Brilliant Barrow Board

Friday 25 November 2022, 1:30pm – 3:30pm

Item	Agenda Item	Time	P/R/V*
1	Opening comments from Chair	13:30	V
2	Apologies for absence	13:35	V
3	Declarations of interest	13:40	V
4	Matters arising not covered in agenda	13:45	V
5	Minutes of last meeting	13:50	R
6	Programme Update	14:00	R
7	Project Cost Issues ***Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information).***	14:20	R
8	Project Presentation – Cycling and Walking	14:40	P
	Project Presentation – Place Development	14:55	P
9	Communications and Engagement Update	15:10	P
10	Risks, Issues and Opportunities	15:15	R
11	AOB	15:20	V

* Presentation / Report / Verbal

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Friday, 14th October, 2022
at 11.30 a.m. (Virtual Meeting)

PRESENT:

Steve Cole – Chair (BAE Systems), Cllr Ann Thomson – Vice Chair (Barrow BC), Elouise Abbot (BEIS), Michael Barry (Cumbria CC), Cllr Anne Burns (Cumbria CC), Glyn Cragg (BAE Systems), Suzanne Caldwell (Cumbria Chamber of Commerce), Steph Cordon (Barrow BC), Bryan Davies (ABP), Simon Fell (MP) – Minute No's 16 – 21 only, Jill Glennie (Spirit Energy) – Minute No's 16 – 21 only), Ali Greenhalgh (Cumbria CVS), David Haughian (Barrow BC) – Minute No. 19 only, Paul Hodgson (Barrow BID), Alison Hatcher (Cumbria CC), Julie Mennell (University of Cumbria), Jon Power (Cumbria LEP), Catherine Reay (BAE Systems) – Minute No's 16 (part) to 21 only, Jane Scattergood (NHS ICB), Daniel Tyler-McTighe (BarrowFull), Liz Watson (Cumbria CC), and Andrew Wren (Furness College).

Paula Westwood – Minute Taker (BBC).

ITEM	ACTION
10 – Introductions and opening comments from the Chair The Chair welcomed everyone to the meeting and encouraged the Board to discuss the challenges openly and to work collaboratively to overcome them as the project outcomes would help to strengthen and regenerate Barrow. **11 – Apologies** Apologies for absence had been received from Jo Lappin (Cumbria LEP) and Duncan Nicholson (National Lottery Community Fund. Jon Power had attended today's meeting as the Cumbria LEP representative. **12 – Declarations of Interest** The Chair noted that each member of the Board each had interests in matters pertaining to their respective organisations and that it was not necessary for these to be repeated at every meeting as these had been recorded in the register of interests. Suzanne Caldwell added that in addition to her register of interests, Cumbria Chamber of Commerce had just been awarded the Business Support contract, working in partnership with the CSEP who's accountable body was Cumbria County Council.	

ITEM	ACTION
13 – Matters Arising not covered elsewhere on the Agenda Julie Mennell advised of an emerging challenge in terms of the Learning Quarter project which she would cover under the project update later on the agenda. Alison Hatcher wished to provide an update on Investment Zones under AOB. **14 – Minutes of the Last Meeting** The minutes of the meeting held on 26th May, 2022 were agreed as a correct record. **15 – Board Membership & Register of Members' Interests** Michael Barry had submitted a report outlining proposed changes in representation on the Board and also requesting Board Members to review their register of interests. <u>NHS Representation</u> He advised that the NHS Morecambe Bay Clinical Commissioning Group (CCG) had been represented on the Town Deal Board by Dr Geoff Jolliffe. In July 2022, CCGs across the country had closed and had been replaced by new NHS organisations known as Integrated Care Boards (ICBs). Locally, that had resulted in the NHS Morecambe Bay CCG being replaced (along with seven other CCGs in Lancashire and South Cumbria) by the new NHS Lancashire and South Cumbria ICB. The ICB had appointed four new Directors, each of whom were responsible or improving the health and wellbeing of residents within local place areas. Jane Scattergood had been appointed as the Director of Health and Integrated Care for South Cumbria and as such, the Accountable Body had received a request from the ICB that Jane Scattergood should take on the role of NHS representative on the Brilliant Barrow Board, as a replacement for Dr Geoff Jolliffe. Jane added that she lived locally and had previously been a Nurse, Midwife and Health Visitor in the area. The Board had been requested to consider the request and also to place on record their thanks to Dr Geoff Jolliffe for his contribution to the Board and the development of the Brilliant Barrow Town Investment Plan. .	

ITEM	ACTION
Register of Members' Interests The Local Assurance Framework for the Barrow Town Deal (incorporating the Terms of Reference for the Brilliant Barrow Board) sets out a policy for the management of conflicts of interest in respect of programme governance. Although the Brilliant Barrow Board does not have decision making responsibilities, it does have significant responsibility in that it is an advisory body to the Accountable Body for the Barrow Town Deal. 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 Brilliant Barrow Board, declare these in line with the Local Assurance Framework. In addition to the standing item for declarations of interest at each meeting of the Board, members were required to complete a register of interest on an annual basis. Those Members who were required to complete a form had been sent one on e-mail by the Accountably body with a return date of 14th October requested. In line with best practice and in the transparency of programme governance, the Accountable Body would publish the updated register of interests on the Brilliant Barrow website. RESOLVED:- (i) To agree that Jane Scattergood, Director of Health and Integrated Care for South Cumbria would join the Brilliant Barrow Board as NHS representative, in place of Dr Geoff Jolliffe;	
(ii) To agree that the Chair on behalf of the Board, would write to Dr Geoff Jolliffe to thank him for his contribution to the Board and to the development of the Brilliant Barrow Town Investment Plan;	Steve Cole
(iii) To agree that the Terms of Reference for the Board be updated to reflect the new NHS representation; and	Michael Barry
(iv) To provide updated declarations of the register of members' interest, in response to the request issued by the Accountable Body.	All Board Members
16 – Programme Update Liz Watson had submitted a detailed programme update report. It had been noted that work continued at both project and programme level to ensure that momentum was maintained on scheme delivery. Barrow Borough Council (the Accountable Body), in conjunction with	

ITEM	ACTION
the Programme Management Office (PMO) had worked to progress the systems and processes required to oversee delivery of the programme between 2022 and 2026, and in line with the Local Assurance Framework and Government requirements. The following updates had been noted:- <u>Programme Monitoring & Evaluation (M&E) Reporting</u> M&E Performance reporting to Government for the Programme was underway. At the May 2022 Board meeting, the template for the M&E performance returns to be submitted by the Accountable Body to Government at 6-monthly intervals had been shared. The reporting covered information relating to project and programme progress (financial and outputs) and risk. It had been queried how the M&E performance return process would feed into the payment schedule for the Town Deal in future years. Government were finalising what was hoped to be a cyclical payment schedule and were working to clarify details. The first M&E performance return submission had been made in line with the deadline of 10th June, 2022. The timescales on that occasion, had meant that it had not been possible to share this with the Board prior to submission. It had also meant that much of the required project financial information had been based upon the information available at the time and reflected the very early stages of programme delivery. The submission had noted that the detail provided within the funding profiles had identified slippage against the projects' original business case profiles and that work to refine project designs and work programmes (e.g. progression from RIBA 2 to RIBA 3) had identified variances to stages of project delivery. The submission had also noted that together, these did impact on progress against the original programme profile, and that work was underway to finalise a Project Monitoring and Evaluation Plan for each project, which would formally capture those amendments and would inform a revised programme profile which had been shared with Government in August. The M&E performance return included an opportunity to note if any support would be required from the government's Towns Fund Team.	

ITEM	ACTION
No feedback had on the M&E performance return submission had been received from Government. However, upon receipt of the annual Town Deal payment for 2022/2023 in August 2002, it had been clarified that the payment amount had been based on the forecast contained in the M&E performance return, rather than the agreed financial profile. Future Board meeting dates had been aligned with the preparation of M&E performance returns, to enable review by the Board prior to submission. Going forward, the M&E performance return would be populated using information provided by projects in line with their reporting schedules. The PMO had aligned the local requirements with Government requirements in the design of the required reporting. <u>Project Adjustment Request (Financial Re-Profiling) Submission</u> On 3rd August 2022, Government's Towns Fund Team had contacted all Town Deal Accountable Bodies to request that a financial re-profiling exercise for Town Deals was submitted by 9th September, 2022. In their request, the Accountable Body had been expected to have secured the agreement of the Town Deal Board before the financial re-profile was submitted. The proposed Project Adjustment Request (PAR) submission had therefore been circulated via e-mail to the Board, with feedback welcomed for incorporation into the submission where possible. This had included the financial profile agreed in September 2021 as the baseline, but following clarification received from Government, this baseline had been updated to reflect the revised forecast within the M&E performance return in June 2022. The PMO and Accountable Body had been working with each project delivery body to provide any revisions to financial profiles, through agreement of individual Project M&E plans. This process was nearing completion and informed the proposed revised financial profile. The proposed financial profile was reflective of the current stage of delivery and what project delivery bodies were currently reporting as a realistic position. Whilst it demonstrated significant slippage from the original profile of September 2021, there was not a request to move any significant spend from 2022/2023 into future years, when compared to the June 2022 forecast.	

ITEM	ACTION

The PAR had been submitted in line with the deadline and continued to demonstrate that the full programme of projects still appeared to be deliverable within the Town Deal programme timescales to March 2026.

A summary of the revisions to the financial profile had been reported as follows:-

	20/21	21/22	22/23	23/24	24/25	25/26	Total
Original Profile (Sept 2021)	0	805,667	9,862,341	10,709,074	3,269,090	353,828	**25,000,000**
Revised Forecast Profile (June 2022)	0	48,300	3,779,575	8,873,120	10,566,352	1,732,654	**25,000,000**
Re-Profile (Sept 2022)	0	597,070	3,436,653	12,044,812	7,835,795	1,085,670	**25,000,000**

Full details of the project changes which had resulted in the revised financial profile had been included in an appendix to the report.

Project Grant Funding Agreements

A template for project Grant Funding Agreements (GFAs) had been agreed and shared will a projects, with one GFA being finalised and issued to the project delivery body for acceptance.

GFAs would be used to pass full capital and revenue funding allocations to those project delivery bodies external to the Accountable Body. These would set out the terms and conditions of the funding, including the project reporting and monitoring processes which had now been finalised. The purpose of these requirements was to obtain appropriate assurance on the delivery of projects in accordance with the responsibilities set out in the Local Assurance Framework, and they had been designed to align with Government requirements.

Due to the nature of the terms and conditions and reporting requirements, the decision had been taken by the Accountable Body to contract for the two distinct elements of the Barrow Learning Quarter project separately, with relevant project delivery bodies. However, in line with the strategic case for the project, that remained a single project in terms of the Town Deal and reporting to Government would reflect that.

ITEM	ACTION
Where 'Initial Facility' agreements had been used for advance capital payments, those would be subsumed into project GFAs. Where projects were delivered by Barrow Borough Council, GFAs would take the form on an internal Memorandum of Understanding (MoU), including the same monitoring and reporting requirements as external agreements, and providing separation between the Accountable Body and Project Delivery functions. A key task in the preparation of funding agreements had been the agreement of a Monitoring and Evaluation Plan for each project, which was a condition attached to all projects following the October 2021 Town Deal Board. Completed Project M&E Plans would be incorporated into the relevant GFAs and MoUs. This process was nearing completion. <u>Project Monitoring and Change Controls</u> Project M&E Plans had provided an opportunity to refresh and clarify project details where required and to reflect the continued work in project development since business cases were finalised. Upon completion of each M&E plan, a review is undertaken to ensure that any changes from the approved business case are recorded and approved appropriately at both the project and programme level, in with the with the agreed change control process. The change control process which had been agreed as part of the Local Assurance Framework (LAF), aimed to actively manage effective delivery of the Town Deal to ensure it delivered both the Town Investment Plan's strategic objectives, as well as value for money, and was able to proportionately respond to changes in project circumstances. This included a mechanism for relevant escalation to the Brilliant Barrow Board or Government as required. In practice, Towns were advised to consult closely with the Local Area Lead, to determine whether change would require Government approval. The LAF would be reviewed as necessary, to ensure it meets any further emerging Government requirements. Regular meetings with the lead Officers for each project continued, in order to support the finalisation of the M&E plans and to ensure that the development of projects was progressing as planned, with any issues or concerns identified and addressed as appropriate. It had become apparent during that process that all projects had required changes from the approved business case to some degree, which must be considered through the LAF change control process.	

ITEM	ACTION
Where project changes had been agreed by the Accountable Body, below the level requiring Board endorsement, details of the approved changes had been included in the Programme Change Control Log which had been appended to the report. The Board had been requested to note that there had been some instances where changes had been considered 'significant' (requiring the Board's endorsement) due to changes to the project financial profile. Where that had been the only significant change, the change had instead been considered 'notable' on the basis that the resulting changes to the programme financial profile had been reviewed by the Board as part of the PAR submission. It was anticipated that further change controls would be required upon completion of M&E plans, some of which may require the Board's endorsement and the submission of an additional PAR to Government. Following approval of a relevant change control and confirmation that relevant assurance conditions had been met, the Accountable Body could then release the GFA to the project delivery body or release a MoU to the relevant internal project team. Once GFAs were in place, the PMO would be undertaking inception meetings with all projects to run through the terms and conditions prior to the commencement of the reporting process. In respect of the Local Cycling and Walking Infrastructure Project (LCWIP), Alison Hatcher advised the Board that the first phase of the project delivered in Barrow, had received a mixed reception. She added that it was important for the County Council to learn from those experiences and as such, they were reviewing the approach to the remainder of the LCWIP plans in the Borough. She would share the revised design concept at a future meeting of the Board for comment before the project entered the delivery phase. The Chair welcomed the opportunity for the Board to review the revised proposals. <u>Communications and Engagement</u> The Brilliant Barrow Communications and Engagement Group continued to support project communications and ensure that ongoing project engagement activities were effective in reaching the appropriate audiences. As the Town Deal moves into its delivery phase, it was felt that a review of this Group would be beneficial to ensure that the Group	Alison Hatcher

ITEM	ACTION
continued to maximise the communications and engagement activities for the Town Deal projects. It was anticipated that revised Terms of Reference would be brought to a future Board meeting for consideration. <u>Risk Management</u> Programme level risk management had been considered under a separate agenda item (Minute No. 18 refers). Each project delivery body was responsible for maintaining an appropriate project-level risk register for their respective projects. Project business cases included project risk registers, which were review as part of the local assurance process and agreed to be appropriate. Conclusions from the assurance process outlined what were considered the key risks in relation to each project and, where appropriate, those risks were mitigated through the assurance conditions agreed for each project by the Town Deal Board. A further update regarding progress in clearing these conditions had been included under a separate agenda item (Minute No. 16 refers). RESOLVED:- (i) To note that Monitoring and Evaluation Performance reporting to Government had commenced from June 2022; (ii) To note the conclusion of the Government assurance review in respect of the 2021/2022 financial year; (iii) To note the Project Adjustment Request, including a Financial Re-Profile for the Town Deal, which had been submitted to Government on 9th September, 2022 and updated on 30th September, 2022; (iv) To note the progress in the preparations for delivery by the Accountable Body, including the agreement of Grant Funding templates for issue to Project Delivery Bodies; (v) To note the Programme Change Control Log; and (vi) To note that the terms of reference for the Communications and Engagement Group were being reviewed, recognising the progress from development to delivery.	

ITEM	ACTION
17 – Project Progress Update Michael Barry reported that, following the completion of assured project business cases in October, 2021 and the subsequent approval of project summary documents by Government in February 2022, work had continued to progress the projects within the Brilliant Barrow Town Deal. Activities included detailed design, procurement and the early stages of delivery. The Accountable Body and PMO meet regularly with relevant project delivery bodies, to ensure progress is maintained and any issues or concerns are identified and addressed as appropriate. As reported under the Programme Update (Minute No. 16 refers), a key task in the preparation of project GFAs/MoUs was the completion of a Monitoring and Evaluation Plan for each project, which was condition attached to all projects following the October 2021 Board meeting. The M&E Plans provide an opportunity to refresh and clarify project details where required, to reflect the continued work in project development since project business cases had been finalised. Where necessary, identified changes including revisions to project milestones, financial profiles and profiles for the achievement of project outputs and outcomes, would be captured through the completed M&E Plans. Once the plans were completed, identified changes would be recorded and approved appropriately at both the project and programme level, in line with the agreed change control process set out in the Local Assurance Framework. Work to date on the development of M&E Plans had identified the need for some revisions for financial profiles, milestone dates and project outputs. However, the process had not identified any issues which would impact on the overall delivery of projects within the Town Deal programme period, or the overall achievement of programme outcomes, which would be secured through GFAs and MoUs. For those projects where M&E Plans had now been approved, work was ongoing to execute GFAs and MoUs. A summary of project progress to date had been provided in an appendix to the report. The appendix had set out the following information for each project:- • The agreed allocation of Towns Fund to the project;	

ITEM	ACTION
• The project conditions, agreed by the town Deal Board, following recommendations from the local assurance process, noting where conditions have been cleared; • Project milestones, which now reflect Project Monitoring and Evaluation Plans, either approve or latest draft versions; and • A summary of project progress, provided by the project delivery body. Julie Mennell informed the Board of a funding gap in the Barrow Learning Quarter project. The Chair asked how the Board could assist in identifying options to fill the gap. Julie stated that the gap needed to be closed as much as possible through value engineering and also by collaboratively exploring and identifying what other funding options were available. The Chair asked with broad inflation issues, would there be any scope to seek additional funding or was there any potential for any funding to be re-alloated from any of the other Town Deal projects. Michael Barry advised that the original request from Government to cover all projects had been £29M and £25M had been provided. He agreed to check with Government for the potential of any additional funding and would report back at the next Board meeting. Simon Fell added that this was not a unique problem to Barrow's Town Deal. The PM was aware of the viability of project delivery across the country and that talks were ongoing with the Levelling Up Secretary regarding potential support. RESOLVED:- To note the reported project progress and progress in the completion of Project Monitoring and Evaluation Plans. **18 – Risks, Issues and Opportunities** Michael Barry reported that the effective management of risk at both project and programme level was key to ensuring the successful delivery of the Brilliant Barrow Town Investment Plan and the associated outcomes. In addition, the relationship between project and programme risk management must be clearly defined with appropriate reporting and escalation systems in place, to ensure that the potential impacts of significant project-level risks on the programme overall were captured and monitored.	Michael Barry

ITEM	ACTION
Updated Programme Risk Register An updated programme-level risk register had been included as an appendix to the report. The Accountable Body and PMO had worked with BAE Systems to utilise some of the approaches and tools used in its project risk management. Following this positive and constructive input, the existing programme risk register had been revised and refined, to reflect the changing emphasis and ensure that the programme risk management approach remained appropriate and effective. Previously, the key risks monitored and reported to the Board had been those with potential to impact on the completion of project businesses cases and the submission of Town Deal Summary Documents to Government. Following approval of the Summary Documents, many of those original tasks were now substantially complete. The focus of programme risk management would now move to ensuring the successful delivery of projects and the achievement of project outputs and outcomes. In recognition of the fact that some previously identified risks related to completed tasks, a separate tab detailing 'closed' programme risks had now been added to the risk register. In the case of some 'live' risks, it had been necessary to amend the wording used in risk descriptions and mitigating actions, to reflect the change in context from development to delivery. Escalating Project Risks and Issues It had been noted that each project delivery body was responsible for maintaining an appropriate project-level risk register for their respective projects. Project business cases included project risk registers, which were reviewed as part of the local assurance process and agreed to be appropriate. Where necessary, project conditions recommended from the local assurance process would be agreed by the Board to mitigate specific project related risks. The Accountable Body and PMO had continued to work with project delivery bodies to monitor project progress. That ensured any significant changes in project risks could be reviewed. Once GFAs or MoUs were in place for projects, the submission of format quarterly project progress reports to the Accountable Body would commence, which would include updates on the project risks and associated mitigation actions.	

ITEM	ACTION
Where the monitoring of project risks identified a new risk, or a significant change in the status of an existing risk, the Accountable Body and PMO would assess whether there was justification to escalate the reporting and monitoring of that risk to programme level, through inclusion on the programme risk register and subsequent reporting to the Board. At present, no project-level risks had been considered to require escalation to the programme risk register. There was also the potential for project reporting or Accountable Body monitoring to identify project issues, being either a project risk that had materialised, or an unforeseen event. The Accountable Body would again assess the impact of any identified issues, however, the expectation would be that all identified project issues would be escalated to programme level through the use of a programme issues log. Where project delivery bodies encountered a project issued, those must be reported to the Accountable Body immediately rather than at the next reporting window. The Accountable Body and PMO would then work with project delivery bodies to agree appropriate actions. At present, no live project issues had been identified. There may also be the potential for issues to arise purely at a programme level, which would be escalated to the Board at the earliest opportunity. The Accountable Body would recommend that programme risk management would be further strengthened by the agreement of a clear set of criteria for the escalation and de-escalation of project-level risks to the programme risk register. The Accountable Body and PMO would work to establish criteria and this would be presented to the next meeting of the Board for consideration. <u>Programme Opportunities</u> It had been noted that the Accountable Body and PMO had also worked with support from BAE systems to identify current and future opportunities at programme-level. These were opportunities where the Board, the programme governance structures or the additional capacity and joint working resulting from the programme, could be used for the benefit of Barrow-in-Furness, e.g. to attach additional funding, create efficiencies in delivery and maximise economic and community benefits. The Programme Risks and Opportunities Register had been included as an appendix to the report. Jane Scattergood stated that imminent changes to the Health and Care Act may articulate some changes in opportunities in the future.	

ITEM	ACTION
RESOLVED:- (i) To note the updated programme risk register, the ongoing management of programme and project level risks and the need to formalise criteria for the escalation of project level risks to programme level; and (ii) To note the new programme opportunities register. **19 – Levelling Up Funding** David Haughian provided an update on the delivery of Barrow Borough Council's Levelling Up Project as follows:- <u>Background</u> In March 2021 Government had sought applications from Local Authorities who could benefit from Levelling Up Funding (LUF). All Local Authorities had been categorised into priority 1, 2 or 3, with 1 being the highest priority. Barrow Borough Council had been the only priority 1 Authority within Cumbria and had submitted their application to Government on 18th June, 2021. Barrow's bid had focussed around a package of projects aimed at addressing the long-term economic strategy for the Town. The projects included:- • Improving the Market Hall; • Improving the frontage and access to the Forum Theatre; and • Enhancing access to these cultural assets/attractions and connecting them to the rest of the Town through better transport infrastructure and improvements to the public realm. The projects represented a high impact scheme that would transform the character and attractiveness off the Town Centre and improve accessibility to the area from all modes of transport, providing the catalyst to increase footfall and deliver lasting change. <u>Progress Update</u> In June 2022, Barrow Borough Council had appointed a Capital Programme Manger to oversee the delivery of the Council's Capital Programme and be responsible for the delivery of the LUF Programme. Task and Finish Groups had been established to drive forward the Design and Technical, Communications, Land & Legal and Commercial workstreams. Details of decisions and progress were escalated to the Council's Corporate Programme Board on a monthly basis.	

ITEM	ACTION
Since June, a number of surveys had been procured to better understand the condition of the existing assets and to inform the scheme cost estimates and designs to be developed. The majority of those surveys had now been completed and were being assessed by the Council's Asset Management and Project Design Team. The demolition of one of the redundant units at the rear of the Market Hall had been completed and further demolition of redundant properties with the LUF scheme boundary would commence in January 2023 to create a new greenspace and enhanced links to the Market from the Town Centre. Following a competitive procurement process, Buttress Architects had been appointed as the Principal Designer for the scheme. Monthly progress meetings have been established with all existing Traders in the Market Hall and surrounding retail units. Officers had been developing a strategy to enable Tenants to continue to operate successfully during the Market upgrade. Early Stakeholder engagement with Stagecoach and Barrow BID had also commenced. The Cumbria County Council (CCC) led Community Hubs Town Deal funded project included the delivery of a Town Centre Hub in the Forum. CCC had formally requested that the Hub be delivered by Barrow Borough Council as the asset owner. In order to maximise efficiencies on the project and to ensure consistency of the design approach, the Town Centre Community Hub and the Market Square event space (both funded through the Town Deal) would be delivered through the same design contract. There was already an established project Working Group for both the Town Centre Community Hub and the Place Project which would engage with the Project Design Team. A detailed review of the scheme cost estimate had been undertaken to account for recent inflationary price increases. The project team were in the process of updating the scheme designs, as appropriate, to reflect those increases, whilst ensuring that the original project outcomes and outputs were successfully achieved. In September 2022, Cumbria County Council had awarded a Design Commission to WSP to undertake preliminary designs (to RIBA stage 3) for the Duke Street public realm and transport improvement elements of the LUF project. It had been noted that the consistency in designers between both commissions would significantly reduce the risk of non-communication between projects and help deliver a public realm project that would be co-ordinated with the wider LUF vision.	

ITEM	ACTION
A summary of the key outputs resulting from the project including the amount of public realm, cultural space, pedestrian improvements and retail space improvements to name a few, are reported back to DLHUC on a quarterly basis. The Council would also be monitoring wider project outcomes such as changes in footfall, bus and cycle usage as a result of the project. <u>Project Risks</u> The project team had held internal risk workshops to understand the key issues associated with the delivery of the LUF project. The risks had been RAG rated and weighted accordingly. The risk register was reviewed monthly by the project team and reported to the Corporate Programme Board. Full details of the identified risks and mitigating measures had been included in the report. <u>Next Steps</u> In November 2022, a formal public consultation event would be held with key stakeholders and the public on the proposed RIBA 3 scheme designs. Consultation would take various forms including workshops with Stakeholder groups, drop in events, brochures and a dedicated webpage. Board Members could support the Council in promoting the consultation through their communication channels. Further survey works were being scoped including ground investigations within the public realm and structural surveys to influence the façade design. Jane Scattergood asked if any of the proposed new outdoor spaces would be encouraged to be smoke free and if there would be any breastfeeding provisions within the project, other than in public toilets. David Haughian confirmed that these matters had been considered as well as new toilets and a place to pray. RESOLVED:- To note the information. **20 – Any Other Business** <u>Investment Zones</u> Alison Hatcher informed the Board that Council Leaders had taken the next steps towards securing Investment Zones in Cumbria by submitting an Expressions of Interest bid to Government.	

ITEM	ACTION
As part of the Government's Growth Plan for 2022, in a bit to unlock economic growth and speed up development, The Department for Levelling Up, Housing and Communities had invited places to put forward sites for inclusion in their Investment Zones programme in England. There was no funding attached to Investment Zones but the Zones could benefit from a variety of tax incentives, regulatory innovations and planning flexibilities within specific site boundaries. Cumbria was one of 38 areas in the country that had been identified as a potentially suitable location to establish new Investment Zones. The sites put forward within Cumbria were as follows:- <u>Cumberland</u> • Land at Oldside and Port of Workington; • Land at Kingmoor Park Enterprise Zone, Carlisle; and • Land at Leconfield Industrial Estate, Cleator Moor. <u>Westmorland</u> • Land at Barrow Waterfront, Barrow Port and Barrow Waterside; • Land at GSK, Ulverston; and • Land at Junction 41 (Inspiring Eden). The Expressions of Interest would be subject to assessment by the Government. Councillor Ann Thomson stated that she had concerns regarding the relaxation of planning rules until she had additional information. Simon Fell advised the Board that the Expressions of Interest for Investment Zones were massively oversubscribed and that he would continue to lobby support for Cumbria's sites. RESOLVED:- To note the information. **21 – Date of Next Meeting** The next meeting would be held at 1:30pm on Friday 25th November, 2022. The Chair had requested that if possible, the meeting should be held in person with the option of people being able to dial in remotely if they wished. The meeting closed at 1:23pm.	

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting:	**25 November 2022**
Reporting Officer:	**Programme Lead – Accountable Body & Assurance – Cumbria CC**

Title: Programme Update

Summary and Conclusions:

The Town Deal programme is now in its delivery phase and Barrow Borough Council, as Accountable Body for the Brilliant Barrow Town Deal, in conjunction with the PMO continues to progress this in line with the Local Assurance Framework.

Contracting with individual projects is now at a point where all projects that are being delivered externally to Barrow Borough Council have either an initial facility agreement or a Grant Funding Agreement in place. Whilst work continues to establish full Grant Funding Agreements and Memorandums of Understanding where relevant, this has allowed the first cycle of reporting from individual projects to feed into the Monitoring and Evaluation Performance reporting required by Government.

Confirmation was received from Government on 02 November that the Project Adjustment Request has been approved and the Town Deal financial profile has been updated accordingly.

A request from Government was received around providing details of match funding and identifying any gaps as an exploratory exercise. This was submitted on 14 November and outlined a gap within the Barrow Learning Quarter project, which is considered in more detail under Agenda Item 7.

The next M&E Performance return is due by 16 December 2022 and is included within this Agenda item for review by the Board.

The government have recently updated the assurance framework and issued supplementary guidance in relation to Town Deals. It is anticipated that a full update on this guidance, including any relevant issues for the Brilliant Barrow Town Deal Board, will be provided as an Agenda Item at the next Board meeting scheduled in February.

Recommendations:

It is recommended that the Town Deal Board:
1. Note the progress in contracting with individual projects.

2. Note that it is anticipated that further project changes will require consideration in the coming weeks in line with the agreed change control process.
3. Note the PAR submitted in September 2022 has been approved, reflecting a new financial profile for the programme.
4. Note that a match funding template outlining an identified funding gap has been submitted to Government for their review, as part of an exploratory exercise.
5. Review and provide comment upon the M&E Performance Return due to be submitted to Government by 16 December 2022 (Appendix A – provided to Board members separately).
6. Note that a statement of grant usage was submitted to the Government on 14 November 2022 as part of Levelling Up Funds assurance process.
7. Note that supplementary guidance in relation to Town Deals was issued by DLUHC on 08 November, and that a full update will be brought to the next Board meeting.

Report

1. Work continues at both project and programme level to ensure that momentum is maintained on project delivery. The Accountable Body, in conjunction with the Programme Management Office (PMO), continues to implement the systems and processes required to oversee delivery of the programme between 2022 and 2026, and in line with the Local Assurance Framework and Government requirements. This report provides an update on these ongoing activities.

Project Grant Funding Agreements / Memorandums of Understanding

2. Progress continues in issuing Grant Funding Agreements (GFAs), or internal Memorandums of Understanding (MoUs) for those projects being delivered by Barrow Borough Council. These will ensure funding allocations can be passed to project delivery bodies in line with the responsibilities set out in the Local Assurance Framework and Government requirements.

3. Contracting with individual projects is now at a point where all projects that are being delivered externally to Barrow Borough Council have either an Initial Facility Agreement or a Grant Funding Agreement in place. Whilst work continues to establish full Grant Funding Agreements and Memorandums of Understanding where relevant, this has allowed the first cycle of reporting from individual projects to feed into the Monitoring and Evaluation Performance reporting required by Government.

4. As previously referenced, a key task in the preparation of funding agreements has been the agreement of a Monitoring and Evaluation Plan for each project, which was a condition attached to all projects following the October 2021 Town Deal Board. Completed Project M&E Plans will be incorporated into the relevant GFAs and MoUs. This process is now nearing completion and has been critical in informing the completion of the Programme Monitoring and Evaluation performance return.

Project Monitoring and Change Controls

5. As previously noted, project M&E plans have provided an opportunity to refresh and clarify project details where required and to reflect the continued work in project development since business cases were finalised. Upon completion of each M&E plan a review is undertaken to ensure that any changes from the approved business case are recorded and approved appropriately at both the project and programme level, in line with the agreed change control process.

6. Where project changes have been agreed by the Accountable Body below the level requiring Town Deal Board endorsement, details of the approved changes are contained in the Programme Change Control Log which is presented to the next Board meeting. There have been no changes agreed since the date of the last Board meeting, although it is anticipated that further project changes will require consideration in the coming weeks.

7. It is anticipated that some of these further project changes may require Town Deal Board endorsement and the submission of a PAR to Government.

8. Regular meetings with the lead officers for each project continue, to support the finalisation of the M&E plans and to ensure that the development of projects is progressing as planned, with any issues or concerns identified and addressed as appropriate. Where necessary, meetings have also covered progress in addressing the assurance conditions agreed by the Town Deal Board.

9. In addition to this, inception meetings have now begun with those projects who have agreed their GFA or MoU. Inception meetings are an opportunity for the project delivery bodies to familiarise themselves with the terms and conditions and reporting requirements at this early stage of delivery.

Project Adjustment Request (Financial Re-Profiling) Submission and Match Funding Gap Request

10. A copy of the Project Adjustment request submitted to Government in September was provided to the Brilliant Barrow Board at the last meeting in October. Confirmation was received from Government on 02 November that the Project Adjustment Request has been approved and Government records have been updated to reflect the new financial profile.

11. This revised financial profile was informed through the process of agreeing individual Project M&E plans. These revised project profiles reflected the current stage of delivery as reported by project delivery bodies in September 2022, and also reflected a cash-flow approach in line with payments received by Government (as required). The approved financial profile is summarised below.

	20/21	**21/22**	**22/23**	**23/24**	**24/25**	**25/26**	**Total**
PAR Cash-flow Profile (September	0	799,000	3,059,493	11,665,767	8,290,835	1,184,905	**25,000,000**

2022)							

12. On 27 October, a further request from Government was received, with a short template to be completed and returned by 14 November. The template aimed to collect additional information from Towns regarding private sector funding, to identify where there might be shortfalls between amounts required and amounts secured so far. It was clarified that this is an exploratory exercise to understand if there are opportunities for DLUHC to work with Towns in closing any gaps.

13. The PMO clarified with the Deputy Area Lead for Cumbria that this template should be expanded to cover all match funding, as there was very little private sector funding identified within the Barrow Town Deal.

14. This template was therefore completed based on the most recent information provided by project delivery bodies and, following review by the Section 151 Officer, was submitted in line with the deadline. A copy of this can be provided to Board members upon request**.** The template outlined an identified gap within the Programme, which is considered in more detail under Agenda Item 7.

15. It was stated that following submission of this template, Government will review the collective information and will follow up with individual Towns. No feedback has yet been received.

Programme Monitoring & Evaluation Reporting

16. The next Monitoring and Evaluation (M&E) performance reporting to Government for the Programme is due by 16 December 2022. Board dates have now been aligned with the preparation of M&E performance returns, to enable review by the Board prior to submission.

17. A copy of the M&E performance return will be provided to Board members as Appendix A to this paper. This has been completed using information provided by projects through the M&E process to date and also from the first cycle of reporting that has been rolled out to individual projects.

18. Given the stage of the programme, the first cycle of reporting utilised an interim project progress report produced by the PMO for completion by project delivery bodies. This was a simplified version of the progress report that will be completed by projects on a quarterly basis going forward and was designed to capture the key information required to inform the M&E performance return.

19. Details of expenditure to date was requested and provided by individual projects, but at this stage has not been subject to the full expenditure checks that will be in place at project claim stage. This expenditure has been included on this M&E return but will be verified and modified where necessary at the time of the next M&E return which will mark the end of the financial year.

20. At the time of the Board papers being issued, the M&E performance return remains subject to review by the Section 151 Officer. The process has also involved a number of clarifications being required from project delivery bodies.

As these are received, this may result in some of the information within the M&E performance return being updated and refined. Any changes will be clarified with the Board at the time of the meeting.

21. The formatting of the M&E template means that sharing a non-electronic copy presents difficulties. The key elements covered within the return are:
    - Programme Progress including a Project Progress Summary which requires a RAG rating based upon criteria relating to Delivery, Spend and Risk
    - Funding Profiles – including detailed funding profiles for individual projects.
    - Project Outputs
    - Outcome Indicators
    - Risk Register – including 3 Programme risks, and 3 risks per project.

22. The Project Progress Summary provides an overview of the current status of each individual project and is included below.

Project	Status	Delivery (RAG)	Spend (RAG)	Risk (RAG)	Commentary
Barrow Learning Quarter	Ongoing - on track	2	1	5	**Delivery:** The project has identified some minor delays but is on track given the revised timescales identified in the October 2022 PAR and outputs remain deliverable within programme timescales. **Spend:** Spend currently appears to be largely on track. **Risk:** The project has identified significant risks around a funding gap and does not yet have a planned risk response. This has not impacted upon delivery and spend at this stage, but is imminent.
Community Wellbeing Hubs & Earnse Bay Outdoor Centre	Ongoing - on track	2	2	3	**Delivery:** Minor delays have been identified however the project remains on track. **Spend:** There is some variance, however this is forecast to be picked up by the end of the financial year. **Risk:** There are some high impact risks e.g. planning permission given the stage of the project, however the risk of significant delays are considered to be low likelihood.
Business & Enterprise Support	Ongoing - on track	2	2	1	**Delivery:** There have been minor initial delays, however these have not had any significant impact on later milestones. **Spend:** Slippage is in line with delivery and is forecast to be picked up by the end of 2022/23. **Risk:** Procurement has now been undertaken and all risks are currently considered tolerable.

Housing Renewal Programme	Ongoing - on track	2	2	2	**Delivery:** There have been minor initial delays, however these have not had any significant impact on later milestones. **Spend:** Variance is currently in line with delivery and is expected to be picked up by the end of 2022/23. **Risk:** Procurement has yet to be undertaken due to the stage of the project, with the associated risk of cost increases. This is being closely monitored with no significant impacts being identified.
Place Development	Ongoing - on track	1	2	4	**Delivery:** The project is on track and currently keeping to schedule. **Spend:** There is some variance, however this is forecast to be picked up by the end of the financial year. **Risk:** Given the stage of the project planning permission remains a high impact risk, however the risk of significant delays are considered to be low likelihood. Cost escalation is also considered a risk, and whilst a response is planned, this has not yet been implemented.
Marina Village	Ongoing - on track	2	2	3	**Delivery:** Some minor delays have been identified with no impact upon overall timescales. **Spend:** There is some variance, but this is forecast to be picked up within the financial year. **Risk:** Risks around CPO and costs are considered to be high impact, but low likelihood with mitigations in place.
Local Cycling & Walking Infrastructure	Ongoing - on track	1	2	3	**Delivery:** Following refinement of the work programme, the project is on track. **Spend:** Whilst there is a variance, much of this relates to a reporting issue and is expected to be picked up within the financial year. **Risk:** Medium impact risks have been identified, with mitigations in place.

Government Assurance & Compliance

23. In addition to the annual assurance cycle, a request was received from Government on 31 October around an assurance review covering the period 01 April 2022 to 30 September 2022 for Town Deal activity, which was combined with a review of Levelling Up Fund for a similar period.

24. The Chief Finance Officer for the Accountable Body was required to complete a grant usage statement form and return it to DLUHC by 16 November 2022.

25. This assurance review forms part of the assurance cycle, as indicated in the Levelling Up Funds Local Authority Assurance Framework, which was received in September 2022 and relates to Town Deal, Future High Streets Fund and Levelling Up Funds and 'Levelling Up Funds' in general. The Framework sets out how the assurance for each programme provides three separate and defined levels of assurance, referred to as the Three Lines of Defence.

26. A copy of the grant usage statement form which was submitted to Government in line with the required timescales is provided at **Appendix B.**

27. On 08 November 2022, DLUHC published additional guidance on requirements for Town Deals Boards during the delivery phase of the Towns Fund. It is stated that this guidance should be read as supplementary to the Towns Fund guidance published previously which sets out important information about interventions in scope, and the roles of different stakeholders throughout the process, and shows the path towards implementation of Town Deals.

28. It is anticipated that a full update on this guidance, including any relevant issues for the Brilliant Barrow Town Deal Board, will be provided as an Agenda Item at the next Board meeting scheduled in February.

Risk Management

29. Programme-level risk management is considered separately under Agenda Item 10.

30. Each project delivery body is responsible for maintaining an appropriate project-level risk register for their respective projects. Project business cases include project risk registers, which were reviewed as part of the local assurance process and agreed to be appropriate. Conclusions from the assurance process outlined what were considered the key risks in relation to each project and, where appropriate, these risks are mitigated through the assurance conditions agreed for each project by the Town Deal Board.

31. In addition to this, to align with Government requirements, quarterly project reporting includes a section used to monitor the most significant risks relating to the delivery of each project and / or the achievement of the project outputs and outcomes. Details of the 5 highest scoring risks within the project risk register maintained by the project delivery body are requested, and the 3 highest scoring risks (post-mitigation) are then included on Programme M&E returns.

End.

Appendix A: Monitoring and Evaluation Performance Return
Appendix B: Grant Usage Statement Form

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Statement of Grant Usage

Chief Finance Officer Assurance Statement

This form is to be completed by the Chief Finance Officer (CFO) (Section 151/127/114/95/54) in conjunction with the Department for Levelling Up, Housing and Communities, First Line of Defence Assurance Review Guidance (V2 October 22) and covers the following Levelling Up funds:

Levelling Up Fund (Round 1)	LUF
Town Deals	TD
Future High Street Funds	FHSF

Part 1: Funding Details

Part 2: Governance and Assurance report

Part 3: Compliance

Part 4: Declaration and Signature Box

Part 5: Department for Levelling Up Housing and Communities (DLUHC) use only

Filling in the Form
Only the areas shaded blue should be completed by the local authority/accountable body.

Colour Coding Key:

	To be completed by local authority/accountable body
	Internal use only: To be completed by DLUHC Assurance and Compliance Team

Contacting us
If you wish to contact the Assurance and Compliance Team, please do this via email at LUFandTFAssurance@levellingup.gov.uk

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Part 1: Funding Details		
1	Name of local authority/accountable body	Barrow Borough Council
2	Confirm name of CFO	Susan Roberts
3	Confirm email for CFO	smroberts@barrowbc.gov.uk
Name of fund(s) this statement will cover – for multiple funds enter in each applicable section (4-6)		
4	**Levelling Up Fund Round 1**	
	DLUHC Reference number	
	List of projects:	Barrow's LUF programme is focussed around a package of projects aimed at addressing the long-term economic strategy for the town. These projects are: • Improving the Market Hall. • Improving the frontage and access to the Forum Theatre. • Enhancing access to these cultural assets/attractions and connecting them to the rest of the town through better transport infrastructure and improvements to the public realm.
	Contact details for the fund/projects: please state name/email	David Haughian dhaughian@barrowbc.gov.uk
5	**Towns Deal**	
	DLUHC Reference number	
	List of projects:	• Barrow Learning Quarter • Community Wellbeing Hubs and Earnse Bay Outdoor Centre • Business and Enterprise Support • Housing Renewal Programme • Brilliant Barrow Place Development • Marina Village • Local Cycling and Walking Infrastructure
	Contact details for the fund/projects: please state name/email	Liz Watson townsfund@cumbria.gov.uk
6	**Future High Street Fund**	
	DLUHC Reference number	N/A
	List of projects:	N/A
	Contact details for the fund/projects: please state name/email	N/A

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Part 2: Governance and Assurance report
This section requires the CFO to provide a brief report (max 500 words) for each fund. The report should detail the checks they have undertaken to secure assurance that the local authority/accountable body has in place the proper administration of financial affairs associated with the fund(s) names above.

Town Deal

The Barrow Town Deal is managed in line with its Local Assurance Framework (LAF), which was approved by the Brilliant Barrow Board in May 2021 and by the Accountable Body's Executive Committee in June 2021. Based on the Government's National Local Growth Assurance Framework guidance, the LAF demonstrates appropriate governance arrangements and value for money processes are in place for managing the delivery of Town Deal projects and funding. It demonstrates that there is transparency and openness in the decision-making process and provides details of the relevant roles and responsibilities in ensuring this.

The LAF covers three key areas:
1. Town Deal Governance
2. Transparent and Accountable Decision Making
3. Programme Management and Assurance

Following confirmation from Government in February 2022 that the Town Deal summary documents had passed the review process, a review of the LAF was undertaken to ensure that the requirements of managing the funds remain both compliant and relevant, recognising the evolution from development to delivery. This was approved by the Brilliant Barrow Board in May 2022 and included a refresh of the Terms of Reference for relevant bodies and the inclusion of a local change control process, a recommendation following the local assurance process.

The Accountable Body has progressed the systems and processes to the point which will enable funding to be passed to project delivery bodies and ensure robust monitoring is maintained that meets Government requirements to oversee delivery of the programme.

This has included the execution of 'Initial Facility' agreements with those capital project delivery bodies external to the Accountable Body. These agreements cover the eligible expenditure incurred on projects during 2021/22, whilst also providing an advance payment towards 2022/23 capital expenditure. This approach was agreed with the Brilliant Barrow Board at its meeting in February 2022.

Project Grant Funding Agreements (GFAs), to be used to pass full funding allocations to project delivery bodies, are being finalised. These include the terms and conditions of funding, reporting obligations and agreed Monitoring and Evaluation Plans for each project. Where projects are delivered by Barrow Borough Council, GFAs take the form of an internal Memorandum of Understanding (MoU), including the same monitoring and reporting requirements as external agreements, and providing separation between Accountable Body and Project Delivery functions.

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The obligations and reporting requirements within GFAs/MoUs allow for sufficient checks to be undertaken on project activity and expenditure, in order to obtain assurance that project delivery bodies have in place appropriate controls to manage the delivery of projects, including the proper administration of financial affairs. This assurance is obtained prior to any payments of Towns Fund under GFAs/MoUs being made.

Payment of Towns Fund to project delivery bodies is in line with Accountable Body financial delegations.

This progress is reported via M&E performance returns to Government. At this stage in the programme, these will be compiled using information received from project delivery bodies, which is subject to checks by the Accountable Body (PMO) and review by the Chief Finance Officer and Brilliant Barrow Board, prior to submission.

Levelling Up Fund

Barrow Borough Council's governance process for managing the LUF projects (Market Hall and Accessibility Improvements) was set out within our original business case. Regular progress reports are provided to the Council's Corporate Programme Board to ensure that the project is being delivered in line with the terms of the MOU. Updates are provided to Executive Committee and to the Brilliant Barrow Board, that provides a strategic oversight role for the project.

A Cooperation agreement was established between Barrow Borough Council and Cumbria County Council to enable the County Council to deliver the Accessibility Project on the Borough's behalf.

Progress on the projects is reported via monitoring returns to Government. Monitoring returns are produced on a quarterly basis and are reviewed by the Chief Finance Officer (S151 officer) prior to submission.

DLUHC Internal use only, check complete (tick box):	☐

Part 3: Compliance

The CFO to confirm adherence with each element of governance and transparency for the funds received and confirmation funding is delivered with propriety, regularity and value for money.

3a Procurement

- Please briefly detail how the local authority/accountable body has ensured compliance with the appropriate public contract regulations.
- Briefly detail what checks the local authority/accountable body has in place to ensure project partners will comply with public contract regulations.

Town Deal

As part of the local assurance process, all projects were subject to robust due diligence around procurement policies and compliance with the appropriate public contract regulations. Project GFAs and MoUs include obligations relating to compliance with public contract regulations.

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Continued compliance is monitored by the Accountable Body, through its Programme Management Office (PMO) arrangements, at the appropriate time through the receipt of quarterly reports for each project, with evidence of procurement being provided and checked where necessary.

At the current stage of the programme, project procurement activities focus on design and associated professional support such as surveys.

Levelling Up Fund

All procurements undertaken for the LUF projects are compliant with Barrow Borough Council policies and the public contracts regulations.

As delivery partner for the Accessibility project, Cumbria County Council are expected to also be compliant with the public contract regulations and this is stated within the existing cooperation agreement in place between the Borough and County Councils for the projects.

Progress on key procurements are set out in the Council's Monitoring return and the Procurement checklist form (appended to the MOU).

All projects are compliant with the appropriate Public Contract Regulation and are in the public domain (e.g., Contract Finder/Find a Tender Service) and any onward disbursement of the grant funds to project partners (e.g., sub-grant arrangement) fully meets public procurement requirements and confirmation robust due diligence has been undertaken. Confirm adherence by answering yes or no (enter a cross in the box)	Yes ☒	No☐
Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):		☐

3b Conflict of Interest
Please briefly describe how declaration of Conflict of Interest is managed and what controls are in place to monitor and check conflicting interests.

Town Deal

Within the Local Assurance Framework, the Brilliant Barrow Board Terms of Reference states that:

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

Updated annual declarations are currently being obtained from members and these will be made available via the Brilliant Barrow website.

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Within the Accountable Body, conflict of interest in managed in line with Barrow Borough Council's Declaration of Interest policy. **Levelling Up Fund** The Brilliant Barrow Board provides a strategic oversight role for the LUF projects. As noted above for Town Deal, updated annual declarations are currently being obtained from members and these will be made available via the Brilliant Barrow website. Conflicts of interest are managed in line with Barrow Borough Council's Declaration of Interest policy.		
Conflict of Interest controls are active and in line with local authority/ accountable body policies. Confirm adherence by answering yes or no (enter a cross in the box).	Yes☒	No☐
Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):		☐
3c Business Case(s) or Project Adjustment Requests (PARs) Please briefly describe the decision-making processes in place for business cases and/or adjustments requests:		
Town Deal Town Deal Summary documents were submitted in November 2021 which detailed the decision-making processes around the relevant business cases. Following confirmation in February 2022 that these had passed Government's review, adjustment requests would need to be considered going forward. It is recognised that the Town Deal will need to be managed effectively to ensure it delivers both the Town Investment Plan's strategic objectives as well as value for money. The Accountable Body has therefore put in place a change control process to actively manage this and to respond to changes in project circumstances. This includes a mechanism for relevant escalation to The Brilliant Barrow Board or Government as required. This was a recommendation following the local assurance process. The change control process forms part of the updated Local Assurance Framework which was approved by the Brilliant Barrow Board on 27 May 2022. All changes from approved Business Cases are recorded and considered at the appropriate level. If this requires the submission of a PAR to Government, this is reviewed prior to submission by the PMO, Accountable Body and Brilliant Barrow Board as laid out in the change control process. **Levelling Up Fund** The Levelling Up fund scheme is made up of two distinct projects: Market Hall Improvement and the Accessibility Project.		

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On a quarterly basis, monitoring returns are produced which set out progress against project plans and any proposed changes. Any substantial changes to scope, which could impact on the project outputs or outcomes, would go through DHLUC's formal change control request process. This is not anticipated to be required, as the projects are now in the delivery phase and are being delivered in line with the MOU.		
All business cases/PARs are signed off in line with the local authority/accountable body decision-making processes. Confirm adherence by answering yes or no (enter a cross in the box)	Yes☒	No☐
Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):		☐

3d Subsidy Control and State Aid Practices

- Please briefly describe the local authority/accountable body, Subsidy Control or State Aid measures and explain the active controls and checks you have in place.
- Briefly detail what checks the local authority/accountable body has in place to ensure project partners will comply with Subsidy Control and State Aid regulations.

Town Deal

The local assurance process for all projects included robust due diligence around Subsidy Control measures, and independent legal opinions were sought as part of this process.

Where it was identified that there would need to be ongoing checks around compliance with Subsidy Control regulations, this was included as a project specific condition at the time of Business Case approval. These conditions are carried forward into project GFAs and MoUs, including reviews as necessary to reflect adoption of the Subsidy Control Act.

Ongoing compliance with conditions on Subsidy Control is checked by the Accountable Body (PMO) at the appropriate time through the receipt of quarterly project reports. Confirmation of compliance with project specific conditions requires authorisation from the Accountable Body's Chief Finance Officer (s151) prior to payments being made to projects under GFAs or MoUs.

Levelling Up Fund

Subsidy Control was considered at Business Case stage and the projects are being delivered in line with the legal guidance received. If there was a requirement to amend the scope of the projects, alongside producing a formal change control to DHLUC, updated subsidy control and state aid advice would be sought.

The necessary arrangements are in place and all projects are compliant with the appropriate regulations for State Aid and Subsidy Control. Confirm adherence by answering yes or no (enter a cross in the box)	Yes☒	No☐

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Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):		☐
3e Counter Fraud Please briefly list details of active governance and assurance arrangements to support Counter Fraud.		
Town Deal All payments made to project delivery bodies are subject to evidence of all expenditure and defrayment being provided at quarterly reporting periods, and checks of this evidence by the PMO, Accountable Body finance department and Accountable Body audit team as required. All claims processed by the PMO undergo a QA review by a different officer within the PMO, prior to a recommendation for payment being made to the Accountable Body. The payments themselves are then made in line with the established Accountable Body financial procedures, which mitigate against the risk of both fraud and payment error. **Levelling Up Fund** The same processes are followed as detailed above for Town Deal.		
The necessary governance and assurance arrangements are in place and all legal and other statutory obligations and consents will be adhered to, ensuring the safe administration of grants and that appropriate measures are in place to mitigate against the risk of both fraud and payment error. Confirm adherence by answering yes or no (enter a cross in the box)	Yes☒	No☐
Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):		☐
3f Risk Please briefly list details of your risk management process.		
Town Deal Risk is managed in line with the Local Assurance Framework, which states: "As part of the project monitoring arrangements, each approved project will provide updates through the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time. Risk will be managed through a programme risk register which will cover all risks relevant to the implementation of work of The Board. Any risks considered high enough to be monitored by The Board will be reported by exception. A risk owner will be assigned to each risk and appropriate mitigation actions will be identified to demonstrate how each risk line is being		



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managed. The risk register will be monitored by The Board and will be a standing item on the agenda for each meeting".

Each quarterly meeting of the Brilliant Barrow Board receives an updated Programme Risk Register and Programme Issues Log. The Accountable Body (PMO) receives quarterly monitoring reports for each project and where necessary, the Accountable Body will escalate specific project risks onto the Programme Risk Register.

Levelling Up Fund

A live Project Risk Register is in place for both projects, which is considered and updated at project progress meetings. Within the Risk Register, risks are RAG rated, and an explanation of the risks and required mitigation steps is set out clearly. The RAG ratings are used to flag any issues that require action or amendments. This also allows changes in risks to be tracked over time. A risk owner is assigned to each risk and appropriate mitigation actions are identified, to demonstrate how each risk line is being managed. The Risk Register for all Barrow Borough Council projects is reported to and reviewed by the Council's Corporate Programme Board as a standing agenda item.

Risk management is active with live Risk Register(s) and appropriate scrutiny to manage and mitigate risk. Confirm adherence by answering yes or no (enter a cross in the box)	Yes☒	No☐
Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):	☐	

3g Financial management
Please briefly summarise or list for each fund your financial checks and management of project budgets.

Town Deal

Each project has an agreed total project budget (made up of Towns Fund and any match funding) which is set out within the GFAs / MoUs and is consistent with the latest details approved by Government.

Project budgets are broken down into agreed expenditure headings within GFAs / MoUs, which also include an agreed annual profile of expenditure and Towns Fund.

GFAs / MoUs include the requirement for project delivery bodies to report project expenditure to the Accountable Body on a quarterly basis. This includes evidence of all expenditure and defrayment through copy invoices, bank statements or other acceptable documentation. This evidence is checked by the PMO, including an internal QA, before a recommendation for payment is made to the Accountable Body, at which point a further review may take place prior to payment being made.

The payments themselves are then made in line with the established Accountable Body financial procedures, which mitigate against the risk of both fraud and payment error.

Variances to budget headings or profiles are identified through quarterly reporting and raised with the project delivery body as necessary. This may result in a change control, which would be in line with agreed process set out in the Local Assurance Framework.

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Expenditure relating to programme management is managed in line with the Accountable Body financial procedures, and is reported within the M&E performance returns to Government, which are reviewed by the Accountable Body's Chief Finance Officer (s151) and Brilliant Barrow Board prior to submission.

Levelling Up Fund

Each project has an agreed total project budget, which is consistent with the latest details approved by Government.

The Borough Council's Capital Programme Manager oversees delivery of the LUF projects, and manages performance against project programmes and budgets, which are broken down into agreed expenditure headings and agreed annual profiles.

Progress on the projects is reported via monitoring returns to Government. Monitoring returns are produced on a quarterly basis and are reviewed by the Chief Finance Officer (S151) officer prior to submission.

All expenditure is in line with the policies and in support of DLUHC agreements (e.g., Memorandum of Understanding/Grant Funding Agreement). Confirm adherence by answering yes or no (enter a cross in the box)	Yes☒	No☐
Where you have answered 'No' please set out your concerns below, please state under which fund and project.		
N/A		
DLUHC Internal use only, check complete (tick box):	☐	

Part 4 Declaration and Signature box: CFO (or Acting CFO only)

By signing this Statement of Grant Usage as the CFO you are confirming adherence with each element of governance and transparency for the funds received and that funding is delivered with propriety, regularity, value for money and in line with DLUHC funding agreements.

Signature:	
Print Name:	**Susan Roberts**
Position:	**Director of Resources & S151 Officer (Barrow Borough Council)**
Date:	**15 November 2022**

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LEVELLING UP

Part 5: DLUHC Assurance and Compliance Team admin use only	**Return to applicant (tick box)**	**Initial checks complete**
Initial checks below complete		☐
Part 2: Governance and Assurance report not completed	☐	
Part 3: Confirmation missing (not answered yes/no) 3a to 3g (state which section is not fully completed)	☐	
Part 4 (and letter): Assurance letter or Statement of Grant Usage not signed	☐	
Part 4 (and letter) Not signed by CFO (Section 151/95/54) or Acting CFO	☐	
Part 4 (and letter) Different signatures across letter/statement	☐	

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting: 25 November 2022	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Risks, Issues and Opportunities

Summary and Conclusions:

The effective management of risk at both project and programme level is key to ensuring the successful delivery of the Brilliant Barrow Town Investment Plan and the associated outcomes.

As the programme is now in the delivery phase, the focus of programme risk management has shifted to ensuring the successful delivery of projects and the achievement of project outputs and outcomes.

The Accountable Body and PMO previously worked with BAE Systems to revise and refine its existing programme risk register, which also included the development of an opportunities register. It was recognised that further revisions would be beneficial, including the agreement of a clear set of criteria for the escalation and de-escalation of project level risks to the programme risk register and the use of a programme issues log to escalate issues to the Town Deal Board as appropriate.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the latest version of the programme risk register and the ongoing management of programme and project level risks.
2. Review and comment upon the proposed criteria for the escalation of project level risks to programme level.
3. Note the new programme issues log.

Report

1. The effective management of risk at both project and programme level is key to ensuring the successful delivery of the Brilliant Barrow Town Investment Plan and the associated outcomes. In addition, the relationship between project and programme risk management must be clearly defined with appropriate reporting and escalation systems in place, to ensure that the potential impacts of significant project level risks on the programme overall are captured and monitored.

Programme Risk and Opportunities Register

2. The programme level risk and opportunities register has been reviewed and the latest version is provided at **Appendix A (Tabs 1, 2 and 3)**.

Escalating Project Risks & Issues

3. Each project delivery body is responsible for maintaining an appropriate risk register for their respective projects. Project business cases included project risk registers, which were reviewed as part of the local assurance process and agreed to be appropriate. Where necessary, project conditions recommended from the local assurance process were agreed by the Town Deal Board to mitigate specific project related risks.

4. The Accountable Body and PMO continue to work with project delivery bodies to monitor project progress and this ensures any significant changes in project risks can be reviewed. The submission of formal quarterly project progress reports to the Accountable Body includes updates on the status of key project risks and associated mitigation actions, using a RAG rating format.

5. Where the monitoring of project risks identifies a risk which is **RAG rated red post-mitigation measures,** the Accountable Body and PMO will ensure that this is reflected in the relevant programme level risk or include it on the programme risk register as a new risk where necessary. This will ensure subsequent reporting at Town Deal Board level.

6. There is also the potential for project reporting or Accountable Body monitoring to identify project issues, being either a project risk that has materialised, or an unforeseen event. The Accountable Body and PMO will again assess the impact of any identified issues and whether there is justification to escalate these to programme level, through the use of a programme issues log. The programme risk and opportunities register has now been expanded to include a programme issues log at **Appendix A (Tab 4).**

Government Risk Monitoring

7. Government monitors the risks associated with delivery of the programme through attendance at the Town Deal Board, regular catch-up meetings with the Accountable Body or PMO, and through receipt of the 6-

monthly Monitoring and Evaluation (M&E) performance returns submitted by the Accountable Body in June and December.

End.

Appendix A: Programme Risks, Opportunities and Issues Register

Brilliant Barrow Town Deal - Programme Risk Register

Updated:	17/11/2022

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
2	There is a risk that required inputs from project delivery bodies could be delayed, incomplete or fail to meet requirements, caused by a lack of capacity or relevant expertise within project delivery bodies, resulting in delays to the delivery of projects and/or failure to deliver project outcomes.	Ensure Project Delivery Bodies can demonstrate that appropriate capacity is in place, to fully develop and deliver projects within the required timescales, including external technical and consultancy support where necessary.	Project Delivery Body SROs	The key inputs required to develop business cases were received and each business case identifies the resources and costs allocated to manage project delivery, including the procurement of external technical support where necessary. Regular contact between the Accountable Body and project delivery bodies continues to monitor progress and risks associated with project management are addressed in project risk registers as appropriate. Regular reporting from project delivery bodies has now commenced, which will highlight any project-level risks which require escalation to the programme risk register.	1	3			17/11/2022
5	There is a risk that failure to fully comply with Government Towns Fund Guidance, caused by Brilliant Barrow's position as one of the first approved Town Deals, results in amendments being required to projects and/or delays to Government approval of programme reporting and subsequent payments.	Accountable Body to maintain regular communication with Government on new and emerging guidance. Draw on experience with other similar programmes where necessary. Work with project delivery bodies to ensure any updated guidance is reflected in project delivery where relevant.	Accountable Body	Lines of communication are in place to ensure the Accountable Body is receiving relevant updates and requests from Government. The stage of the Towns Fund programme nationally means that guidance is now more defined, although is still subject to changes. Regular meetings continue with Government (Area Lead) to ensure that any updates to guidance or resulting queries can be addressed. Supplementary guidance has been issued on 08/11/2022 and a full review of compliance with this will be undertaken for the Board meeting scheduled in February.	1	2			17/11/2022
6	There is a risk that projects cannot demonstrate a full funding package, caused by delays or failures in securing match funding contributions or by project costs increasing beyond the limits of available funding, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Where full funding packages are not secured, ensure sources of funding are identified and sufficient comfort is provided with clear timescales for match funding confirmations. Ensure monitoring of project-level funding and costs risks is robust and appropriate contingencies are identified. Project-level risks relating to funding packages should be escalated to programme-level as required, and the change control process should be utilised where necessary.	Project Delivery Body SROs	All project business cases identified a full funding package and cost contingencies and where necessary, conditions to manage risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and project delivery bodies continues to monitor progress and risks associated with project costs and funding are addressed in project risk registers as appropriate. Regular reporting from project delivery bodies has now commenced, which highlight any project-level risks which require escalation to the programme risk register. A match funding gap has been identified in the programme as a result of this, resulting in this risk rating being escalated to a red risk. This will continue to be closely monitored in the context of current inflationary pressures.	4	4			17/11/2022

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
7	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to obtain statutory consents, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Where all required consents are not yet in place, ensure sufficient comfort is provided (such as early engagement with planning authorities) with clear strategies and timescales for the relevant approvals. Ensure project-level risks are identified and escalated to programme-level as required.	Project Delivery Body SROs	Where relevant, business cases identified a timeline for obtaining consents and appropriate conditions to manage programme risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and Project delivery bodies continues and where necessary, amendments to timelines are reflected in Project Monitoring & Evaluation Plans. Risks associated with statutory consents are addressed in project risk registers as appropriate. At this stage, no project-level risks require escalation to the programme risk register.	3	4			17/11/2022
8	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to secure sites required for projects, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Establish clear strategies and timescales for securing sites where this is a requirement. Ensure project-level risks are identified and escalated to programme-level as required.	Project Delivery Body SROs	Where relevant, business cases identified sites for the delivery of project capital works and where necessary, conditions to manage programme risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and Project delivery bodies continues and risks associated with project sites are addressed in project risk registers as appropriate. At this stage, no project-level risks require escalation to the programme risk register.	2	4			17/11/2022
9	There is a risk that the details of projects do not remain consistent with the Town Deal Summary Documents approved by Government in February 2022, caused by changes made during later stages of development and during delivery, resulting in the need for the approval of changes to be sought from Government which could lead to delays and/or further amendments.	Government have initiated a change notification process, recognising that changes are expected as projects continue to develop and to address issues encountered during delivery. Potential for change should be monitored and where necessary, notifications provided to Government at the appropriate time.	Accountable Body	The Accountable Body is working with each project delivery body to agree Project Monitoring & Evaluation Plans, which highlight any changes to the details of projects since the business cases on which Town Deal Summary Documents were based. All requests for project changes are progressed through the change control process set out in the Local Assurance Framework. Where necessary the agreement of Government is then sought through the Towns Fund Project Adjustment Request process. The first PAR, reflecting changes primarily to project timescales and expenditure profiles, was submitted to Government on 09/09/2022 and confirmation that this had been approved was received on 02/11/2022.	3	3			17/11/2022

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
10	There is a risk that projects cannot demonstrate compliance with subsidy control frameworks, caused by uncertainty around the new UK subsidy regime, resulting in failure to meet project assurance conditions and impacting on project deliverability.	Accountable Body to work with each project delivery body to ensure potential subsidy implications are identified. Ensure development programmes allow sufficient time to receive appropriate legal advice and identify potential issues, with corrective actions as necessary.	Project Delivery Body SROs	Independent legal advice, received during business case development and project assurance, did not identify any significant risks with regards to the subsidy control implications for projects. Due to uncertainty on the impact of the new UK Subsidy Control Act, project conditions to manage programme risk were agreed by the Town Deal Board. A subsequent legal review has concluded that the position of each project is unaffected by the Subsidy Control Act and the original advice remains valid. Ongoing compliance with Subsidy Control rules is the responsibility of each project delivery body, however the Accountable Body will request confirmation of ongoing compliance where necessary.	1	4			17/11/2022
11	There is a risk that project delivery may be impacted by additional restrictions to working practices, caused by current and future responses to the COVID-19 pandemic, resulting in delays to the delivery of projects and the achievement of project outcomes.	Establish remote working arrangements, regular meeting cycles and early identification of potential impacts. Ensure sufficient consideration is given to COVID in project level risk management and programming of project tasks.	Project Delivery Body SROs	Project delivery bodies and the Accountable Body are established in remote working in terms of project management and programme monitoring, however as projects move from development to delivery, the potential for impacts may change should any additional restrictions be implemented. Risks associated with COVID impacts are addressed in project risk registers as appropriate, and ongoing monitoring will continue at both project and programme levels.	2	2			17/11/2022

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
12	There is a risk that projects do not maintain the level of public support and engagement required for Town Deals and demonstrated in project business cases, caused by delayed, incomplete or inconclusive public engagement, resulting in failure to meet the expectations of Government and the ambitions reflected in the Town Investment Plan.	Agree a clear strategy to build on the public engagement which underpinned the Town Investment Plan, with co-ordination by the Brilliant Barrow Communications & Engagement Group. Ensure a Communications & Engagement Plan is in place for each project, enabling projects to demonstrate the required level of public engagement. Build on existing use of Brilliant Barrow online and social media platforms.	Communications & Engagement Group	Following the completion of project business cases and Government approval of the Town Deal Summary Documents, the focus of engagement activity has moved to ensuring progress in delivery is communicated appropriately and that further detailed public engagement is completed effectively, for example consultation on the detail of project works and planning applications, which could not commence until funding was confirmed. The Comms & Engagement Group continues to meet regularly and receives updates on project-level activities. The group's role will be refined as necessary to reflect the current stage of delivery, and regular meetings between the Accountable Body and project delivery bodies will monitor progress against relevant project milestones. Brilliant Barrow platforms continue to be utilised both to inform the public of developments and as a method of engagement through surveys etc.	2	3			17/11/2022
13	There is a risk that preparations for (and the implementation of) Local Government Reform impacts on the governance and resourcing required to ensure successful delivery of the Town Investment Plan and its projects.	Ensure effective project and programme governance is being followed by all organisations supporting delivery of the TIP and the use of the Brilliant Barrow Board to support decision making.	Accountable Body	LGR has the potential to impact on the programme in terms of 1) impacts on overall programme governance and resourcing 2) the transfer of Accountable Body responsibilities and project delivery responsibilities to new authorities and 3) impacts on the delivery of projects, for example through delays or additional complexities in organisational decision making or increased demands on resources. Established LGR workstreams are supporting transition and project delivery bodies recognise the need to ensure mitigations are put in place. Regular meetings between the Accountable Body and project delivery bodies are used to identify potential issues and agree mitigations where required. At this stage, no project-level risks require escalation to the programme risk register.	2	4			17/11/2022

Brilliant Barrow Town Deal - Closed Programme Risks

Updated:	05/10/2022

Risk No.	Risk Detail	Mitigating Actions	Date Closed	Owner	Actions Update
1	There is a risk that completion of stage 2 project business cases could be delayed, caused by a lack of capacity and/or co-ordination, resulting in delayed project assurance and delayed submission of the Town Deal Summary Documents and therefore the potential loss of Towns Fund allocation.	The Accountable Body will procure a single lead consultant to work across the 7 TIP projects, leading on preparation of business cases with input from project delivery bodies, to ensure consistency of approach and to control quality.	13/09/2022	Accountable Body	Following completion of all business cases and Board approval of the outcomes from the local assurance process, Town Deal Summary Documents were submitted to Government in November 2021. Government confirmed its approval of the submission in February 2022.
3	There is a risk that local project assurance cannot be completed within timescales and to the required standard, caused by lack of capacity in the Accountable Body, resulting in failure to submit the Town Deal Summary Documents or significant Government queries following submission.	The Accountable Body will put in place arrangements with Cumbria County Council to act as the Town Deal Programme Management Office (PMO) which will include the co-ordination of local project assurance (in line with Green Book requirements) and development of a Local Assurance Framework for the Town Deal.	13/09/2022	Accountable Body	Following completion of all business cases and Board approval of the outcomes from the local assurance process, Town Deal Summary Documents were submitted to Government in November 2021. Government confirmed its approval of the submission in February 2022.
4	There is a risk that the 'General Conditions' and 'Improvement Conditions' set out in the TIP Heads of Terms document (Private Sector Engagement Plan, Compliant Assurance Process & Public Sector Equality Duty Analysis) are not met, caused by delays or incomplete responses being submitted, resulting in delay to Government approval of the Town Deal Summary Documents.	The Accountable Body will engage appropriate support to refine and develop the Private Sector Engagement Plan. The Accountable Body and PMO will develop a 'Green Book' compliant project assurance process and the Accountable Body will co-ordinate completion of PSED analysis.	13/09/2022	Accountable Body	All Heads of Terms conditions have now been addressed and this was confirmed within the Town Deal Summary Documents submission to Government in November 2021. Government confirmed its approval of the submission in February 2022.

Brilliant Barrow Town Deal - Programme Opportunities Register

Updated:	17/11/2022

Opportunity No.	Opportunity Detail	Realisation Action	Owner	Actions Update	Last Updated / Reviewed
1	There is an opportunity for the Brilliant Barrow Board to provide strategic oversight, linking to other schemes and funding, which would result in the alignment of what is being delivered in Barrow, maximising funding opportunities and efficiencies.	Brilliant Barrow Board Terms of Reference to include a wider purpose than Town Deal, including reference to: *It will also explore opportunities to align funding opportunities, strategy development and would act to promote Barrow-in-Furness.*	Brilliant Barrow Board	Refresh of the Terms of Reference undertaken in May 2022 to ensure ongoing relevance. Papers including other relevant funding schemes, for example Levelling Up Fund, being taken to Brilliant Barrow Board meetings. Review against supplementary Town Deal guidance to ensure compliance and that synergy opportunities are maximised for February 2023 Board.	17/11/2022
2	There is an opportunity to use the Brilliant Barrow Town Investment Plan (TIP) as a strategic document to secure further investment which would result in positive outcomes for Barrow.	Publication of the TIP and increasing awareness amongst relevant stakeholders. Refreshing of the document when needed. Utilising the evidence base to support further bids. Clear links of the benefits of the Town Deal schemes to the ambitions of the TIP.	Brilliant Barrow Board / Barrow Borough Council	Town Investment Plan published. Benefits of Town Deal schemes clearly linked to TIP and articulated in business cases, with relevant monitoring methodologies established.	17/11/2022
3	There is an opportunity to encourage collaborative working due to the links formed as part of delivery of the Barrow Town Deal which would result in more innovation, efficient processes, increased success and improved communication.	Consideration of appropriate membership of the Brilliant Barrow Board and establishment of Brilliant Barrow Futures Board.	Brilliant Barrow Board	Ongoing membership continues to be reviewed.	17/11/2022
4	There is an opportunity to share synergies across the projects within the Barrow Town Deal which would result in the alignment of approaches to maximise efficiencies and benefits realisation	Establishment of Brilliant Barrow Town Investment Plan Delivery Group. Establishment of the Communications and Engagement Group. Establishment of project governance which will ensure relevant reporting allows synergies to be realised.	Brilliant Barrow Board / Barrow Borough Council / Project Delivery Bodies	Refresh of the Terms of Reference for both the Board and Project Delivery Group undertaken in May 2022 to ensure ongoing relevance. Terms of Reference of the Communications and Engagement Group currently under review. Project governance reporting established as part of Grant Funding Agreements.	17/11/2022
5	There is an opportunity to align the delivery of schemes supported via alternative funding to secure efficiencies in delivery and maximise benefits delivered.	Strategic oversight provided by the Brilliant Barrow Board and Project Delivery Bodies, with SROs established where these are being delivered at Programme level.	Brilliant Barrow Board / Barrow Borough Council / Project Delivery Bodies	Continue to provide high quality information through Board papers to ensure transparency and engagement. Responding to project change requests and facilitating these where relevant.	17/11/2022

Opportunity No.	Opportunity Detail	Realisation Action	Owner	Actions Update	Last Updated / Reviewed
6	There is an opportunity to learn from experience from the Town Deal and other grant funding processes, which would result in increasing local capability for delivery of programmes.	Continue to provide high quality information through Board papers to ensure transparency and engagement. Joint working through SLAs where relevant to utilise relevant experience where required.	Brilliant Barrow Board / Barrow Borough Council	Continue to provide high quality information through Board papers to ensure transparency and engagement. SLA established between BBC and CCC to support PMO and AB role.	17/11/2022
7	There is an opportunity to increase the Government confidence in bids through an established Governance framework which would result in an increased probability of achieving funding.	Establishment of Local Assurance Framework.	Brilliant Barrow Board / Barrow Borough Council	Refresh of Local Assurance Framework to reflect evolution of Programme from development to delivery undertaken in May 2022. Checks to ensure ongoing compliance with emerging Government reporting requirements undertaken in June 2022. Ongoing requests from Government around assurance responded to in line with deadlines (November 2022).	17/11/2022
8	There is an opportunity that successful delivery of Town Deal schemes may create opportunities to lever / attract further funding, for example in the case of cycling and walking and Marina Village, which would result in additional benefits for Barrow.	Ensure benefits realisation is established. Ensure communication of achievements through the establishment of the Communications and Engagement Group.	Brilliant Barrow Board / Barrow Borough Council	Monitoring and Evaluation Plans being established for each scheme to form part of the Grant Funding Agreements. Terms of Reference of the Communications and Engagement Group currently under review.	17/11/2022
9	There is an opportunity to utilise project benefits to communicate and promote broader benefits of Town Deal which would result in an enhanced reputational benefit for Barrow to both external and local stakeholders, increasing a positive sense of place and its associated benefits.	Maximise opportunities for involvement in Government-led evaluations for the Town Deals. Consideration of individual project evaluations within monitoring and evaluation plans Collating programme-wide evaluation information and communication of this. Establishment of the Communications and Engagement Group.	Brilliant Barrow Board / Barrow Borough Council	Monitoring and Evaluation Plans being established for each scheme to form part of the Grant Funding Agreements. Terms of Reference of the Communications and Engagement Group currently under review.	17/11/2022
10	There is an opportunity that through Local Government Reorganisation, capacity will be strengthened leading to greater resilience in programme delivery and assurance capability, as well as the streamlining of processes and realisation of efficiencies	Resource and requirements to be represented in the relevant LGR workstreams. Increasing awareness among relevant stakeholders.	Barrow Borough Council	Local Government Reorganisation planning underway, with Vesting Day for the new Councils being 01 April 2023.	17/11/2022

Brilliant Barrow Town Deal - Programme Issues Log

Updated:	17/11/2022

Issue No.	Issue Detail	Proposed Remedial Action	Date Raised	Owner	Actions Update	Date Resolved	Last Updated / Reviewed
1	Cost escalation has been realised in the Barrow Island Campus element of the Barrow Learning Quarter project taking the project cost over the secured level of funding.	Secure additional funding, or consider options to achieve outputs and outcomes on a reduced budget. Once identified, proposed remedial action to be considered through agreed change control process.	14/11/2022	Project SRO		14/11/2022	17/11/2022