbeing benefits, improve access to services from all communities and put Barrow at the forefront of active travel in the UK.
Project Rationale	• Investing in cycling and walking infrastructure delivers a range of positive externalities which are not priced by the market. • This includes delivering clean growth for Barrow through lower carbon emissions and enabling local people to make affordable and healthy transport decisions. • Attractive and sustainable travel routes will enhance the perception of Barrow as a place to live and work
Strategic alignment	The project aligns in the following ways with Barrow's TIP Pillars: • **Clean Growth:** the programme would facilitate employers in the town to be better connected through sustainable and environmentally friendly means. • **Inclusive Economy:** investment in walking and cycling infrastructure benefits the whole community of Barrow. • **Healthy Places:** the programme would encourage local people to make healthier active transport decisions. • The project aligns with Strategic Objectives SO9, SO10 and SO8. • This project aligns with the Town Deal 'Connectivity' theme • The project aligns with policies including the UK Industrial Strategy, Cumbria Local Industrial Strategy, UK Net Zero Target 2050, Government Cycling and Walking Investment Strategy, Cumbria Cycling Strategy, Cumbria Transport Plan, and Barrow Borough Local Plan.
Action	• Abbey Road – from Furness Abbey to Hindpool Road (part of NCN70): approximately 4 km of cycle routes connecting key locations such as Furness Hospital and the town centre at Hindpool Road. This would also integrate with Barrow Station • Walney Road (A590) – from Sowerby Wood to BAE Systems: approximately 4.5km of enhancement and extension to the existing sub-standard cycle infrastructure, connecting key employers and residents in the north to BAE systems and other employers at Devonshire Dock • Roose Road (A5087) – from Roose to Hindpool Road (part of NCN700): approximately 3 km of cycle routes connecting key locations such as the rail station and town centre at Hindpool Road
Delivery Partners	• Cumbria County Council
Ask and Match Funding	• £4.5m Town Deal ask • Match funding options to scale up the project are being explored with key private sector employers in Barrow.
Major Interdependencies	• Feasibility exercise required incorporating site visits and engagement with stakeholders with all three sites

Timescales and Spend Profile	• 2020/21- £0.2m • 2021/22-£2.15m • 2022/23-£2.15m • 2023/24-£0m • 2024/25-£0m **Total £4.5m**
Outputs	• 11.5 km of enhanced cycle provision
Outcomes	• WEBTAG benefits of £27.3m • Uplifts of up to 67% in cycling over a 20-year period, equating to approximately 5,000 additional cycle trips per year. • Improved sustainable and affordable transport options to and from places of work and Barrow town centre
Estimated BCR	• 6.2:1





Enabling Asks of Government

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

Aligned Asks of Government

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

Future High Street

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

The Future High Street Fund bid is a £25m application for funding to deliver four integrated projects to reinvigorate the high street in Barrow, including a modernised market hall, the transformation of Barrow Town Hall as a visitor attraction and public service hub, a new Barrow Town Square to create footfall, and a Central Transit Hub to connect people to the town centre.

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

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

Marina Village

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

Electric Bus Fund

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

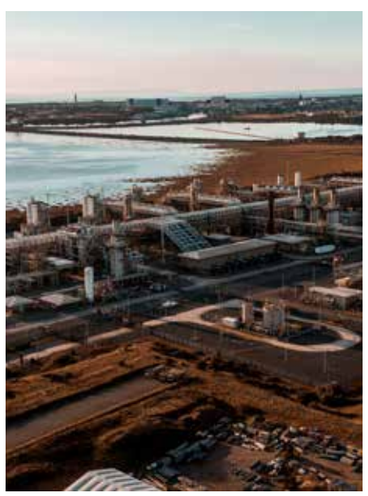
This project aligns closely with the Walking and Cycling Infrastructure priority project, as it will assist in Barrow developing a modernised and sustainable transport offer that allows residents and visitors to make sustainable transport decisions. It also aligns closely with the Housing Renewal Programme,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

Low Carbon Barrow

Barrow Borough Council is 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.

A590, A595 and Local Roads

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

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

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

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

Furness and Cumbrian Line

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

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



Freeports

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

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



The Bay Prosperity & Resilience Strategy

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

6

OUR APPROACH TO DELIVERY

Town Deal Financial Profile

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

Table 6.1 Project Summary Asks

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

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

Table 6.2 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		
Projects	£1.0m	£11.1m	£10.2m	£5.8m	£0.9m	£0.3m	**£29.4m**	**£29.9m**
Programme Management	£0m	£0.1m	£0.1m	£0.1m	£0.1m	£0.1m	**£0.5m**	

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

- 90% capital
- 10% revenue

The overall costs of delivering the projects that make up our Town Investment Plan are £50.9m, with the Town Deal investment representing an intervention rate of 58%. This excludes the programme management costs.

The committed and planned additional funding leverage across the programme comprises a mix of private sector, community and other public sector sources. It includes:

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

Town Deal Accelerator Funding

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

Business Case Development Plan

All Barrow Town Deal projects have developed a Strategic Outline Business Case (SOBC) aligned to HM Treasury's Five Case Model which strengthens the robustness and deliverability of our Town Investment Plan. Each project has a Project Delivery Group, with a designated project lead organisation, responsible for advancing business case development and stakeholder engagement to ensure the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money.

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

- Underpinning studies including market assessments, feasibility, cost assessment and income projections
- Project designs
- Planning consents
- Stakeholder engagement plans
- Statutory requirements such as State Aid, Environmental Impact Assessments, and Equalities Impact Assessments
- Delivery plans (including procurement and management methodologies)
- Monitoring and evaluation plans.

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

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

- Agreed projects, including BCRs
- Details of business case assurance processes followed for each project
- An update of actions taken in relation to the Heads of Terms key conditions and requirements
- A delivery plan
- A monitoring and evaluation plan
- Confirmation of funding arrangements and financial profiles for each project
- Confirmation of approvals of planning applications
- Letters of approval from the Town Deal Board and Barrow Borough Council

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

Key Milestones

Our key milestones include:

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

Governance Structures

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

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

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

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

The Plan Delivery Group will oversee the delivery of the Town Deal projects and advise the Town Deal Board on progress. The Marketing and Communications Group will communicate progress to the wider community through the **#Brilliant Barrow** online platform.

Project Delivery Groups will oversee project level activity and report on performance to the PMO, the Plan Delivery Group and Barrow Borough Council as the accountable body.

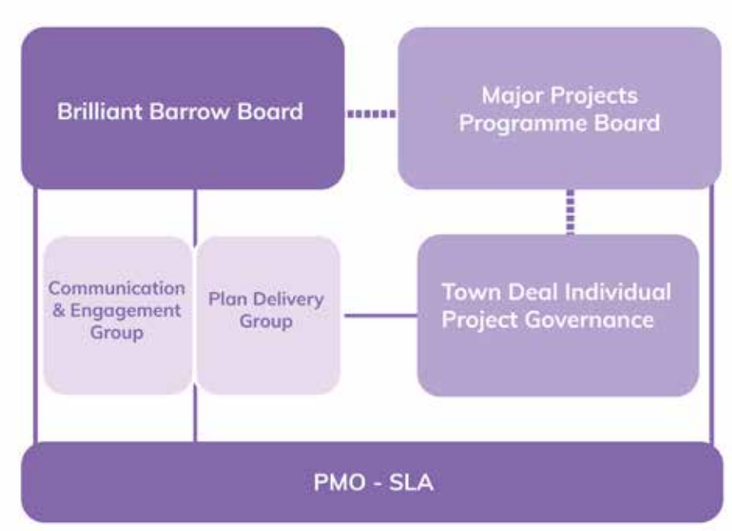


Figure 6.1 Governance Structure

Assurance and Scrutiny Process

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

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



7

Acknowledgements

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











BOROUGH OF BARROW IN FURNESS

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Barrow Town Deal Investment Plan - Projects Update (SOBC)

TIP THEME	PROJECT DETAILS							SOBC DEVELOPMENT PROGRESS		
	Project	Lead Organisation	Project Description	Lead Officer (SOBC Development)	Other Involvement	Project Comms Lead	SOBC Development Approach	SOBC Funding Request (£m)	Issues / Considerations	Stakeholder Engagement
SKILLS & ENTERPRISE	**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)	Kathryn Farrow	UoC & FC to collaborate in preparation of SOBC. Hatch Regeneris to support development of economic case.	13.4	• SOBC identifies preferred option requiring higher request at £13.4m. 'Do Minimum' option also developed within original TIP allocation of £10.4m.	• Business and Student surveys on Brilliant Barrow website - first findings shared to inform TIP, detailed analysis report to come from HR to be reflected in final SOBC.
	Community Wellbeing Hubs & Earnse Bay Outdoor Centre	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)	Ali Greenhalgh	Preparation of SOBC by Hatch Regeneris with support from Lead Organisation & project partners.	4.5	• Varying status of development for each site. • 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.	• Survey on Brilliant Barrow website and first findings shared - separate surveys for hubs and outdoor centre. Detailed analysis report to come from HR to be reflected in final SOBC. • Workshops held with range of stakeholders to inform service delivery and activities. • Hard copy leaflets to households used to capture additional input.
	Business & Enterprise 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. It will provide enhanced support for residents of Barrow to start their own businesses and for the development of more community based businesses. A holistic package would provide the direct delivery of services could include: • Business recovery programme • Innovation and digitalisation programme • A supply chain support programme • A social enterprise support programme The project would maximise the presence of partner programmes and schemes offered County-wide.	Miranda Kirschel (Cumbria LEP)		Laura Lake	CLEP to lead on preparation of Strategic Outline Case. Hatch Regeneris to support development of economic case.	1.0	• Timing of TIP process doesn't 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.	• Survey on Brilliant Barrow website and distributed via partner contacts but limited time to incorporate findings into SOBC and TIP. SOBC to focus on existing engagement evidence and forward plan, with survey outcomes contributing to FBC).
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. 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)		Alec Proffitt	Preparation of SOBC by Hatch Regeneris, with support from Lead Organisation.	4.0	• Detailed public consultation on priority areas to be undertaken once priority areas selected - this will be after SOBC submission but will inform the FBC.	• Zoom workshops undertaken with Borough and County elected members to engage on proposed priority areas.
	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)	Alec Proffitt	Preparation of SOBC by Hatch Regeneris, with support from Lead Organisation.	1.0	• High proportion of revenue activities relies on flexibility within allowable 90/10 Capital/Revenue split at TIP programme level.	• Survey on Brilliant Barrow website and first findings shared, detailed analysis report to come from HR to be reflected in final SOBC. • Presentation given to Furness Tourism Forum and feedback provided.
	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)	Sally Jackson	Existing project team leading on SOBC preparation. Hatch Regeneris to support development of economic case.	1.0	• Important to align to wider funding opportunities.	• Survey on Brilliant Barrow website and first findings shared, detailed analysis report to come from HR to be reflected in final SOBC. • Letter drop residents survey and business survey
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 core 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.	Mark Brierley (Cumbria County Council)		Derek Brook	CCC to lead on preparation of SOBC, with support of WSP. Hatch Regeneris to provide 'critical friend' review.	4.5	• Timescales for LCWIP route prioritisation outside SOBC timescales – consultants accelerating this work to support SOBC, but wider consultation required before final scheme components.	• Zoom consultation workshop undertaken with interested cycling and sporting groups. • Data on BAE staff travel methods provided to inform SOBC. • Survey on Brilliant Barrow website and first findings shared, detailed analysis report to come from HR to be reflected in final SOBC.

TIP THEME	Current Anticipated SOBC Funding Request (£m)
SKILLS & ENTERPRISE	18.9
URBAN REGEN & LAND USE	6.0
CONNECTIVITY	4.5
TOTAL	**29.4**

BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 24th July 2020	
Reporting Officer: Director of People and Place – Barrow BC	

Title: Communication & Engagement Report

Summary and Conclusions:

The Barrow-in-Furness Town Investment Plan has been shaped by stakeholder engagement and feedback. A comprehensive process of engagement has supported the development of the plan and associated Strategic Outline Business Cases for each shortlisted project. There has been a strong response to digital engagement activity, with over 960 unique posts and responses provided across the three phases of activity. This has been complemented with one-to-one consultations and focus groups.

Recommendations:

It is recommended that the Town Deal Board:

1. Endorse the Stakeholder Engagement Report provided as Appendix A to this report. This report will form a technical appendix to the Town Deal submission.

Report

MHCLG guidance on the preparation of Town Investment Plans is clear on the role of the Town Deal Board in developing a Plan that sets out a clear vision and strategy for the town which reflects local priorities and has been co-designed with local businesses and communities.

Developing the Town Investment Plan

The Communications and Engagement Group was a Task and Finish Group established to support the work of the Town Deal Board, responsible for preparing and implementing communications activity. The Group developed a Town Deal Stakeholder Engagement Plan which was implemented in three stages. Covid-19 changed the engagement planning dramatically as traditional forms of engagement were inappropriate due to lockdown and social distancing measures, with a shift to a more targeted and predominantly digital approach:

1. Phase 1 Engagement: awareness raising activity through social media which encouraged initial views to be shared through the #MyTowns government portal. A total of 140 unique posts were provided. This was complemented social media analysis on activity related to Barrow and by c.25 one-to-one consultations with strategic and delivery partners.
2. Phase 2 Engagement: launch of the #BrilliantBarrow campaign and website encouraging the community to 'have your say'. To date, over 230 individual posts have been shared.
3. Phase 3 Engagement: development of project stakeholder engagement plans and implementation through a mixed method approach including surveys and focus group activity. In total, 592 responses to the 7 surveys have been secured to date, in addition to qualitative feedback shared via meeting notes and correspondence.

The consultation feedback has supported the iterative development of the Town Investment Plan and associated Strategic Outline Business Cases for each shortlisted project. The feedback has been overwhelmingly supportive, constructive and informative to guide the process of strategy development.

Next Steps and Moving Forward

Following the submission of the Town Investment Plan to government on the 31st of July there is a need to maintain momentum and complete Phase 3 engagement between July and September. Once agreement on Heads of Terms has been secured, the implementation of further phases of engagement will get underway:

4. Phase 4 Engagement: raise awareness of the finalised Town Investment Plan and undertake tailored project development engagement to inform Full Business Cases
5. Phase 5 Engagement: engage stakeholders in the implementation and delivery of projects

A Future Stakeholder Engagement Plan aligned to Phase 4 and 5 above has been drafted and is included in the Stakeholder Engagement Report.

End.

Appendix A – Barrow Town Investment Plan – Stakeholder Engagement Report

Barrow Town Investment Plan - Stakeholder Engagement Report - July 2020

A Final Report by Hatch Regeneris
20 July 2020

Barrow Borough Council

Barrow Town Investment Plan - Stakeholder Engagement Report - July 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).

20 July 2020

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Contents Page

1.	Introduction	1
2.	Phase 1 - Community Sentiment Analysis	4
3.	Phase 1 - Strategic Insight	10
4.	Phase 2 - #Brilliant Barrow Campaign	20
5.	Phase 2 – Project Engagement Analysis	27
6.	Future Stakeholder Engagement Plan	41

1. Introduction

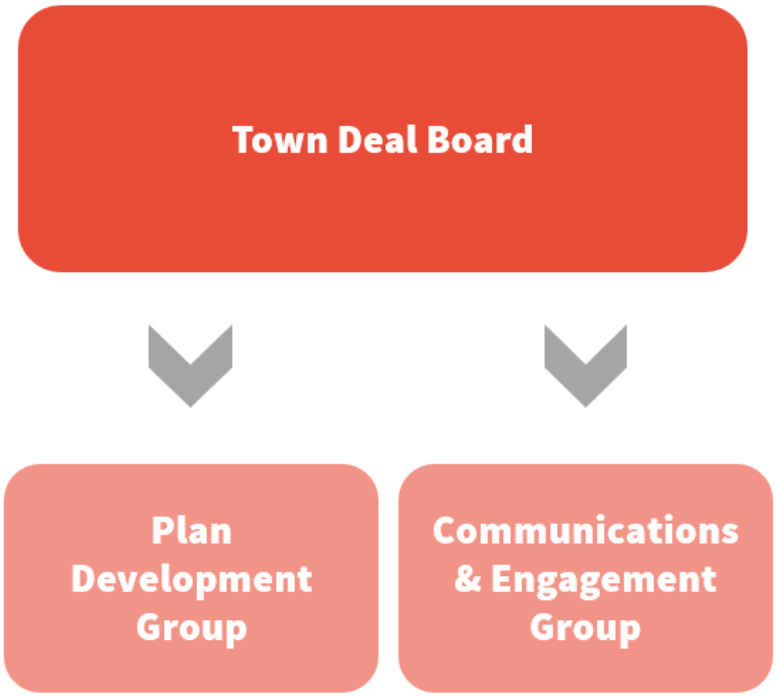
1.1 This report collates all stakeholder engagement undertaken to date to support the development of the Barrow Town Investment Plan.

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. Appendix A provides membership and Terms of Reference for the Town Deal Board.

Working Groups

Figure 1.1 Working Groups Diagram



1.3 The Communications and Engagement 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:

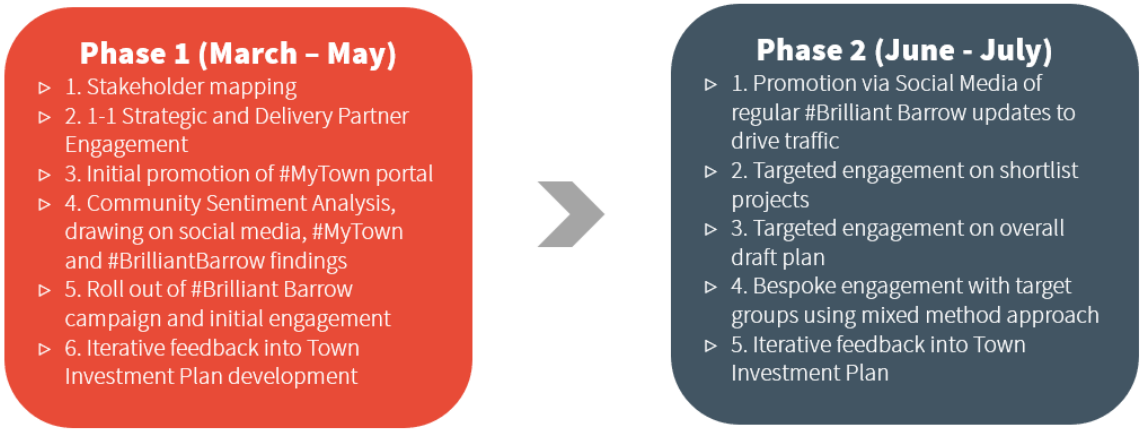
- Public engagement events
- Social media including a dedicated Facebook and Twitter account
- Print media
- Video case studies
- Board members to cascade engagement through their respective organisations and wider networks

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 1.2 Stakeholder Engagement Plan



1.12 Phase 1 and Phase 2 engagement is now complete, and this report provides consultation feedback to demonstrate the effectiveness of the approach in informing project and programme development.

2. Phase 1 - Community Sentiment Analysis

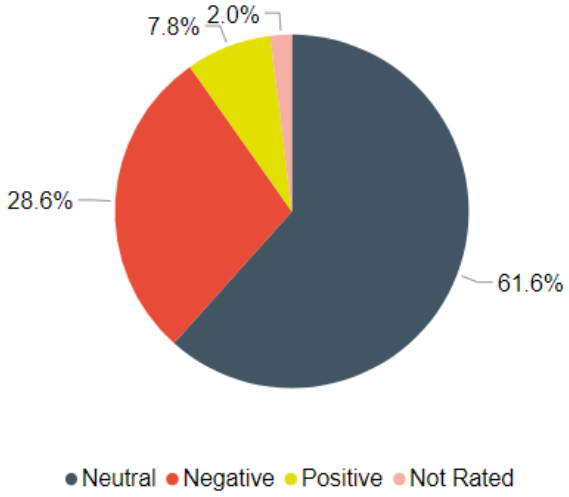
1.1 This section of the report explores current sentiment in Barrow-in-Furness drawing on digital engagement findings including online activity which references the town through the Meltwater AI tool, in addition to analysis of comments posted on the #mytowns page. This digital engagement provided early insight into positive and negative views of the town to inform the early stages of Town Investment Plan development.

Online Engagement Sentiment

1.2 Hatch Regeneris have analysed social media activity relating to Barrow by filtering data provided by Meltwater AI based on the term 'Barrow-in-Furness' and the hashtag '#Barrow-in-Furness'. Meltwater AI classified around 12,000 individual online posts from 2019 into sentiment categories of Positive, Neutral, Negative and Not Rated.

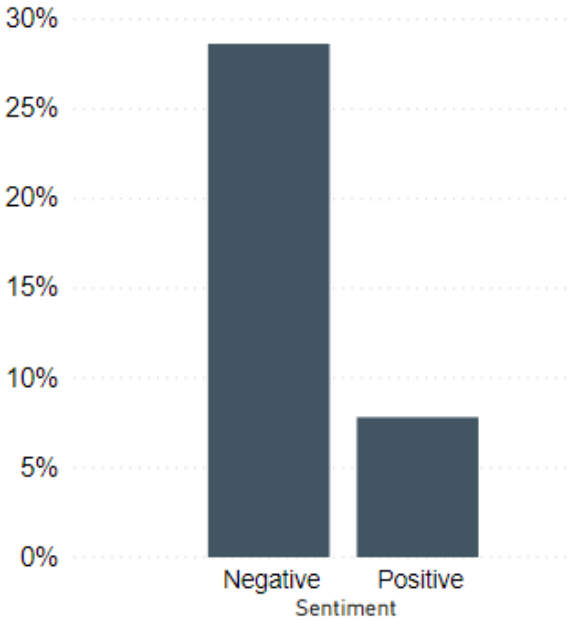
1.3 Based on this classification, a substantial majority of Barrow-related online activity is of neutral sentiment – a total of over 7,390 posts (61.6% of all classified), whilst 2% of posts were not able to be given a sentiment rating. This is followed by a significant portion of negative sentiment (just under 3,440 posts - 28.6%). Lastly, online activity concerning Barrow of a positive sentiment makes up just less than 8% of total online activity related to Barrow.

Figure 1.1 Share of Barrow-related Social Media Activity by Sentiment (all), 2019



Data source: Meltwater AI

Figure 1.2 Share of Barrow-related Social Media Activity by Sentiment (positive vs negative), 2019



Data source: Meltwater AI

Table 1.1 Breakdown of Social Media Activity Related to Barrow-in-Furness

Sentiment	Share of Total Activity	Number of Hits
Negative	28.6%	3,437
Neutral	61.6%	7,393
Not Rated	2.0%	236
Positive	7.8%	937

Data source: Meltwater AI

1.4 Delving deeper into the composition of positive and negative sentiment online activity concerning Barrow, the word clouds below illustrate the most frequent terms in posts of the Positive (Figure 1.3) and Negative (Figure 2.3) sentiment categories.

1.5 Positive activity concerning Barrow frequently references music, football, and the local community. Business, the town centre, industry and engineering are also frequently cited in positive posts.

Figure 1.3 Most Frequent Words Appearing in 'Positive' Social Media Activity relating to Barrow

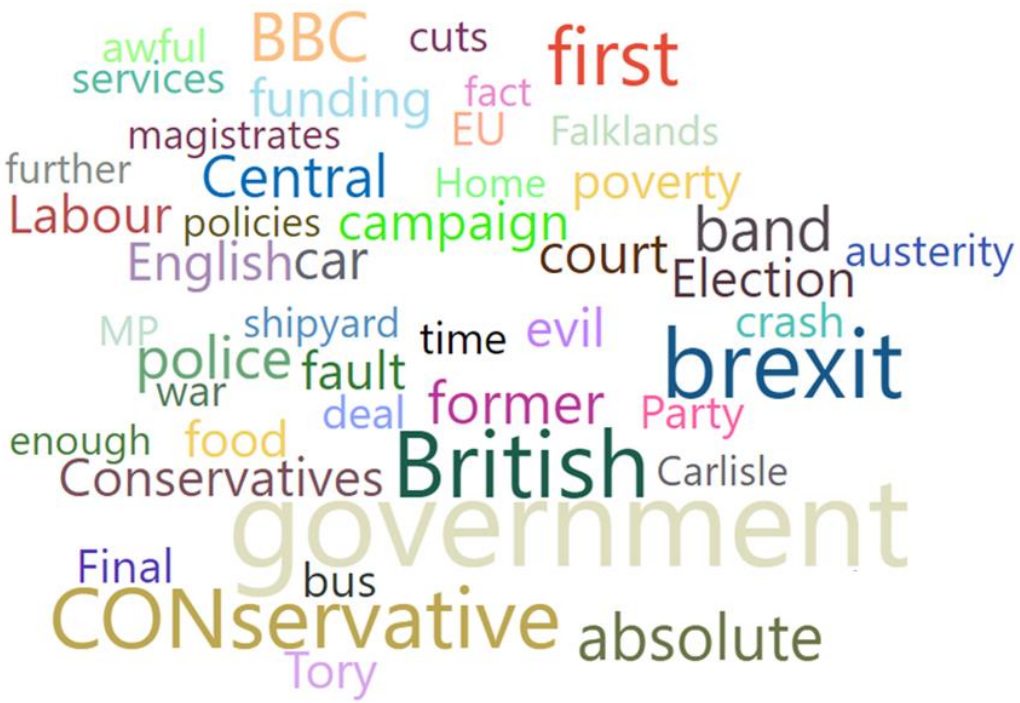


Data source: Meltwater AI

1.6 Activity of a negative sentiment concerning Barrow frequently references politics and individual politicians. To avoid emphasis on individuals, we have removed the names of politicians from the word cloud, but left all other references to politics in. Both the Conservatives and Labour are frequently cited in negative posts, as well as Brexit and the EU, reflecting the polarity of the electorate in Barrow.

1.7 Parts of the state and the government in general are also the focus of a great deal of Barrow-related negative content. The Police, BBC and magistrates are frequently cited. Policies, such as austerity and funding cuts, also appear often in negative sentiment content. This suggests that political concerns motivate a great deal of frustration and negativity in Barrow.

Figure 1.4 Most Frequent Words Appearing in 'Negative' Social Media Activity Relating to Barrow



Data source: Meltwater AI

1.8 These findings accord with views voiced by Barrow residents on the government's #MyTown portal. This relates to spending plans announced by the government targeted at towns, worth up to £100 million. The online portal allows residents to record suggestions for how investment in the town should be spent.

1.9 Posts on the #MyTown portal and associated threads on Facebook containing comments from Barrow residents total over 140 unique posts. These corroborate a widely held view that the town centre of Barrow needs to expand the range of leisure activities on offer (such as bowling or climbing), and maintain and improve the town's sense of place in order to meet the needs of the resident community and attract visitors.

Figure 1.5 Most Popular Words Appearing in the Barrow #MyTown Portal, April 2020



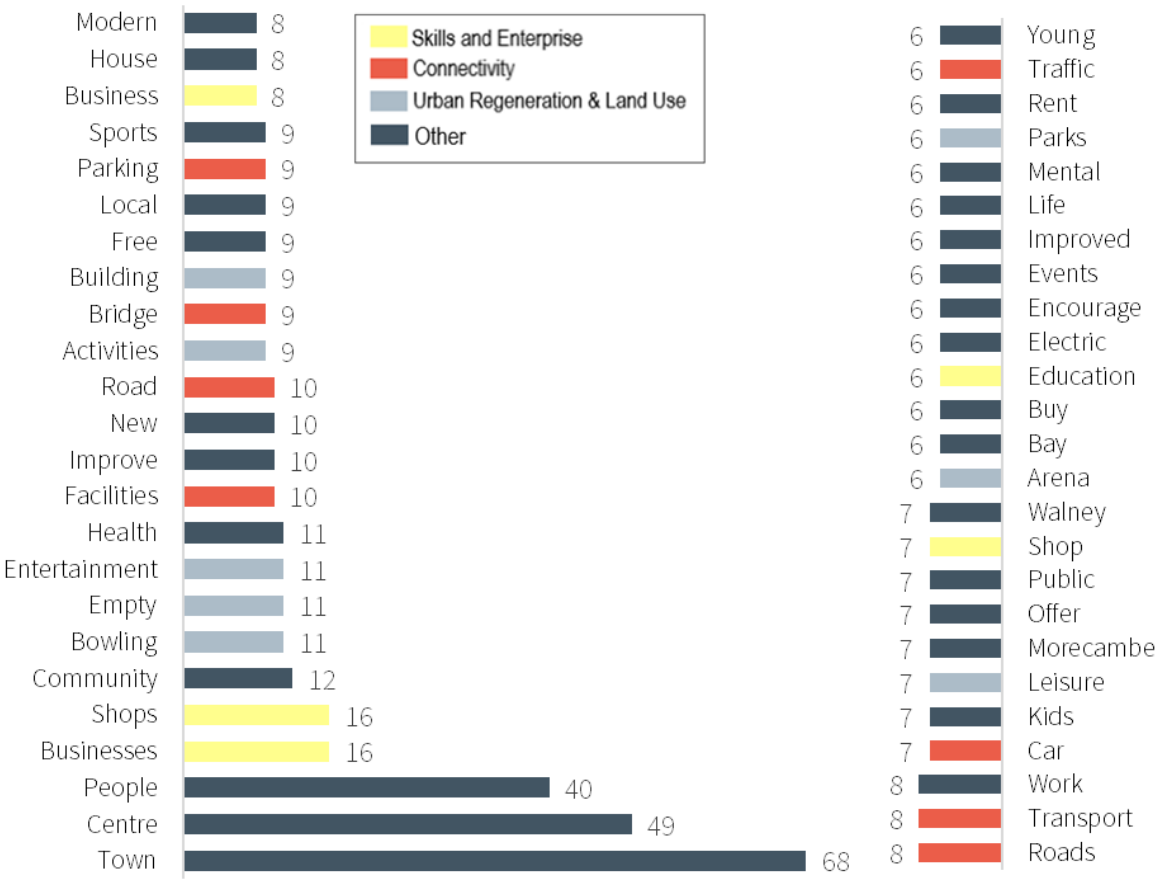
Data source: Gov.uk #MyTown

1.10 To accomplish this, vacant properties in the town are broadly considered suitable and desirable locations to host new facilities and activities, although there is a noted need to ensure diversity in improving the Town's central offer, catering to both older and young people as well as families.

1.11 The poor quality of some of the roads and transport difficulties are also cited frequently, including the need to improve access to the centre for disabled people, which echoes concerns about lack of spending and cuts in Barrow.

1.12 Figure 2.6 shows the top 50 most frequently used words on the Barrow #MyTown portal, colour coded by association with one of the Barrow Town Deal themes. Just over half of the top 25 words pertained strongly to a particular Town Deal theme, with Urban Regeneration and Land use appearing the most frequently in the top 25, with frequent references to empty buildings and suggestions of new activities and uses.

Figure 1.6 Count of the Communication & Engagement Group suggestions of keywords that appear in the #MyTown portal and associated Facebook threads, 2019-20



Data source: Gov.uk #MyTown

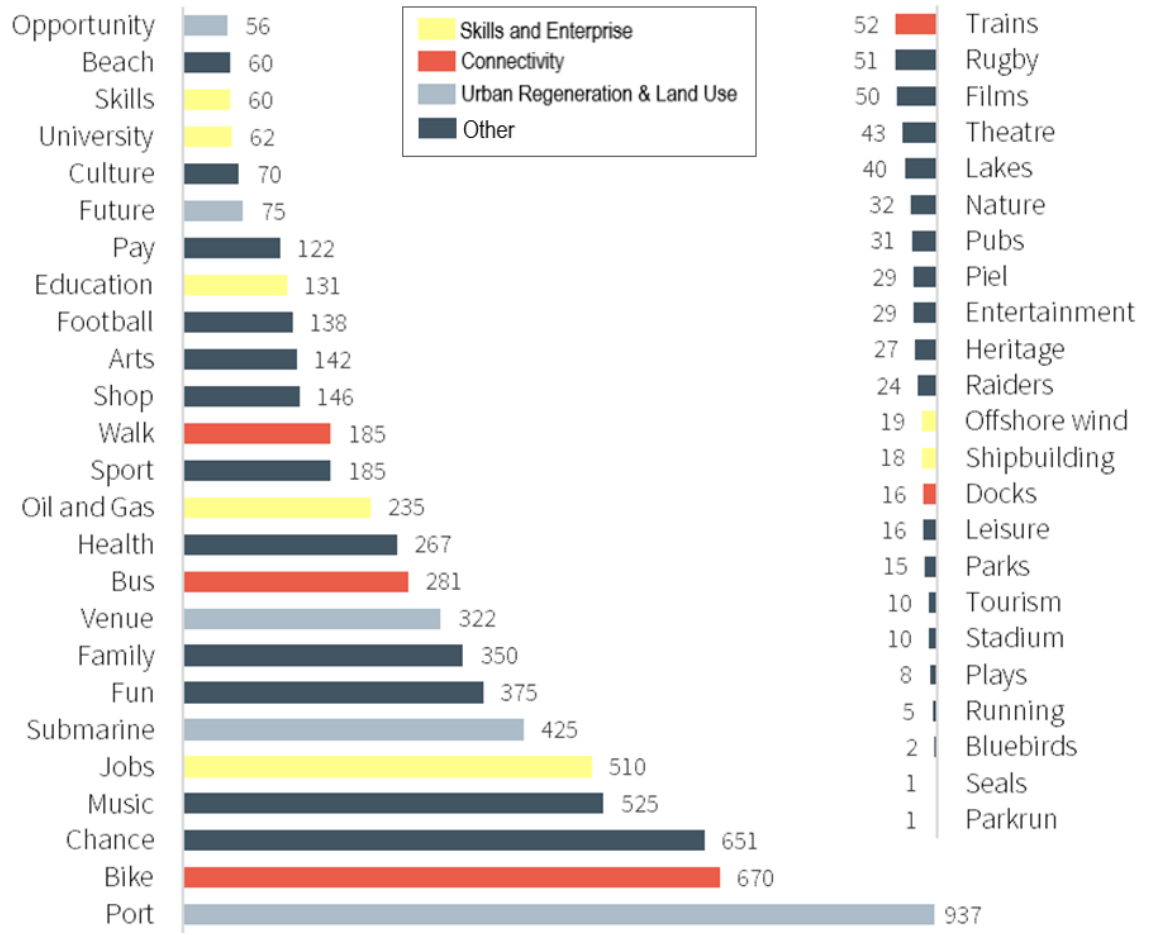
1.13 In the lower half of the top 50, less than half of the most cited words were strongly associated with a theme from the Town Deal, but of those that are, Connectivity was the most frequently appearing theme, with frequent concern voiced at transport modes and infrastructure in the town, including mixed opinions being voiced over the prospect of a Morecambe Bay bridge.

1.14 Barrow Borough Council provided Hatch Regeneris with a broad set of keywords which are associated with Barrow-in-Furness. We linked these keywords to the three Barrow Town Deal themes of:

- Urban Regeneration and Land Use Planning
- Skills and Enterprise
- Connectivity

1.15 In Figure 2.7 we present each keyword by the number of times it appears in the data, with colour coding according to which Town Deal theme (if any) it belongs to. This allows us to see, of keywords associated with Barrow-in-Furness, which ones are actually used when talking about the town online.

Figure 1.7 Count of the Communication & Engagement Group suggestions of keywords associated with Barrow, 2019



Data source: Meltwater AI

1.16 Of all the keywords, Port was by a significant margin the most popular, appearing over 930 times in posts detected by Meltwater AI related to Barrow in 2019, underlining the importance of the town's maritime and shipbuilding heritage.

1.17 The Town Deal themes are well represented amongst the most popular keywords, suggesting that the themes accord with the most significant ideas associated with Barrow. Of the top 10 most cited keywords, three are associated with Urban Regeneration and Land Use, with a further one each associated with Skills and Enterprise and Connectivity.

3. Phase 1 - Strategic Insight

3.1 Hatch Regeneris held over 25 one-to-one consultations with a range of stakeholders representing the Town Deal Board and associated Plan Development Group, in addition to Council officers and intermediary organisations. A full list of consultees is appended (see Appendix B). These consultations followed a semi-structured aide memoire with discussion topics exploring the distinctiveness of Barrow, the opportunities for growth, the challenges to overcome, and relative priorities of stakeholder organisations. These topics are explored below with consideration given to the Town Deal themes of Urban Regeneration and Land Use Planning, Skills and Enterprise, and Connectivity.

Distinctive Barrow

3.2 Distinctive features of Barrow were identified by stakeholders, including:

- Rich advanced manufacturing heritage and national/global status as an advanced manufacturing cluster
- World class skills and expertise at the forefront of innovation…but a coastal community with pockets of high deprivation and inequalities in health and education outcomes "where opportunity and need reside cheek by jowl" and "the Town Deal can help Barrow to shrink the gap"
- The major investment represented by BAE Systems as a national publicly funded priority, providing "defence of the realm" which puts Barrow at the forefront of a "national endeavour" and provides size and scale of supply chain opportunity. The shipyard was described by one commentator as "the lifeblood of the Barrow economy"
- Peripherality and isolation – supports self-contained economy whilst creating barriers to growth
- Barrow has a strong sense of community spirit and sense of ownership and belonging: "if you ask anyone for help they will say yes and ask what they can do…there is a sense of being connected to each other, and responsible for each other". Many residents are proud of the town, although more can be done. The town has a strong voluntary sector. The Town Deal needs to coalesce the community spirit and use this as a platform to drive a changed perception of place.
- Barrow's natural capital assets (beaches, waterfront, green spaces…) to enhance quality of life and encourage visitors to the town. Natural assets per head of population is high and often overlooked.
- Barrow's heritage and listed buildings
- Barrow's 'tidal workforce' which live in the area mid-week but leave at the weekend to return to their place of origin
- Barrow has anchor institutions including the Council, education providers such as Furness College and the University of Cumbria, and major employers such as BAE and Furness General Hospital. These institutions can be levered to drive good growth and inclusive economy outcomes.
- A strong vision for the town – with a board/leaders who know what needs to be done. "A new era of integrated and joined up planning' between anchor institutions in the town"

Opportunities for Barrow

3.3 Table 3.1 groups the summary points made by consultees in respect of identified opportunities for Barrow aligned with the Town Deal thematic focus.

3.4 In addition, some general points which do not have a ready fit with the three theme areas, including:

General Opportunities:

- DWP are working with clients to provide a pathway of support to get them closer to the labour market, i.e. through Project John and WELL initiatives.
- The £1.93m Arts Council 'Creating People and Places' programme will deliver 'Barra Culture', a community arts programme which will be co-designed and co-produced by the community. This project links places and spaces in the town, and seeks to change perceptions of arts and culture through projects involving skills, activities and enhanced spaces.
- There is a strong voluntary sector in Barrow, and initiatives such as staff 'give as you earn' schemes facilitated by major employers are supportive. The strength of the voluntary sector as seen now during the current crisis "makes you proud to work in Barrow"
- The 'People in the Lead' community planning programme is providing a local engagement worker in priority wards in Barrow. A previous programme in Barrow Island was very effective at developing a community-led plan that built community capacity, upskilled residents, and enabled local people to take ownership of investment. "There is scope to achieve a lot through community-led planning and collaborative working".
- The BAE wage bill of £350m per annum represents a significant opportunity to harness spend locally. How can this spend be retained within the town?

Table 3.1 Thematic Opportunity Analysis	
Theme	Summary point
Urban Regeneration & Land Use	• Barrow's natural capital (green infrastructure, waterfront, beaches) needs to be harnessed to support quality of life, health and well-being, outdoor education, and facilitate the visitor economy. • Marina Village presents an opportunity to create a new neighbourhood and aspirational housing offer in the town. Other new housing developments in Hawcoat and Holbeck have also helped to improve the aspirational housing offer and housing mix in recent years. • How can Barrow facilitate investment in existing housing stock, particularly energy efficiency measures? • The Future High Street bid will support new uses for the town centre and drive vitality. • Through the impact of COVID19 is there scope to lobby for support for town centres? "for example a fundamental review of business rates, or consideration of Enterprise Zone approaches to business rates relief?" • Barrow needs to create a destination that supports the hospitality sector at the weekend (contractor demand helps to sustain activity mid-week). Barrow has an emerging event offer, a good choice of hotels, but needs to develop a stronger night time economy and food offer. • Barrow has a relatively healthy industrial market with high levels of occupation driven by both local requirements and BAE. Demand is high for freehold tenure in particular. • There is demand for managed workspace, with Harding Rise House about to come forward to provide grow-on space and enable incubator units such as Phoenix Business Centre to run more effectively. • Barrow's office market is "tricky". The demand for space is somewhat limited. Many of the major companies in the town have professional services companies like KPMG servicing their needs from office bases further afield, and as a result the professional services sector locally is largely serving the local SME base. They are often located in older and more traditional premises and own the freehold. There is a dearth of quality office stock, and a lot of this is older space above shops, converted 1970s premises, and very little new development. The last new builds are fully let (Emlyn Hughes House and Furness Gate). • Increase in demand for serviced residential accommodation linked to contractor demand has helped to bring old buildings back into use. However, it is perceived that this market is now "reaching its limit" and as the short-term contractor demand in the shipyard wanes, so will demand for this type of accommodation.
Skills & Enterprise	• Career inspiration initiatives seek to engage children from a young age to inspire them to consider career opportunities in Barrow's future growth sectors. It was noted that the current crisis may inspire more people to consider a career in health and social care. • The LEP have a marketing campaign targeting returners to come back and live in Cumbria based on affordability, quality of life, natural capital, education etc… Barrow needs to align its messaging around this.

Theme	Summary point
	• In attracting workers to the town to take up opportunities in BAE Barrow needs to consider what employment opportunities are on offer for other members of the household, how they will spend their free time, what is the education offer etc. • Barrow's low HE participation rate indicates a significant level of opportunity. Major investments in the town require higher level skills to support growth. • Barrow stands out on apprenticeship participation measures. Whilst Barrow is an identified HE cold spot, it is important to note that some apprentices will progress to higher level qualifications through this route. • It is also noted that Furness College currently have 500 learners accessing Higher Education courses. UoC are also delivering project management and leadership skills to major employers directly, for example through the BAE ASK facility. • Engineering provision is a key strength of Furness College, with the ability to progress from L1 to L6 through existing provision. Furness College has recently secured a £4.5m investment in an Advanced Manufacturing Technology Centre. • Furness College is working with Cumbria LEP to bid for Institute of Technology (IoT) framed around digital technologies. Opportunities to facilitate collaboration by FE and HE on the digital agenda are key. The proposal will support a strengthened digital network, facilitate digital skills across the economy, and build technological capabilities. • The current Sixth Form College needs modernisation. Any proposals to enhance this offer needs to be considered in the context of academic pathways to higher level skills provision in the town. There may also be scope to include this within the IoT submission. • The University of Cumbria are actively looking at how they can widen their offer around Barrow's key growth sectors including Clean Growth, Advanced Manufacturing, Health and Social Care, and through the newly established Institute for Business and Leadership. The proposed HE campus is considered to be a "gamechanger". However, the metrics are challenging as there is not the volume of demand in Cumbria. The alignment of this project to a major employer will underpin its vitality, however, such a proposal "needs to deliver a breadth of offer and be clear on demand". • The COVID19 pandemic will drive innovation in digital technology, and the "confidence and proof of concept for people and organisations to embrace new ways of doing things which will extend geographical reach and markets" • The role of BAE Systems as an anchor with "a longevity of commitment which provides a platform for growth" • There is scope to drive growth in social enterprises to support community resilience and meet identified need. • There are numerous low carbon energy opportunities in Barrow which can drive growth including O&M opportunities linked to extensions to the Wind Farm; hydrogen opportunities linked to end of life of the gas terminal and access to water; small modular nuclear reactors (BAE and Rolls Royce) which could be scaled up into the civil

Theme	Summary point
	market, solar farms on the Port, battery storage opportunities on the Port. Growth in the energy sector could provide “another leg to the stool” of Barrow’s economy. There needs to be a concerted effort to target these opportunities to facilitate a secondary industry to support Barrow’s economy. • The transferability of skills between energy and advanced manufacturing will support growth in both sectors • The role of industry primes such as BAE in deepening local supply chains (look at what has been achieved through the positive procurement practices of Sellafield as a comparator). It is understood that the supply chain targets required by the MoD and BAE are challenging but the capacity of local SMEs need to be increased to enable them to respond. • The port represents critical strategic infrastructure for the town which can facilitate economic growth through serving existing/future growth markets including offshore industries, cruise market. • Seedcorn funding provided to Furness General Hospital represents an opportunity for new and modern health facilities at the hospital site. This will drive employment growth and the education and housing sector will need to respond to this opportunity.
Connectivity	• How can green and blue corridors better connect infrastructure assets in Barrow to support accessibility? • Barrow historically had a significant modal share of people cycling to work but this is perceived to have fallen away over time as more people are driving. What can employers do to encourage sustainable travel patterns? • How can road connections to the town be enhanced, i.e. dualling of the A590, A595 etc • More frequent bus services, catering for shift patterns, with stops in the right places • Roll out of low carbon transport i.e. electric buses, and investment in walking and cycling infrastructure to drive sustainability and health outcomes • The prospect of a Tidal barrage/bridge was mentioned, but financial viability is a key challenge to realising this long-held aspiration

Challenges for Barrow

3.5 Table 3.2 groups the summary points made by consultees in respect of identified challenges facing Barrow structured around the Town Deal thematic areas.

3.6 In addition, some general points which don't readily fit into the Town Deal thematic areas were made including:

- The impact that the mass redundancies had on Barrow 20 years ago are still visible. Barrow has struggled to address long-term wider challenges which "are a product of both capacity and capability". The historic financial pressures on Council services has accentuated these issues. Recent changes in leadership in anchor institutions in the town has supported "a shift in approach… with genuine collaboration and mutual reinforcement of objectives for action"
- How can the spend of the migrant workforce be retained in Barrow?
- There are a lot of young people earning good money who are resident in the town but they aren't necessarily spending it in the area
- How can young and working age people be retained within Barrow? Often businesses are investing in their skills and they leave to access employment opportunities elsewhere.
- Deprivation in the town is "stubborn". There are generations of workless households in Barrow. Breaking this cycle is extremely challenging.
- Perceptions of a "tendency of entitlement", low levels of ambition and drive, and a lack of entrepreneurial leadership holding back Barrow
- Looked after children, and children living in poverty are over-represented in Barrow.
- Health inequalities are a feature of Barrow. How can we support target groups such as children and young people, the elderly, and those with mental health problems? Mental health issues are identified as a "massive problem" in Barrow, which is often an invisible issue. The determinants of health include poor housing, poor environment, deprivation, unemployment, alcoholism and drugs. The Town Investment Plan needs to respond to these challenges by tackling underlying issues.
- Long term sickness is a feature of Barrow, and the town has a high register of ESA claimants, particularly those with health conditions.
- Barrow is identified as an area of need by Arts Council based on the amount of spend and participation in culture

Table 3.2 Thematic Challenge Analysis

Theme	Summary point
Urban Regeneration & Land Use	• The town centre is identified as a significant challenge which "does not provide an appropriate offer to encourage spend". The town centre needs to shift its focus away from retail to other uses to drive footfall. A number of commentators reflected on the need for the retail core to "shrink" and peripheral areas repurposed for leisure and residential uses. "A smaller town centre in Barrow with an events square could support more dwell time and encourage independent traders to come in". However, it was noted that the disparate ownership of freeholds in the town centre makes it difficult to implement. • There is a lack of national retail requirements for Barrow which is attributed to a "grim assessment of the town's potential" based on demographic indicators. The out-of-town consents are perceived to have "scuppered the town centre" which is further undermined by a lack of free car parking in the town centre and business rates considered to be "wildly out of kilter with rental values". Business rates were reassessed in the 2017 ratings list and came down "but not far enough". "Business rates are double rental values in Barrow which deters interest, particularly from independents… this makes it very difficult to negotiate rents". It is considered that the impact of COVID19 could drive a fundamental review of business rates. • There is a need for better repurposing of existing housing stock and delivery of new housing to meet aspirations and demand. Barrow has an oversupply of terraced housing, and issues of non-decency in private sector stock. Condition issues relate to low income owner-occupation, poor landlords, and weak housing market. However, there is a lack of public funding to support regeneration and renewal of existing stock. • Barrow has some fantastic green space assets, but they are not accessible to everyone. Some areas are poorly served by green space. • Whilst the industrial market in Barrow has been buoyant, it is difficult to get investor interest in the town. "Demand is pent up and there is a lack of sites for industrial". • There are gaps in the leisure offer to facilitate dwell time and spend.
Skills & Enterprise	• The vulnerability of the town when a third of all employment is directly linked to BAE • There are gaps in the HE offer within Barrow, for example health which is a priority sector. It was noted that "the need to accelerate skills in health has been reinforced by COVID19". We need to understand where the gaps are, and what courses young people are leaving Barrow to access. It is important to ensure provision isn't duplicated, and providers work together to enhance existing provision, including building R&D capabilities and an extended HE course offer. The "element of

Theme	Summary point
	competition between providers is recognised and the market share between FE and HE needs to be considered to get the right balance and support collaborative working". • A HE Campus in Barrow will help to address a lack of willingness of young people in Barrow to travel outside the town to learn. • Barrow has a supressed entrepreneurial culture as a result of large dominant employers and a lack of entrepreneur role models. More career inspiration activity is required to change local perceptions on the opportunities presented by self-employment and business start-ups. How can BAE do more to support local businesses to access their supply chain? • Internships and placements within Barrow's business base for young people can inform young people's understanding of the breadth of opportunity on offer, helping to retain young people as well as demonstrating to employers the value of employing local people, graduates etc. • Barrow is currently poorly served by business support. A lack of match funding in recent years has made it difficult for ERDF programmes to be delivered in Barrow, although ways around this is sought. There is a big gap if beneficiaries are not unemployed, not looking at subsidy, or are not looking to grow. There has been historic confusion over roles in the delivery of business support in Barrow (Furness Enterprise, FEDF, Chamber etc), the availability of match funding, and questions over the effectiveness of current provision. There is a need for an independent review across the county to ensure impartial advice is being given and businesses are being directed to appropriate support. "Cumbria needs to offer a more coordinated and impartial business support eco-system". "The current landscape is ad-hoc and not enough is being done to leverage funding and referrals". • A lot of current and future job opportunities in Barrow respond to major investments requiring technical and higher level skills. One commentator noted the counter-intuitive nature of the fact that "BAE have trebled their workforce but there has been no change to deprivation or workless families in the town". Many disadvantaged residents do not have the skills to access these opportunities. The provision of both basic/intermediate skill support and lower level employment opportunities is key to facilitating access to work.
Connectivity	• Public transport connections into the town are limited and need to be improved. Public transport provision often doesn't support those on shift patterns, and there are affordability barriers for lower income earners to access this provision. • The roads are perceived to be too dangerous to encourage cycling and cycle paths "are poor". • How can transport and movement within Barrow be improved? "BAE is a significant contributor to movement, congestion and parking issues in the town": major employers have a role to play in

Theme	Summary point
	encouraging sustainable travel by their workforce (i.e. car share arrangements, use of public transport, cycling and walking) • The COVID19 crisis has highlighted digital exclusion as a key issue facing many in Barrow. There is a need to facilitate access to digital infrastructure, technologies and skills to support residents and businesses.

Aspirations for the Town Investment Plan

3.7 Consulted stakeholders explored their priorities for action in the Town Investment Plan and there was consistent messaging about aspirations for the Town Investment Plan including:

- The TIP needs to provide a **statement of ambition** for the town, providing an overarching economic strategy for the town and shining a spotlight on the projects to be funded by the Towns Deal
- Barrow needs to be an "**aspirational town**" and a "destination of choice rather than necessity"
- There needs to be a **strong narrative on restructuring** in light of COVID19 which accentuates the need for intervention in the town. COVID19 recovery needs to be a key component of the deal. Community resilience, community wealth-building and place-based resilience need to come to the fore.
- BAE investment forms a **platform for transformational change** in the town. The Towns Deal can enable these **benefits to be spread more equitably**.
- Ensuring residents and businesses see the relevance of the Town Investment Plan and how it will deliver improvement in the town. "**Ownership will drive success**"
- **Developing Barrow's talent pool** – this needs to be undertaken in the context of understanding the current and future skills gaps in the workforce, an acknowledgement of the role that migrant labour plays in filling these gaps, and the opportunity presented to grow our own talent through both upskilling/reskilling strategies and attracting talent to live and work in the area. An expanded skills offer is part of this solution.
- Barrow needs to **retain spend through focused intervention** on the town centre, modern commercial and housing offer, lifestyle offer linked to leisure and culture, and high-quality education offer
- **Developing Barrow as a University town** could be a 'gamechanger' which can help to attract and retain residents, employees and students to the town.
- **Business support requires a comprehensive review** to ensure the needs of entrepreneurs and businesses are being met and gaps are being filled.
- The **health and well-being** of Barrow's population is critical to improving life chances and quality of life in the town. The Town Deal needs to provide new connections to vulnerable communities through health and well-being interventions.
- There needs to be a **focus on multi-agency responses** to addressing need and opportunity in Barrow.
- **Digital inclusion strategies** are required to support the competitiveness of residents and businesses in a post-COVID19 world
- The **green growth potential** of Barrow needs to be exploited to support diversification and resilience
- **Financial sustainability and legacy** benefits of Towns Deal funded projects should be a consideration in project prioritisation.

4. Phase 2 - #Brilliant Barrow Campaign

4.1 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: www.brilliantbarrow.org.uk.

Headline Analysis

4.2 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.

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

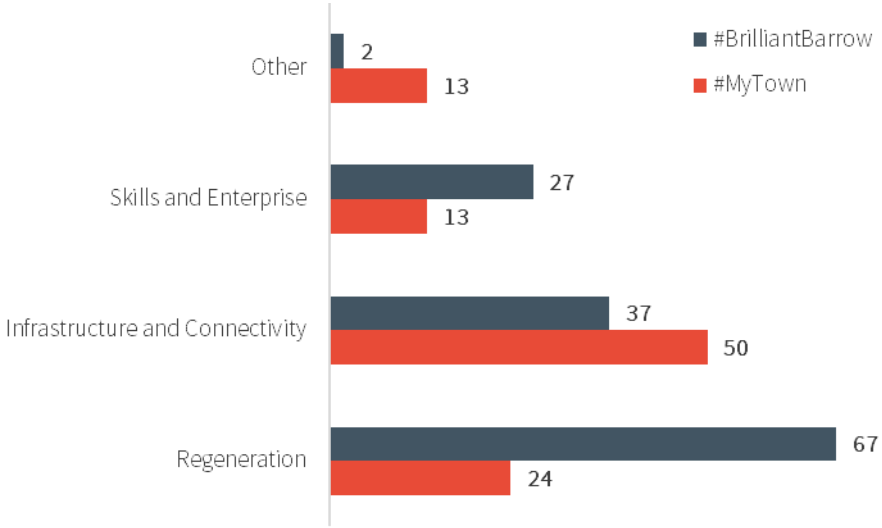
- Skills and Enterprise
- Infrastructure and Connectivity
- Regeneration and Land Use

4.4 The option of 'other' was also available.

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

4.6 Figure 4.1 illustrates the breakdown of these posts by source and theme.

Figure 4.1 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

4.7 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.

4.8 Figures 4.2 and 4.3 illustrate the most frequent words appearing in these posts, excluding a set of insignificant verbs, articles, etc.

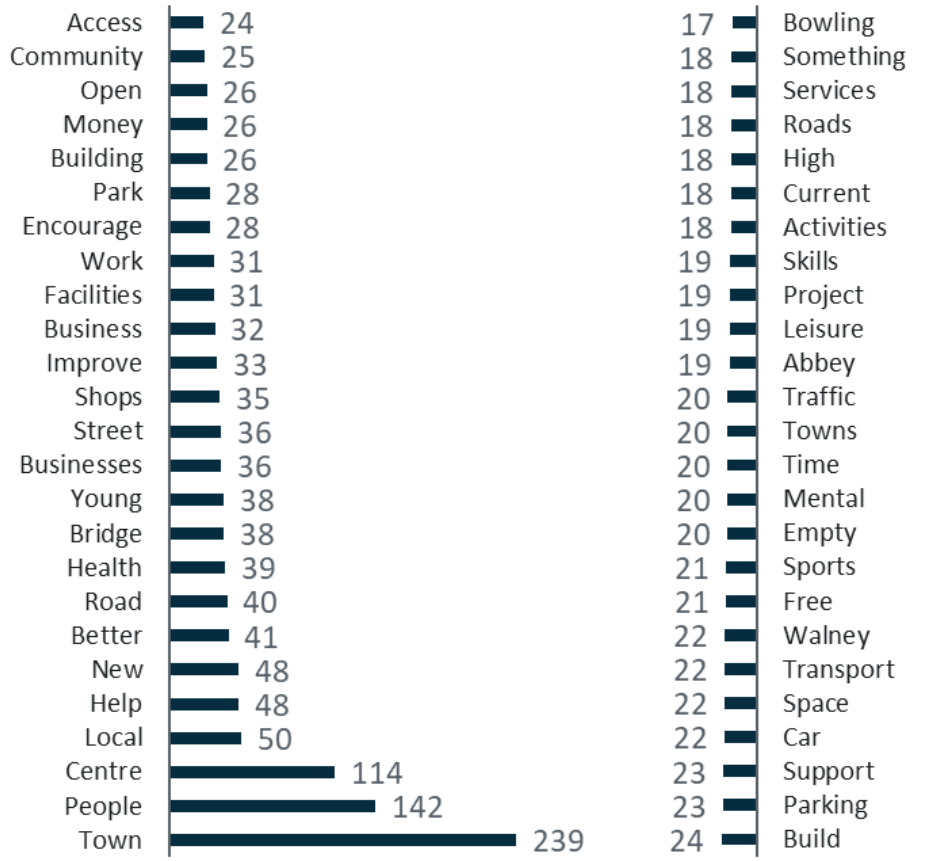
Figure 4.2 Top 50 words* included in #BrilliantBarrow submissions and #MyTown posts for Barrow, as of May 2020



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

4.9 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 4.3 Counts of the top 50 words* included in #BrilliantBarrow submissions and #MyTown posts for Barrow



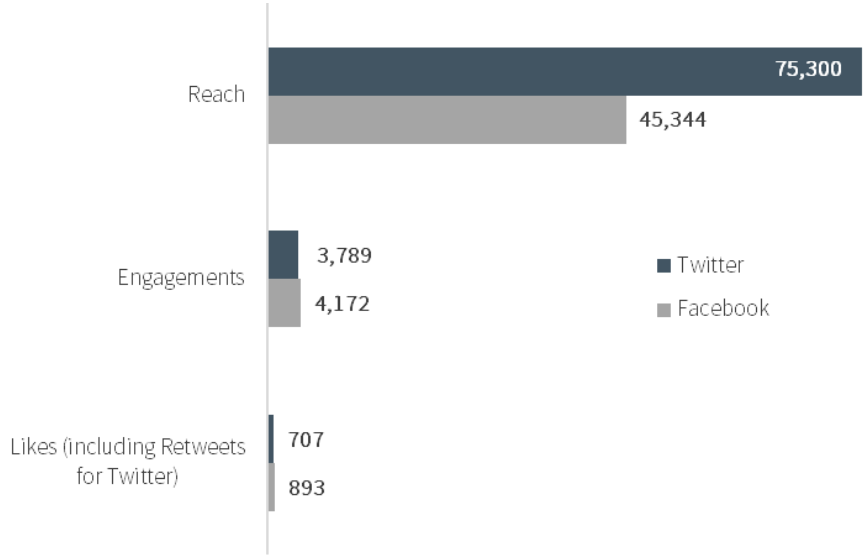
Source: #MyTown Portal – Gov.uk; #BrilliantBarrow; Hatch Regeneris
*Words filtered by Hatch Regeneris for significance – e.g. 'and', 'the', 'to', 'of', 'think', omitted

4.10 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.

4.11 Barrow Borough Council have captured the headline reach and engagement of the #BrilliantBarrow campaign on Facebook and Media, as shown in Figure 4.4. 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 4.4 Reach and engagement of #BrilliantBarrow on Twitter and Facebook, May 2020



Source: Barrow Borough Council

4.12 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.

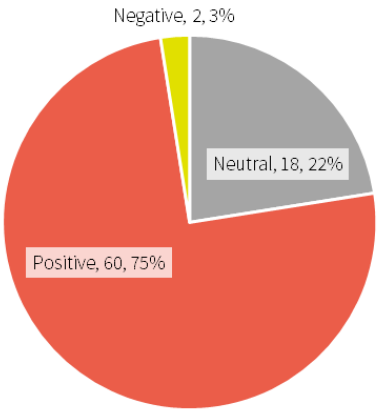
4.13 Social media 'engagements' indicate interactions that the reader has had with the social media content that shows they are interested and may want to support the concept i.e. likes, shares and comments. The engagement figures show a combined figure of nearly 8,000. 'Likes' and 'Retweets' indicate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

4.14 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.

4.15 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
- Creation, outdoor skills, projects – 5 hits

Figure 4.5 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

Have your Say Analysis

4.16 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.

4.17 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%)

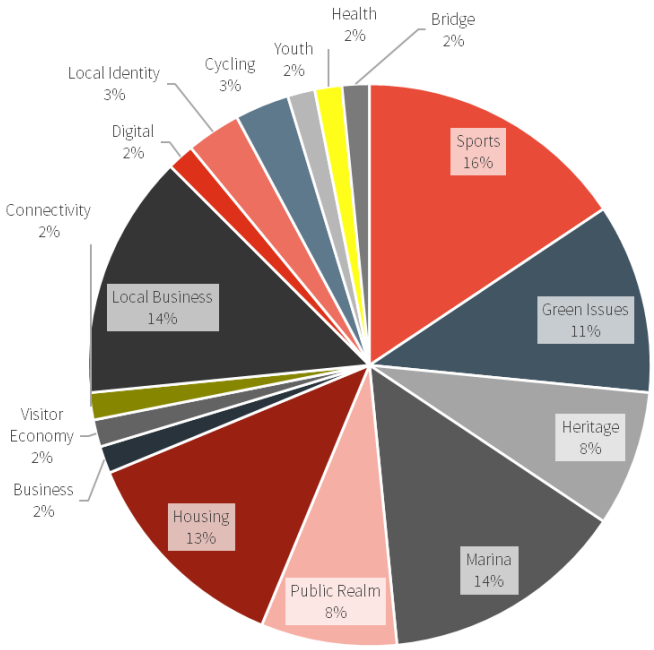
4.18 In addition to the broad Town Deal themes, Hatch Regeneris assigned a sub-theme to each response, which allows us to see the internal variety of each theme. Each respondent was also asked to provide a project name, which summarises their suggestion. Based on these project names and the contents 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

4.19 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.

4.20 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 4.6 Sub-themes of Regeneration responses



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

4.21 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.

4.22 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.

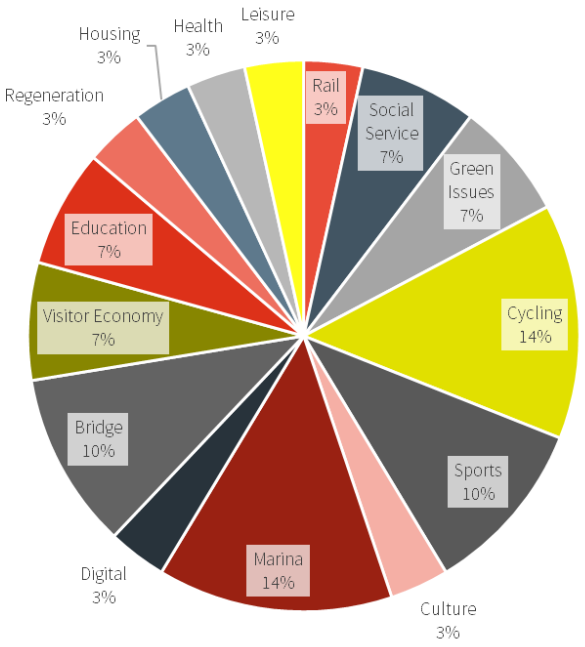
4.23 Discussion of Barrow's public realm was also popular, with 9 Regeneration posts expressing concern over the amount of litter and empty shops on display – with solutions proposed including community litter picking groups and license for artists to decorate abandoned shop facades.

4.24 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

4.25 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 4.7 Sub-themes of Infrastructure and Connectivity responses



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

4.26 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.

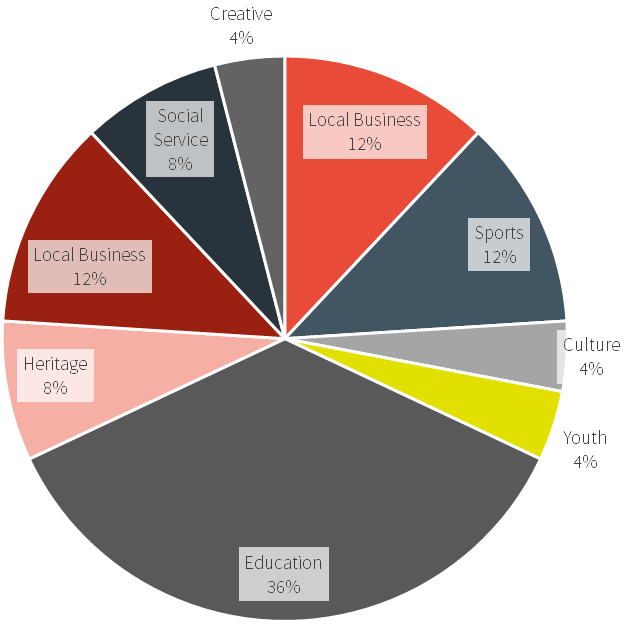
4.27 Thematic responses also touched on a range of digital connectivity issues, such as poor broadband owing to outdated copper and aluminium cables, and physical connectivity issues such as the difficulty accessing parts of Barrow's town centre for those using wheelchairs and mobility scooters, as well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

4.28 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 4.3, 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

4.29 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 4.8 Sub-themes of Skills & Enterprise responses



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

5. Phase 2 – Project Engagement Analysis

5.1 A full set of project stakeholder engagement plans were developed and are currently being implemented. Each Project Development Group worked closely with the Town Deal Communication & Engagement Group to seek stakeholder feedback.

5.2 The following analysis provides project specific feedback which has informed the development of Strategic Outline Business Cases.

Barrow Learning Quarter

5.3 A Project Development Group was established for the Barrow Learning Quarter which was led by the University of Cumbria in collaboration with Furness College.

Consultation Approach

5.4 The engagement was delivered through a targeted online survey that sought the views of those currently studying at University of Cumbria and Furness College. A secondary online survey was launched seeking views from businesses involved at both learning establishments. Further communication was sent out via the University, College and via #BrilliantBarrow Social media directing resident, students and visitors to the *Have your say* section of the #BrilliantBarrow website. Coverage of the project was featured on local radio stations BBC Radio Cumbria and Cando FM.

Engagement Findings

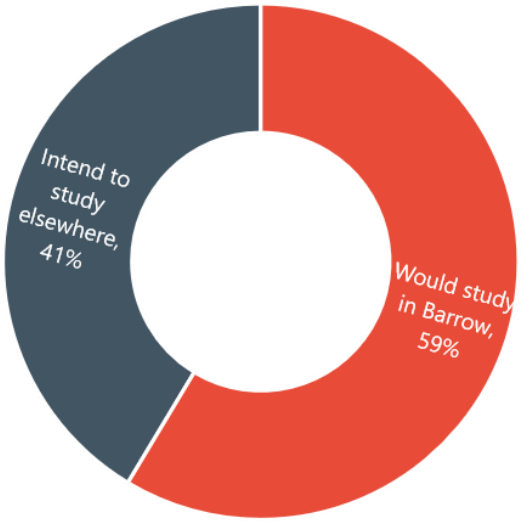
5.5 Prospective Barrovian students were surveyed on their feelings about a university campus in Barrow. A small number of businesses also contributed to a similar survey. 29 prospective students responded to the survey questions, with majority of 59% saying they would attend university in Barrow given the chance. The remaining 41% said they intended to study further afield.

5.6 Amongst those prospective students stating the intention to study elsewhere, it is clear that academic concerns motivate the desire to study elsewhere, with high quality facilities and teaching standards given as reasons for seeking higher education in other locations.

5.7 When asked about what experience Barrow could offer to university students, over 1/4 (28%) of the respondents cited ease of access and affordability for Barrovians, with a local campus removing the need for Barrow youngsters to relocate or commute to study.

5.8 A further 28% of the respondents highlighted the practical and industrial experience Barrow could offer to students, both as a historic and contemporary hub of shipbuilding. Linked to this, another respondent said Barrow could offer technical advantages to engineers.

Figure 5.1 'Would you use a university campus in Barrow or do you intend to go away to study?'



Source: Barrow Borough Council; Hatch Regeneris
Note: 29 prospective student respondents

5.9 A fifth of the respondents did, however, say that currently Barrow could not offer much in terms of university experience, suggesting that the above factors may not appeal to everyone.

5.10 Probing at what could be done to improve the offer of the town, students were asked what features they would like to see in a potential Barrow university campus. Popular suggestions cited were:

- Library and study areas (17% of respondents)
- Social areas, such as a lounge, bar or café (17% of respondents)
- Gym and/or other physical activity spaces such as a dance studio (20% of respondents)

5.11 The final question posed to students asked if there was anything else they would like to see in terms of the future of education in Barrow. In addition to the suggestions given in the previous question, 39% of students said that a broad and high-quality academic choice was important – the most frequent additional suggestion.

5.12 In addition to the surveyed students, three businesses expressed their support in the survey for a Barrow university campus, mentioning that it could be a good way to encourage young people who would otherwise leave Barrow to stay in the town, and to increase the opportunity for young Barrovians to develop their skills.

Community Wellbeing Hubs & Earnse Bay Outdoor Centre

5.13 A Project Development Group was established for the Community Wellbeing Hubs & Earnse Bay Outdoor Centre led by Cumbria County Council working closely with Barrow Borough Council.

Consultation Approach

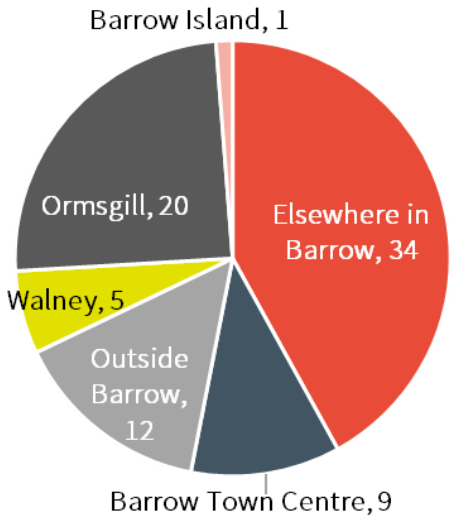
5.14 Two online surveys were produced and distributed widely: one covering the wider community hub network and another that detailed the Earnse Bay hub. 400 leaflets and postal paid return envelopes continue to be distributed to the potentially “digitally deprived” via the Local Resilience Forum’s food distribution point structure. Online workshops were run to gather views from community leaders and coverage of the project was featured on Cando FM and BBC Radio Cumbria.

Engagement Findings

Community Wellbeing Hubs

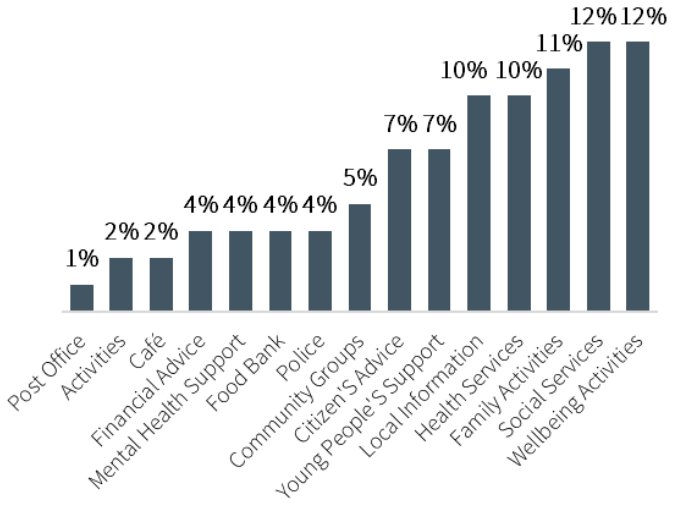
5.15 Barrovians were asked for their thoughts on a potential Community Wellbeing Hub for the town. Of the 81 respondents, 12 lived outside Barrow, whilst the rest lived within the Town Deal area.

Figure 5.2 Origin of respondents to the Community Wellbeing Hub survey



Source: Cumbria County Council; Hatch Regeneris
Note: 81 respondents

Figure 5.3 'What services would you find useful and helpful?'



Source: Cumbria County Council; Hatch Regeneris
Note: 81 respondents; multiple selection permitted

5.16 Suggestions as to what role the Community Wellbeing Hub could serve were diverse. In order to standardise the open-ended answers, Hatch Regeneris tagged answers for key suggestions and ideas. Two answers appeared most frequently to the question 'What services would you find useful and helpful?' namely 'Social Services' and 'Wellbeing Activities'.

5.17 Social Services suggestions included a one-stop-shop for Borough Council services, as well as a hub for social and community workers. Specific suggestions for a citizen's advice bureau and provision of financial advice at the hub were tagged separately, although they can be considered related to social services.

5.18 Suggestions for wellbeing activities, which we tagged separately to specific mental health support suggestions, included a broad range from physical activities (e.g. yoga, dance) to classes on nutrition and crafts.

Earnse Bay Outdoor Centre

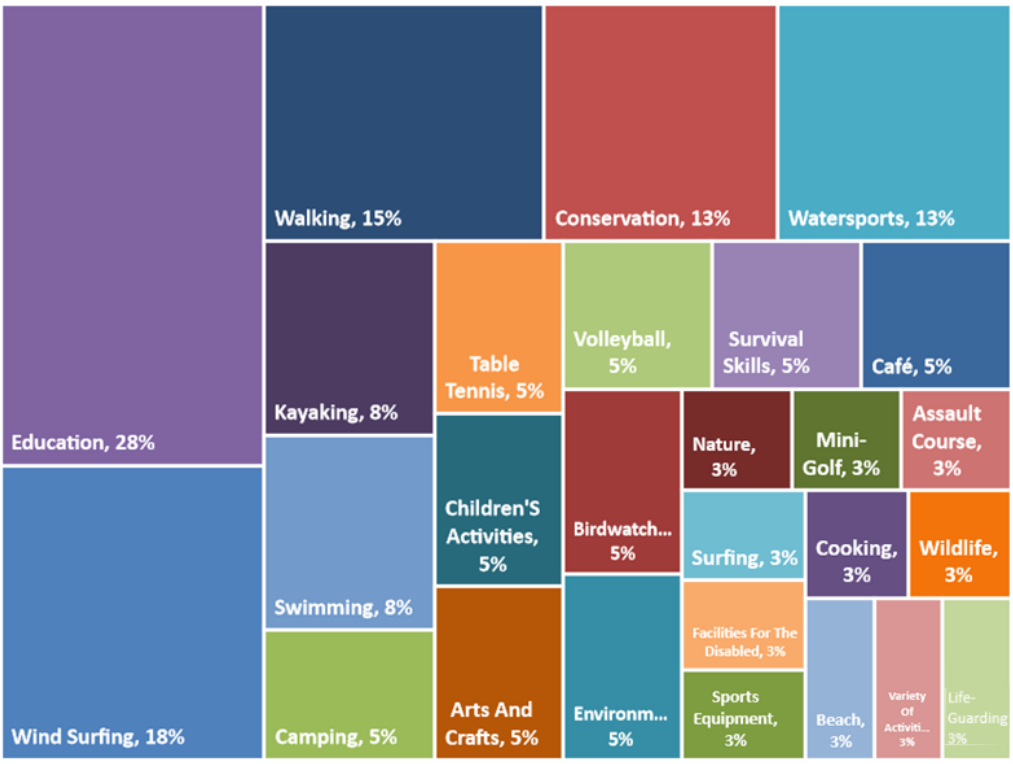
5.19 Barrovians were also asked for their thoughts on a potential outdoor skills and recreation facility at Earnse Bay, with 40 people responding.

5.20 Approximately 30 distinct categories of use and/or activity were suggested in the responses, highlighting the potential variety of the Hub.

5.21 By some margin, educational activities were the most frequently suggested, with comfortably over ¼ of respondents suggesting educational activities ranging from geology to marine biology.

5.22 Watersports activities in all their diversity were also popular suggestions, with wind surfing being the single most popular one.

Figure 5.4 Earnse Bay Hub - 'What activities would you like to see on at the facility?'



Source: Cumbria County Council; Hatch Regeneris
Note: 40 respondents; multiple selection permitted

5.23 The other two activities to be suggested by more than 10% of the respondents were walking and conservation-related activities. The former echoes comments from a number of different respondents that activities should be suitable for all ages and levels of fitness, whilst the latter accords with the significant popularity of education related activities, as education and conservation efforts concerning the environment going hand-in-hand.

Business & Enterprise Support

5.24 A Project Development Group was established for the Business & Enterprise Support project led by Barrow Borough Council working closely with Cumbria Local Enterprise Partnership.

Consultation Approach

5.25 An online survey was delivered to targeted organisations through email and the survey was sent out via #BrilliantBarrow social media channels. This survey is still underway and being promoted by sector intermediaries and business support organisations.

Engagement Findings

5.26 The 'Have your say' responses to the #BrilliantBarrow campaign highlighted a number of potential business support measures targeted specifically for Barrow, and further ideas were gained from a specific business support survey led by Barrow Borough Council and CLEP. 15 responses have been provided to date offering opinion on possible business support measures. Two key themes emerge from the business support suggestions:

- Reducing costs either for businesses or potential customers
- Supporting local businesses and suppliers

5.27 On the first point, respondents noted that the parking charges in force within Barrow town centre simply provided further incentive for people to resort to online shopping, bypassing local business altogether. As such, money that could otherwise be re-invested in Barrow goes elsewhere. Abolishing parking charges was therefore advocated by three respondents.

5.28 In terms of more direct support for businesses, the following measures were put forward:

- Support for a dedicated incubator space
- Designating brownfield sites or empty shops as “pop-up” locations, where businesses can start-up with preferable rates
- Business start-up grants (general)
- Business rate reductions in the town centre
- Grants or other incentives specifically to hire and source locally

Housing Renewal Programme

5.29 A Project Development Group was established for the Housing Renewal project led by Barrow Borough Council.

Consultation Approach

5.30 A focus group meeting with Borough and County Councillors was convened to discuss the project proposal and ascertain the views of elected members on how housing renewal areas should be selected, what their views on the priority areas for intervention were and how to deliver with reference to the work that has been done on housing renewal in the Borough previously. It was felt that the most appropriate way of engaging on this project was to ensure that views of the elected members were gleaned through a virtual workshop, rather than public facing engagement which could cause concern in the community.

Engagement Findings

5.31 ‘Have your say’ responses to the #BrilliantBarrow campaign identified issues and potential solutions related to Barrow’s housing needs, with 10 individual responses focussing on the issue. In addition to input via the #Brilliantarrow campaign, Hatch Regeneris have incorporated the findings of the focus group held with borough and county councillors.

5.32 #BrilliantBarrow suggestions concerning housing generally discussed one of three topics:

- Egerton Court
- The condition of the town’s terraces
- The need for modern flats in the town centre

5.33 Discussion of Egerton Court amongst #BrilliantBarrow responses generally favoured demolition, whilst the discussion of the focus group favoured restoration. Whilst opinions differ on exactly what to do with Egerton Court, there is evident demand to do something to improve its current condition through either replacement (demolition) or restoration.

5.34 In the focus group Egerton Court was named as a top priority for Councillors. The favoured approach however was to improve it rather than demolition. It was noted that Egerton Court, although currently in a deteriorated state, has good potential in virtue of its relative spaciousness and history.

5.35 Similarly, concern was voiced at the condition of the wider stock of terraced housing in Barrow. It was recognised that some improvements had been made in recent years, but that regeneration had occurred unevenly, and there was a need to ensure all of the terraced stock met modern building standards.

5.36 Higher density accommodation in the town centre, in the form of flats and apartments, was advocated by two respondents, who pointed out that vacant floors above shops in the centre could make for cost-effective conversion into flats.

Marina Village

5.37 A Project Development Group was established for the Marina Village project led by Barrow Borough Council in collaboration with Cumbria County Council.

Consultation Approach

5.38 A survey was mailed directly to residents and businesses in the site's footprint and this was followed by an online version that was circulated via #BrilliantBarrow social media. A video was produced to explain the objectives of the project and this was circulated widely via the social media channels and the website. The project was also featured on Cando FM.

Engagement Findings

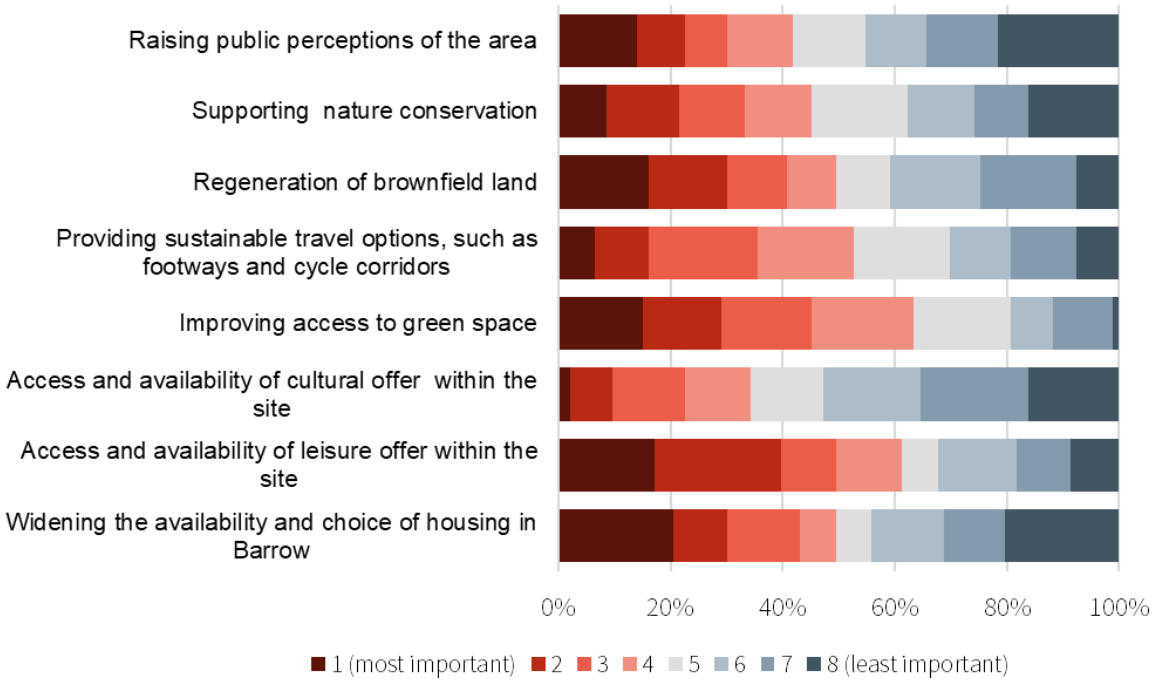
5.39 Hatch Regeneris have analysed both handwritten and virtual survey responses from Barrow residents about the Marina Village development proposals. 93 responses in total were analysed, with respondents detailing what issues they felt most important to them concerning the Marina Village, as well as specifying what amenities they would like to see as part of the development.

5.40 Regarding the importance of different issues related to the marina, respondents were asked to give a number from 1 to 8 for each issue, with 1 being most important and 8 being least important. The issues were:

- Widening the availability and choice of housing in Barrow
- Access and availability of leisure offer within the site
- Access and availability of cultural offer within the site
- Improving access to green space
- Providing sustainable travel options, such as footways and cycle corridors
- Regeneration of brownfield land
- Supporting nature conservation
- Raising public perceptions of the area

5.41 The importance given to each of these issues by Barrovians is illustrated as follows.

Figure 5.5 'With regard to the Marina Village Development, which issues are most important to you? (Please place in order of importance to you, with 1 being the most important)'



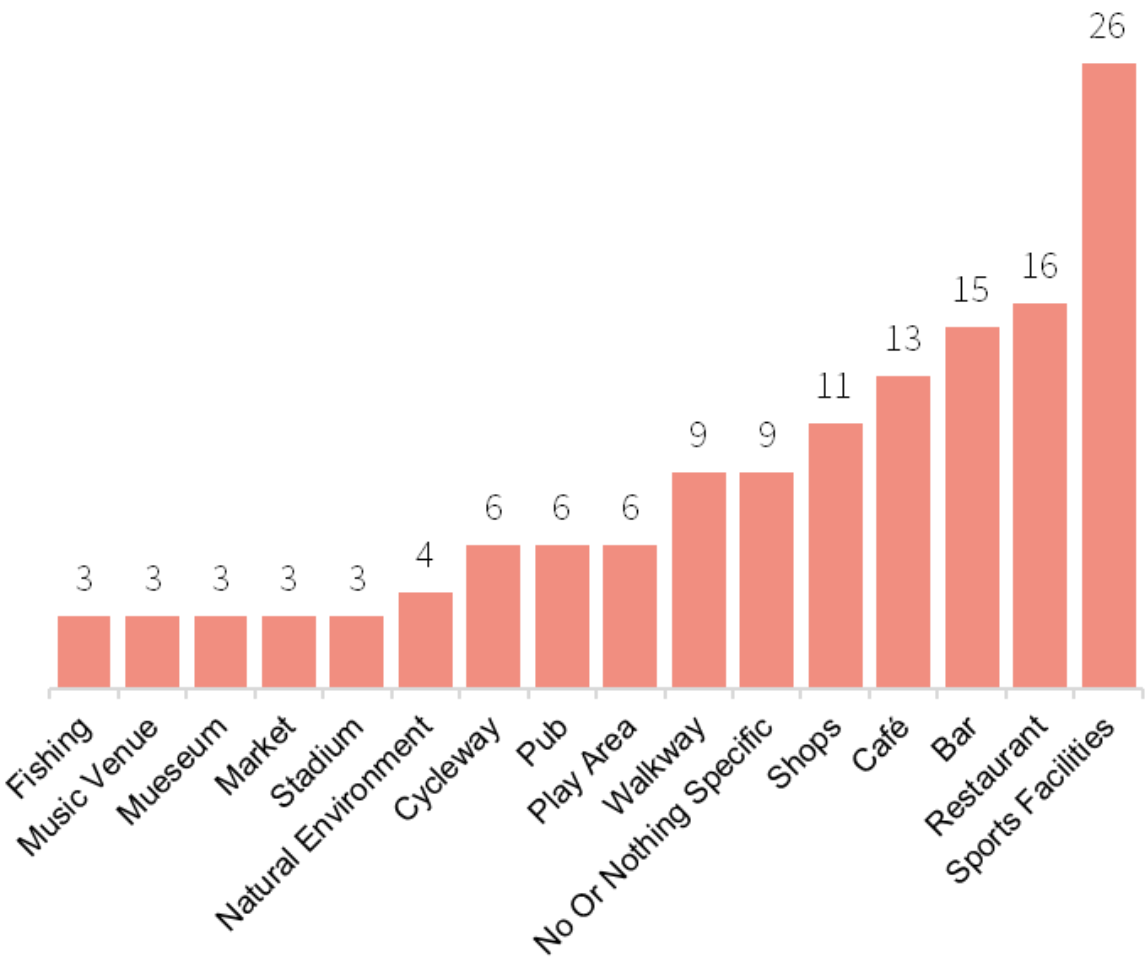
Source: Barrow Borough Council; Hatch Regeneris
Note: 93 responses

5.42 The top four ranks in terms of importance are coloured red, with the bottom four coloured grey-blue. From this it can clearly be seen that **improving access to green space** and **access and availability of leisure offer** are important regarding the development of Marina Village. On the other hand, access and availability of cultural offer and raising public perceptions of the area are relatively less important.

5.43 Some issues, such as widening the availability and choice of housing in Barrow, were more polarising – with c.20% of respondents assigning the issue either a 1 (most important) and an 8 (least important) simultaneously.

5.44 Respondents also gave their views as to specifically what cultural and leisure facilities they would like to see as part of the Marina Village development.

Figure 5.6 'Would you like to see cultural and leisure facilities at Marina Village in the future? If yes, what would they be?'



Source: Barrow Borough Council; Hatch Regeneris
Note: 93 responses; multiple selection permitted

5.45 By a good margin, sports facilities were the most popular suggestion. Within this category there was a broad range of suggestions offered, with Water-sport facilities being the most popular single sports-related suggestion, with 15 responses advocating them. Other popular suggestions within the sports facilities category included a gymnasium and tennis court.

5.46 Also of note is that 9 people said either they would not like to see any cultural or leisure offer (7) or that they have no preference/do not feel strongly (2). Whilst this is only a small proportion of the overall response to the survey, when looking at single suggestions it emerges as one of the more frequent ones suggested.

5.47 Significant feedback about the Marina Village project has also been collected through the #BrilliantBarrow campaign, with 15 responses focusing on the Marina Village development. From these responses there is a clear sense of frustration at how long the Marina development is taking to start, but also strong optimism as to its potential as a keystone in the town's regeneration. The responses suggest a wide variety of possible uses within the development, the most popular being affordable housing and leisure facilities suitable for supporting the night-time economy, such as bars and restaurants.

Brilliant Barrow Place Development

5.48 A Project Development Group was established for Place Development which was led by Barrow Borough Council, with officer representation including the Forum Theatre, Dock Museum, planning and policy and engagement.

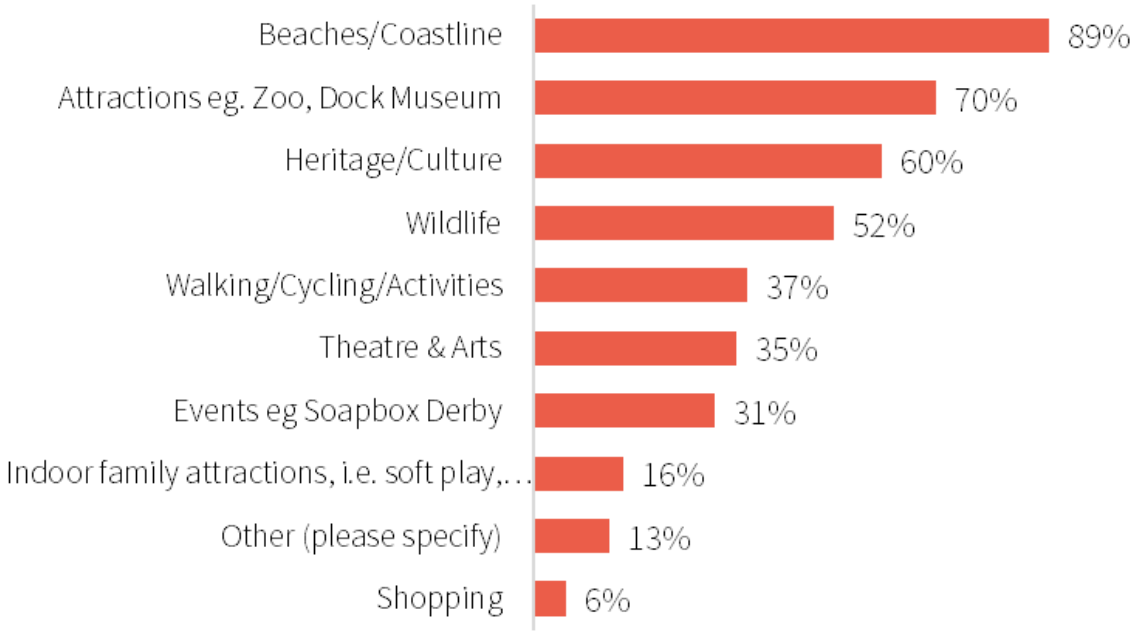
Consultation Approach

5.49 The Project Development Group developed an online survey which was circulated via the #BrilliantBarrow website and Borough Council social media. The survey was targeted to email distribution lists of local cultural establishments and key arts organisations.

Engagement Findings

5.50 The Barrow Place Project Survey asked Barrovians what things they think make the best selling points for people to visit Barrow. Respondents were allowed to select any point that applies from a list, with 159 people responding in total. The responses are listed in the following chart, with Barrow's Beaches/Coastline emerging as the clear frontrunner.

Figure 5.7 'What are Barrow's best selling points for visitors?'



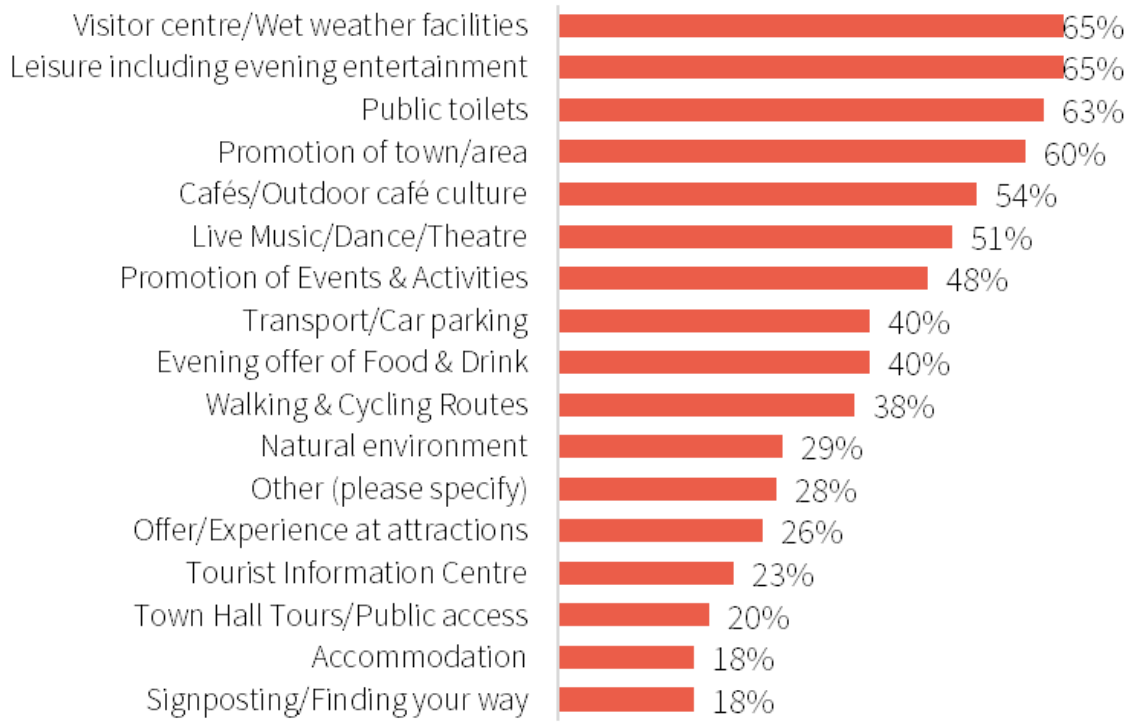
Source: Barrow Borough Council Place Development Survey, June-July 2020
Note: 159 respondents; multiple selection permitted
…Indoor family attractions, i.e. soft play, skate park, cinema

5.51 Beaches/Coastline suggestions coupled with Walking/Cycling/Activities and Wildlife to suggest a very strong nature and outdoor activities offer from Barrow.

5.52 Attractions compliments Heritage/Culture, Theatre & Arts and Events and together these categories distinctly suggest Barrow's appeal as a cultural destination.

5.53 The following question asked, on the other hand, what needed improving about Barrow in terms of attracting visitors.

Figure 5.8 'What is most in need of improvement?'



Source: Barrow Borough Council Place Development Survey, June-July 2020
Note: 159 respondents; multiple selection permitted

5.54 Approximately 2/3 of the 159 respondents said that a visitor centre/wet weather facilities and leisure and evening entertainment needed to be improved or provided in order to improve Barrow's attractiveness to visitors. Also of note, with just shy of 2/3 of respondents agreeing, was the need to improve public toilets in the town centre – echoing concerns of both access and public realm.

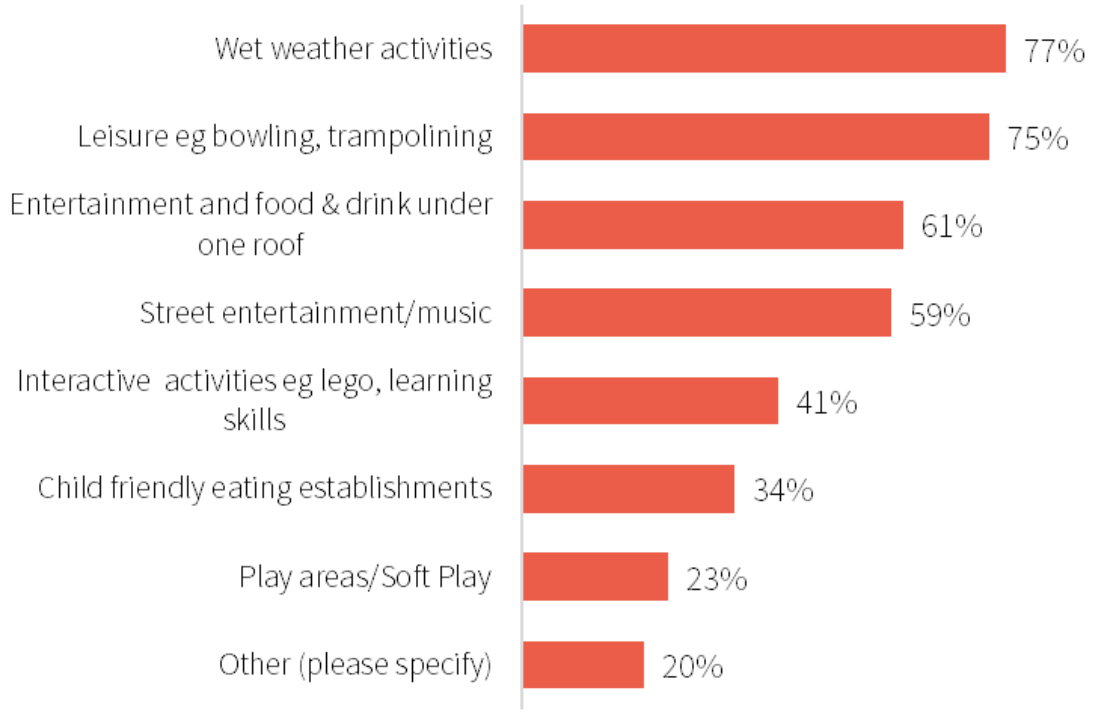
5.55 Three culture-related options were selected by approximately half of respondents, these being:

- Promotion of Events & Activities (48%)
- Live Music/Dance/Theatre (51%)
- Cafés/Outdoor café culture (54%)

5.56 The popularity of these three options indicates opportunity behind the arts in Barrow, but that support is needed.

5.57 In a slightly more open-ended question, Barrovians were asked what they would like to see to specifically attract families to Barrow.

Figure 5.9 'What would you like to see to attract families to Barrow?'

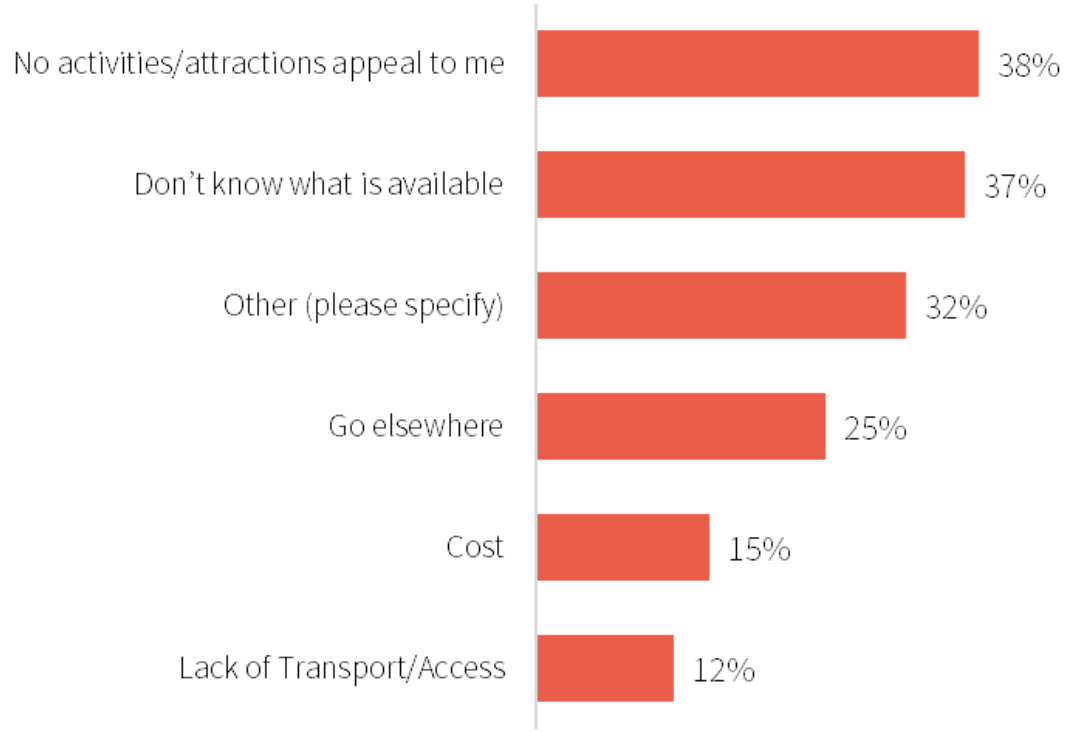


Source: Barrow Borough Council Place Development Survey, June-July 2020
Note: 159 respondents; multiple selection permitted

5.58 As in a previous question, facilities to deal with the wet weather were considered a top priority, as currently the town does not well cater for people when it is raining. In close second was the option for leisure facilities, e.g. bowling or trampolining. This accords with #MyTown and #BrilliantBarrow suggestions of encouraging the development of a deeper leisure offer to provide more opportunity for people to have fun in the town.

5.59 Barrovians were also asked if anything prevented them from taking part in cultural activities or using attractions and facilities in Barrow.

Figure 5.10 'Does anything stop you/prevent you from taking part in cultural activities or using attractions/facilities in Barrow?'



Source: Barrow Borough Council Place Development Survey, June-July 2020
Note: 159 respondents; multiple selection permitted

5.60 Perhaps discouragingly, but entirely consistent with frequent responses citing the need to improve and support the cultural and leisure offer of Barrow, more than 1/3 (38%) of respondents said no activity on offer in Barrow appealed to them. Similarly, 37% of respondents said they did not know what activities are available, and a ¼ admitted they simply go elsewhere for cultural activities.

Local Walking & Cycling Infrastructure Plan

5.61 A Project Development Group was established for the Local Walking & Cycling Infrastructure Plan which was led by Cumbria County Council.

Consultation Approach

5.62 A virtual workshop of key walking, cycling, health and business leaders was delivered to discuss what their priorities were on developing walking and cycling infrastructure. An online survey was distributed widely via email lists and social media accounts of relevant organisations. The project was featured on Cando FM.

Engagement Findings

5.63 A survey receiving 181 responses asked Barrovians for their input concerning investment in local walking and cycling infrastructure. In addition to this survey, 10 distinct 'Have your say' responses to the #BrilliantBarrow campaign focused on walking and cycling infrastructure as either a current barrier and future opportunity. In addition to these responses, Hatch Regeneris have analysed the findings of a roundtable on the topic of walking and cycling infrastructure between Barrow Borough Council, local business and third sector leaders, as well as Cumbria County Council.

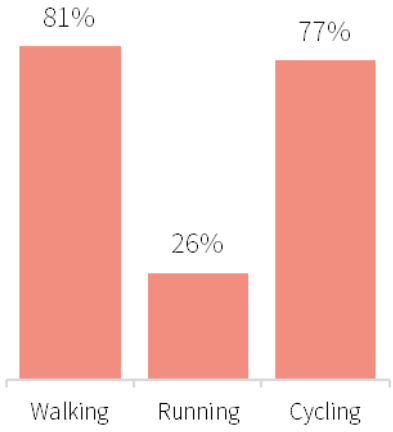
Over ¾ of Barrovians said they had been cycling more during lockdown, with a further 81% saying they had walked more during lockdown. These proportions are high, and consistent with a national turn towards walking and cycling as a way of avoiding public transport during the pandemic and maintaining wellbeing.

5.64 A subsequent question asked Barrovians what would keep them walking or cycling more as the lockdown is eased. Out of 177 responses to the question, 84 specified that dedicated walking or cycling paths would help, which was the most frequent suggestion. Of those 84 responses focusing on dedicated walking and cycling paths – 62 advocated new cycle paths, whilst 22 advocated new mixed or just walking paths.

5.65 Of the remaining 93 responses to this question, responses were more evenly mixed, with respondents citing the return of wet and cold weather, busy roads, potholes and cracked pavements) as reasons that would keep them from walking and cycling.

5.66 The flipside of this question was also posed, with Barrovians asked what would stop them walking and cycling more. Almost 2/3 of responses to this question (113 / 181) voiced safety concerns related to traffic and cars on the roads, as well as mixing cyclists and pedestrians on narrow pavements. These concerns were the most frequent by a significant margin.

Figure 5.11 'Have you been doing any of the following more often during lockdown? (Select all that apply'

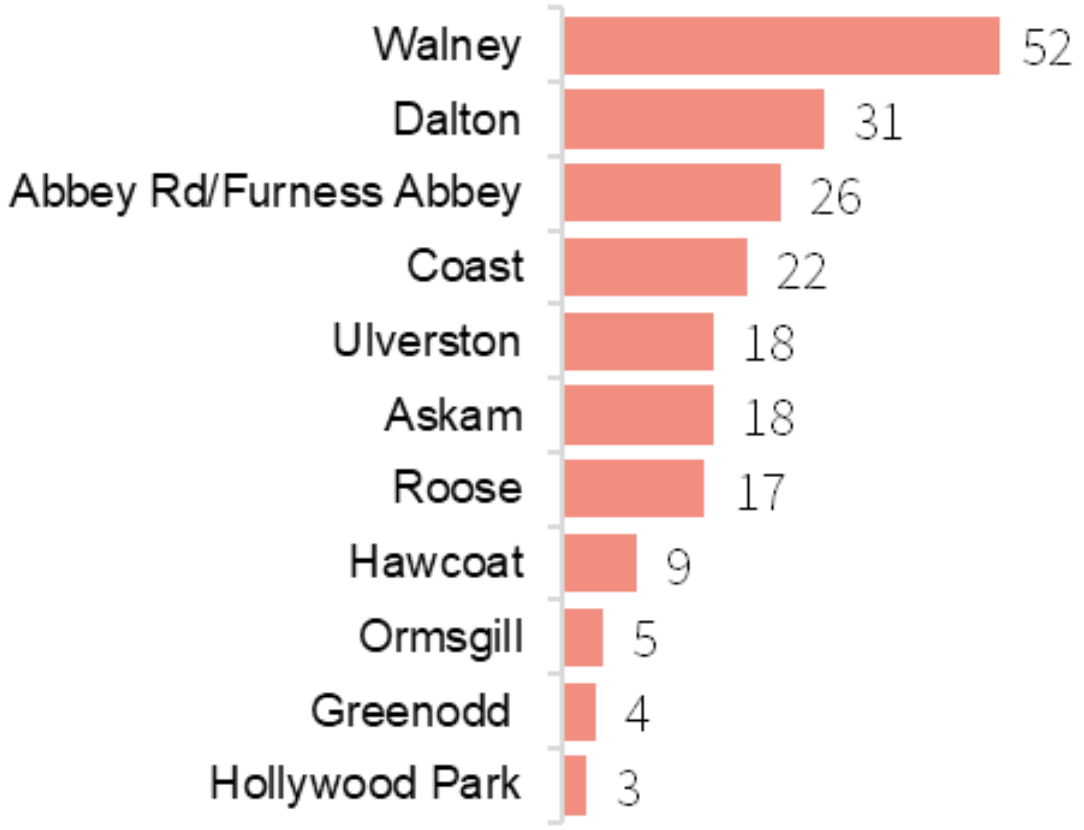


Source: Barrow Borough Council; Hatch Regeneris
Note: 181 responses; multiple selection permitted

5.67 In the same survey, respondents were also asked which areas they would like to see connected in a Barrow cycling and walking network. Out of 181 responses, 52 said they would like to see Walney connected – the most of any named area by a substantial margin.

5.68 Dalton was the next most popular area, with over 30 people saying connecting Dalton and Barrow in a new walking and cycling network would be good.

Figure 5.12 'Which areas would you like to see connected in a Barrow cycling and walking network?'



Source: Barrow Borough Council; Hatch Regeneris
Note: 181 responses; multiple selection permitted

5.69 From the from the 'Have your say' responses, a set of common themes emerges clearly:

- Cycling in Barrow is currently dangerous on certain roads, such as Walney Road/A590
- Separate (Dutch) cycle lanes are ideal and preferable to painted lanes on the road or pavement
- The government narrative around infrastructure as well as health and the environment has become more focused on cycling, suggesting now is the time to invest

5.70 These points were broadly corroborated in the discussion held between Barrow Borough Council and other local stakeholders, where it was noted that Barrow's cycling infrastructure is fragmented, causing a 'stop start' feeling for users and detracting from navigability. Attention was drawn specifically to the area on North Road outside the DDH as a pinch-point in the network.

5.71 Respondents from the #BrilliantBarrow campaign discussed the difficulties encountered by cyclists in Barrow when sharing relatively narrow but high-traffic roads with cars, and this point was echoed in the stakeholder discussion where it was noted that cars parking on painted cycle lanes was a problem in the town. 'Dutch' lanes, i.e. segregated cycle lanes, have been identified as a preferred option to deal with these problems, as they provided a dedicated space for cycling.

6. Future Stakeholder Engagement Plan

6.1 Future engagement will be co-ordinated through the Town Deal Communications and Engagement group, which is made up of partner organisations that are delivering the Barrow Town Investment Plan. Broadly the original aims and objectives established by the group will remain unchanged post-submission and during implementation.

6.2 The proposed approach to communications is based on good practice and seeks to be mindful that activity influences the reputation and perception of Barrow-in-Furness and local partners. We will be aware of this in all our communication and engagement initiatives, actions and publications:

1) Every contact we make or receive provides an opportunity to engage with stakeholders. We will pay attention to all 'touch points';

2) We recognise the need to be open and transparent, where possible, about how the deal is progressing. Managing expectations and listening to local people; and

3) Communication and engagement are essential to understand how people are experiencing the changes in the local community and what their priorities are.

6.3 In keeping with these principles our communication and engagement activity should be:

- Clear, timely and accurate
- Targeted and appropriate avoiding a 'scatter-gun' approach, which can be less effective
- Accountable to the Brilliant Barrow Board
- Planned, consistent and professional
- Two way – with feedback considered in every interaction
- It should also:
  - Build a consistent and clear story of the Town deal and other town centre improvement schemes
  - Take a coordinated Barrow-wide approach
  - Be put into context and linked into the 'bigger picture' (with Barrow Borough Council Strategic vision in mind when creating messages)
  - 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 all the partners when sharing information

Involve: Identify and involve the people/organisations who have an interest in the proposals and developments:

6.4 As the Town Deal activity progresses and focuses on the delivery of the specific projects it is planned to utilise the comprehensive community partnerships that were established as part of the LRF during the Covid-19 national crisis to plan, share and deliver communication and engagement. A collaboration of public, private, third and community sector organisations that are embedded across the Borough meets on a fortnightly basis and provides a network of key organisations, groups and individuals that effectively represent the whole community is available for the Communication and Engagement group to target specific communications and engagement, or carry out broader "project-wide" work. The group is regularly updated and mapped and is a great resource for disseminating and delivering engagement activity across the Borough.

Support: Identify and show how you will overcome any barriers to involvement:

6.5 Mapping is underway to identify underrepresented groups (and particularly those who would qualify as having protected characteristics under the Equalities Act 2010) to ensure those that are "hard to reach" are afforded full opportunity to engage and participate. There will be concerted effort to engage with those who suffer digital vulnerabilities through the provision on non-digital materials and we will target children and young people using the education network and the Futures Board, a group of children and young people from a variety of socio-economic backgrounds, who are committed to participating in the forward engagement plan.

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:

6.6 The Communication and Engagement group will review the pre-submission engagement feedback and analyse strengths and weaknesses of what has been delivered to date. This will include a review of which organisations have contributed resource and where the gaps are for future activity. Resource, scope and timescales will be drawn up based on this review and in consultation with the Board and partners.

Design: Agree and use methods of engagement that are fit for purpose, and demonstrate engagement throughout the project lifetime/Town Deal Fund:

6.7 The design of the next phase will be dependent upon the outcome of the evidence review (as described above) and strongly linked with the direction that the Covid-19 restrictions take and the plan will need to reflect the opportunities that this present. We have utilised alternative engagement techniques during lockdown and these can be refined and continued, but the opportunity for more public facing and personal engagement will be taken should restrictions be further lifted.

Work together: Agree and use clear procedures that enable the participants to work with one another effectively and efficiently:

6.8 Monthly and weekly reporting structures between the Communication and Engagement group, the Town Deal Board and the project leads. There is an effective and established method of partnership working which will be reviewed and refined as part of the evidence review (as described above).

Share information: Ensure necessary information is communicated between the participants and everyone is looped into the information needed to make informed decisions:

6.9 Reporting structures are in place as described above. The #BrilliantBarrow website and social media channels allow for two way communication with the general public and will be developed and integral in updating residents and visitors on progress.

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:

6.10 Partnership working is effective and embedded but will be reviewed post-submission. The diverse nature of the Board, and the Communication and Engagement group, allows for effective partnership working. The LRF structure is both comprehensive and reflective of the community that it serves. Meeting regularly, and communicating virtually in between, it offers a "one-stop-shop" for effective communication and engagement.

Improve: You may need to consider further developing the skills, knowledge and confidence of all participants:

6.11 A skills audit will be delivered as part of the evidence review described above. Identifying strengths and weaknesses of participants is a key part of detailing who does what and when, as part of the forward plan.

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:

6.12 The structures described above offer good opportunity to feedback across partners and the wider-community. Feedback structures will be identified as a key deliverable for all communication and engagement activities in the detailed engagement plan.

Evaluate engagement: Monitor and evaluate whether the engagement achieves its purposes and adjust as necessary:

6.13 Regular and quality evaluation is a key to guiding the forward engagement plan as the project develops. The reporting and feedback structures (monthly to Board and weekly to project leads) will evaluate and capture learning to guide the next steps. This allows the forward engagement plan to be a "live" plan that can react to success or failure of activity, linking the outcomes to the project objectives and altering the focus should there be a need.

Key next steps:

1) Comprehensive review of pre-submission engagement success and failure, analysing:
   - Groups that have been engaged
   - Methods of engagement utilised
   - Partner delivery (who has done what with whom)
   - Partner skill audit
2) Map existing and new engagement opportunities with a particular view to those groups who have protected characteristics under the Equality Act 2010

3) Identify the training, skills and resource requirements from above;

- Review and appraise engagement technique opportunity in line with the Covid-19 related restrictions;
- Design and plan forward engagement to match the individual project need, and the holistic Town Deal opportunity.

Appendix A - Town Deal Board

Role

6.14 The role of the Town Deal Board is four-fold:

- Define vision and strategy
- Develop a evidence-based Town Investment Plan
- Set out clear programme of interventions
- Coordinate resources and influence stakeholders

6.15 The Terms of Reference is set out below.

Membership

6.16 Membership of the Town Deal Board reflects:

- Tiers of local government
- MP for Barrow and Furness
- Local businesses and investors
- VCSE sector
- Barrow BID
- DWP
- Anchor institutions

Table 6.1 Barrow Town Deal Board Membership

Name	Organisation
Steve Cole, Chair	BAE Systems
Sam Plum	Barrow BC
Ann Thomson	Council Leader
Cllr Anne Burns	Cumbria CC
Elaine Herbert	DWP
Chris Clouter	ABP
Julie Mennell	UoC
Andrew Wren	Furness College
Suzanne Caldwell	Cumbria Chamber

Name	Organisation
Janet Garner	BAE Systems
Jo Lappin	Cumbria LEP
Geoff Jollifffe	Morecambe Bay CCG
Paul Hodgson	Barrow BID
Rebecca Robson	Barra Culture
Simon Fell	MP for Barrow & Furness
Ali Greenhalgh	Cumbria CVS

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

PURPOSE

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

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

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

ROLES AND RESPONSIBILITIES

The Barrow-in-Furness Town Deal Board will:

Strategy

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

2. Ensure that a vision is developed, this should be both ambitious and grounded in Barrow-in-Furness, so that it is authentic and of place.

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

4. Ensure that the Town Investment Plan aligns with Cumbria's Local Industrial Strategy, Cumbria Infrastructure Plan, Cumbria Local Transport Plan, Barrow Borough Local Plan and the commitment to net zero carbon. It should seek to maximise wider value and explore opportunities for community wealth building working with the voluntary and community sectors.

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

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

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

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

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

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

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

Investment

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

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

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

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

Delivery and Co-ordination

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

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

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

Advocacy

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

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

Community Engagement

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

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

Risk

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

Standards and Compliance

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

MEMBERSHIP

Appointment

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

Membership

The membership of the Group is as follows:

- Steve Cole (Chair)
- Cllr Ann Thomson representing Barrow Borough Council (Deputy Chair)
- Ali Greenhalgh representing Cumbria CVS
- Andrew Wren representing Furness College
- Cllr Anne Burns representing Cumbria County Council
- Chris Clouter representing ABP
- Geoff Jolliffe representing NHS

- Gill Doyle representing Jobcentre Plus
- Julie Mennell representing University of Cumbria
- Jo Lappin representing Cumbria Local Enterprise Partnership
- Paul Hodgson representing Barrow Business Improvement District
- Rebecca Rawlings representing Barra Culture
- Sam Plum representing Barrow Borough Council
- Simon Fell Member of Parliament for Barrow and Furness
- Suzanne Caldwell representing Cumbria Chamber of Commerce

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

MEETINGS

Frequency

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

Meeting Papers

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

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

Written Procedures

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

Attendance Policy

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

Conduct

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

Conflict of Interest

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

Delegated Authority

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

COLLABORATIVE WORKING

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

ACCOUNTABILITY

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

Appendix B - Strategic Stakeholder Consultees

- Simon Adams, Managing Director, Peill & Co
- Caroline Baker, Director, Cushman & Wakefield
- Cllr Anne Burns, Statutory Lead Member for Children's Services, Cumbria County Council
- Suzanne Caldwell, Deputy Chief Executive, Cumbria Chamber
- Chris Clouter, Port Manager, Associated British Ports
- Steve Cole, Town Deal Chair, CIO, BAE Systems
- Steph Cordon, Director of People and Place, Barrow Borough Council
- Neil Doherty, Corporate Social Responsibility Manager, BAE Systems
- Simon Fell, Conservative MP for Barrow & Furness
- Ali Greenhalgh, CVS
- Jonathan Harris, Senior Programme Manager, Cumbria County Council
- Alison Hatcher, Major Programmes Director, Cumbria County Council
- Elaine Herbert, Senior Partnership Manager, DWP
- Paul Hodgson, Chair of Barrow BID
- Helen Houston, Planning, Barrow Borough Council
- Geoff Jolliffe, Clinical Chair, Morecambe Bay CCG
- Chris Jones, Housing, Barrow Borough Council
- David Joyce, Commercial Property, Barrow Borough Council
- Stuart Klosinski, Consultant
- Jo Lappin, Chief Executive, Cumbria LEP
- Steven Mcaloone, Director of Curriculum, Technical and Adult Learning, Furness College
- Julie Mennell, Vice Chancellor, University of Cumbria
- Ginny Murphy, Senior Analyst, Cumbria Observatory
- Sam Plum, Chief Executive, Barrow Borough Council
- Jack Richards, Morecambe Hub Asset Manager, Spirit Energy
- Cllr Lee Roberts, Deputy Leader of Council
- Rebecca Robson, Barra Culture
- Cllr Ben Shirley, Senior Parliamentary Assistant
- Kaz Stuart, Professor of Social and Health Inequalities, University of Cumbria
- Corinne Watson, Head of Programmes, Cumbria LEP
- Andrew Wren, Principal, Furness College



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BARROW-IN-FURNESS TOWN DEAL BOARD	
Date of Meeting: 24th July 2020	
Reporting Officer: Director – People and Place, Barrow BC	

Title: Additional Funding - Accelerated Town Fund

Summary and Conclusions:

Barrow has been offered a grant of £750,000 accelerated Towns Fund for capital projects that can be committed and spent by 31 March 2021. Projects have to fit within the Towns Fund Intervention Framework guidance and meet immediate challenges.

The suggested focus for use of the accelerated Towns Fund is as follows:

- Acquisition of key sites that will support the regeneration of the waterfront and enhance the gateway access to Marina Village - £130,000
- Revitalise and repurpose key spaces in the town centre through a programme of acquisition, demolition and site clearance. Plus, investment in outdoor infrastructure such as pop up stalls, event infrastructure to encourage footfall in town centres and support Covid 19 recovery - £570,000.
- Tackle health inequalities and enhance Barrow's outdoor activity offer through investment into new outdoor exercise facilities - £50,000

Recommendations:

It is recommended that the Town Deal Board:

1. Note the additional grant funding that has been offered to Barrow
2. Support the proposed use of the grant in line with the strategic objectives of Barrow Town Deal
3. Agree to the inclusion of the broad approach to this within the Town Investment Plan

Report

Background

On 1 July 2020, the Prime Minister announced that the government was bringing forward £5bn of capital investment projects, supporting jobs and the economic recovery. As part of this, the Towns Fund was referenced as being

central to the government's ambition to level up the country – creating jobs and building stronger and more resilient local economies and communities. In recognition of the importance of this and the pressing need in the towns that have been selected to benefit, Barrow council received a letter to say that the government was bringing forward funding to this financial year to support projects that would make an immediate impact.

Barrow council has been offered a grant of £750,000 to fund capital projects that can be delivered this financial year. Funding has been allocated according to population size from the 2011 Census, using the Office for National Statistics' categorisation of small, medium and large towns.

This grant can be used to support capital spend within the intervention framework as set out in the Towns Fund Further Guidance: https://www.gov.uk/government/publications/towns-fund-further-guidance.

The government are particularly encouraging projects that will support towns in responding to immediate challenges, including:

- Improvement to, or new parks and green spaces and sustainable transport links
- Improvements to town centres including repurposing empty commercial properties
- Demolition or site remediation where this will have an immediate benefit

Conversations with government have confirmed that this is additional investment on top of any Towns Deal Fund ask.

Barrow Proposal

Barrow has an ambitious Town Deal programme and the following proposals provide an opportunity to deliver some capital projects that will meet immediate challenges which will enhance the economic recovery of Barrow and help alleviate the impact of Covid 19.

The detail of how the proposals fit within the Town Fund Intervention Framework and how it will enable the projects within the Town Investment Plan to build on them are set out in the attached table.

Next Steps

The next step is for the council to confirm to government what it wishes to do with the grant. This has to include confirmation from our Section 151 officer that the spending will be in line with the Towns Fund intervention framework and will achieve good value for money and that the project can be delivered this financial year. This has to be done by 14 August 2020.

Government will then review Barrow's proposal to ensure it satisfies the requirements above, before releasing the funding. As Barrow is ambitious and submitting its Town Investment Plan on 31 July 2020, we will be confirming

how we are building on this initial investment in advance of submission of the accelerated Towns Fund amount to government.

Town Deal Accelerator Funding	Proposed Allocation	Outputs	Alignment	Outcomes	Outcome Indicators
Acquisition of key sites that will support the regeneration of the waterfront and enhance the gateway access to Marina Village	£130,000	Acquisition and development of dilapidated properties adjacent to large brownfield development to provide an enhanced gateway.	Homes England Local Industrial Strategy High Street Heritage Action Zone Local Growth Fund	Enhanced townscape that is more attractive to residents, businesses and visitors.	Raise perceptions of the place by residents, businesses, visitors Land values
Revitalise and repurpose key spaces in the town centre through a programme of acquisition, demolition and site clearance. Plus, investment in outdoor infrastructure such as pop up stalls, event infrastructure to encourage footfall in town centres and support Covid 19 recovery.	£570,000	Delivery of quality residential or commercial space in key locations.	Future High Street Fund Local Industrial Strategy High Street Heritage Action Zone	Enhanced townscape that is more attractive and more accessible to residents, businesses and visitors	Enhanced perceptions of the place by businesses, residents, visitors.
Tackle health inequalities and enhance Barrow's outdoor activity offer through investment into new outdoor exercise facilities.	£50,000	New upgraded sports and parks facilities to promote physical and mental wellbeing.	Arts council Creative People and Places Local Growth Fund Coastal Communities Fund	Improved arts and cultural and heritage offer that is more visible and easier for residents and visitors to access Improved health and wellbeing	Number of visitors to arts, cultural and heritage events and venues Perceptions of the place by residents and victors

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Friday, 24th July, 2020
at 10.00 a.m. (Virtual Meeting)

PRESENT:

Chairman: Steve Cole (BAE Systems), Sam Plum (Barrow BC), Michael Barry (Cumbria CC), Cllr Anne Burns (Cumbria CC), Suzanne Caldwell (Cumbria Chamber of Commerce), Chris Clouter (ABP), Steph Cordon (Barrow BC), Brad Crumbleholme (ABP), Neil Doherty (BAE Systems), Sami Falou (BEIS), Simon Fell (MP), Paul Hodgson (Barrow BID), Helen Houston (Barrow BC), Naomi Hollows (CLGU), Alison Hatcher (Cumbria CC), Tracey Ingham (Cumbria CC), Geoff Jolliffe (Morecambe Bay CCG), Jo Lappin (Cumbria LEP), Julie Mennell (University of Cumbria), Lauren Newby (Hatch Regeneris), Cllr Lee Roberts (Barrow BC), Heather (DWP) and Andrew Wren (Furness College).

ITEM	ACTION
54 – Introductions and opening comments from the Chair The Chairman welcomed everyone to the meeting and introduced Steph Cordon, the Director of People and Place. **55 – Apologies** Apologies for absence had been received from Janet Garner (BAE Systems), Ali Greenhalgh (Cumbria CVS), Rebecca Robson (Barra Culture) and Cllr Ann Thomson (Barrow BC). Neil Doherty (BAE Systems) and Cllr Lee Roberts (Barrow BC) had attended as substitutes for Janet Garner and Cllr Ann Thomson respectively for this meeting only. **56 – Declarations of Interest** Julie Mennell and Andrew Wren declared an interest in the Institute for Technology proposal. Cllr Ann Burns declared an interest in the Cumbria County Council bids as she was a Member of that Council. The Chair requested Official Board Members to return their completed Conflict of Interest paperwork as soon as possible.	

ITEM	ACTION
57 – Minutes of the Last Meeting The minutes of the meeting held on 26th June, 2020 were agreed as a correct record. **58 – Matters Arising** There had been no matters arising, which had not been covered elsewhere on the Agenda. **59 – Town Investment Plan** Michael Barry submitted a report providing an update on the Town Investment Plan. He advised that shaped by the Town Deal Board, good progress had been made and the Plan was ready to be submitted for the consideration of the Ministry of Housing, Communities and Local Government (MHCLG) by July 31st, placing Barrow amongst the very first in the Country to move forward. He added that progress in developing the Plan had been made in the absence of detailed MHCLG templates, in order to meet the planned submission date of July 31st. On 9th July, MHCLG published the Town Investment Plan template which highlighted the need for plans to be in two parts; the first providing programme and assurance information and the second focused on project specific information. Whilst slightly different in structure, the Barrow Town Investment Plan covered key information within parts one and two. He advised that if the current Town Investment Plan was to be re-worked to perfectly align with part one of the template, submission in July would be impossible, largely owing to Governance requirements. Part two was in effect a spreadsheet seeking scheme specific information to support the appraisal of the plan and it was proposed that those be populated using the project information already available. It had been noted that the Investment Plan itself made the case for investment in seven key projects which, combined and aligned to wider opportunities, had the potential to catalyse the transformation of the Town and the ability of Residents to see real benefit. Whilst offering a focus on individual schemes, the plan also sought to present a long-term ambition for the continued and inclusive growth within Barrow, as well a providing a confident perspective looking to build on the Town's strengths and opportunities to present a longer-term economic development strategy. In doing that, the Plan sought to reflect those specific elements that the Council wished to see funded through the Town Deal, alongside broader opportunities.	

ITEM	ACTION
The proposals also sought to lever, synergise and complement other funding streams and projects like the Future High Street Fund, Private Sector investment programmes, Electric Bus proposal, Low Carbon Barrow, ERDF and Growth Fund applications and the Marina Village. Michael advised that Government Policy had increasingly focused on securing the levelling-up of the UK economy with policy recognising that raising productivity and economic growth in the Towns and Cities of the North could help increase opportunities as well as support a strengthening of the UK economy. It had been noted that the development of the Town Investment Plan would come forward in two phases with the first phase focused on the submission of the Town Investment Plan containing a set of project proposals and then the agreement of Heads of Terms. The second phase would be a requirement to develop Full Business Cases through which delivery funding would be confirmed. Michael advised the Board that in acting as the accountable body, Barrow Borough Council must be able to manage an effective process; and that within the deal, £500,000 had been sought to support the accountable body role. A copy of the Town Investment Plan, as well as an update on progress to finalise the Strategic Outline Business Cases, had been appended to the report. Michael advised that the feedback received previously had been built on to create the final Plan and he presented a quick overview of the Plan to the Board. Lauren Newby of Hatch Regeneris presented details of each of the seven projects and a summary of their key outcomes (full details of which had been included in the Town Investment Plan which had been included in an appendix to the report), drawing particular attention to the following:- • **Community Wellbeing Hubs** – Each Hub would be tailored to the needs of each community that they were within. Further details would be included in the Full Business Cases as the project progresses; • **Housing Renewal** – This project would see improved efficiency in properties and a reduction in carbon emissions. She added that Working Groups had been busy working behind the scenes to develop Strategic Outline Business Cases.	

ITEM	ACTION
In return for the total £29.9M ask from the Town Deal Fund, there would be a £19.9M land value uplift, £20.7M social return, 810 tonnes of Co2 would be saved, £27.3M WEBTAG benefits and £63.2M in additional GVA. The Chair thanked Michael and Lauren for the presentation which was a very strong portfolio and provided comprehensive coverage of the objectives and he invited comments from the Board. Jo Lappin commented that a really good return on investment had been demonstrated and thanked the team for their hard work. She added that a few things could be sharpened prior to submission to a Government audience including:- • Details of Community and Private Sector engagement could be beefed up a bit so it comes across more strongly; and • There was a requirement to reassure people on the capacity, capability and deliverability of the projects. Cllr Burns commented that the plan was very robust and delivered what we want to see in our community. It would generate immense benefits for residents of the Borough and thanked everyone involved. Cllr Roberts commented that the Plan addressed generational issues in the Borough. He added that the BCR of the Marina Village project had been rated medium and stated that the submission needed to be clear of the benefits of the project as a stand alone project. Geoff Jolliffe thanked everyone for their hard work involved thus far and was happy to see the link in health inequalities being addressed within all of the projects. He stated that the Maria Village project would be a major development in attracting people to live and work in the Borough and could assist in attracting new NHS recruits. <u>Next Steps</u> Michael requested the Board to endorse the Town Investment Plan which would be considered at the meeting of the Barrow Borough Council Executive Committee on 27th July ahead of Full Council on 28th July. Following that, the deal would be ready for submission on 31st July, 2020. Within the submission it was intended that alongside the Investment Plan itself, the following evidence base documents would be provided:-	

ITEM	ACTION
• Socio Economic Narrative; • Stakeholder Engagement Report; • Project Prioritisation Report; • The Project Strategic Outlines Business Cases; and • The Town Investment Plan Part 2 template. In support of that, there had also been a requirement that each member of the Town Deal Board provided letters of support, confirming their endorsement of the Plan. The submission of the Town Investment Plan, whilst a significant milestone, did not signify the end of the process. The immediate focus would turn to addressing due diligence surrounding the deal whilst pushing for early agreement of the Heads of Terms. Following submission it was hoped that funding and projects could be realised as early as possible. This was important, especially as the Town continued to recover from the impacts of Covid-19. RESOLVED:- (i) To endorse the #BrilliantBarrow Town Investment Plan; and (ii) To provide letters of support for the proposals set out within the Town Investment Plan. **60 – Communication & Engagement Report** Steph Cordon submitted a report updating the Board on progress made in respect of communication and engagement. She advised that the Town Investment Plan had been shaped by Stakeholder engagement and feedback. A comprehensive process of engagement had supported the development of the Plan and associated Strategic Outline Business Cases for each of the shortlisted projects. There had been a strong response to digital engagement activity with over 960 unique posts and responses provided across the three phases of activity. This had been complemented with one-to-one consultations and focus groups. The feedback received had been overwhelmingly supportive, constructive and informative to guide the process of strategy development. It had been noted that the Communications and Engagement Group had been a Task and Finish Group established to support the work of the Town Deal Board, responsible for preparing and implementing communications activity. The Group had developed a Town Deal Stakeholder Engagement Plan which had been implemented in three stages as follows:-	

ITEM	ACTION
• **Phase 1 Engagement:** awareness raising activity through social media which encouraged initial views to be shared through the #MyTowns Government portal. A total of 140 unique posts had been provided. That had been complemented by social media analysis on activity related to Barrow and by c.25 one-to-one consultations with strategic delivery partners; • **Phase 2 Engagement:** launch of the #BrilliantBarrow campaign and website encouraging the community to 'have your say'. To date, over 230 individual posts had been shared; and • **Phase 3 Engagement:** development of project Stakeholder Engagement Plans and implementation through a mixed method approach including surveys and focus group activity. In total, 592 responses to the seven surveys had been secured to date. This had been in addition to qualitative feedback shared via meeting notes and correspondence. Covid-19 had changed the engagement planning dramatically, as traditional forms of engagement had been inappropriate due to lockdown and social distancing measures, with a shift to a more targeted and predominantly digital approach. Lauren Newby of Hatch Regeneris provided an overview of the key highlights from Stakeholder engagement as follows:- • **Barrow Learning Quarter** – Engagement had included a targeted survey at the University of Cumbria, Furness College and Businesses, as well as via 'Have your Say'; • **Community Wellbeing Hubs** – 81 responses had been received and a further 40 had been received on the consultation on the Earnse Bay Outdoor Centre; • **Business & Enterprise Support** – 15 responses had been received to date and a targeted survey was ongoing to increase response rate; • **Housing Renewal** – Consultation had taken place in the form of Focus Groups with Barrow Borough Council and Cumbria County Council, as well as via 'Have your Say'; • **Marina Village** – 93 responses had been received as part of a targeted survey; • **Place Development** – 159 responses had been received as part of the targeted survey; and	

ITEM	ACTION
• **Local Walking and Cycling Infrastructure Project** – 181 responses had been received, in addition to a virtual workshop and online survey. Full details of issues considered most important by respondents for each project had been detailed in the appendix to the report. <u>Next Steps</u> It had been noted that following the submission of the Town Investment Plan to Government on 31st July, there would be a need to maintain momentum and complete Phase 3 engagement between July and September. Once agreement on Heads of Terms had been secured, the implementation of further phases of engagement would get underway as follows:- • **Phase 4 Engagement:** raise awareness of the finalised Town Investment Plan and undertake tailored project development engagement to inform Full Business Cases; and • **Phase 5 Engagement:** engage Stakeholders in the implementation and delivery of projects. Steph advised the Board that a Future Stakeholder Engagement Plan, aligned to Phase 4 and 5 above, had been drafted which had been included with the Stakeholder Engagement Report attached as an appendix to her report. Councillor Roberts stated that community and engagement would continue through the project development, placing people at the centre of everything the Council does. Andrew Wren asked if there would be any advantage to being part of the Phase 1 submission. Sami Falou advised that there shouldn't be any advantage on the potential for approval but that it would be advantageous in that it would provide more time to put into the projects as they could start earlier if approved. Jo Lappin asked if there was any plan to have someone scrutinise the Town Deal request prior to submission and offered the help of the LEP. Michael Barry would liaise with Jo outside of the meeting. Steph Cordon asked if the LEP could support the Future High Street Fund Submission in the same manner. Jo agreed.	Michael Barry/ Jo Lappin Steph Cordon/ Jo Lappin

ITEM	ACTION
RESOLVED:- To endorse the Stakeholder Engagement Report and note that it would form a technical appendix to the Town Deal submission. **61 – Additional Funding – Accelerated Town Fund** Steph Cordon submitted a report informing the Board that the Council had been offered a grant of £750,000 to fund capital projects that could be delivered this financial year. She advised that funding had been allocated according to population size from the 2011 Census, using the Office for National Statistics' categorisation of small, medium and large towns. It had been noted that the Government were particularly encouraging projects that would support Towns in responding to immediate challenges, including:- • Improvement to, or new parks and green spaces and sustainable transport links; • Improvements to Town Centres including repurposing empty commercial properties; and • Demolition or site remediation where that would have an immediate benefit. She provided details of the suggested focus for use of the accelerated Towns Fund as follows:- • Acquisition of key sites that would support the regeneration of the Waterfront and enhance the gateway access to Marina Village (£130,000); • Revitalise and repurpose key spaces in the Town Centre through a programme of acquisition, demolition and site clearance. Plus, investment in outdoor infrastructure such as pop up stalls, event infrastructure to encourage footfall in Town Centres and support Covid-19 recovery (£570,000); and • Tackle health inequalities and enhance Barrow's outdoor activity offer through investment into new outdoor exercise facilities (£50,000). Steph advised that projects needed to fit within the Towns Fund Intervention Framework guidance and meet immediate challenges. Full details of how the proposals fit within the Town Fund Intervention Framework and how that would enable the projects within the Town Investment Plan to build on them had been included in a table appended to her report.	

ITEM	ACTION
Next Steps It had been noted that the next step would be for the Council to confirm to Government that it wished to accept the grant. This needed to include confirmation from the Council's Section 151 Officer that the spending would achieve good value for money and that the projects could be delivered this financial year. This process had to be completed by 14th August, 2020. Government would then review Barrow's proposals to ensure that they satisfied the requirements before releasing the funding. Barrow's ambitious approach to submitting the Town Investment Plan on 31st July, 2020 confirmed how the Council were building on the initial investment in advance of submission of the Accelerated Towns Fund amount to Government. Paul Hodgson advised that the Barrow BID Manager had been through the proposals which would be transformational for the Town Centre and tied in with the Future High Street Fund proposals. Simon Fell asked what sites had been identified within the Town Centre. Sam Plum advised that this information was commercially sensitive; not to be discussed within this meeting but more information would be provided in due course. RESOLVED:- (i) To note the additional grant funding that had been offered to Barrow; (ii) To support the proposed use of the grant in line with the strategic objectives of Barrow Town Deal; and (iii) To agree to the inclusion of the broad approach to this within the Town Investment Plan. **62 – Future High Street Fund** Helen Houston provided the Board with an update on the Future High Street Fund proposals including details of the key components proposed for each project as follows:- • **Barrow Market Hall** – Including enhanced and welcoming entrances, improvements to the appearance of the outside of the building including cladding, improved natural lighting, improved stall layout, creation of a Food Hall, quality toilet/changing facilities and prayer room, as well as event space, a children's soft play area and a cycle hub;	

ITEM	ACTION
• **Town Hall** – Including re-opening of a manned public reception desk, tourist information point, exhibition spaces (temporary and permanent) on the ground floor. Introduction of public sector services hub (including Police), opening of the Queen's Hall for events such as weddings, graduations and civic events as well as conferencing facilities. Relocation of the Registrar's service from the Nan Tait Centre into the Town Hall to complement the proposed wedding venue; • **Land to the south of the Town Hall** – Improvements to the existing space, to complement the events offer at the Town Hall, including gardens and outdoor event space for weddings and other events as well as public art and a play space. Car parking space to become multi-use for large outdoor events including a pavilion and stage; and • **Surrounding streets and bus improvements** – Improved connectivity of the Dalton Road retail core, Market Hall and Barrow Town Hall, linked with other FHSF projects including an improved network of bus services and walkable routes which would enable other FHSF projects to thrive. Creation of high quality bus stop between the Town Hall and the Market Hall, as well as improved short-term (20 mins) parking to access the Market Hall. Helen added that all seven elements of the Town Deal bid firmly aligned with the Future High Street Fund proposals. A collaborative approach had been undertaken to ensure that the principles of complementarity and added value had been embedded within the submission. The total ask for the Future High Street fund proposal was £21.7M made up of:- • £6.5M Accessibility and Public Realm; • £12.1M Market Hall • £3.1M Town Hall The proposals were due to be signed off by the Council's Executive Committee on 27th July, ahead of formal Council approval on 28th July with a deadline for submission being 31st July, 2020. The Chair thanked Helen for a comprehensive and clear overview of the project proposals which provided significant opportunities for the Town.	

ITEM	ACTION
RESOLVED:- To note the information. **63 – Future Meetings** The Chair advised the Board that following submission, we would be moving into a different phase. Michael Barry advised that in broad terms, following submission on 31st July, a due diligence process would be entered and he suggested that it would be appropriate to meet again towards the end of September. He added that it may be necessary to convene a meeting of the Board should any challenges be presented for example, re-prioritisation of projects or scaling back of projects if required. The Chair offered the support of the Board if required. Andrew Wren asked Michael if he was receiving support from the Communications and Engagement Group. Michael confirmed he had continued to receive support from them, as well as from the Planned Development Group. RESOLVED:- To note the information. **64 – Any Other Business** <u>Thanks</u> Sam Plum and the Chair wished to place on record their thanks and appreciation for all of the support received from Board Members and their organisations thus far. The meeting closed at 2.58pm.	