Brilliant Barrow Board

Friday 27 May 2022, 1:00pm – 3:00pm

Item	Agenda Item	Time	P/R/V*
1	Opening comments from Chair	1:00	V
2	Apologies for absence	1:05	V
3	Declarations of interest	1:10	V
4	Matters arising not covered in agenda	1:15	V
5	Minutes of last meeting	1:20	R
6	Programme Update	1:25	R
7	Project Update	1:40	R
8	UK Shared Prosperity Fund Investment Plan and Governance	1:55	R/P
9	Reframing the Vision for Marina Village (Barrow Waterside)	2:10	R/P
10	Levelling Up Fund / Barrow Market Hall	2:20	P
11	LEP Energy Strategy	2:35	P
12	AOB	2:55	V

* Presentation / Report / Verbal

BRILLIANT BARROW BOARD

Meeting: Friday, 25th February, 2022
at 1.00 p.m. (Virtual Meeting)

PRESENT:

Steve Cole – Chair (BAE Systems), Sam Plum (Barrow BC), Michael Barry (Cumbria CC), Cllr Ann Thomson (Barrow BC), Cllr Anne Burns (Cumbria CC), Eloise Abbott (BEIS), Andrew Atherton (University of Cumbria), Suzanne Caldwell (Cumbria Chamber of Commerce), Brad Crumbleholme (ABP), Steph Cordon (Barrow BC), Janet Garner (BAE Systems) – Minute No's 42 - 49 only, Elaine Herbert (DWP), Paul Hodgson (Barrow BID), Tracey Ingham (Cumbria CC), Jo Lappin (Cumbria LEP), Kevin Little (Cumbria CC), Julie Mennell (University of Cumbria) – Minute No's 45 (part) – 49 only, Alysha Moore (Futures Board), Duncan Nicolson (National Lottery), Katie Pearson (MP's Office) and Andrew Wren (Furness College).

Paula Westwood – Minute Taker (BBC).

ITEM	ACTION
37 – Introductions and opening comments from the Chair The Chair welcomed everyone to the meeting. Significant and important progress had been made since the last meeting in October 2021 and he looked forward to the comprehensive updates being provided throughout the meeting. **38 – Apologies** Apologies for absence had been received from Chris Clouter (ABP) – Substituted by Brad Crumbleholme, Simon Fell (MP) – Substituted by Katie Pearson, Jill Glennie (Spirit Energy), Ali Greenhalgh (Cumbria CVS), Alison Hatcher (Cumbria CC), Helen Houston (Barrow BC), Geoff Jolliffe (Morecambe Bay CCG), Julie Mennell (University of Cumbria) – Substituted by Andrew Atherton, Carla Passarello (DWP) – Substituted by Elaine Herbert, Daniel Tyler-McTighe (Barra Culture) and Liz Watson (Cumbria CC) – Substituted by Kevin Little. **39 – Declarations of Interest** The Chair noted that each member of the Board each had interests in matters pertaining to their respective organisations' individual programme commitments and that it was not necessary for these to be repeated at every meeting as these had been recorded in the register of interests.	

ITEM	ACTION
40 – Matters Arising not covered elsewhere on the Agenda Two items of AOB had been declared:- • Great British Rail Headquarters – Jo Lapin (Cumbria LEP); and • How we support arrangements for Local Government Reorganisation – Steve Cole – Chair (BAE Systems). These are covered under Minute No. 48. The Chair wished to place on record, congratulations on behalf of the Board to Simon Fell (MP) who had recently had a baby. **41 – Minutes of the Last Meeting** The minutes of the meeting held on 22nd October, 2021 were agreed as a correct record. **42 – Town Deal Submission Update** Michael Barry reported that the required Town Deal Summary Documents had been submitted to Government in November 2021. The submission comprised of the following documents which had been included as appendices to the report:- 1. Town Deal Summary Part 1: Project Summaries; 2. Town Deal Summary Part 2: Statement of Town Investment Plan Improvement Conditions; and 3. Programme Monitoring and Evaluation Plan. He advised that the submission had first been reviewed by Cumbria's Deputy Area Lead within the Cities & Local Growth Unit, followed by a further review by the central Towns Fund team within the Department for Levelling Up, Housing and Communities (DLUHC). The DLUHC stage included a review of economic case calculations by Government Economists. In response to queries raised during the review process, the Accountable Body had provided the following additional information to Government:- • A paper providing a comparison of forecasted project outputs and outcomes, between the project confirmations submitted as	

ITEM	ACTION
part of the Heads of Terms acceptance in January 2021, and the November 2021 Programme Monitoring & Evaluation (M&E) Plan. The M&E Plan reflected the development of project business cases (from strategic outline to final) which included progress in the designs, costs and delivery models of projects. It therefore included amendments to the originally forecasted outputs/outcomes, including the addition of new outputs/outcomes from the Town Fund M&E Framework, which was not available at the time the project confirmations were submitted; and • Papers providing greater detail on benefit calculations for two projects with BCRs exceeding 4:1 (Community Wellbeing Hubs & Earnse Bay Outdoor Centre/Local Cycling & Walking Infrastructure). These papers had not required any additional work to be undertaken, rather they provided greater detail taken from project business cases, which had not been required within Project Summary Documents. No amendments had been requested to the Town Deal Summary Documents or the Monitoring & Evaluation Plan. Following conclusion of the review process, Government had confirmed on 15th February that the submission had now passed the review process and progressed to the payment stage. The timetable issued by Government stated that first payments (over and above the 5% capital advance already received) should be expected before the end of March, 2022. Michael advised that, whilst payment from Government may still be some weeks away, the confirmation marked a significant step towards implementation of the Town Investment Plan, as it provided the Accountable Body with the necessary funding certainty to enter into Grant Funding Agreements with project delivery bodies. Michael invited any comments from the Board. Councillor Anne Burns stated that it was great that Barrow was ahead in the programme and there was a great partnership approach. It was important to ensure that good governance was maintained. The Chair advised that governance arrangements would be covered under Agenda Item No. 7 (Minute No. 43 refers). Councillor Ann Thomson thanked Michael Barry and all teams involved in dealing with this exemplary work whilst maintaining business as usual and dealing with additional pressures from Local Government Reorganisation.	

ITEM	ACTION
RESOLVED:- (i) To note the final Town Deal Summary Documents included as appendices to the report; and (ii) To note the progress in relation to Government feedback on the Town Deal Summary Documents submission. **43 – Programme Update** Kevin Little reported that Barrow Borough Council, as Accountable Body for the Brilliant Barrow Town Deal, was working in conjunction with the Programme Management Office (PMO) function provided by Cumbria County Council, to finalise the systems and processes required to oversee delivery of the programme between 2022 and 2026. His report provided a summary of those ongoing activities as follows:- <u>Towns Fund 5% Capital Advance</u> As reported to the Brilliant Barrow Board in September 2021, Government had stipulated that all Town Deal areas would receive a capital funding advance equating to 5% of total programme allocation, to be spent by the Accountable Body within the 2021/22 financial year. The advance was not new funding and therefore it must ultimately be used towards the agreed costs set out in project business cases. As the advance had been paid prior to Government approval of the Town Deal Summary Documents submission, Government had provided comfort that, should any projects ultimately not proceed to full delivery, the advance funding spent on those projects would not be subject to claw back. However, that funding would not be replaced and would be lost from the £25m Town Deal allocation. The sum of £1.25m had now been received by the Accountable Body and this exceeded the agreed expenditure profiles for projects for 2021/22, which total £0.795m. Areas may use the existing 'freedoms and flexibilities' available to their Section 151 accounting Officers to achieve spend within the financial year and, working within those parameters, the approach previously agreed with the Brilliant Barrow Board was now being implemented. In line with the agreed approach, the advance would be utilised to cover the following payments: • Payment of capital expenditure by the Accountable Body, incurred in relation to its own Town Deal projects during 2021/22, where expenditure is included within business cases (including eligible project development costs);	

ITEM	ACTION
• Payments to project delivery bodies in relation to those projects delivered externally to the Accountable Body, to cover capital expenditure included within business cases for 2021/22 (including eligible project development costs); and • Payments to project delivery bodies in relation to those projects delivered externally to the Accountable Body, to be retained by project delivery bodies as an advance towards 2022/23 capital expenditure included within business cases. Early enabling agreements would be issued to those capital project delivery bodies external to the Accountable Body (University of Cumbria and Cumbria County Council) utilising the 5% capital advance received from Government. These 'Initial Facility' agreements cover the eligible capital expenditure incurred on projects during the 2021/22 financial year, while also providing an advance payment towards 2022/23 capital expenditure. When calculating the allocation of payments from the capital advance to external projects, the Accountable Body had remained consistent with the share of overall programme capital allocations for each project. <u>Programme Monitoring and Audit Requirements</u> The project reporting and monitoring process, the purpose of which was to obtain appropriate assurance on the delivery of projects, was being finalised in conjunction with the Accountable Body's audit function, in accordance with the responsibilities set out in the Local Assurance Framework. This work would determine the information required at project reporting intervals and the type and frequency of assurance activities undertaken, to ensure that the Accountably Body's Section 151 Accounting Officer was in a position to certify the proper administration of the programme to Government (as required under the terms of the Town Deal). Commencing in June 2022, the Accountable Body would be required to submit monitoring returns to Government at 6-monthly intervals, to cover project progress and risk. At the end of each financial year from 2022/23, the Accountable Body's Section 151 Officer would be required to provide an annual assurance statement to Government, certifying the eligibility of project expenditure, management of programme risk and continued compliance with the terms and conditions of the Town Deal. In addition, the Brilliant Barrow Board chair would be required to provide assurance to Government on the continuation of robust programme governance.	

ITEM	ACTION
Project Grant Funding Agreements Work was underway to prepare project grant funding agreements, which would be used to pass full capital and revenue funding allocations to those project delivery bodies external to the Accountable Body (University of Cumbria, Cumbria County Council and Cumbria Local Enterprise Partnership). Where 'Initial Facility' agreements had been used as described above, these would be subsumed into project grant funding agreements. Where projects were delivered by Barrow Borough Council, grant funding agreements would take the form of 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 condition attached to all projects following the October 2021 Brilliant Barrow Board was the submission of a Project Monitoring & Evaluation (M&E) Plan, to set out the key performance measures for projects and confirm approaches to the collection, evidencing and reporting of project outputs and outcomes. Much of the detail in M&E Plans would be taken directly from project business cases, however they would also provide an opportunity to refresh and clarify details where required. To ensure a consistent approach, a template M&E Plan had been prepared and would be issued to project delivery bodies by the end of February. Agreed project M&E Plans would then be incorporated into project grant funding agreements and MoUs. Project Monitoring and Development Support Regular meetings with the lead Officers for each project were continuing, to ensure that updates on the progress of the submission to Government had been communicated to projects, while also ensuring that the development of projects was progressing as planned, with any issues or concerns identified and addressed as appropriate. Where necessary, meetings had also covered progress in addressing the assurance conditions agreed by the Brilliant Barrow Board. The Accountable Body had also facilitated meetings between project leads, members of the Communications & Engagement Group and members of the Barrow Futures Board. These meetings were designed to ensure that ongoing project engagement activities were effective in reaching the appropriate audiences, and that opportunities for engagement were maximised.	

ITEM	ACTION
Programme Governance The facilitation of programme governance continued in accordance with the Local Assurance Framework, comprising of the Brilliant Barrow Board, the Town Investment Plan Delivery Group. The Communications & Engagement Group and the Barrow Futures Board. Local Assurance Framework Review The Accountable Body was carrying out a review of the Local Assurance Framework, which had originally been agreed by the Brilliant Barrow Board in May 2021. This was the key governance document in relation to the Town Deal and the review would ensure that the requirements of managing the funds remained both compliant and relevant, recognising the evolution in line with Programme from development to delivery. Key elements of this review would be: • A refresh of the Terms of Reference for relevant bodies, including the Brilliant Barrow Board; and • The inclusion of a local change control process, a key recommendation following the local assurance process. In line with the Local Assurance Framework, all changes to projects would ultimately require the agreement of the Accountable Body to be implemented. However, the varying nature of potential project changes required a change control process to be proportionate, to effectively manage the administration of the programme and to ensure that decisions were taken at the level appropriate to the nature of change being requested. While relatively minor changes may be agreed by the Accountable Body through negotiation with the relevant project delivery body, any significant changes to projects would require endorsement from the Brilliant Barrow Board and in some cases, the approval of Government. It had been proposed that the following types of project change would be referred to the Brilliant Barrow Board for consideration, having first been reviewed by the Accountable Body and with a clear recommendation:- • A change to the annual financial profile of one or more projects, where this would significantly impact on the overall programme financial profile (over and above fluctuations which the Accountable Body may reasonably be expected to manage, through the 'freedoms and flexibilities' available to it);	

ITEM	ACTION
• A change to the allocation of Towns Fund and/or match funding contributions to a project; • A change which would, in the reasonable opinion of the Accountable Body, lead to a material increase in the level of project risk; • A material change to the nature of the activities to be delivered by a project within the Town Deal programme period; • A material change to project delivery arrangements, including any change of project delivery body and/or project delivery partners; and • A material change to the outputs and outcomes to be delivered by a project within the Town Deal programme period. Current Government guidance on project changes was likely to be refined in the coming months, with a greater emphasis on project delivery as more Town Deal areas progressed to this stage. However, it was clear from current guidance that any changes to project financial allocations or to project outputs and outcomes would be subject to approval through the Government's project adjustment process. In practice, towns were advised to consult closely with their Local Area Lead (within the Cities & Local Growth Unit) to determine whether changes such as those listed above would require Government approval. In the event that Government approval would be required, there would still be a requirement to demonstrate that proposed changes were endorsed by the Brilliant Barrow Board. Where project changes were agreed by the Accountable Body below the level requiring the Brilliant Barrow Board endorsement, details would be reported to next scheduled meeting of the Brilliant Barrow Board for information. It was anticipated that a full update of the Local Assurance Framework, including the full change control process, would be considered at the next Brilliant Barrow Board meeting. Kevin invited any comments from the Board. Jo Lappin asked if there was confidence that adequate resources were available to ensure that the work of the Accountable Body could be carried out. Sam Plum advised that the capacity to deliver and the capacity to conduct the Accountable Body role was being kept under review. The Borough Council was working closely with Cumbria County Council and any future concerns would be flagged with the Board and Government as soon as they arise.	

ITEM	ACTION
She added that with Local Government Reorganisation looming, the Accountable Body role would need to be transferred to Westmorland and Furness Council which was in hand. The Chair advised that he would welcome the opportunity to discuss further, the potential risks to projects associated with Local Government Reorganisation with fellow Towns Deal Chairs to ensure that no duplication occurred across the County. Sam Plum advised that under the new Unitary Authorities for Westmorland & Furness and Cumberland, Barrow was the only District within Westmorland and Furness and there were three Towns Deals within Cumberland. She added that lots of work was already underway with the District Councils in Cumbria regarding future growth potential and challenges. RESOLVED:- (i) To note the progress in utilising the 5% capital advance. (ii) To note the progress in the preparations for delivery by the Accountable Body; (iii) To note the ongoing review of the Local Assurance Framework; and (iv) To agree the proposed principles of a project change control process. **44 – Project Progress Update** Michael Barry reported that following the completion of project business cases, project delivery bodies were continuing to undertake the development activities that would support the commencement of fully funded project delivery. Communication with projects had emphasised the importance of maintaining progress towards implementation, as the majority of business cases included development milestones during the first quarter for 2022. All projects were working to the agreed business case milestones and, where necessary, were working to address the specific conditions identified through the local assurance process. The Accountable Body was working with project leads to closely monitor progress.	

ITEM	ACTION
A summary of progress to date for each project had been included in an appendix to the report detailing:- • The agreed allocation of Towns Fund, both overall and for the 2021/22 financial year; • The project conditions, agreed by the Brilliant Barrow Board following recommendations from the local assurance process; • The agreed project milestones, as set out in final project business cases; and • A summary of progress, provided by the project lead. The updates provided demonstrated that a degree of minor slippage had occurred against the milestones set out in project business cases which largely related to project mobilisation and a key influencing factor had been the inherent uncertainty around funding confirmations. Following the funding confirmation from Government, through the process of preparing Grant Funding Agreements, a Monitoring and Evaluation Plan would be agreed with each project. These plans would provide the opportunity for projects to review milestones and ensure they remained appropriate, making use of the proposed change control process where necessary. At this stage, no issues had been identified which would impact on the overall delivery of projects within the programme period, or the overall achievement of project outputs and outcomes, which would be secured through Grant Funding Agreements. <u>Project Outputs, Outcomes and Impacts</u> Following the last meeting of the Brilliant Barrow Board on 22nd October 2021, the Consultants engaged by the Accountable Body to support business case development (Hatch) had analysed the collective outputs, outcomes and impacts set out within final project business cases and produced the following documents:- • An infographic detailing the various types of economic impacts forecast to result from the delivery of projects. • A note summarising the outputs, outcomes and impacts contained within final project business cases. These documents had been included as appendices to the report. RESOLVED:- (i) To note the progress in relation to ongoing project development; and (ii) To note the information provided on collective project outputs, outcomes and impacts.	

ITEM	ACTION
45 – Risk Management Update Michael Barry reported that the programme level risk register provided to the Brilliant Barrow Board had to date identified the key risks with potential to impact on the development of final project business cases, the project assurance process and ultimately the submission, and subsequent Government approval or, the Town Deal Summary Documents. He advised that as the programme moved from the development phase into the delivery phase, many of these original tasks had now been substantially completed, and the focus of programme risk management would now move to ensuring the successful delivery of projects and the achievement of the project outputs and outcomes. He advised that the Accountable Body would undertake a full refresh of the current programme level risk register, to reflect the changing emphasis and ensure that the programme risk management approach remained appropriate and effective. The review would include consultation with the project delivery bodies and may include a facilitated 'risk workshop' to promote best practice. Janet Garner stated that there would be an opportunity to identify opportunities as well as risks and asked whether that had been considered. Michael Barry advised that he was keen to share best practice and BAE had offered their support in a workshop to develop a risk framework. RESOLVED:- (i) To note the updated programme risk register; and (ii) To note the intention to review programme risk management, alongside the Local Assurance Framework review. **46 – Communications and Engagement Update** Steph Cordon advised that the Chair had just signed off a press release regarding confirmation of the £25M Brilliant Barrow funding and requested all Partners to share this information (once published) through their communication channels to reach far and wide. She added that there would also be a social media campaign. The Brilliant Barrow website was being rebuilt and would include infographics showing impacts and outcomes of each project as well as information on what was happening with each of the programmes. Levelling Up Fund (LUF) information would also be included.	Janet Garner/ Michael Barry

ITEM	ACTION
Project Leads had regular contact with the Communications & Engagement Group. RESOLVED:- To note the information. **47 – Levelling Up Fund and Town Centre Update** Steph Cordon advised that the Council had been successful in securing £16M Levelling Up Funding which would be used to revitalise the Market Hall, Forum and Town Centre and would include the formation of a road in front of the Town Hall. She advised that Barrow was at the forefront within round one of the funding allocations and that the Memorandum of Understanding providing some initial information had been received in early February. Details of programme management support to build on capacity and capability would be reported via the Brilliant Barrow Board to support good governance. The Chair had requested further information to be provided of the proposed projects at the next meeting. RESOLVED:- To note the information. **48 – Any Other Business** <u>Great British Rail Headquarters</u> Jo Lapin advised that the LEP had received a request to support Barrow's bid to host the Great British Railway Headquarters and that there was now two bids going forward for Cumbria (Barrow and Carlisle). Councillor Ann Thomson confirmed that Barrow would not be submitting a bid as the connection to the town via rail was not adequate and Barrow did not meet the criteria required. She added that Barrow would be happy to support Carlisle's bid. <u>Convention for the North – Education and Skills Workshop</u> Julie Mennell advised that in respect of the Learning Quarter, at the above convention she had sought support to get national recognition and that a Higher Education Think Tank would be conducting a two day visit of Cumbria including Barrow, including a Dinner on 4th April which Partners would be invited to attend.	Steph Cordon

ITEM	ACTION
<u>Shadow Authority Connections</u> The Chair had requested details on how the Brilliant Barrow Board may participate in the Shadow Authority and questioned whether an Elected Member of the Shadow Authority should be invited to join the Board in the future. Councillor Burns stated that once the Cabinet System of the Shadow Authority had been established, after May 2022, the Portfolio Holder for Economic Development would be the most appropriate person to invite. **49 – Date of Next Meeting** The next meeting would be held at 1:00pm on Friday 25th March, 2022, in person at Barrow Town Hall. The meeting closed at 2:35pm.	

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting: **27 May 2022**	
Reporting Officer: **Lead Officer – Economic Programmes – Cumbria CC**	

Title: Programme Update

Summary and Conclusions:

Following confirmation from Government in February that the Town Deal Summary documents had passed the review process and had progressed to Finance Checks, payment in relation to the 2021/22 funding was made to Barrow Borough Council in late March 2022.

This was in addition to the 5% capital advance (£1.25m) received in late September 2021. This advance amount was fully defrayed by the Accountable Body in March 2022, mainly through Early Enabling Agreements which provided advance funding to projects delivered externally to the Accountable Body.

Barrow Borough Council, as Accountable Body for the Brilliant Barrow Town Deal, continues to work to finalise the systems and processes which will enable funding to be passed to project delivery bodies and ensure robust monitoring is maintained that meets the emerging Government requirements.

Recognising the Town Investment Plan is now progressing from development to delivery, a review of the Local Assurance Framework, including the incorporation of a change control process, has been undertaken and is presented to the Board for consideration.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the utilisation of the 5% capital advance.
2. Note the emerging Government requirements in relation to Monitoring and Evaluation Performance Reporting.
3. Note progress in the preparations for delivery by the Accountable Body.
4. Agree the proposed updates to the Local Assurance Framework, including the change control process and updated Terms of Reference.

Report

1. In February, confirmation was received from Government that the Town Deal Summary documents submitted in November 2021 had passed the review process and had progressed to Finance Checks. Following this, payment of £759,550 was made to Barrow Borough Council in late March 2022. This funding relates to the 2021/22 payment, although there are minor discrepancies due to the methodology of deducting the capital advance and a slightly outdated profile being used by Government.

2. Work has continued both at project and programme level to ensure that momentum is maintained on scheme delivery. The Accountable Body, in conjunction with the Programme Management Office (PMO) function provided by Cumbria County Council, is currently working to finalise the systems and processes required to oversee delivery of the programme between 2022 and 2026. This report provides an update on these ongoing activities.

Towns Fund 5% Capital Advance

3. As reported to the Town Deal Board at previous meetings, the Accountable Body received a capital funding advance from Government of £1.25m, equating to 5% of total programme Towns Fund allocation. The advance was required to be spent by the Accountable Body within the 2021/22 financial year. The advance was not new funding and therefore must ultimately be used towards the eligible costs set out in approved project business cases.

4. Working within the existing 'freedoms and flexibilities' available to the Accountable Body and using the approach previously agreed by the Town Deal Board, the Accountable Body utilised the full £1.25m within the 2021.22 financial year.

5. The vast majority of the advance was utilised through entering into 'Initial Funding Facility' Agreements with the University of Cumbria and Cumbria County Council. Under those agreements, sums proportionate to the overall grant allocation for each scheme were paid to projects, for use towards eligible project development costs incurred during 2021/22 and as an advance towards eligible costs in 2022/23:

6. In addition, the Accountable Body has utilised a small amount of the advance towards eligible project development costs incurred during 2021/22 by those schemes being delivered by Barrow Borough Council.

7. As these advance payments form part of the approved Towns Fund allocation to each project, where Initial Funding Facility Agreements have been used these will be subsumed into the Grant Funding Agreements which will provide the full Towns Fund allocation to each project.

Programme Monitoring & Evaluation Reporting Requirements

8. Requirements in terms of the monitoring and evaluation reporting to Government are emerging. It was previously reported that commencing in

June 2022, the Accountable Body will be required to submit monitoring returns to Government at 6-monthly intervals, to cover project and programme progress (financial and outputs) and risk. The relevant templates have recently been shared by Government, and Question and Answer sessions relating to these are due to be held. The first submission is due by 10 June 2022. The PMO and Accountable Body are working to complete the monitoring return by this deadline.

9. Whilst not possible on this occasion due to the timescales involved, future Board dates will be aligned with the preparation of these monitoring returns, to enable review by the Board prior to submission. The template for the monitoring return is attached at **Appendix A**.

10. At the end of each financial year, the Accountable Body's Section 151 Officer will be required to provide an annual assurance statement to Government, certifying the eligibility of project expenditure, management of programme risk and continued compliance with the terms and conditions of the Town Deal. In addition, the Town Deal Board Chair will be required to provide assurance to Government on the continuation of robust programme governance.

11. The templates for the assurance statements have also recently been shared by Government and are being progressed through the PMO and the Accountable Body to meet the respective deadlines of 20 May and 31 May 2022.

12. Government is also finalising what it hopes to be a cyclical payment schedule for the Town Deal in future years and is working to clarify how the monitoring return process will feed into this.

13. Confirmation of the frequency of monitoring, required information and payment cycle from Government will allow the Accountable Body to ensure that the project reporting and monitoring process, the purpose of which is to obtain appropriate assurance on the delivery of projects and in accordance with the responsibilities set out in the Local Assurance Framework, also aligns with any Government requirements.

Project Grant Funding Agreements

14. Work continues to prepare project grant funding agreements (GFAs), which are to be used to pass full capital and revenue funding allocations to those project delivery bodies external to the Accountable Body (University of Cumbria, Cumbria County Council and Cumbria Local Enterprise Partnership). These will set out the terms and conditions of the funding, including the project reporting and monitoring processes. Where 'Initial Facility' agreements have been used as described above, these will be subsumed into project GFAs.

15. As previously reported, where projects are delivered by Barrow Borough Council, GFAs will take the form of 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.

16. A key task in the preparation of these has been the agreement of a Monitoring and Evaluation Plan for each scheme, which was a condition attached to all projects following the October 2021 Town Deal Board. To ensure a consistent approach to key performance measures, a template M&E Plan has been issued to all project delivery bodies and once agreed, will be incorporated in the grant funding agreements and MoUs.

17. The M&E plans provide an opportunity to refresh and clarify project details where required, to reflect the continued work in project development since business cases were finalised. Once all M&E plans are complete, a review will be 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.

Project Monitoring & Development Support

18. Regular meetings with the lead officers for each project continue, to support the completion 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.

19. The Brilliant Barrow Communications & Engagement Group is continuing to meet regularly, to support project communications and ensure that ongoing project engagement activities are effective in reaching the appropriate audiences, and that opportunities for engagement are maximised.

Local Assurance Framework Review

20. The Accountable Body has carried out a review of the Local Assurance Framework, which was originally agreed by the Town Deal Board in May 2021. This is the key governance document in relation to the Town Deal and the review aims to ensure that the requirements of managing the funds remain both compliant and relevant, recognising the evolution in line with Programme from development to delivery.

    Key elements of this review are:

    - A refresh of the Terms of Reference for relevant bodies, including the Town Deal Board.
    - The inclusion of a local change control process, a key recommendation following the local assurance process.

21. The change control process aims to actively manage effective delivery of the Town Deal to ensure it delivers both the Town Investment Plan's strategic objectives as well as value for money and is able to proportionately respond to changes in scheme circumstances. This includes a mechanism for relevant escalation to The Board or Government as required. In practice, towns are advised to consult closely with their Local Area Lead to determine whether changes would require Government approval.

22. Current Government guidance on project changes is likely to be refined in the coming months, and the LAF will reviewed as necessary to ensure it meets any further emerging Government requirements.

23. Where project changes were agreed by the Accountable Body below the level requiring Town Deal Board endorsement, details would be reported to the Town Deal Board for information at the next scheduled meeting.

24. The revised Local Assurance Framework, including the relevant appendices, is included as **Appendix B** for consideration of the proposed updates by the Board, and the Board is invited to agree these amendments.

Risk Management

25. Previously, programme-level risk management identified the key risks with potential to impact on the development of final project business cases, the project assurance process and ultimately the submission to Government.

26. As the programme now moves from development into the delivery phase, many of these original tasks are now substantially complete, and the focus of programme risk management will now move to ensuring the successful delivery of projects and the achievement of project outputs and outcomes.

27. At the last meeting of the Town Deal Board, an offer of support from BAE Systems was accepted, to assist the Accountable Body in developing an updated approach to programme risk management. To take forward this work, BAE Systems is to facilitate a workshop with the Accountable Body and PMO on 26 May. The intended outcome of this work is the agreement of a framework for the future monitoring and reporting of risk at Board level and to Government through monitoring returns. Following the workshop, the framework will be further developed through consultation with Project Delivery Bodies, to ensure the approach links effectively to the risk management systems and processes being used by each project. **A verbal update on the workshop will be provided to the Board at the 27 May meeting**.

28. 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 are 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. Dependent on type, these conditions must either be addressed prior to the finalisation of project grant funding agreements, or will be included within those agreements to be monitored during project delivery

End.

Appendix A: Towns Fund Monitoring Return Template
Appendix B: Draft Revised Local Assurance Framework (inclusive of draft LAF Appendices A, B and G)

HM Government

Reporting Period:

< Please Select a Date >

Town Deals and Future High Streets Fund Reporting Template

Guidance & Navigation

Introduction:

This reporting template aims to capture the programme and project-level data for the selected reporting period. Please refer to the Towns Fund performance reporting guidance, accompanied with this template, for additional support to help with the completion of this template.

Please use the links below to navigate to the relevant tabs:

Project Admin	- project information and key contact information
Programme Progress	- written feedback on how your project is progressing
Funding Profiles	- breakdown of the TD & FHSF grant costs under preset categories
Project Outputs	- quantitative information on project outputs
Outcomes	- quantitative information on outcomes
Risk Register	- all risks and mitigations associated with the programme/project
Review & Sign-Off	- sign-off by S151 Officer / Chief Finance Officers and Senior Responsible Officer

Submitting your information:

Once complete, please return this template as an Excel attachment to Towns.Fund@levellingup.gov.uk. The email subject line should state 'TF Monitoring Report [date] - [insert local authority name] - [insert high street/town name] - FHSF/TD'. This format allows us to process some sections of the form using our automated system.

Please ensure the template is signed by the S151 Officer and returned by the date set out in the accompanying email.

Traffic Light Guidance System

The Traffic Light Guidance System is used throughout this workbook to help inform the user, and the S151 officer / Chief Finance Officer, of any outstanding inputs that are required. The icon can be found in the header on each tab, as well as in the Review & Sign-Off tab. **To complete this tab, please ensure you select the relevant date for which you are reporting on.**

This indicates that all required inputs for this sheet are complete.

This indicates that all required inputs for this sheet are partially complete.

This indicates that all required inputs for this sheet have not been started.

To help identify on each sheet where **specific actions** are still outstanding, there will be the below indicators in columns A or B:

Indicates action is required i.e., entry is incomplete

Indicates information has been provided. Note this does not necessarily mean the whole table has been completed

END END END

Town Deals and Future High Streets Fund Reporting Template — Project Admin

Click here to go to the explanatory notes for the Status Indicators

Guidance Notes
This tab consists of two sections - SECTION A and SECTION B.
SECTION A requests the key information relating to your place, organisation and key contacts.
SECTION B requests the list of project names (automatically populated once SECTION A bas been completed - but please check these are correct) as well as the primary intervention theme, relevant post codes, and lat/long coordinates for each project.

SECTION A: Place Details

A1	**Are you filling this in for a Town Deal or Future High Street Fund?**	Select from the drop down list provided	< Select >
A2	**Please select your place name**	Select from the drop down list provided	
A3	**Grant Recipient:** (your organisation's name)	Organisation Name	
A4	**Grant Recipient's Nominated Single Point of Contact** (project manager where relevant):	Name	
		Email	
		Telephone	
A5	**Programme Senior Responsible Owner (SRO)** [This may be for example the Local Authority Chief Executive or the TD Board Chair]:	Name	
		Email	
		Telephone	
A6	**S151 Officer / Chief Finance Officer:**	Name	
		Email	
		Telephone	
A7	**Monitoring & Evaluation Contact:**	Name	
		Email	
		Telephone	

SECTION B: Project Details

			Project Name	Primary Intervention Theme	Does the project have a single location (e.g. one site) or multiple (e.g. multiple sites or across a number of post codes)?	Single location		Multiple locations		
						Project Location - Post Code (e.g. SW1P 4DF)	Project Location - Lat/Long Coordinates (3.d.p e.g. 51.496, -0.129)	Are you providing a GIS map (see guidance) with your return?	Project Locations - Post Code (e.g. SW1P 4DF)	Project Locations - Lat/Long Coordinates (3.d.p e.g. 51.496, -0.129)
B1	**Project Details:** *(name, primary intervention theme and location details)*	Project 1		< Select >	< Select >			< Select >		
		Project 2		< Select >	< Select >			< Select >		
		Project 3		< Select >	< Select >			< Select >		
		Project 4		< Select >	< Select >			< Select >		
		Project 5		< Select >	< Select >			< Select >		
		Project 6		< Select >	< Select >			< Select >		
		Project 7		< Select >	< Select >			< Select >		
		Project 8		< Select >	< Select >			< Select >		
		Project 9		< Select >	< Select >			< Select >		
		Project 10		< Select >	< Select >			< Select >		
		Project 11		< Select >	< Select >			< Select >		
		Project 12		< Select >	< Select >			< Select >		
		Project 13		< Select >	< Select >			< Select >		
		Project 14		< Select >	< Select >			< Select >		
		Project 15		< Select >	< Select >			< Select >		
		Project 16		< Select >	< Select >			< Select >		
		Project 17		< Select >	< Select >			< Select >		
		Project 18		< Select >	< Select >			< Select >		
		Project 19		< Select >	< Select >			< Select >		
		Project 20		< Select >	< Select >			< Select >		
B2.a	**Please confirm the project names above are correct:**	Select from drop-down list:	< Select >							
B2.b		If "No", please explain:								

END END END END END END END END END END END

Town Deals and Future High Streets Fund Reporting Template

Programme Progress

Click here to go to the explanatory notes for the Status Indicators

Guidance Notes
This tab consists of two sections - SECTION A and SECTION B.
Please use SECTION A to tell us about the progress of your programme as a whole, answering the seven questions in column C in the corresponding boxes in column D.
Please use SECTION B to provide a progress update on each individual project. For the RAG ratings, please refer to the guidance table starting in cell M19.

SECTION A: Programme-Wide Progress Summary

A1	**How is your programme progressing against your original profile / forecast?**	
A2	**Please provide a progress update covering the 6 month reporting period**	
A3	**What are the key challenges you are currently facing?**	
A4	**What challenges do you expect to face in the next 6/12 months? (Please include timeframes)**	
A5	**Please provide an update on your local evaluation activities**	
A6	**Please provide any key milestones which you would like to make us aware of for publicity purposes during the next quarter (e.g. first spade in the ground, designs complete, building fit out)**	
A7	**If any support is required from the DLUHC TF team, please comment**	

SECTION B: Projects Progress Summary

See table to the right for RAG Guidance >>>

	Project name	Start Date - mmm/yy (e.g. Dec-22)	Completion Date - mmm/yy (e.g. Dec-22)	Status	Delivery (RAG)	Spend (RAG)	Risk (RAG)	Commentary on Status and RAG Ratings
B1					< Select >	< Select >	< Select >	
B2					< Select >	< Select >	< Select >	
B3					< Select >	< Select >	< Select >	
B4					< Select >	< Select >	< Select >	
B5					< Select >	< Select >	< Select >	
B6					< Select >	< Select >	< Select >	
B7					< Select >	< Select >	< Select >	
B8					< Select >	< Select >	< Select >	
B9					< Select >	< Select >	< Select >	
B10					< Select >	< Select >	< Select >	
B11					< Select >	< Select >	< Select >	
B12					< Select >	< Select >	< Select >	
B13					< Select >	< Select >	< Select >	
B14					< Select >	< Select >	< Select >	
B15					< Select >	< Select >	< Select >	
B16					< Select >	< Select >	< Select >	
B17					< Select >	< Select >	< Select >	
B18					< Select >	< Select >	< Select >	
B19					< Select >	< Select >	< Select >	
B20					< Select >	< Select >	< Select >	

END END END

Town Deals and Future High Streets Fund Reporting Template

Funding Profiles

Click here to go to the explanatory notes for the Status Indicators

Guidance Notes

We are focusing on the project cost as per your most recently approved profile. Dependent on the reporting period, please input actual figures or forecasted figures. The table will indicate whether you should be reporting actual or forecast per period (for example as indicated in rows 35 & 48 for project 1 to help to differentiate this per reporting period). Please input the project costs for each project separately.

This sheet is split into three sections:.

Section A is confirmation that all inputs in Section B and C are correct and should be completed at the end.

Section B is for Town Deals only and relates to 'other/early funding'.

Section C should be completed for both Town Deals and Future High Street Funds. In this section for each project the first cost table will allow you to record information on the project spend - particularly looking at what will be spent on project related activity and where it will be spent on Freedoms and Flexibilities. We are also looking for information on what TD & FHSF funds are contractually committed for the future. We expect the grand total amount to agree to the announcement letter or your most recently approved financial profile. All figures for secured sources of co-funding/match-funding should also agree to the information in your application or most recently approved financial profile.

To record other funding sources, please use the table "Other/Early Funding Sources". When entering a funding source, begin by entering the name, this will then allow you to input into the remaining columns for that row. You can use the drop downs in column D to select the relevant sources, and column E to declare whether that funding source is secured or not. Where funding is unsecured please provide further details in the third table on this sheet.

Where a Grant Recipient is capable of recovering VAT, costs should exclude VAT.

All the totals are automatically calculated. If you need a table with more rows or more projects, please contact us.

You are reporting for the period: **<<< Please select a reporting period on the 'Start Here' page**

SECTION A: Confirmation (for completion once sections B and C are complete)

Please confirm that the inputs in sections B and C, below, are correct?	< Select >

SECTION B: Towns Deals Only - "Other/Early" TD Funding

B1 **TD 5% CDEL Pre-Payment; RDEL Capacity Funding; and Accelerated Funding**	**TD 5% CDEL Pre-Payment** (Towns Fund FAQs p.46 - 49)	**TD RDEL Capacity Funding**	**TD Accelerated Funding**	**Guidance Notes**
Beyond these three funding types, have you received any payments for specific projects?	< Select >			
Please indicate how much of your allocation has been utilised (in £s)				
Please confirm whether the amount utilised represents your entire allocation	< Select >	< Select >	< Select >	
Please describe <u>when</u> funding was utilised and, if applicable, when any remaining funding will be utilised				
Please select the option that best describes how the funding was, or will be, utilised	< Select >	< Select >	< Select >	
Please explain in detail <u>how</u> the funding has, or will be, utilised				

B2 *TD Programme Management*	**Before 2020/21**	**Financial Year 2020/21 (£s)**			**Financial Year 2021/22 (£s)**			**Financial Year 2022/23 (£s)**			**Financial Year 2023/24 (£s)**			**Financial Year 2024/25 (£s)**			**Financial Year 2025/26 (£s)**			**Beyond 25/26 (£s)**	**Grand Total**
		H1 (Apr-Sep)	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**		
		Actual	Actual		Actual	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A			
Towns Fund **CDEL** Programme Management Payment (only complete if profiled separately)				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
Towns Fund **RDEL** Programme Management Payment (only complete if profiled separately)				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
Total	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

SECTION C: Project Funding Profiles

Project 1:

Note: *this table should only include funding received through the Towns Fund. It should not include co-funding, which should be reflected in the "Other Funding Sources" table below.*	**Before 2020/21**	**Financial Year 2020/21 (£s)**			**Financial Year 2021/22 (£s)**			**Financial Year 2022/23 (£s)**			**Financial Year 2023/24 (£s)**			**Financial Year 2024/25 (£s)**			**Financial Year 2025/26 (£s)**			**Beyond 25/26**	**Grand Total**
		H1 (Apr-Sep)	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**		
		Actual	Actual		Actual	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A			
Towns Fund CDEL which is being utilised on TF project related activity (For Town Deals, this excludes the 5% CDEL Pre-Payment)				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
Town Deals 5% CDEL Pre-Payment				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
How much of your CDEL forecast is ***contractually committed?***				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
Total Towns Fund CDEL	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Towns Fund RDEL Payment which is being utilised on **TF project related activity**				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
How much of your RDEL forecast is ***contractually committed?***				£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
Total Towns Fund RDEL	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
Grand Total	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Other Funding Sources (if applicable)			**Before 2020/21**	**Financial Year 2020/21 (£s)**			**Financial Year 2021/22 (£s)**			**Financial Year 2022/23 (£s)**			**Financial Year 2023/24 (£s)**			**Financial Year 2024/25 (£s)**			**Financial Year 2025/26 (£s)**			**Beyond 25/26**	**Grand Total**
Name of Funding Source	**Funding Source** *(Use Dropdown)*	**Unsecured Funding?** *(If Yes, please provide further detail below)*		**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**	**H1 (Apr-Sep)**	**H2 (Oct-Mar)**	**Total**		
				Actual	Actual		Actual	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A			
						£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
						£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
						£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
						£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
						£0.00			£0.00			£0.00			£0.00			£0.00			£0.00		£0.00
TOTALS *(other funding sources)*			£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00

Comments

Things to consider:
- Provide explanation of any use of freedom & flexibilities, why this has occurred and when you plan to reconcile this.
- Provide explanation if your profile has changed in comparison to your finalised Annex A1 document (TD) or your agreed spend profile (FHSF)
- Provide explanation if there is a change to the Other Funding Sources profile or any unsecured funding.

Town Deals and Future High Streets Fund Reporting Template

Project Outputs

Click here to go to the explanatory notes for the Status Indicators

Guidance Notes

Please report your measurements against the mandatory, project-specific and custom output indicators for each project using the tables below. Please input both actual outputs and forecasted outputs (see row 22 which helps to differentiate this per reporting period).

There are two sections. Section A is confirmation that you are happy with the information provided in Section B. Section B allows for information to be recorded for up to twenty projects. For each project, the actions required are:

1. Check the project name to confirm what outputs you should be entering in each table.
2. Fill in ALL information for the three, pre-populated mandatory indicators (highlighted blue) at the top of the table.
3. Below the three mandatory indicators, there is space to select project-specific output indicators from our standard set, using the drop-down list provided. You should select these based on the specifics of the project.
4. Finally, if there are any additional output indicators that are not included in our standard set of indicators, but you intend to report against (e.g. for your local evaluation), then please use the custom indicators section to do this.
5. Please repeat steps 1 to 4 for each additional project.

Note: When inputting figures for output indicators, ensure no boxes are left uncompleted. Please complete the box by entering a 0 (zero) if there are no outputs recorded or forecast. If the row is greyed out, there is no need to enter 0 figures.

You are reporting for the period: **<<< Please select a reporting period on the 'Start Here' page**

SECTION A: Confirmation *(for completion once section B is complete)*

Please confirm that you: **- Are happy with all of your project outputs below; and** **- Have evidence to support the data being reported**	< Select >
If no, please explain in the space below:	

SECTION B: Project Outputs

Project 1:

Indicator Name	Unit of Measurement	Financial Year 2020/21			Financial Year 2021/22			Financial Year 2022/23			Financial Year 2023/24			Financial Year 2024/25			Financial Year 2025/26			Beyond April 2026	Grand Total	Additional Information *(only relevant for specific output indicators - see indicator guidance document)*
		H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	TOTAL		
		Actual	Actual		Actual	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A				
Mandatory																						
# of temporary FT jobs supported	Number			0			0			0			0			0			0		0	n/a
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs			0			0			0			0			0			0		0	n/a
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs			0			0			0			0			0			0		0	n/a
Project-Specific - Standard *(i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)*																						
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
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< Select >	N/A			0			0			0			0			0			0		0	
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< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
Project-Specific - Custom																						
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a

Use the "+" and "-" to expand / collapse the table

Project 2: Not Applicable

Indicator Name	Unit of Measurement	Financial Year 2020/21			Financial Year 2021/22			Financial Year 2022/23			Financial Year 2023/24			Financial Year 2024/25			Financial Year 2025/26			Beyond April 2026	Grand Total	Additional Information *(only relevant for specific output indicators - see indicator guidance document)*
		H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	H1 (Apr-Sep)	H2 (Oct-Mar)	TOTAL	TOTAL		
		Actual	Actual		Actual	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A		#N/A	#N/A				
Mandatory																						
# of temporary FT jobs supported	Number			0			0			0			0			0			0		0	n/a
# of full-time equivalent (FTE) permanent jobs created through the project	Number of FTE jobs			0			0			0			0			0			0		0	n/a
# of full-time equivalent (FTE) permanent jobs safeguarded through the project	Number of FTE jobs			0			0			0			0			0			0		0	n/a
Project-Specific - Standard *(i.e. indicators included in Annex 1 that accompanies the Towns Fund M&E Guidance)*																						
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
< Select >	N/A			0			0			0			0			0			0		0	
Project-Specific - Custom																						
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a
				0			0			0			0			0			0		0	n/a

Town Deals and Future High Streets Fund Reporting Template

Outcomes

Click here to go to the explanatory notes for the Status Indicators

Guidance Notes:
Please provide updates to the outcome indicators that are applicable to you, and any additional indicators you have been measuring on. Dependent on the reporting period, you will be asked to input actual outcomes or forecasted outcomes (row 17 helps to differentiate this per reporting period).

There is a separate section below (Section C) for reporting footfall data.

Further information on each indicator can be found in the M&E guidance previously issued.

For the Additional Outcome Indicators section, please complete the rows as required. If you require additional rows, please contact us.

Note: It is not required to complete all boxes if, for example, you have not been able to forecast outcomes. For dates where there is no data, please leave these blank.

You are reporting for the period: **<<< Please select a reporting period on the 'Start Here' page**

SECTION A: Confirmation *(for completion once section B and C are complete)*

Please confirm that you: **- Are happy with all of your project outcomes below; and** **- Have evidence to support the data being reported**	< Select >
If no, please explain in the space below:	

SECTION B: Outcome Indicators *(excluding footfall)*

Indicator Name	Unit of Measurement	Relevant project(s)	Geography indicator refers to	Financial Year 2020/21	Financial Year 2021/22	Financial Year 2022/23	Financial Year 2023/24	Financial Year 2024/25	Financial Year 2025/26	Financial Year 2026/27	Financial Year 2027/28	Financial Year 2028/29	Financial Year 2029/30	Please specify if you are able to provide this metric at a higher frequency level than annually
				Actual	Actual	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	
Mandatory Outcome Indicator List														
Year on Year monthly % change in footfall	***See Section C below***													
Towns Self-Assessment Questions	***The self-assessment questions will be issued at a future date and does not need to be completed as part of this reporting process***													
Outcome Indicator List														
< Select >	N/A													
< Select >	N/A													
< Select >	N/A													
< Select >	N/A													
< Select >	N/A													
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< Select >	N/A													
Additional Outcome Indicators - please use the spaces below to tell us about any other outcome indicators that you currently are measuring, or intend to measure.														

SECTION C: Footfall Indicator

Indicator Name	Unit of Measurement
Change in footfall	Year-on-year % change in monthly footfall
Relevant Project(s)	**Geography of indicator / measurement**
	< Select >

Financial Year 2020/21											
Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual

Financial Year 2021/22											
Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22
Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual

Financial Year 2022/23											
Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23
#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

Financial Year 2023/24											
Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

Financial Year 2024/25											
Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

Financial Year 2025/26											
Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26
#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

For additional footfall tables, use the "+" and "-" to expand / collapse the table

Note: figures beyond April 2026 will be collected at a later date (where relevant)

END *END* *END* *END* *END* *END* *END* *END* *END* *END* *END* *END* *END* *END*

Town Deals and Future High Streets Fund Reporting Template

Risk Register

Click here to go to the explanatory notes for the Status Indicators

Guidance Notes

Please provide an up-to-date risk register for each project using the template below. Please detail the top 3 (three) risks for the programme as a whole and add the top 3 (three) for each individual project.

Please only enter a maximum of three key risks per project. We understand these may change as the project progresses.

Note, some cells have drop-downs and those shaded in yellow are automatically calculated. All other cells are open text.

The pre-set risk categories, as well as definitions of impact, proximity, and likelihood, can be found at the bottom of this tab (click this link to jump to them).

You are reporting for the period:

<<< Please select a reporting period on the 'Start Here' page

SECTION A: Programme Risks

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1														
2														
3														

SECTION B: Project Risks

Project 1:

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1														
2														
3														

Towns Fund Reporting Template	Review & Sign-Off

Guidance Notes:

We require this document to be signed by a S151 Officer / Chief Finance Officer and, for FHSF only, the programme SRO.

Section 151 Officer / Chief Finance Officer	
I confirm that all the information provided within this document is accurate and that all significant issues affecting deliverability of the project have been disclosed. For Town Deals, I confirm that the Town Deal Board has had sight of this document prior to submission.	
Name	
Role	
Signature (Please insert an electronic image of a wet signature)	
Date (dd/mm/yyyy)	

FHSF Only: Programme Senior Responsible Owner (SRO)	
I confirm that all the information provided within this document is accurate and that all significant issues affecting deliverability of the project have been disclosed.	
Name	
Role	
Signature (Please insert an electronic image of a wet signature)	
Date (dd/mm/yyyy)	

Worksheet Status		
Guidance & Navigation (Start Here)	All required inputs for this sheet have not been started.	
Project Admin	All required inputs for this sheet have not been started.	
Programme Progress	All required inputs for this sheet have not been started.	
Funding Profile	All required inputs for this sheet have not been started.	
Project Outputs	All required inputs for this sheet are partially complete.	
Outcomes	All required inputs for this sheet are partially complete.	
Risk Register	All required inputs for this sheet are partially complete.	
Sign-Off	All required inputs for this sheet are partially complete.	

Note: The Traffic light system is only meant as a guide to help highlight areas that may need attention for both organisations. It may be that projects have been cancelled or not started yet which prevents filling in all the information required, and hence may show some areas as needing more data to be inputted. If this is the case, do not worry about this. It is still possible to submit the monitoring return.

END *END* *END*

#brilliant BARROW

Barrow Town Deal

Local Assurance Framework

Version 2.0
May 2022

Introduction

A Town Deal Assurance Framework is a Government requirement for the receipt of Town Deal funding by Accountable Bodies. The Barrow Town Deal Assurance Framework has been based on the Government's National Local Growth Assurance Framework guidance. It is a document that demonstrates appropriate governance arrangements and value for money processes are in place for managing the delivery of Town Deal funding. It demonstrates that there is transparency and openness in the decision-making process and provides details of the roles and responsibilities of the Board, the Accountable Body and Section 151 Officer, and the Programme Management Function in ensuring this.

An Assurance Framework is split into three areas:

1. Town Deal Governance – The role of the Board

2. Transparent and Accountable Decision Making – The role Accountable Body and relationship to Board

3. Programme Management and Assurance

Brilliant Barrow Town Investment Plan

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

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

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

Our vision is underpinned by three pillars, which cut across ten strategic objectives:

- P1: Inclusive economy
- P2: Clean Growth
- P3: Healthy Places

Our ten strategic objectives are:

- SO1. To put residents at the centre of public service delivery
- SO2. To build on our strengths to help Barrow become a centre of excellence and innovation for advanced manufacturing and clean growth
- SO3. To create a resilient local economy through greater diversification, enhanced competitiveness and providing a wider range of quality employment opportunities
- SO4. To grow the working age population by creating an attractive and vibrant place to live, work and visit
- SO5. To equip people with the skills and confidence to achieve their potential to take full advantage of opportunities
- SO6. To strengthen progression pathways through a dynamic and integrated approach to school, further and higher education
- SO7. To reduce deprivation and improve the physical and mental health and well-being of our community
- SO8. To be a digitally connected and physically accessible town supporting walking, cycling and public transport
- SO9. To deliver a more diverse and attractive housing offer while ensuring the continued renewal of our existing stock
- SO10. To achieve a vibrant town centre, leisure and service offer supporting the role of Barrow as a regional centre while enhancing our rich built and cultural heritage

These lie at the heart of our investment approach and will drive positive change through collective action:

- Inclusive economy
- Clean growth
- Healthy places

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

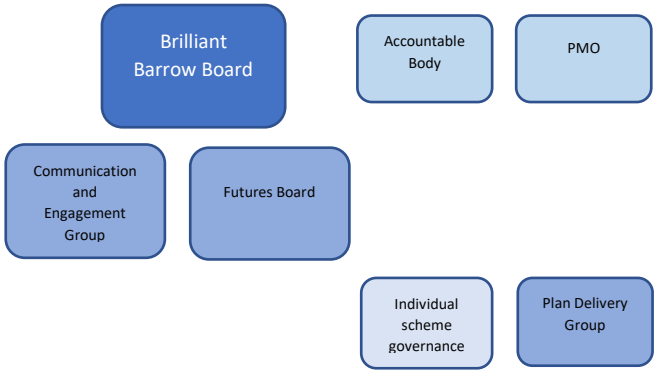
A map showing the geography of the Barrow Town Deal is included over the page.

Map of Barrow Town Deal geography



1. Town Deal Governance

The delivery of the Barrow Town Investment Plan will be underpinned by the following governance structure.



1.1 Brilliant Barrow Board

The Barrow Town Investment Plan will be governed by the Brilliant Barrow Board (The Board). This has evolved from the current Town Deal Board and includes representation from the public, private and third sector.

The Brilliant Barrow Board was responsible for developing the vision, strategy and Town Investment Plan for Barrow-in-Furness, in consultation and collaboration with the community of Barrow-in-Furness. The Board was also responsible for overseeing the development of business cases for the town deal and endorsing these for submission and will retain an overview during implementation.

It will also explore opportunities to align funding opportunities, strategy development and would act to promote Barrow-in-Furness. It will operate as an advisory body to Barrow Borough Council, the Lead Council for the Barrow-in-Furness Town Deal.

The Board will operate within its Terms of Reference which are reviewed on an annual basis.

The Board Terms of Reference are included at **Appendix A**.

1.2 Membership

Members of the Barrow-in-Furness Town Deal Board will be appointed for a period of two years, following invitation to join the Board by the Lead Council for the Barrow Town Deal. MP and representatives from private sector businesses will be invited in a personal capacity; whereas invitees from other bodies will attend in a representational capacity. In establishing the Board efforts will be made to achieve a gender balance and to achieve representation the reflects the demographic composition of Barrow-in-Furness.

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

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

1.3 Conduct

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

1.4 Conflict of Interest

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.

1.5 Complaints and Whistleblowing

The Board and all of its members should comply with the Lead Council's for the Barrow Town Deal policies on whistle-blowing, conflict of interest, complaints and procurement regulations with respect to the activities of The Board. If a Board member, or any other party wishes to make a complaint or considers any suspicion of any fraudulent or corrupt act this should be reported in line with the Councils' complaints procedure and whistleblowing policy found at https://www.barrowbc.gov.uk/the-council/barrow-council/complaints-feedback-and-compliments/ and https://www.barrowbc.gov.uk/the-council/corporate-documents/

1.6 Accountable Body

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

1.7 Plan Delivery Group

The Plan Delivery Group will provide a forum for the town deal projects to share best practice, discuss common issues and for the dissemination of any relevant guidance from Government or the Accountable Body to facilitate effective and efficient delivery of the Town Deal projects.

Terms of Reference for the Plan Delivery Group are included at **Appendix B.**

1.8 Communications and Engagement Group

The Communications and Engagements Group will communicate progress to the wider community through the #Brilliant Barrow online platform. Individual scheme governance will oversee project level activity and report on performance to the Programme Management Office (PMO) and Barrow Borough Council as the accountable body, and The Board.

Terms of Reference for the Communications and Engagement Group are included at **Appendix D.**

1.9 Futures Board

The Board will be supported through the Town Deal Futures Board. The purpose of the Futures Board is to represent the younger generation of Furness, bringing fresh ideas and a different perspective. It will connect the Main Board with young people, challenging their decisions to ensure their deliverables are inclusive and sustainable. Importantly it will strive to inspire the Main Board to consider the views of the younger generation to diversify their thinking in order to ensure sustainable communities and economic development.

The Futures Board will work collaboratively to ensure that challenges and opportunities are identified, and joint working takes place to support successful delivery of the Town Investment Plan. Each scheme within the Town Investment Plan will have an identified Project Lead(s) from the Futures Board to support the development of the scheme and represent the views of the younger generation.

Terms of Reference for the Futures Board are included at **Appendix C.**

1.10 Programme Management Office

Building on the positive partnership working to date, Cumbria County Council will work with Barrow Borough Council to support the role of Barrow Borough Council as Accountable Body by providing a Programme Management Office (PMO) function. Cumbria County Council will provide experienced financial and project management staff with thorough knowledge and training of relevant Government processes and the evidence required to underpin financial claims, including finance, legal, procurement, project management, and economic development disciplines.

2. Transparent and Accountable Decision Making

2.1 The role of the Accountable Body and Managing Public Funding

The Board is an unincorporated body and therefore requires an Accountable Body for the funding programmes it manages. The Accountable Body for the Town Deal is Barrow Borough Council and this Assurance Framework will be used to manage and administer the Town Deal on behalf of The Board.

The primary role of the Accountable Body will be to:

- Uphold the Seven Principles of Public Life (the Nolan Principles)
- Develop a delivery team through the Programme Management Office that will be responsible for the delivery arrangements, agreements and monitoring and evaluation function
- Ensure that the decisions made by The Board are done so in accordance with good governance principles
- Ensure transparency requirements are met – through the publication of information on the Brilliant Barrow website and required reporting in line with Government guidance.
- Through the Plan Delivery Group, develop the projects within the Town Investment Plan in accordance with the HM Treasury 5 Case Model
- Ensure, where required, Environmental Impact Assessments or Public Sector Equalities Duties are undertaken
- Sign the Heads of Terms with Government
- Submit regular monitoring reports to the Government
- Facilitate reporting on the progress of the Town Deal programme to The Board
- Consider and make the final decision on the recommendations of The Board. In making these decisions the Accountable Body will ensure the activities of the Board comply with legal requirements including but not limited to those in respect of equalities, human rights, environmental requirements, procurements, subsidies etc
- Ensure Town Deal funds are only used in accordance with The Board recommendations.
- Enter into Funding Agreements with individual Scheme Promoters
- Hold publicly funded allocations, and make payments to, delivery bodies and account for these funds in such a way that they are separately identifiable from the accountable body's own funds and provide financial statements to The Board as required.
- Ensure that the Town Deal assurance framework is adhered to
- Act as the Secretariat for The Board and maintain the official record of the Town Deal proceedings, hold all Town Deal documents and draft funding agreements and contracts.
- Ensuring publication of the governance arrangements, register or interests and meeting papers for the Board on the Brilliant Barrow website

Promoting authorities or organisations will be responsible for providing suitable evidence and assurances to the Accountable Body that all necessary internal approvals and processes

have been followed in respect of particular schemes.

Barrow Borough Council reserves the right not to implement any request or recommendation of The Board if in the reasonable view of Barrow Borough Council the request or decision presents an unacceptable legal or financial risk to Barrow Borough Council.

If Barrow Borough Council does not continue as the Accountable Body for any reason, The Board will seek to make alternative Accountable Body arrangements in line with relevant Government guidance.

3. Programme Management and Assurance

A flow-chart providing an overview of the Governance and Assurance process is included at **Appendix E.**

3.1 Value for Money and the 5 Case Assessment

The Barrow Town Deal business case development and appraisal process is aligned to the HM Treasury Green Book principles.

Stage 1 – Project Prioritisation and Town Investment Plan

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

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

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

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

The schemes included within the Town Investment Plan have developed a Strategic Outline Business Case (SOBC) which establish at a high level the nature of the project, strategic fit with Town Deal priorities, options, identification of key stakeholders, timescales, estimated

costs, funding request, outputs and risks. Each SOBC identified a business case development plan establishing the support required to develop the detail required to finalise the business case and draw down funding.

The Town Investment Plan is included at **Appendix F**.

This stage was completed in July 2020.

Stage 2 - Full Business Case (FBC)

Following agreement of the Heads of Terms, each scheme will develop an FBC, in accordance with the Five Case Model which builds upon the work undertaken at the SOBC stage providing a full options analysis, robust plan for delivery, full risk analysis and full costings. Within each of the five cases the FBC will cover the following:

- **Strategic case** – Projects will be required to demonstrate the continued rationale, background, policy context and strategic fit of the public expenditure or public intervention;

- **Economic case** – Projects will be required to demonstrate, with evidence, why a privately provided solution would fall short of what is optimal (market failure) and a list of options to achieve a better outcome. The "do nothing" must be identified as an option for all projects. The Town Investment Plan identified proposed output indicators for each project. The Full Business Case will review these indicators against the guidance to measure the results. The indicators will be confirmed through the programme Monitoring and Evaluation (M&E) plan;

  It is recognised that there is no one size fits all for how many options or what makes a good economic case: some need distributional analysis, others evidence of unmet demand for a service. In completing this case the scheme should include robust verifiable evidence, consider additionality, and displacement of activity, and include a sensitivity analysis and a correction for optimism bias if risk is a factor for success. Whilst it is recognised that Value for Money is ideally demonstrated in a credible Benefit Cost Ratio, for some schemes the costs and/or benefits cannot be monetised at the present time. For these schemes the economic case will proportionally capture these impacts and specify a partial Value for Money measure. Wider benefits/costs will also be considered and specified where these are sizeable, compared with the direct impacts;

- **Commercial case** – Projects will be required to demonstrate commercial viability or contractual structure for the project, including procurement where applicable;

- **Financial case** – Projects will be required to demonstrate the financial implications of the project, including where applicable budgets, cash flow, and contingencies;

- **Management case** – Projects will be required to provide details of how the project will be effectively delivered, utilising the Green Book to verify if there are mandatory methodologies applicable to the investment.

Through the PMO function, independent appraisers will complete a Green Book appraisal of the business cases to provide the required assurance, for review and approval by the Board and the Accountable Body. Each FBC will identify a named Senior Responsible Owner from the promoting organisation, and each FBC Assessment will identify a named individual responsible for ensuring value for money and scrutiny and recommendation of business cases. These arrangements will ensure there is a clear distinction between those acting as scheme promoters and those appraising programmes and projects and advising decision makers.

In addition to the Green Book, other appraisal guidance will be followed for specific thematic interventions where appropriate for example utilising Webtag for major transport schemes.

In developing the FBC, each project has a Project Delivery Group, with a designated project lead organisation, responsible for advancing business case development and stakeholder engagement to ensure the project is robust, deliverable, aligned to a clear case for intervention and represents good value for money.

Once detailed business cases have been developed and approved, the Accountable Body will submit a Town Deal Summary Document to Government setting out:

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

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

This stage was completed in November 2021.

3.2 Contracting

Following approval of the FBC, Barrow Borough Council, as Accountable Body for the Barrow Town Deal, will enter into funding agreements with individual promoting authorities and organisations, consistent with approved business cases and in line with programme requirements. The Funding Agreement will include any conditions of offer agreed as part of the approval process.

3.3 Monitoring, Reporting and Evaluation

Each funding agreement will include the following detail and the reporting and monitoring mechanisms by which these will be reported.

- Level 1: Inputs and Activities (the resources committed, and activities undertaken)
- Level 2: Outputs (what is delivered or produced)
- Level 3: Anticipated Intermediate Outcomes (the early or medium-term results)
- Level 4: Outcomes (longer term)

Funding will be paid to schemes within the Deal based on completed project claims and report forms, unless individual schemes agree specific exceptions with the Accountable Body for example, where advance payments are required. The PMO will provide assurance on accuracy and eligibility on the use of Town Deal funding by projects, and make recommendations to the Accountable Body through the verification of expenditure, in line with the Grant Funding Agreement.

The PMO and Accountable Body function will collate the monitoring information and provide regular updates to The Board on the performance of the individual projects and programme as a whole. They will also complete the required monitoring returns to Government on a biannual basis, in line with the requirements of the Towns Fund Monitoring and Evaluation Guidance. This will include the following detail:

- Project Expenditure: Expenditure on project activities by the local authority or, in the case where a partner is implementing the project, their expenditure on project activities to date. This will also include forecasted spend.
- Project Progress: A brief narrative to explain the progress for the scheme being reporting on.
- Risks: Updates should be made to 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.

On an annual basis feedback on local engagement and how the overall investment strategy is progressing will be completed in the format to be agreed by Government.

At the end of each financial year, the Accountable Body's Section 151 Officer will provide an annual assurance statement to Government, certifying the eligibility of project expenditure, management of programme risk and continued compliance with the terms and conditions of the Town Deal. In addition, the Town Deal Board chair will be required to provide assurance to Government on the continuation of robust programme governance.

3.4 Risk Management

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

3.5 Scheme Changes

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 will therefore put in place a change control process to actively manage this and to respond to changes in scheme circumstances. This will include a mechanism for relevant escalation to The Board or Government as required.

The Brilliant Barrow Town Deal Change Control Process is included at **Appendix G.**

3.6 Local Engagement and Communications

Local engagement and communications will be managed in line with the Communications and Engagement Plan. It will be overseen by the Communications and Engagement Group whose role is to implement the Stakeholder Engagement Strategy to ensure that all communities can become involved in the development of the Barrow Town Investment Plan.

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

- Clear, timely and accurate
- Targeted and appropriate
- Accountable to The Board
- Planned, consistent and professional
- Two way – with feedback considered in every interaction

It should also:

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

The Communications and Engagement Plan has been developed as a live document which will evolve throughout the life of the Programme.

3.7 Publicity

The Board and Accountable Body agrees to comply with publicity guidance provided by Government and agrees to respond to reasonable requests to participate in and co-operate with any promotional activities relating to the Town Deal that may be instigated or organised by the Funder. All funding agreements will include provision for individual schemes to agree to participate and comply with relevant publicity guidance.

3.8 Data Protection and Information Governance

The Board Assurance Framework will comply with the Council's Information Governance Framework which is aligned to requirements of the General Protection Data Regulation (GDPR) 2015 and Data Protection Act 2018.

The Council will support the Board in dealing with any data protection questions. The Council framework can be found at:

https://www.barrowbc.gov.uk/the-council/data-protection-and-privacy-statement/data-protection-and-freedom-of-information/

3.9 Scrutiny and Audit

The role of audit will be overseen by the Council's Audit & Governance Committee. As Accountable Body, Barrow Borough Council will comply with any audit requirements as stipulated by Government and undertake appropriate scrutiny throughout the lifetime of the programme.

Appendices

A) Brilliant Barrow Board -Terms of Reference
B) Brilliant Barrow Town Investment Plan Delivery Group – Terms of Reference
C) Brilliant Barrow Future's Board – Terms of Reference
D) Brilliant Barrow Communications and Engagement Group – Terms of Reference
E) Governance and Assurance Flow Chart
F) Brilliant Barrow Town Investment Plan
G) Brilliant Barrow Change Control Process

Brilliant Barrow Board

Terms of Reference

PURPOSE

The Brilliant Barrow Board was responsible for developing and delivering the vision, strategy and Town Investment Plan for Barrow-in-Furness, in consultation and collaboration with the community of Barrow-in-Furness.

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

The Board was also responsible for overseeing and endorsing the development of business cases for the Town Deal and continues to retain strategic oversight on the implementation of these.

It will also explore opportunities to align funding opportunities and strategy development and will act to promote Barrow-in-Furness. The Board will operate as the Local Partnership Group for the Barrow-in-Furness area as part of the UK Shared Prosperity Fund.

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

ROLES AND RESPONSIBILITIES

The Brilliant Barrow Board will:

Strategy

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

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

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

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

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

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

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

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

9. Ensure complementarity between Town Deal projects as they develop and with other funding opportunities including the Community Renewal Fund, UK Shared Prosperity Fund and the Levelling Up Fund.

10. Act as the Local Partnership Group for the operation of the UK Shared Prosperity Fund within the Borough of Barrow-in-Furness and provide advice and guidance during the delivery of Levelling Up Fund projects.

Investment

11. Receive and consider recommendations on business cases and endorse the prioritisation of these.

12. Ensure that all necessary reporting is completed in line with the requirements of Government and other investors.

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

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

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

Delivery and Co-ordination

16. Support the Lead Council for the Barrow Town Deal and UK Shared Prosperity Fund to develop investment guidance and appraisal mechanisms, which are compliant with the highest standards of public accountability.

17. Support the Lead Council for the Barrow Town Deal and UK Shared Prosperity Fund to develop effective appraisal and programme management arrangements.

18. Support the development of a project pipeline that effectively delivers the Town Investment Plan and other strategies and programmes.

Advocacy

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

20. Develop responses to national consultations, Select Committees, All Party Parliamentary Groups etc. on issues that are relevant to the priorities identified by the Brilliant Barrow Board.

Community Engagement

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

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

Risk

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

Standards and Compliance

24. Ensure that the Board and all of its members comply with the policies of the Lead Council for the Barrow Town Deal and UK Shared Prosperity Funds on whistle-blowing, conflict of interest, complaints and procurement regulations with respect to the activities of the Board.

MEMBERSHIP

Appointment

Members of the Board will be appointed for a two year period, following invitation to join the Board by the Lead Council. The MP and representatives from private sector businesses will be invited in a personal capacity; whereas invitees from other bodies will attend in a representational capacity. In establishing the Board efforts will be made to achieve a gender balance and to secure representation that reflects the demographic composition of Barrow-in-Furness.

Membership

The membership of the Board is as follows:

- Steve Cole (Chair)
- Cllr Ann Thomson representing Barrow Borough Council (Deputy Chair)
- Ali Greenhalgh representing Cumbria CVS
- Alysha Moore representing Brilliant Barrow Future's Board
- Andrew Wren representing Furness College
- Cllr Anne Burns representing Cumbria County Council
- Chris Clouter representing ABP
- Duncan Nicholson representing National Lottery
- Geoff Jolliffe representing NHS
- Gill Doyle representing Jobcentre Plus
- Jack Richards representing Spirit Energy
- Janet Garner representing BAE
- Julie Mennell representing University of Cumbria
- Jo Lappin representing Cumbria Local Enterprise Partnership
- Paul Hodgson representing Barrow Business Improvement District
- Rebecca Rawlings representing Barra Culture
- Sam Plum representing Barrow Borough Council
- Simon Fell Member of Parliament for Barrow and Furness
- Suzanne Caldwell representing Cumbria Chamber of Commerce
- One member from Dalton Town Council
- One representative to cover both Askam and Ireleth Parish Council and Lindal and Marton Parish Councils
- Representative from Police and Crime Commissioner's office

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

Members may have a named alternate, who may attend in their absence. The alternate should be of suitable seniority and role.

Officers from the Accountable Body or the Board representative organisations may attend in an advisory capacity.

MEETINGS

Frequency

Meetings will typically take place on a quarterly basis. The Chair of the Board will determine whether these need to occur more or less frequently as business determines.

Meeting Papers

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

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

The membership and governance arrangements (including minutes of meetings of the Board) are published on the Brilliant Barrow website.

Written Procedures

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

Attendance Policy

All members will be expected to attend meetings, other than in exceptional circumstances. Those members acting in a representative capacity may be able to nominate a Deputy to attend, subject to the agreement of the Chair. Any member

failing to attend for three consecutive meetings will be invited to consider their ongoing membership of the Board.

Conduct

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

Conflict of Interest

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 and UK Shared Prosperity Fund. 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.

Delegated Authority

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

COLLABORATIVE WORKING

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

ACCOUNTABILITY

The Brilliant Barrow Board is directly accountable to the Lead Council for the Barrow Town Deal and the UK Shared Prosperity Fund.

Brilliant Barrow
Town Investment Plan Delivery Group
Terms of Reference

Purpose

The Brilliant Barrow Town Investment Plan will respond to the challenges and opportunities relevant to Barrow-in-Furness in order to create a sustainable future for Barrow-in-Furness, its communities, businesses and people. This can only be achieved through successful delivery of each of the projects which make up the Town Investment Plan.

The Brilliant Barrow Town Investment Plan Delivery Group ('the Delivery Group') will act as a forum for the Barrow Town Deal projects to share best practice, discuss common issues and for the dissemination of any relevant guidance from Government or the Accountable Body, to facilitate effective and efficient delivery of the Barrow Town Deal projects.

The Delivery Group will support the role of both the Brilliant Barrow Town Deal Board ('the Board') and Barrow Borough Council ('the Accountable Body') in the delivery of the Town Investment Plan.

The Delivery Group is not a sub-group of the Board and has no delegated decision-making authority. The Delivery Group will work in a facilitatory capacity with officers of the Accountable Body and Programme Management Office (PMO).

Membership

Membership of the Delivery Group is as follows:

Director of People and Place	Barrow Borough Council
Senior Manager – Economy and Place (Chair)	Cumbria County Council
Accountable Body Representative	Barrow Borough Council
PMO Representative	Cumbria County Council
Project Lead – Place Development	Barrow Borough Council
Project Lead – Business and Enterprise Support	Cumbria Local Enterprise Partnership
Project Lead – Marina Village	Barrow Borough Council
Project Lead – Community Hubs and Earnse Bay	Cumbria County Council
Project Lead – Barrow Learning Quarter	University of Cumbria
Project Lead – Housing Renewal	Barrow Borough Council
Project Lead – Local Cycling and Walking	Cumbria County Council

Membership may be amended as appropriate, by agreement of the Group Chair.

Other officers and consultants may attend meetings, with agreement of the Group Chair, to provide input as required.

Roles and Responsibilities

The Delivery Group will:

1. Act as a forum to provide Project Leads with guidance and input into the development and delivery of projects, acting as a forum for discussion, supportive challenge and peer review, to ensure projects continue to align with the Town Investment Plan and the subsequent project confirmations provided to Government.
2. Act as a forum to discuss progress in the delivery of projects against agreed milestones and workplans, supporting the work of the Accountable Body and PMO, to ensure progress is on track to meet timescales for delivery of the Town Investment Plan.
3. Act as a forum for discussion on identified issues related to project performance, working with Project Leads to identify corrective measures and where appropriate make recommendations to the PMO, the Board and the Accountable Body.
4. Provide input into the programme risk register, the purpose of which is to ensure risks to the successful delivery of the Town Investment Plan are identified and suitable mitigating actions are put in place, making recommendations to the PMO, the Board and the Accountable Body as appropriate.
5. Identify, encourage and facilitate opportunities for joint working between projects, during development and delivery, to help maximise efficiencies and effectiveness and to ensure the Town Investment Plan remains a cohesive package of inter-related projects.

Principles of Operation

1. The Delivery Group will meet as required, to be determined by the PMO and Accountable Body in response to business needs, timed to support programme management activities, disseminate best practice, address relevant issues, and inform the development of reports to the Town Deal Board.
2. The Delivery Group is chaired by the Senior Manager – Economy and Place (Cumbria County Council). Any change to the Delivery Group Chair will require the agreement of the Board.
3. All members are expected to attend meetings, however any member who is unable to attend a meeting may provide comments on any agenda items in writing to the Group Chair, prior to the meeting commencing. Alternatively, any member unable to attend a meeting may nominate another officer from within their organisation to attend as an alternate, having first notified the Group Chair in advance of the meeting.
4. Meetings of the Delivery Group will have an option to be held remotely.

Collaborative Working

The Delivery Group will work collaboratively to ensure that challenges and opportunities are identified, and joint working takes place to support successful delivery of the Town Investment Plan.

Brilliant Barrow Town Deal Change Control Process

DRAFT

Version 0.2

18 May 2022

1. Introduction

Change control is the process through which all requests to change the approved baseline of a project, programme or portfolio are captured, evaluated, and then approved, rejected, or deferred.

Change control is deployed to enable changes that deviate beyond the tolerance boundaries that have been set, to be agreed by the relevant authority. A clear audit trail must be put in place to ensure that the reason for the change from the baseline is transparent.

The Change Control Process for the Brilliant Barrow Town Deal is in line with the Local Assurance Framework and aims to be proportionate, to effectively manage the administration of the programme and to ensure that decisions are taken at the level appropriate to the nature of the change being requested. While relatively minor changes may be agreed by the Accountable Body through negotiation with the relevant project delivery body, more significant changes to projects would require endorsement from the Town Deal Board and in some cases, the approval of Government.

The tolerances used to maintain proportionality are explained below and the stages of the change control process are set out at section 5.

The following are examples of instances that would trigger change control / a request for change:

1. A proposal to accelerate funding from a subsequent financial year into the current financial year (when the value of that funding exceeds the agreed tolerance);
2. A proposal to passport funding from the current financial year into subsequent financial year/s when the value exceeds the agreed tolerance;
3. Increases to a Grant Award;
4. Scope creep / change in scope from the approved baseline. This can sometimes result in changes to costs and outputs; and
5. When the outputs agreed to be delivered by a project change.

2. Tolerances

To initiate the change process, the Project Change Control form must be submitted to the PMO for review in the first instance. The PMO will assess the Project Change Control form and request any additional information or evidence required to consider the request. The PMO, in discussion with the Accountable Body, will categorise each Project Change Control as follows:

2.1 Minor

Minor changes to the projects are described as follows:

- The change does not have a material impact on:
    - the outputs or outcomes to be delivered.
    - the nature of the project, the activities the project delivers, or project delivery arrangements.
    - the overall project cost, funding package or financial profile.
- Tolerances:
    - Up to 10% variance across budget headings **in year**.
    - Changes to Milestones that do not affect the annual financial profile and draw down of funding.
    - Reprofiling of outputs, outcomes and impacts within year (no reduction in overall outputs or outcomes).
    - Any change requests that are deemed sensitive are to be categorised as 'Notable' in the first instance.
    - All changes are cumulative.

Where the change is categorised as 'Minor' the Project Change Control form will be reviewed by the Barrow Town Deal PMO. The outcome of the change request will be communicated by email. Minor changes are not anticipated to require any formal contractual amendment, however where minor changes are requested at the same time as notable or significant changes, or where multiple minor changes have been agreed over time, the Accountable Body may choose to implement a Variation to the Grant Funding Agreement / Memorandum of Understanding.

2.2 Notable

Notable changes to the projects are described as follows:

- The change has an impact on:
    - the nature of the project, the activities the project delivers, or project delivery arrangements.
    - the project financial profile.
    - the outputs or outcomes to be delivered.
- Tolerances:
    - Any variance to the project financial profile across years, not exceeding 10% of the total grant award, or £500,000 (whichever is the lesser).
    - Any variance across budget headings exceeding 10% **in year**.
    - Any reduction in grant.
    - Up to 6 months extension to the project end date (cumulative) providing dates remain within the life of the Town Deal, excluding significant impact on cross year spend or the draw down of funding.

- Changes to Milestones that do not affect the annual financial profile and draw down of funding.
- Reprofiling of outputs, outcomes and impacts across years (no reduction in overall outputs or outcomes).
- A change to project delivery arrangements which does not place the project outside other tolerances (excluding a change to Project Delivery Body).
- Any change requests that are deemed sensitive are to be categorised as 'Notable' in the first instance and escalated to 'Significant' where appropriate.
- All changes are cumulative.

Where the change is categorised as 'Notable' the Project Change Control form will be reviewed by the Barrow Town Deal PMO and signed off by the Accountable Body.

The Accountable Body will consider if delivery of the proposed changes would mean that;

- The project still fits strategically with the Barrow Town Deal objectives.
- The project will still deliver acceptable value for money.
- The project is still allowable within the agreed Subsidy Control regulations.
- The project still contributes to key outputs.
- If the project can be delivered effectively within the required timescales.
- If the proposed changes raise the risk to delivery/achievement of outputs to an unacceptable level.
- If the proposed changes have a material impact on the overall programme funding profile across years.

The outcome of the change request will be communicated by email and if changes have been approved, the Accountable Body will issue a Variation to the Grant Funding Agreement / Memorandum of Understanding.

2.3 Significant

Significant changes to the projects are described as follows:

- The change has a material impact on:
  - the project delivery timescale.
  - the nature of the project, the activities the project delivers, or project delivery arrangements.
  - the overall project cost, funding package or financial profile (including any increased grant request)
  - the outputs or outcomes to be delivered.
- Tolerances:
  - All other changes outside of agreed delegated tolerances.
  - Any changes impacting on the content of the Town Deal are to be approved by Government (see section 3).
  - Any change that would negatively impact on the reputation of the Town Deal.

Where the change is categorised as ‘Significant’ the Project Change Control form will be reviewed by the PMO and Accountable Body prior to consideration by the Brilliant Barrow Board. The Board will consider if delivery of the proposed changes would mean that;

- The project still fits strategically with the Barrow Town Deal objectives.
- The project will still deliver acceptable value for money.
- The project is still allowable within the agreed Subsidy Control regulations.
- The project still contributes to key outputs.
- If the project can be delivered effectively within the required timescales.
- If the proposed changes raise the risk to delivery/achievement of outputs to an unacceptable level.
- If the proposed changes have a material impact on the overall programme funding profile across years.

Depending on the nature of the request it may be subject to technical appraisal by the PMO and/or Government. The PMO will work with the Accountable Body and project delivery body, to arrange for the required paperwork to be completed.

The outcome of the decision will be communicated via e-mail and if changes have been approved, the Accountable Body will issue a Variation to the Grant Funding Agreement / Memorandum of Understanding where required.

3. Government Review

Having first approved the Town Investment Plan (TIP) which confirmed the projects to be delivered by the Brilliant Barrow Town Deal, Government then approved a Project Summary Document for each project, which set out the key project details including the allocation of Towns Fund grant, other project funding contributions, project timescales and the outputs and outcomes to be delivered by each project within the life of the Town Deal.

The criteria at section 2.3 for ‘Significant’ changes are intended to capture those changes which would impact on the details set out in Project Summary Documents and therefore require the approval of Government (having first received the endorsement of the Town Deal Board). However, in some circumstances the Accountable Body may consider it necessary to consult with Government, prior to reaching a decision on changes below this threshold, for example:

- ‘Notable’ changes where a view from Government is considered necessary on the impact of a proposed change on strategic fit, value for money or programme risk.
- Where the cumulative impact of one or more ‘Notable’ changes will impact on the overall programme financial profile, over and above the level which the Accountable Body is able to manage through the financial ‘freedoms and flexibilities’ made available to it by Government.

4. Recording & Reporting

All Project Change Control requests will be logged by the PMO, regardless of the decision, and will be recorded in the Programme Change Log. In addition to ‘Significant’ changes being taken to the Brilliant Barrow Board for consideration, all ‘Minor’ and ‘Notable’ changes approved by the Accountable Body will be reported to the Board on a quarterly basis.

5. Process

5.1 Stage 1: Change Identified

Stage	Timescales	Actions Required	Responsibility	Comments
1.1 Change Identified	ASAP	The need to make a change to a project can be identified by the project, the PMO or the Accountable Body. Once a change is identified the Change Control process is deployed, to enable changes that deviate beyond the tolerance boundaries that have been set, to be considered at the appropriate level. The Project Delivery Body is supplied with the Change Control Form.	PMO Accountable Body Government Brilliant Barrow Board	
1.2 Change Control Form (Part 1) completed by project	ASAP	The Project Delivery Body completes Part 1 of the Change Control Form. This section of the form captures details of the changes required and provides the supporting rationale. The Change Control Form should be authorised by an appropriate officer within the Project Delivery Body. Ideally this should be in line with the officer accepting the Grant Funding Agreement, or an officer with delegated authority to submit grant claims.	Applicant	
1.3 Completed Change Control Form submitted to PMO	ASAP	Once complete, the Change Control Form is submitted to the Lead PMO Officer for processing.	Applicant	

5.2 PMO Review and Approval Route

Stage	Timescales	Actions Required	Responsibility	Comments
2.1 PMO review completed Change Control Form	2 days	The Lead PMO officer will undertake an initial review of the Change Control Form to check for completeness. If the Change Control Form is incomplete, it is returned to the Project Delivery Body for further work. Once initial queries have been addressed the Change Control Form is resubmitted to the PMO.	Lead PMO Officer	

Stage	Timescales	Actions Required	Responsibility	Comments
2.2 PMO complete Part 2 and sign off the Change Control Form	5 days	The Lead PMO Officer will complete Part 2 of the Change Control Form and then make a recommendation as to whether the change is Minor, Notable or Significant.	Lead PMO Officer	
2.3 Minor Change	N/A	The Lead PMO Officer will complete the recommendation and sign off the Change Control Form. The recommendation should clearly articulate why the change has been considered Minor. **Next step: 3.1a**	Lead PMO Officer	
2.4 Notable Change	3 days	The Lead PMO Officer will complete the recommendation and sign off the Change Control Form. The recommendation should clearly articulate why the change has been considered Notable. 2.4 The Change Control Form is then reviewed and signed off by the Accountable Body. **Next step: 2.6**	Lead PMO Officer Accountable Body	
2.5 Significant Change	5 days	The Lead PMO Officer will complete the recommendation and sign off the Change Control Form. The recommendation should clearly articulate why the change has been considered Significant. 2.5 The Change Control Form is then reviewed and signed off by the Accountable Body. **Next step: 2.6**	Lead PMO Officer Accountable Body	The timescale for this stage may be increased where any initial input from Government is required, prior to formal submission.
2.6 Decision		If rejected go to 3.2a If approved go to 3.3a	Accountable Body Government Brilliant Barrow Board	Significant Changes require endorsement from the Brilliant Barrow Board and in some cases Government, before the Accountable Body decision is signed off.

5.3 Decision Actioned

Stage	Timescales	Actions Required	Responsibility	Comments
3.1 Minor Change Decision		3.1a – Change Control Outcome Email drafted and issued to the Project Delivery Body. The Accountable Body is to be copied in on the email for their records. 3.1b – Confirmation of acceptance received from the Project Delivery Body. The Accountable Body is to be provided with a copy of the acceptance for their records.	Lead PMO Officer	
3.2 Notable / Significant rejection		3.2a – Project Delivery Body notified that the change control has not been approved. This can be done verbally but must be followed up in writing. Feedback must be provided on the outcome. The Accountable Body is to be included in all correspondence.	Lead PMO Officer	
3.3 Notable / Significant approved		3.3a – Project Delivery Body notified by the Lead PMO Officer that the change control has been approved. This can be done verbally but must be followed up in writing and confirm that the changes will not be implemented until the Variation has been issued and accepted. 3.3b – Accountable Body notified of the outcome and provided with the information to draft the Variation. 3.3c – Accountable Body issue the Variation to Project Delivery Body. 3.3d – Project Delivery Body executes the Variation and the changes are enacted.	Lead PMO Officer Accountable Body Applicant	

Brilliant Barrow Town Deal
Project Change Control Form

Applicant Name	
Project Name	
Project Reference	
Project Contact	

Change Reference	
Date of Request	

PMO Case Officer	

PART A: Project Change Request

This section is to be completed by the project applicant and submitted to the Brilliant Barrow Town Deal PMO.

1. Change(s) to the Project being requested:
☐ change to grant value ☐ change to sources or amounts of match funding ☐ change to Town Deal funding or match funding contribution rates ☐ change to scope of project activity ☐ change to outputs and/or results ☐ change to total project budget ☐ change to project duration ☐ change to profile ☐ other: Please specify below:

2. Please provide a brief explanation for the proposed change(s); • Provide a reason for each change requested • Detail the current position and the change requested for each change i.e. from / to • If the change(s) involve a fundamental change to the way the project is being delivered please describe this in full • Financial and output changes should be detailed in the appropriate Annexes

3. Date Changes to be effective from:	Click or tap to enter a date.

4. Please explain the impact on the Project of the change request not being approved • Provide details on the impact on budget and targets (e.g. would there be an under spend / reduction in outputs and/or results if the request was not approved?)

5. Please complete the following tables where changes are required.

Key Dates	Original GFA Date	Current Approved Date	Proposed Revised Date
Practical Completion Date being the date by which the Project is to be completed.	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Financial Completion Date the date by which all Eligible Expenditure is to be defrayed.	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Final Claim Date the date after which the Accountable Body is under no obligation to pay the Recipient any further Grant towards the Project.	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Output Completion Date the date by which all contracted Outputs and Milestones will be created.	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Monitoring Period	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Extended Monitoring Period	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
End Date being the date on which the Agreement comes to an end.	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.

Milestone	Original Target Date	Current Approved Target Date	Proposed Revised Target Date
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.

Proposed Revised Claim Schedule

Claim No	Claim Period	Claim Submission Date	Grant £

		Total	

Proposed Revised Project Costs

Cost Heading	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Total						

Proposed Revised Funding

Funder	2021-22	2022-23	2023-24	2024-25	2025-26	Total
Town Deal						
Total						

Proposed Revised Outputs / Outcomes / Impacts

Description	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total

PART B: Barrow Town Deal PMO Review

This section is completed by the Barrow Town Deal PMO to assess the impact of the proposed change(s) on the programme.

1. What impact do the proposed change(s) have on strategic fit?

2. What impact do the proposed change(s) have on outputs and deliverables?

3. What impact do the proposed change(s) have on spend and grant payments?

4. Are there any other significant impacts which may result from the proposed change(s)?

Change Category	**Choose an item.**
Justification for categorisation:	

PART C: Decision Record

Barrow Town Deal PMO Recommendation			
Decision / Recommendation	Choose an item.		
By completing the below I confirm I have no interest in any individual or organisation connected to this project within the meaning of Sections 177 and 182 of the Companies Act 2006			
Name	**Position**	**Signature**	**Date**
			Click or tap to enter a date.

Accountable Body Recommendation			
Decision / Recommendation	Choose an item.		
By completing the below I confirm I have no interest in any individual or organisation connected to this project within the meaning of Sections 177 and 182 of the Companies Act 2006			
Name	**Position**	**Signature**	**Date**
			Click or tap to enter a date.

Brilliant Barrow Board Recommendation			
Decision	Choose an item.		
By completing the below I confirm I have no interest in any individual or organisation connected to this project within the meaning of Sections 177 and 182 of the Companies Act 2006			
Name	**Position**	**Signature**	**Date**
			Click or tap to enter a date.

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting: **27 May 2022**	
Reporting Officer: **Senior Manager Economy and Place – Cumbria CC**	

Title: Project Progress Update

Summary and Conclusions:

Project delivery bodies are continuing to progress the development activities that will support the commencement of fully funded project delivery.

The completion of a Monitoring and Evaluation Plan for each project was a condition attached to all projects following the October 2021 Town Deal Board.

While not yet finalised, work to date on the preparation of M&E Plans has identified the need for some revisions to financial profiles and milestone dates. However, the process has not identified any issues which would impact on the overall delivery of projects within the Town Deal programme period, or the overall achievement of project outputs and outcomes, which will be secured through Grant Funding Agreements and MOUs.

Recommendations:

It is recommended that the Town Deal Board:

1. Note progress in relation to ongoing project development and the preparation of Project Monitoring and Evaluation Plans.

Report

1. 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 has continued to progress the development activities that will support the commencement of fully funded project delivery.

2. The Accountable Body and PMO meet regularly with the relevant project delivery bodies, to ensure progress towards implementation is maintained and any issues or concerns are identified and addressed as appropriate.

3. As reported under the Programme Update item, a key task in the preparation of project Grant Funding Agreements (or Memorandums of Understanding for projects delivered by the Accountable Body) is the completion of a Monitoring and Evaluation Plan for each project, which was a condition attached to all projects following the October 2021 Town Deal Board.

4. To ensure a consistent approach to capturing the required key performance indicators, a template M&E Plan has been issued to all project delivery bodies and meetings are currently taking place between the Accountable Body, PMO and the relevant project teams. Preparation of the plans is an iterative process, with working drafts being exchanged and all parties having the opportunity to shape the content of the documents.

5. The M&E Plans provide an opportunity to refresh and clarify project details where required, to reflect the continued work in project development since business cases were finalised. Where necessary, identified changes including revisions to project milestones, financial profiles and profiles for the achievement of project outputs and outcomes will be captured through the completed M&E Plans. Once the plans are completed, identified changes will be recorded and approved appropriately at both the project and programme level, in line with the agreed change control process.

6. While not yet finalised, work to date on the preparation of M&E Plans has identified the need for some revisions to financial profiles and milestone dates. However, the process has not identified any issues which would impact on the overall delivery of projects within the Town Deal programme period, or the overall achievement of project outputs and outcomes, which will be secured through Grant Funding Agreements and MOUs.

7. In the following paragraphs, an update on the progress of each project is provided by the lead officer within the relevant project delivery body. These updates do not make specific reference to existing project milestones from business cases, as the key performance indicators for each project are currently under review:

Barrow Learning Quarter
University of Cumbria (Lead Partner) and Furness College

8. *The planning application for the University of Cumbria Barrow Campus was submitted to the planning authority on 1 April and has been validated. The application is now in the public consultation phase, which runs until 26 May.*

9. *Heads of Terms for a Lease Agreement on the University Campus site, on land adjacent to the BAE Systems 'SASK' facility, have been agreed pending final sign-offs. The Heads of Terms are expected to be signed in early June. Work on the Lease Agreement itself has commenced, with legal support briefed and being procured.*

10. *The University Campus construction programme has been updated to reflect agreements, with procurement of contractor, site preparation by BAE Systems, and start of construction. The updated programme will be reflected in the Project Monitoring and Evaluation Plan, which is currently being prepared with the Accountable Body.*

11. *A Teaching and Learning Agreement between the University and BAE Systems has been reviewed and the parties are working towards finalisation.*

12. *Design work for the refurbishment works and creation of the Skills Hub at the Furness College Rating Lane Campus is being progressed. This work includes a costings and budget review and a review of the works programme. These updates will be reflected in the Project Monitoring and Evaluation Plan.*

Community Wellbeing Hubs & Earnse Bay Outdoor Centre
Cumbria County Council

13. *Following the success of Barrow Borough Council's Levelling Up Fund application for works at the Market Hall, consideration has been given as to how works to create the Town Centre Community Hub, to be located within the adjacent Barrow Forum, could be incorporated into a wider Market Hall procurement by the Borough Council, to achieve efficiencies and streamline delivery of the various works across the site.*

14. *This approach necessitates the Borough Council taking the leading role in delivery of the Town Centre Hub capital works, as a delivery partner to Cumbria County Council, which would retain the role of project delivery body for the overall Community Hubs and Earnse Bay project. The decision to adopt this approach will be progressed via the formal Town Deal change control process.*

15. *An engagement 'taster day' event took place on 30 March for the public to try a range of activities that could be provided from the Town Centre Community Hub. The event was well attended with a range of feedback being received from the public and providers. This feedback will be used to support development of the operating model and next steps for the hub.*

16. *The Ormsgill Community Hub has been established and therefore acts as a 'pilot' for the other hub locations, although the activities at each hub will differ in character, as the local community inform the priorities for each location.*

17. *A range of service delivery is being provided at Ormsgill including: Adult Learning, Children's Centre Activity, Health activity, Drop Zone Youth Project, the library service and the post office service. The 'Ormsgill Stronger Together' community group are working with the local community to encourage use of the hub and have facilitated a number of events & activities over the past year, working with large numbers of children and families. Ormsgill Stronger Together are looking to share best practice and lessons learned with the other developing community hubs in Barrow.*

18. *An Ormsgill building user group has been established, to discuss day-to-day operational activities within the hub, including the escalation of opportunities, issues and challenges to the project group.*

19. *Procurement activities are underway for the detailed design and contract administration roles for the Bram Longstaffe Community Hub. A capital delivery workstream group is being established and will input into the development of detailed capital designs. Detailed investigations into the current building condition are now underway and an advance contract for urgent repair and maintenance is being delivered, via the Cumbria County Council Corporate Maintenance function.*

20. *The Bram Longstaffe Community Hub and the nursery on site will be facilitated by the 'Friends of Bram' group. A business plan for the hub and nursery has been drafted. This has been shared with the Bram Longstaffe Steering Group and will be discussed at the next meeting of the group on 07 June. Prior to delivery of the capital works, an interim hub is up and running in existing space and a range of activities are taking place.*

21. *Consultants have now commenced RIBA 3 design work on the Earnse Bay Outdoor Centre and the surveys required for the design and subsequent planning application are in progress. Engagement with the Cumbria County Council property team is ongoing to discuss design fundamentals. The aim is to develop designs in June and July, gathering feedback from stakeholders as we go. A final stakeholder group meeting is planned for late July (date to be confirmed) prior to submission of the planning application in September.*

22. *Input from the community is vital to shaping the design of the Outdoor Centre. On 18 May further engagement was carried out with local school children (targeting schools not previously involved in the project), young people and other members of the local community to discuss how individuals would envisage using the proposed space. An early review of figures indicate there were 318 attendees (110 adults 208 children).*

23. *Work continues to progress delivery models for the Earnse Bay site and a visit has been arranged for the project team to a similar community building, to understand running implications of the proposed green technologies. Work is also underway to explore the options for incorporating social value into procurement. On 10 June a workshop is planned with potential providers who*

may be interested in becoming strategic partners for the site, discussing opportunities to run aspects of the site and considering how the site can be made sustainable in the long term.

24. *A co-operation agreement is being finalised with Natural England, to commence the design of a Beach School, office accommodation and garage on the Earnse Bay site. On 24 May a development workshop is being held with early years, schools, colleges and education groups to progress Natural England's work on the building design, resources, equipment etc.*

Business & Enterprise Support
Cumbria Local Enterprise Partnership (CLEP)

25. *Relevant project actions at this point are the completion of soft market testing activities and the development of tender specifications.*

26. *Since the last update provided for the Town Deal Board, CLEP successfully and fully delivered its BEIS funded Business Support contract both in terms of budget drawdown and business assistance interventions.*

27. *Soft market testing has been completed, however the development of tender specifications has been temporarily paused as CLEP has only recently received an allocation from BEIS for 2022/23 but with no associated outputs. The value is significantly reduced. The expected date for receipt of an offer letter is not known despite many requests for it. There continues to be however a clear need to ensure that the BEIS/CLEP contract for 2022/23 synchronises with the Town Deal expectations and outputs.*

28. *Notwithstanding the delay CLEP remains totally committed to supporting the delivery of this project. CLEP are currently working with the Accountable Body to draft a Project Monitoring and Evaluation Plan. This will reflect a later commencement to project activities and demonstrate the continued ability to deliver the approved project outputs and outcomes.*

Housing Renewal Programme
Barrow Borough Council

29. *Current priorities are to refresh the surveys for works at Rawlinson Street, carry out public engagement and work up the tender specification and any necessary planning consents.*

30. *The survey work has been updated on Rawlinson Street following a site visit in early 2022, and this has resulted in an updated report on specifications and costs. The next step is to use this information to commence detailed public engagement. This will be ongoing alongside the development of the tender and preparation of any necessary planning consents.*

31. *A risk in terms of project costs has been previously raised and advice from consultant surveyors that there has been significant inflation in the construction industry even since the business case was developed, and that it is also increasingly difficult to attract contractors to submit tenders.*

32. *There may therefore need to be mitigations implemented in terms of amendments to the project scope and putting increased resource into contractor engagement. Using the survey report, there will be an opportunity to work in partnership with surveyors to value engineer the project to retain the primary outcomes of the project whilst keeping within the available budget.*

33. *The resulting changes to the project milestones and expenditure profile are being captured through the Project Monitoring and Evaluation Plan, which is currently being prepared and drafts have been shared with the Accountable Body.*

Brilliant Barrow Place Development
Barrow Borough Council

34. *The Place Development Project Team, comprised of Borough Council officers and external partners Barrow BID, BarrowFull and Cumbria Tourism, have met regularly since the start of January 2022, to oversee project activities. Separately, a group comprised of Borough Council officers has been meeting with the Accountable Body to monitor progress and collaborate on drafting of the Project Monitoring and Evaluation Plan.*

35. *Since the last update provided to the Town Deal Board, a tender exercise was completed for the stadium feasibility element of the project in March and was awarded to FMG Consulting. A contract has been prepared and the inception meeting will take place before the end of May.*

36. *The recruitment of a Place Development Officer has been ongoing as previous rounds have been unsuccessful, however another recruitment window has just closed and applications will be shortlisted and interviewed, with appointment anticipated in late quarter 1 and with a start date in early quarter 2.*

37. *Lease arrangements for the Market Square site are currently with our legal team, with completion imminent to satisfy this condition from project assurance.*

38. *Events are scheduled for the summer months at the Dock Museum (one per week in the school holidays) and at the Market Square. Promotion will begin in June with a dedicated marketing campaign. Further comms and engagement around the project capital works will continue at these events.*

39. *Quotations and specifications have been acquired for the installation of footfall counters, a preferred supplier has been selected and installation is due before the end of June. Three counters will be installed; one at the entrance to the Dock Museum, one at Market Square/Portland Walk and one on Dalton Road.*

40. *Following the success of Barrow Borough Council's Levelling Up Fund application for works at the Market Hall, there is now the opportunity to incorporate the capital work at the Market Square into a wider Market Hall procurement, to achieve efficiencies and streamline delivery of the various works across the site. It is anticipated that the works to create the Dock Museum Amphitheatre will continue to be procured separately.*

Marina Village
Barrow Borough Council

41. *A key requirement to progress the project is to conclude negotiations with the current owners of those sites identified for purchase. Subject to Governance requirements being met, if required, the council will have the ability required to pursue a compulsory purchase order.*

42. *For consistency, it is intended to use the consultants previously engaged to provide valuation information on the sites, which supported the project business case. The process of instructing the consultants has unfortunately not yet been concluded, however we anticipate a conclusion within the current quarter.*

43. *The impact of this delay on the project milestones and expenditure profile is being captured through the Project Monitoring and Evaluation Plan, which is currently being prepared and drafts have been shared with the Accountable Body. However, the timescales allowed for delivery of the project as a whole are considered sufficient to deliver the outcomes set out in the project business case, within the lifetime of the Town Deal programme.*

44. *Another element of the project is to undertake a feasibility study to identify a suitable location for the waste depot currently situated at Marina Village, to enable a smooth relocation once the current lease comes to an end. This work is progressing well and is anticipated to be complete by the end of July.*

Local Cycling & Walking Infrastructure
Cumbria County Council

45. *The project is underpinned by the Barrow Local Cycling and Walking Infrastructure Plan (LCWIP). The LCWIP provides a 15-year investment plan for cycling and walking infrastructure in Barrow-in-Furness. The scope of improvements within the LCWIP are wider than the Town Deal project and further funding needs to be secured to deliver the entire plan. The improvements in the plan are prioritised over time to align to the Cumbria Transport Infrastructure Plan of 2022 – 2037. The LCWIP was approved by Cumbria County Council's Barrow Local Committee on the 15 March 2022 and will be considered for endorsement by Barrow Borough Council Executive Committee on 25 May 2022.*

46. *There is already significant investment committed to deliver infrastructure in the Barrow LCWIP from 2022. This includes the Michaelson Road / Bridge Road improvements, which will be the first phase of delivery for the LCWIP and are estimated to complete in August 2022. The Barrow Town Deal project will be the next phase of improvements to commence, to be delivered on Abbey Road, Roose Road and the town centre around Walney Road. An application to the DfT Active Travel Capital Fund for further improvements on Abbey Road, from the Railway Station to Park Drive and Walney Island North to link to Earnse Bay Community Hub is in process.*

47. *Progress to date on the Town Deal project can be summarised as follows:*

- *Onboarding of the County Councils' Capital Programme Team Project Manager for the next stage of scheme development (Preliminary Design) and then the detailed design and construction of the improvement. The County Council's Cycling and Walking Team will work closely with the Capital Programmes Team as the scheme is further developed.*
- *Procurement of Consultancy support for Preliminary Design undertaken and consultants now appointed.*
- *Inputting into the Project Monitoring and Evaluation Plan that will sit behind the Grant Funding Agreement. As part of this, delivery milestones and spend profiles are being reviewed, this is to reflect the timescales of when funding for the project is confirmed and changes to the procurement approach.*

48. *Next steps in delivery of the project are:*
    - *Agreement of the Monitoring and Evaluation Plan and entering into Full Grant Agreement for Town Deal funding with the Accountable body.*
    - *Project inception for the Preliminary design and management of the preliminary design contract.*
    - *As part of the next stage of design for the scheme, further engagement with members, key stakeholder and public consultation can be undertaken on the plans.*

End.

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting:	**27 May 2022**
Reporting Officer:	**Director People and Place – Barrow BC**

Title: UK Shared Prosperity Fund Investment Plan and Governance

Summary and Conclusions

There has been a recent announcement of funding from Central Government that provides an opportunity for the Borough, in the form of the UK Shared Prosperity Fund (UKSPF). This replaces the European Regional Development Fund (ERDF) and European Social Fund (ESF). The UKSPF is a central pillar of the UK Government Levelling Up Agenda. Its primary goal is to build pride in place and increase life chances. There are three key investment priorities of: communities and place; supporting local business; and people and skills.

The funding is allocated through a funding formula and Barrow Borough Council has been conditionally allocated £2,477,528 from April 2022 - March 2025. This is dependent on developing an Investment Plan which sets out measurable outcomes that reflect needs and opportunities. These will inform the interventions that will be delivered. Each lead local authority is requested to designate or establish a Local Partnership Group to consult with whilst developing the plan. The Brilliant Barrow Town Deal Board, with a slightly broadened membership, is viewed by Barrow Borough Council as the ideal governance mechanism to fulfil that role until 1 April 2023 at least.

The Investment Plan will require sign off from Barrow Borough Council and the new Unitary Westmorland and Furness Shadow Authority. Close collaboration with Eden, South Lakeland and Cumbria County Council is critical to developing common delivery arrangements and from 1 April 2023 a single merged district council investment plan for the new Unitary is a requirement in the government UKSPF prospectus.

Recommendations:

It is recommended that the Brilliant Barrow Town Deal Board agree to:

1. Operate as the Local Partnership Group and extend the membership of the Board to include:

   (i) One member from Dalton Town Council.

   (ii) One representative to cover both Askam and Ireleth Parish Council and Lindal and Marton Parish Councils to ensure that rural communities are heard.

(iii) Representative from Police and Crime Commissioner's office.

(iv) Other partners agreed by the Board.

2. Amend the Terms of Reference to reflect that the Board is designated as the Local Partnership Group.

3. Lead strategic discussions to define the challenges and opportunities that exist in the Borough and give views on priority intervention areas.

4. Work with Barrow Borough Council to agree a relative funding split of the conditional UKSPF allocation across the three themes and a shortlist of interventions for inclusion in the final Investment Plan.

REPORT

Background and Context

1.1 The UKSPF will support the wider commitment of Government's Levelling Up agenda. Barrow has received £16m from the Levelling Up Fund to transform the Market Hall and deliver accessibility improvements in the town centre which is a complementary funding programme to this.

1.2 The three key investment priorities for UKSPF are particularly aligned to Levelling Up White Paper Mission 9 which is: *By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen to every area of the UK, with the gap between the top performing and other areas closing.*

1.3 Examples of type of interventions that can be included under the three investments themes are as follows:

(i) **Communities and Place:** Covers public realm projects, community led initiatives, cultural and heritage projects. Bespoke projects that are not clearly identified in the Government list of interventions can also be included in the Investment Plans, if a Theory of Change is included to justify its inclusion.

(ii) **Supporting Local Businesses:** Covers creating jobs, boosting community cohesion, promoting networking, increasing private sector growth, targeted support for small and medium sized businesses. Barrow's approach to transforming the Market Hall to encourage local businesses to grow is in the UKSPF prospectus as a case study of good practice.

(iii) **People and Skills:** Employment support for economically inactive people and funding skills provision to provide people with the skills needed to progress in life and work. This investment theme is also profiled for later years and is linked to the Multiply Programme which

has a focus on numeracy. Cumbria County Council have a separate allocation for this and collaborative work will be needed for alignment and to ensure no duplication. For those ESF funded projects managed by the community and voluntary sector, there is discretion at a local level to bring forward UKSPF people and skills funding into 2022/23 to ensure that projects that work can continue to be funded.

1.4 Barrow BC will be able to access its conditional allocation by developing an Investment Plan for Government approval with measurable outcomes that reflect local needs and opportunities. There is flexibility around the level and range of interventions across the three investment priorities to represent the right solutions to improve pride of place, increase life chances, to help spread and create opportunity, and a sense of community and belonging.

1.5 The Investment Plan will select outputs and outcomes for each UKSPF investment priority to enable progress to be measured. UKSPF is revenue and capital funding, each Local Authority area can set out its preferred mix of funding in the Investment Plan. There are minimum levels of capital nationally and each Local Authority must set out the minimum percentage of capital funding it will require each year.

1.6 Interventions supported by UKSPF will need to align with other policies and plans and also take into account current EU funded projects that are coming to an end.

1.7 Each local authority area is tasked with working with a range of diverse local and regional stakeholders to achieve the UKSPF outcomes for their area. They are expected to establish or designate a local partnership group to consult when developing the plan. The Brilliant Barrow Board which was originally set up for Town Deal and has developed into the economic growth partnership for Barrow, is an established partnership with nearly all the key partners already represented except for geographic areas outside of the Town Deal area and community safety.

1.8 Barrow BC wish that the Brilliant Barrow Board is designated - subject to their agreement - as the Local Partnership Group for UKSPF. There will need to be additional representation for Dalton, Askam and Ireleth; Lindal and Marton Town and Parish Councils and they will be approached to see if there is an appetite to participate if this is the preferred option. Plus, the Office of the Police and Crime Commissioner also wishes to join the Brilliant Barrow Board from a crime and community safety perspective. Members of the Board may also wish to consider additional partners.

Development of the Investment Plan

2.1 In terms of how Barrow BC propose to develop a UKSPF Investment Plan with partners. There are four main elements of the Investment Plan:

(i) **Local Challenges and Opportunities** – providing evidence for each priority.

A data framework of key indicators that will inform the needs and opportunity for UKSPF investment will be developed for:

- Communities and places
- Supporting Local Businesses
- People and Skills

As part of this, Barrow BC proposes to work with the LEP to interrogate existing and locally held intelligence for example the Skills Advisory Panel Local Skills Report and the socio-economic assessment that underpinned the Town Investment Plan to ensure alignment with existing held understanding. Information will be collated and analysed under each theme as a supporting evidence base.

A policy review will be undertaken to demonstrate how the prevailing policy environment at local, regional and national levels will support the delivery of outcomes framed around the three UKSPF investment themes. Strategic intent and actions will be drawn out from existing strategy documents to identify areas of strategic focus for local, regional and national policy makers. This will support identification and alignment of UKSPF interventions.

The Brilliant Barrow Board would be crucial at this stage in utilising the evidence base as outlined above to define the challenges and opportunities that exist and give views on priority intervention areas. This will include identification of any local community and voluntary people and skills interventions at risk of closure due to the end of ESF.

At this stage some more detailed one to one consultations with senior decision makers in Barrow BC, LEP, Chair of the Skills Advisory Panel and the MP would be held. Plus, ongoing close collaboration with neighbouring authorities as part of the development of a wider high-level plan for Westmorland and Furness Unitary Authority.

(ii) **Interventions** – an outline of the interventions the plan seeks to deliver; identifying outcomes under each priority from a set list of 41; subsidy control considerations and a separate section for people and skills for 2024/25.

An initial desktop analysis of existing and historic ESIF interventions will be undertaken against the UKSPF intervention framework to understand split and output targets. Further liaison with the LEP in particular will be required to understand the current status of these interventions including spend and output target achievement. This will support high-level cost per output/outcome assumptions to test and underpin assumptions in the UKSPF Investment Plan.

The People and Skills interventions are to be considered separately according to the guidance and as above there is a need to review whether there is any ongoing people and skills interventions that will need support to the end of 2023/24. This relates to voluntary and community sector provision.

Barrow Borough Council led a collaborative bid for the Community Renewal Fund, in May 2021. The bid was for £1,132,874 and brought together projects across four themes: Creating the right conditions; putting young people at the centre of professional partnerships; developing skills to remove barriers to life chances for priority groups; and testing the principle of culture-led regeneration in Barrow Borough. Although it was not successful, much, if not all, of the work highlighted in the bid is still relevant and required, with some falling within the scope of the UKSPF. It is officers' intention to work with the myriad of community groups and partners who were involved in building the CRF bid to review this work in the context of the Investment Plan and wider opportunities.

A key element will be developing a long list of interventions and identifying potential collaborative interventions with neighbouring areas through engagement with aligned authorities. This encompasses Cumbria and elements of Lancashire.

It is proposed that thematic focus groups are held with stakeholders/proposed delivery partners to explore the thematic needs and opportunities identified, the continuing relevance/suitability of existing interventions and the gaps that exist which need to be addressed. This will provide valuable insight and inform the scoring of long list proposals.

A framework will be established for collating and assessing a long list of interventions. This will include:

- A concept form which invites potential delivery partners to share their proposal. The form would align with the needs of the UKSPF Investment Plan application form. For example, gathering detail on the funding requirement; profile and outputs and outcomes delivered. It would also include track record, including cost per intervention.
- High-level scoring of the proposals against an agreed set of criteria aligned to UKSPF guidance and local priorities.
- Identification of gaps between proposed interventions and outcomes.

The Brilliant Barrow Board would then agree the relative funding split of the conditional UKSPF allocation across the three themes and agree a shortlist of interventions for inclusion.

(iii) **Approach to delivery and governance** - considering stakeholder engagement; project selection approach, close collaboration across Local Authorities and public sector equality duty and risks.

The above approach to developing interventions demonstrates the approach to delivery and governance. This will be incorporated within a Stakeholder Engagement Plan and the Local Resilience Group and Communications and Engagement Group will be closely involved in developing the stakeholder engagement plan. Barrow BC will take the lead in developing the governance structure, hence the request to the Brilliant Barrow Board to act as the Local Partnership Group. As part of Local Government Re-organisation, Barrow BC are working closely with other local authorities to develop common approaches and negotiations where appropriate around regional or cross border delivery partners to agree funding allocations and associated shares of outputs/outcomes.

(iv) **Capacity and Capability**: overall and for each priority theme, roles, experience, challenges and mitigation with the option to use 4% of allocation for delivery.

Barrow BC have engaged Hatch Associates Ltd to develop the Investment Plan and are keen for Cumbria County Council to deliver the programme management function in 2022/23 which would align with the existing role they deliver for Town Deal. This would be funded through a contribution from the 4% allocation for delivery.

Timeframes

3.1 The deadline for submission is from end of June until end of August 2022. The intention for Barrow BC is for the Investment Plan to be approved through the appropriate governance structures towards the end of July 2022.

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting:	**27 May 2022**
Reporting Officer:	**Director People and Place – Barrow BC**

Title: Reframing the Vision for Marina Village (Barrow Waterside)

Summary and Conclusions:

The Marina Village site is of key significance to realising Barrow's economic growth ambitions through providing a high quality and expansive housing regeneration programme. Recent successful funding opportunities including Town Deal have facilitated an enabling programme of works to take place on elements of the site. This report reflects and summarises the outcomes of a strategic discussion of Major Project Board stakeholders to reframe the vision for the site and the potential delivery strategy, working closely with Homes England to realise its potential.

Recommendations:

It is recommended that the Brilliant Barrow Town Deal Board agree to:

1. the reframed compelling ambitious vision articulated at para 1.3.
2. repositioning the brand to reflect the site's waterside location and that the holding concept of Barrow Waterside is used.
3. note the high-level concept plan for the site.
4. support and contribute to the development of a Brilliant Barrow Prospectus.
5. note that the remaining funding gap remains at approx. £11m and the strong desire to secure the gap from Homes England.
6. to support a request from Barrow BC to Homes England for delivery resources.
7. thank the Major Projects Board for their strategic input into the reframing of the vision and their valuable contribution.

REPORT

Strategic Case for Investment

1.1 Barrow Waterside provides the largest housing allocation in the Borough. Unlocking the potential of this site will drive a step change in the provision of modern quality aspirational housing and provide a critical enabler of economic growth. The size and scale of the opportunity at Barrow Waterside can create a new neighbourhood which attracts and retains a highly skilled workforce and especially young people to meet employer

needs. Its proximity to the town centre will support its vitality and transformation as well as supporting the wider regeneration of Barrow.

1.2 The reframed vision for Barrow Waterside is:

"To create a waterfront neighbourhood offering a range of modern homes set within a network of green attractive spaces supporting quality of life and wellbeing."

1.3 The high-level concept plan acknowledges the initial masterplan framework as well as the recommendations in the LSH Delivery and Marketing Strategy. The proposals now include:

(i) Create a new approach feature boulevard from Salthouse Road which connects early phases of residential development and adjacent existing communities to the dockside from the north. This compliments the dockside connection from the west, makes the best use of frontage to Salthouse Road and creates a remarkable link to a new dockside destination.

(ii) Creating a flexible cultural, arts, events and Food and Beverage space early at Barrow Waterside is important to begin to change perceptions of the site, as well as beginning to establish a sense of desirability connected between events and a new urban residential community. This will draw people down along the dockside to a currently inaccessible and unknown part of the town. The new events space is centrally located at the focal point of a proposed new bridge crossing across the Dock, and a new dockside activated public realm and approach feature boulevard from Salthouse Road.

(iii) The dockside edge becomes a new linear space which opens up access to a larger destination focal event space.

(iv) Higher density residential development maximising frontage and views onto Buccleuch and Cavendish Docks with opportunities for active ground floor uses along Buccleuch Dock.

(v) Opportunity to draw the landscape character along Cavendish Dock into the heart of residential development creating residential amenity, play and SUDs features.

(vi) A re-located local centre, to the east of the arrival boulevard and much closer and visible to proposed area of public space. This would provide a small amount of convenience and retail space to support the growth of the neighbourhood, but crucially not compete against Barrow Town Centre. Improved cycling and walking infrastructures between Barrow Waterside and the Town Centre will encourage future residents to make more sustainable and frequent trips.

1.4 To date public partners have only been able to identify relatively small interventions to unlock plots on the site based on funding secured. However, if the potential of the site is to be fulfilled and developers are to be

attracted to unlock residential development, a strategy for the delivery of the whole site must be articulated and a route map identified to support how the whole site will be reclaimed and developed, to provide partners with confidence.

1.5 The following will provide greater confidence to the private sector:

- Delivery Strategy – providing a step-by-step guide to how the public sector will leverage private sector interest in the site.
- Development Framework – setting out potential plots, planning parameters, infrastructure requirements including green space to guide developers on the Council's expectations for the site.
- Prospectus – to sell the wider opportunities of Barrow to the market it is recommended that the site is rebranded, hence the holding concept of Barrow Waterside.

Delivery Strategy

1.6 In recognition of Barrow Borough Council's small team, limited capacity (particularly given the scale of recent funding successes under Town Deal and Levelling Up Fund) and the complexity and size of the site, it is critical that Homes England support Barrow BC to bring the site forward; allowing them to provide expertise in bringing forward an optimum development proposal and additional avenues to secure funding required to overcome the abnormal costs associated with the site.

1.7 The site has the potential to offer a range of new homes including:

- Family homes for sale and rent.
- Modern efficient smaller homes and apartments.
- Purpose built student accommodation.
- Well managed private rented apartments/houses.
- Homes for older people inc extra care.

1.8 There should be a range of tenures:

- Homes for sale.
- Market and affordable rent.
- Shared ownership/rent to buy.
- Social Rent.

1.8 The suggested master developer working with the Council would determine the development plots and how best to deliver the plots. This would include a range of development partners to unlock the site.

Brilliant Barrow Prospectus

1.9 Soft market testing through the LSH Delivery and Marketing Strategy has found that generally developers have a neutral or negative perception of Barrow. It is recommended that a prospectus is prepared that articulates the strengths and opportunities of Barrow. Headline messages have already been brought together in the Town Investment Plan, Town Centre Strategy and Clean Growth Prospectus.

1.10 These should be presented in a highly visual document which identifies specific sites and buildings that developers could get involved in including Barrow Waterside.

1.11 #Brilliant Barrow provides a great platform from which to reposition the perception of Barrow to developers, investors, and occupiers.

Rebranding

1.12 Linked to the prospectus, it is recommended that Marina Village is rebranded. The “brand” of Barrow Marina has been around for almost 20 years and its is recommended that a new name is used to go to market. It is not feasible to deliver a marina as was originally envisaged and so it is suggested that this is removed from the name. However, the location of the site adjacent to the water is a key asset and should be a component of the brand.

1.13 Key features of the new vision include:

- Proximity to the Town Centre.
- Waterfront setting.
- Coastal/green/biodiverse environment.
- Modern, energy efficient new homes.
- Exciting and new area.

1.14 A holding concept of Barrow Waterside is used but suggestions welcomed as promotional material and a wrapped hoarding is needed around the site.

Phasing

1.15 Phasing of the site is recognised as being driven by the funding available. However, its is recommended that the waterfront element of the scheme is accelerated. In order to determine the ability to make this happen we will need to take into account:

- Further significant funding found for ground works and a revised phasing programme agreed.
- Ensure policy compliance in terms of affordable housing, but the tenure mix would need to flex in response to market appetite and local need to deliver aspirational homes for rent and possibly sale.