Brilliant Barrow Board

Wednesday 22 March 2023, 1:30pm – 3:30pm

Item	Agenda Item	Time	P/R/V*
1	Opening comments from Chair	13:30	V
2	Apologies for absence	13:35	V
3	Declarations of interest	13:40	V
4	Matters arising not covered in agenda	13:45	V
5	Minutes of last meeting	13:50	R
6	Board Membership	13:55	R
7	Programme Update	14:05	R
8	Project Updates & Adjustment Requests ***Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information).***	14:20	R
9	Risks, Issues & Opportunities	14:50	R
10	Place Programme – Stadium Feasibility	15:00	P
11	Positioning Barrow	15:15	V
12	AOB	15:20	V
13	Date of Next Meeting	15:25	V

* Presentation / Report / Verbal

BARROW-IN-FURNESS TOWN DEAL BOARD

Meeting: Monday, 16th January, 2023
at 2.00 p.m. (Virtual Meeting)

PRESENT:

Steve Cole – Chair (BAE Systems), Eloise Abbott (BEIS), Michael Barry (Cumbria CC), Cllr Anne Burns (Cumbria CC), Suzanne Caldwell (Cumbria Chamber of Commerce), Steph Cordon (Barrow BC), Bryan Davies (ABP), Simon Fell (MP), Paul Hodgson (Barrow BID), Alison Hatcher (Cumbria CC), Helen Houston (Barrow BC), Tracy Ingham (Cumbria CC), Jo Lappin (Cumbria LEP) – Minute No's 40 – 42 only, Julie Mennell (University of Cumbria), Alysha Moore (Futures Board) – Minute No's 40 – 42 only, Duncan Nicholson (National Lottery Community Fund), Daniel Tyler-McTighe (BarrowFull), Callum Ward (BEIS), Liz Watson (Cumbria CC), Catherine Reay (BAE Systems), and Andrew Wren (Furness College).

Paula Westwood – Minute Taker (BBC).

ITEM	ACTION
35 – Introductions and opening comments from the Chair The Chair welcomed everyone to the first meeting of 2023 and wished everyone a happy new year. The purpose of today's meeting was to build on discussions at the previous meeting around project cost issues and options to address the identified funding gap within the Barrow Learning Quarter Project. He added that it was important for the Board to respond to headwinds within the Town Deal Programme and that the Board meetings were a catalyst to providing a balanced and well considered approach to protect outcomes and to deliver the best possible outcomes for the town and the region. **36 – Apologies for Absence/Attendance of Substitutes** Apologies for absence had been received from Cllr Jonathan Brook (WAF Shadow Authority), Chris Clouter (ABP), Janet Garner (BAE Systems), Jill Glennie (Spirit Energy), Ali Greenhalgh (Cumbria CVS), Angela Jones (Cumbria CC), Jane Scattergood (NHS ICB) and Cllr Ann Thomson – Vice Chair (Barrow BC). Bryan Davies (ABP) and Catherine Reay (BAE Systems) had attended today's meeting as substitutes for Chris Clouter and Janet Garner respectively.	

ITEM	ACTION
37 – Declarations of Interest The Chair noted that each member of the Board each had interests in matters pertaining to their respective organisations and that it was not necessary for these to be repeated at every meeting as these had been recorded in the register of interests. **38 – Matters Arising not covered elsewhere on the Agenda** There had been no matters arising, not covered elsewhere on the Agenda. **39 – Minutes of the Last Meeting** The minutes of the meeting held on 25th November, 2022 were agreed as a correct record. **40 – Project Cost Options** Michael Barry had submitted a detailed report outlining possible project cost options. Cost escalation was considered a key programme risk, primarily due to the current economic climate, with inflationary pressures significantly greater than anticipated at the point at which Business Cases for the Barrow Town Deal had been finalised. The University element of the Barrow Learning Quarter project had identified a funding gap and options to resolve this gap had been considered at November's Board meeting. Since that meeting, significant progress had been made in reducing the funding gap and the PMO had also undertaken a review of the whole portfolio of projects to review the potential impacts of filling the remaining funding gap from within the Town Deal allocation. A number of options to source the funding gap and the potential impacts of reallocating funding across the portfolio of projects had been presented to the Board. The Board had been requested to note that any recommendation regarding a proposed re-allocation of funding would be subject to submission of revised Business Cases being submitted and locally re-appraised and a change request in line with the Local Assurance Framework (including the submission of a PAR to Government).	

ITEM	ACTION
It would also include a requirement for the Barrow Learning Quarter Business Case to be revised and re-appraised, providing confidence around the costs, funding gap and an updated BCR. Recognising the tight timescales involved that would be required to maintain programme delivery, it had been proposed that the next Board meeting, currently scheduled for 7th March 2023, be moved to the end of March to allow appropriate consideration of any PAR. A proposed work programme illustrating the key requirements had been included as an appendix to the report. The Board discussed the options at length and, RESOLVED:- (i) To note that the University of Cumbria had confirmed their commitment to the outstanding match funding and that additional funding had been secured from Private Sector investment which reduced the funding gap in the University element of the Barrow Learning Quarter project. (ii) To agree that the remainder of the reported funding gap should be met through the reallocation of funds from the Local Cycling and Walking Infrastructure and Housing Market Renewal projects within the Barrow Town Deal programme. (iii) To seek to limit the impact on the Housing Market Renewal Programme project, whilst reviewing the sustainability of the HMR projects to validate that they would be sustainable in the longer term; (iii) To note that a detailed impact assessment on reducing the scope of the Local Cycling and Walking Infrastructure project would be conducted; and (v) To agree that each of the three projects (Barrow Learning Quarter, Housing Market Renewal Programme and Local Cycling and Walking Infrastructure) should be stress tested on the above basis, in line with the process outlined in Appendix B to the report. **41 – Any Other Business** <u>University Collaboration</u> Julie Mennell advised the Board that there would be a press release this week from University of Cumbria regarding a collaboration with the University College London.	

ITEM	ACTION
34 – Date of Next Meeting The next meeting was due to be held at 2:00pm on Tuesday 7th March, 2023 but as outlined above in Minute No. 40, it would be necessary to move this to the end of March. A calendar invitation will be sent out shortly with the new date. The meeting closed at 3.05pm.	Paula Westwood

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting: 22 March 2023	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Board Membership

Summary and Conclusions:

As members will be aware, this is the last meeting of the Brilliant Barrow Board at which Barrow Borough Council will be the Lead Council for the Town Deal. Local Government Reorganisation will mean that from 01 April 2023, the Lead Council will be Westmorland and Furness Council.

There are currently two Local Authority representatives on the Board, comprising of a role for Barrow Borough Council (also acting as Deputy Chair), and a role for Cumbria County Council. It is proposed that these are replaced by representatives from Westmorland and Furness Council.

Updated Terms of Reference showing these changes are attached as Appendix 1, to be effective from 01 April 2023. The updated Terms of Reference revises the Local Authority representatives and also revises references to the Lead Council where relevant.

Recommendations:

It is recommended that the Town Deal Board:

1. Agree that Cllr Jonathan Brook, Leader of Westmorland and Furness Council, joins the Town Deal Board as a replacement for Cllr Ann Thomson (Barrow Borough Council), taking the role as Deputy Chair.
2. Agree that the Board should note the late Cllr Ann Thomson's significant contribution to the Board and to the development of the Brilliant Barrow Town Investment Plan.
3. Agree that the Chair of the Locality Board joins the Town Deal Board as a replacement for Cllr Anne Burns (Cumbria County Council).
4. Agree that the Board should write to Cllr Anne Burns to thank her for her significant contribution to the Board and to the development of the Brilliant Barrow Town Investment Plan.
5. Agree that the Terms of Reference for the Town Deal Board are updated to reflect the new representation and references to the Lead Council **(Appendix A).**

Report

Local Authority Representation

1. The relevant Local Authorities, Barrow Borough Council and Cumbria County Council, have been represented on the Town Deal Board by Cllr Ann Thomson and Cllr Anne Burns respectively. Members will be aware of the sad passing of Cllr Ann Thomson in January 2023.

2. From 01 April 2023, Local Government Reorganisation will mean that Westmorland and Furness Council will become the unitary authority for the Barrow area. As a result of this change it is proposed that the Leader of Westmorland and Furness Council, Cllr Jonathan Brook, takes one of the Local Authority representative roles, including the role of Deputy Chair.

3. It is proposed that the other Local Authority representative role is taken by the Chair of the Locality Board. The number of Local Authority representatives remains at two, with both roles being filled by Westmorland and Furness Council.

4. The Town Deal Board are asked to consider these changes and are also asked to place on record the Board's thanks to both the late Cllr Ann Thomson and Cllr Anne Burns, for their contribution to the Board and the development of the Brilliant Barrow Town Investment Plan.

5. The Terms of Reference for the Town Deal Board includes a list of named organisational representatives. An amended Terms of Reference to reflect these changes in representation, as well as updated relevant references to the Lead Council, is therefore attached for consideration at Appendix 1. Changes are highlighted in yellow.

6. The updated Terms of Reference will be effective from 01 April 2023. Following vesting day, the Lead Council will undertake a comprehensive review of the Local Assurance Framework to ensure any required updates in the context of the change in Lead Council are considered. Any changes will be brought to the next Board for consideration.

End.

Appendix A: LAF Brilliant Barrow Board TOR

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 Westmorland and Furness 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 Jonathan Brook representing Westmorland and Furness Council (Deputy Chair)
- Ali Greenhalgh representing Cumbria CVS
- Alysha Moore representing Brilliant Barrow Future's Board
- Andrew Wren representing Furness College
- Chair of Locality Board representing Westmorland and Furness Council
- Chris Clouter representing ABP
- Duncan Nicholson representing National Lottery
- Jane Scattergood 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 Westmorland and Furness 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 DEAL BOARD	
Date of Meeting:	**22 March 2023**
Reporting Officer:	**Programme Lead – Accountable Body & Assurance – Cumbria CC**

Title: Programme Update

Summary and Conclusions:

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

Contracting with individual projects continues to progress. However, the current project adjustments being considered within the programme has inevitably impacted this. All projects do now have either an Initial Facility Agreement, Grant Funding Agreement, or a Memorandum of Understanding in place. Confirmation of the outcome of any Project Adjustment Request(s) (PAR) by Government will enable the contracting process to be concluded. This will allow the next cycle of reporting from individual projects to feed into the Monitoring and Evaluation Performance reporting required by Government by 01 June 2023.

As previously reported, the government updated the assurance framework and issued supplementary guidance in relation to Town Deals in November 2022. An update on this guidance, including any relevant issues for the Brilliant Barrow Town Deal Board, is provided for the Board to note.

Recommendations:

It is recommended that the Town Deal Board:
1. Note the progress in contracting with individual projects.
2. Note the Programme Change Control Log at Appendix A.
3. Note that supplementary guidance in relation to Town Deals was issued by DLUHC on 08 November, and a summary of this in the context of the Brilliant Barrow Town Deal Board has been provided for Board members to note.

Report

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

Framework and Government requirements. This report provides an update on these ongoing activities.

Project Grant Funding Agreements / Memorandums of Understanding

2. Contracting with individual projects is now at a point where all projects that are being delivered externally to Barrow Borough Council have either an Initial Facility Agreement (IFA) or a Grant Funding Agreement (GFA) in place. Progress has continued in issuing internal Memorandums of Understanding (MoUs) for those projects being delivered by Barrow Borough Council, and these are all now in place. These are key to ensure funding allocations can be passed to project delivery bodies in line with the responsibilities set out in the Local Assurance Framework and Government requirements.

3. Work will need to continue to establish full Grant Funding Agreements and updating Memorandums of Understanding where relevant, following the outcome of the Project Adjustment Request currently being considered. The status of this for each project is summarised below.

Project	Current Status	Next Steps
Barrow Learning Quarter (University	IFA in place	GFA required following PAR approval
Barrow Learning Quarter (College)		GFA required following PAR approval
Place Development	MoU in place	N/A
Business & Enterprise Support	GFA in place	N/A
Housing Market Renewal	MoU in place	Amendment required
Community Hubs & Earnse Bay	IFA in place	MoU required following LGR
Marina Village	MoU in place	N/A
Local Cycling & Walking Infrastructure	IFA in place	MoU required following PAR approval

Project Monitoring and Change Controls

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

5. Where project changes have been agreed by the Accountable Body below the level requiring Town Deal Board endorsement, details of the approved changes are contained in the Programme Change Control Log which is presented to the next Board meeting. The latest version of the Programme Change Control Log is provided at **Appendix A**. Project changes are considered in more detail under Agenda Item 8.

6. The next key stage will be the receipt of the first full cycle of project cycle of reporting from individual projects to feed into the Monitoring and Evaluation Performance reporting required by Government by 01 June 2023. To support

this, the PMO will continue to undertake inception meetings with those projects in relation to their Funding Agreement. These are an opportunity for the project delivery bodies to familiarise themselves with the terms and conditions and reporting requirements at an early stage of delivery, and for issues such as progress in addressing the assurance conditions agreed by the Town Deal Board to be discussed.

Government Assurance and Supplementary Guidance

7. Section 4 of the Towns Fund Guidance (published in June 2020) sets out the role of the Town Deal Board. On 08 November 2022, DLUHC published additional guidance on requirements for Town Deals Boards during the delivery phase of the Towns Fund. It is stated that this guidance should be read as supplementary to the Towns Fund guidance published previously which sets out important information about interventions in scope, and the roles of different stakeholders throughout the process, and shows the path towards implementation of Town Deals.

8. DLUHC expects Boards to continue meeting regularly to discuss progress, ensure that projects are staying true to the vision of the Town Investment Plan, and to work through risks and issues together. Whilst important to maintain the distinction between the local authority as the accountable body, and the Town Deal Board, DLUHC expect the Town Deal continues as a collaborative effort.

9. DLUHC also recognises that engagement with local communities is a vital part of the Town Deal process, and this remains the case as projects move into delivery. Town Deal Boards have demonstrated that they are a key link to the local community and local businesses and should be involved in any refresh of engagement and communication plans.

10. DLUHC also make it clear that Town Deal Boards have a key role in reviewing the six-monthly performance reporting returns and any Project Adjustment Requests.

11. Governance checks will be carried out annually on publicly available records. Details of the key aspects of this in relation to the Barrow Town Deal Board are provided at **Appendix B**.

12. There has also been a request from Government that as part of the ‘First Line of Defence’ checks for which a Statement of Grant Usage was provided in November 2022, the Chief Finance Officer for the Accountable Body is required to complete an Assurance Letter confirming that the financial affairs with regard to the Town Deal are being properly administered, and return this to DLUHC by 20 March 2023.

13. Government have clarified that whilst they are aware the Chief Finance Officer will be changing due to Local Government Organisation, the letter should still be submitted in line with the deadline, with updated contact details provided to DLUHC following 01 April 2023.

End.

Appendix A: Programme Change Control Log
Appendix B: Town Deal Board Supplementary Guidance

Brilliant Barrow Programme Change Log

									MINOR		NOTABLE					SIGNIFICANT							
Project Ref	Project Name	Change Control Ref	PMO Lead	Status of Change Control	Description of Changes Requested	Variation Type	Date Change Control Received	Date PMO Review Completed	Date Outcome E-mail Issued	Date Acceptance Email Received	Date sent to Accountable Body	Date Accountable Body Decision Received	Date Outcome Issued in Writing	Date Variation Issued	Date Variation Executed	Date sent to Accountable Body	Date Accountable Body Decision Received	Date BB Board Decision Received	Date Government Decision Received	Date Outcome Issued in Writing	Date Variation Issued	Date Variation Executed	Comments
BB002	Business & Enterprise Support	1.0	Liz Watson	CC Approved	Revised milestones, financial profile & outputs profile due to slippage.	Notable	30/06/2022	06/07/2022			06/07/2022	22/07/2022	See Comments	See Comments	See Comments								The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding Agreement.
BB006	Marina Village	1.0	Julie Hodgson	CC Approved	1. Revised milestones, financial profile & outputs profile due to slippage. 2. Movement of funding between expenditure headings.	Minor	06/07/2022	05/08/2022	See Comments	See Comments													Although classed as Minor, the Change Control was shared with the Accountable Body as it reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU. The Change Control was approved by the Accountable Body on 24/08/22.
BB004	Housing Renewal	1.0	Megan Kelsey	CC Approved	1. Revised milestones, financial profile & outputs profile due to slippage. 2. Movement of funding between expenditure headings. 3. Reductions to outputs.	Notable	26/07/2022	05/08/2022			05/08/2022	24/08/2022	See Comments	See Comments	See Comments								The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU.
BB001	Place Development	1.0	Kevin Little	CC Approved	1. Revised milestones, financial profile & outputs profile due to slippage. 2. Movement of funding between expenditure headings. 3. Minor reduction to outputs.	Notable	15/02/2023	15/02/2023			16/02/2023	20/02/2023	See Comments	See Comments	See Comments								The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU.
BB005	Community Hubs & Earnse Bay	1.0	Kevin Little	CC Being Reviewed	1. Revised milestones, financial profile & outputs/outcomes profile due to slippage. 2. Movement of funding between expenditure headings and creation of new expenditure heading. 3. Removal of project output to be replaced by alternative (classed as an outcome).	Significant	13/03/2023	15/03/2023								15/03/2023	15/03/2023	TBC - to be considered at March Board	TBC - will form part of PAR submitted after March Board	TBC	TBC	TBC	The Change Control reflects changes from the Project Business Case identified in the Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU.

Requirement	Brilliant Barrow Town Deal Board
Boards to continue meeting regularly to discuss progress, ensure that projects are staying true to the vision of the Town Investment Plan, and to work through risks and issues together, being involved in key decisions.	The Brilliant Barrow Board continues to meet quarterly. Each meeting receives reports covering programme and project progress, including a programme risk register, onto which any significant project risks are escalated.
Town Deal Boards have demonstrated that they are a key link to the local community and local businesses and should be involved in any refresh of engagement and communication plans.	The Brilliant Barrow Board continues to guide the engagement and communication activities which underpin delivery of the Town Investment Plan. The Board receives regular updates on activities from the Brilliant Barrow Communications & Engagement Group, which forms part of the programme Governance structures. The group brings together representatives from all Town Investment Plan projects, to ensure that communication and engagement activities are delivered in a consistent and coordinated way.
Town Deal Boards are required to have sight of the six-monthly performance reporting returns, and the opportunity to feed into them, before they are submitted to DLUHC by the accountable body. The Town Deal Board Chair must sign the performance reporting return before it is submitted to DLUHC.	The scheduling of Brilliant Barrow Board meetings ensures that the Board have opportunity to review each six-monthly return prior to submission. This process has been followed for all returns submitted to date. The Brilliant Barrow Board Chair has signed the performance reporting return since this requirement was introduced by DLUHC.
Town Deal Boards should review and agree any Project Adjustment Request proposals. Town Deal Boards should be involved in any discussions around project changes and agree these before they are made either under local delegation or submitted to DLUHC for a decision.	The Brilliant Barrow Town Deal Local Assurance Framework includes a local Change Control process, to respond to changes in project circumstances while ensuring that projects continue to deliver both the Town Investment Plan's strategic objectives as well as value for money. The varying nature of potential project changes requires a Change Control process 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 change being requested. The Change Control process reflects agreement by the Board to delegate the decision making for 'Minor' or 'Notable' level project changes to officers within the Lead Council (the Section 151 Officer in the case of Notable changes). Such decisions are recorded on a Project Change Log and are reported to the Board at the next scheduled meeting. Project changes considered to be 'Significant' are escalated to the Board for decision with a recommendation from the Lead Council.

	The thresholds for project changes being considered 'Significant' are aligned with the types of project changes that require approval by Government, through the submission of a Project Adjustment Request (PAR). The Change Control process therefore ensures that the Board has opportunity to review those project changes which lead to submission of a PAR, while the process also includes the requirement for the Board to review the PAR document itself before submission to Government.
The Town Deal Board should have a document, published on the lead council's website, which clearly sets out the roles and responsibilities and the governance and decision-making processes for the Town Deal Board, the Town Deal Board Chair and lead council.	The Brilliant Barrow Town Deal Local Assurance Framework (LAF) is 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. The LAF is not currently published on the Brilliant Barrow website. **Action 1: Local Assurance Framework to be uploaded to the Brilliant Barrow website.**
Code of conduct policy: outlining the lead council's record keeping responsibilities on behalf of Town Deal Board with specific reference to the seven principles of public life, including a register of gifts and/or hospitality	The Brilliant Barrow Board operates to a combined Code of conduct and Conflict of Interest policy, which clearly sets out Board members' responsibilities with specific reference to the seven principles of public life. The policy is not currently published on the Brilliant Barrow website. **Action 2: Code of Conduct and Conflict of Interest policy to be uploaded to the Brilliant Barrow website.**
Conflict of interest policy: process of record for each Board member.	The Brilliant Barrow Board operates to a combined Code of conduct and Conflict of Interest policy, which clearly sets out the process for recording and updating Board members' interests, including a standard registration format. Declarations of Board members' interests are updated annually and published on the Brilliant Barrow website: https://brilliantbarrow.org.uk/wp-content/uploads/2022/11/BBB-Declaration-of-Interest-Forms-Merged-for-2022-2023-1.pdf

	The policy is not currently published on the Brilliant Barrow website (**see Action 2**). Conflicts of interest are also included as a standard agenda item at Board meetings and are recorded within the minutes.
Transparency: transparent decision making is supported by the publication of information on the Lead Council's website, and we expect the following standards to be applied: • a documented decision-making process outlining the voting rights of the Board to be published • profiles of Board Members to be published (stating private or public member) • all Board papers to be published on the lead council's website in advance of the meeting (within 5 clear working days) • to promptly publish draft minutes of meetings on the lead council's website following the meeting (within 10 clear working days) • to publish final minutes on the lead council's website, once approved by the Board (within 10 clear working days) • any conflicts of interest reported to be formally noted within the published minutes	Transparent decision-making is supported by the processes set out in the Brilliant Barrow Board Terms of Reference, which form part of the Local Assurance Framework that is to be published to the Brilliant Barrow website (**see Action 1**). The Brilliant Barrow website includes details of each Board member. It is not specifically stated whether each member is from the private or public sector, however the organisation to which each member belongs is stated: https://brilliantbarrow.org.uk/meet-the-board/ A paper is being taken to the March meeting of the Board regarding amendments to membership following Local Government Reorganisation. Following the meeting, the 'Meet the Board' section of the website will be updated accordingly. **Action 3: Board membership to be updated on the Brilliant Barrow website.** All Board papers are published to the Brilliant Barrow website, with the exception of those papers exempted under the Local Government Act. However, the timing of publication should be reviewed to ensure papers appear 5 working days before the meeting as required under transparency standards. Draft minutes are not currently published to the website, rather draft minutes appear as part of the papers for the following meeting when those papers are published. **Action 4: Process for the publication of Board papers and minutes to be reviewed, to ensure the timing of publication is compliant with transparency standards.** Conflicts of interest are included as a standard agenda item at Board meetings and are recorded within the minutes.

<table>
<tr>
<td>The Town Deal Board's membership should reflect the diversity of the town and surrounding area. The Towns Fund Prospectus stated that membership of Town Deal Boards should comprise:
a private sector chair
all tiers of local government for the geography of the town
the MP(s) representing the town
the Local Enterprise Partnership
local businesses and investors
community/local voluntary community sector representatives
other relevant local organisations, such as FE colleges or Clinical Commissioning Groups</td>
<td>The Brilliant Barrow Board membership reflects the diversity of the town and surrounding area. The Board members are listed on the Brilliant Barrow website: https://brilliantbarrow.org.uk/meet-the-board/ (see Action 3).

Membership of the Board currently meets all of the stated requirements, as detailed below:

<table>
<tr><td>Private Sector Chair:</td><td>Steve Cole (BAE Systems)</td></tr>
<tr><td>All tiers of local government for the geography of the town:</td><td>Barrow Borough Council[1]
Cumbria County Council[1]</td></tr>
<tr><td>The MP(s) representing the town:</td><td>Simon Fell MP</td></tr>
<tr><td>The Local Enterprise Partnership:</td><td>Cumbria LEP</td></tr>
<tr><td>Local businesses and investors:</td><td>ABP
BAE Systems
Barrow Business Improvement District
Cumbria Chamber of Commerce
Spirit Energy</td></tr>
<tr><td>Community/local voluntary community sector representatives</td><td>BarrowFull (formerly Barra Culture)
Brilliant Barrow Future's Board
Cumbria CVS
National Lottery</td></tr>
<tr><td>Other relevant local organisations, such as FE colleges or Clinical Commissioning Groups</td><td>Furness College
University of Cumbria
NHS[2]
Jobcentre Plus</td></tr>
</table>
[1]To be replaced by Westmorland and Furness Council from 1 April 2023.
[2]In July 2022 NHS Clinical Commissioning Groups were replaced by NHS Integrated Care Boards.</td>
</tr>
</table>

BRILLIANT BARROW TOWN DEAL BOARD	
Date of Meeting: 22 March 2023	
Reporting Officer: Senior Manager Economy and Place – Cumbria CC	

Title: Risks, Issues and Opportunities

Summary and Conclusions:

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

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

Recommendations:

It is recommended that the Town Deal Board:

1. Note the latest version of the programme risk register and the ongoing management of programme and project level risks.

Report

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

Programme Risk and Opportunities Register

2. The programme level risk and opportunities register, and issues log has been reviewed and the latest version is provided at **Appendix A (Tabs 1, 2, 3 and 4)**.

3. There has been little change since the last meeting of the Board, with two changes reflecting the likelihood of the impact of COVID is considered now less given we're moving out of the winter period, and that the likelihood of being inconsistent with the Summary documents submitted to Government is reduced given the stage of contracting and the change control process.

Escalating Project Risks & Issues

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

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

6. As reported previously, given the status of some projects in the context of the revisions being made to business cases, a full cycle of reporting was not requested in January. Quarter 3 will therefore be amalgamated with the April (Quarter 4) reporting cycle to align with Government requirements, with a detailed update being brought to the May Board.

Government Risk Monitoring

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

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

8. The Government process has recently been strengthened through the updates to the Assurance Framework and the implementation of the First Line of Defence documents, submitted by the Accountable Body as reported under Agenda Item 6.

End.

Appendix A: Programme Risks, Opportunities and Issues Register

Brilliant Barrow Town Deal - Programme Risk Register

Updated:	09/03/2023

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
2	There is a risk that required inputs from project delivery bodies could be delayed, incomplete or fail to meet requirements, caused by a lack of capacity or relevant expertise within project delivery bodies, resulting in delays to the delivery of projects and/or failure to deliver project outcomes.	Ensure Project Delivery Bodies can demonstrate that appropriate capacity is in place, to fully develop and deliver projects within the required timescales, including external technical and consultancy support where necessary.	Project Delivery Body SROs	The key inputs required to develop business cases were received and each business case identifies the resources and costs allocated to manage project delivery, including the procurement of external technical support where necessary. Regular contact between the Accountable Body and project delivery bodies continues to monitor progress and risks associated with project management are addressed in project risk registers as appropriate. Regular reporting from project delivery bodies has now commenced, which will highlight any project-level risks which require escalation to the programme risk register.	1	3			09/03/2023
5	There is a risk that failure to fully comply with Government Towns Fund Guidance, caused by Brilliant Barrow's position as one of the first approved Town Deals, results in amendments being required to projects and/or delays to Government approval of programme reporting and subsequent payments.	Accountable Body to maintain regular communication with Government on new and emerging guidance. Draw on experience with other similar programmes where necessary. Work with project delivery bodies to ensure any updated guidance is reflected in project delivery where relevant.	Accountable Body	Lines of communication are in place to ensure the Accountable Body is receiving relevant updates and requests from Government. The stage of the Towns Fund programme nationally means that guidance is now more defined, although is still subject to changes. Regular meetings continue with Government (Area Lead) to ensure that any updates to guidance or resulting queries can be addressed. Supplementary guidance was issued in November 2022 and a full review of compliance with this has been undertaken for the March Board meeting. Government requests in line with the assurance cycle have been met by the required deadlines and confirmation has been received that the 'FLOD' has been reivewed with no further action required.	1	2			09/03/2023
6	There is a risk that projects cannot demonstrate a full funding package, caused by delays or failures in securing match funding contributions or by project costs increasing beyond the limits of available funding, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Where full funding packages are not secured, ensure sources of funding are identified and sufficient comfort is provided with clear timescales for match funding confirmations. Ensure monitoring of project-level funding and costs risks is robust and appropriate contingencies are identified. Project-level risks relating to funding packages should be escalated to programme-level as required, and the change control process should be utilised where necessary.	Project Delivery Body SROs	All project business cases identified a full funding package and cost contingencies and where necessary, conditions to manage risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and project delivery bodies continues to monitor progress and risks associated with project costs and funding are addressed in project risk registers as appropriate. Regular reporting from project delivery bodies has now commenced, which highlight any project-level risks which require escalation to the programme risk register. A match funding gap has been identified in the programme as a result of this, resulting in this risk rating being escalated to a red risk and is being considered in detail at the March Board meeting. This will continue to be closely monitored in the context of current inflationary pressures.	4	4			09/03/2023

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
7	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to obtain statutory consents, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Where all required consents are not yet in place, ensure sufficient comfort is provided (such as early engagement with planning authorities) with clear strategies and timescales for the relevant approvals. Ensure project-level risks are identified and escalated to programme-level as required.	Project Delivery Body SROs	Where relevant, business cases identified a timeline for obtaining consents and appropriate conditions to manage programme risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and Project delivery bodies continues and where necessary, amendments to timelines are reflected in Project Monitoring & Evaluation Plans. Risks associated with statutory consents are addressed in project risk registers as appropriate. At this stage, no project-level risks require escalation to the programme risk register.	3	4			09/03/2023
8	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to secure sites required for projects, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Establish clear strategies and timescales for securing sites where this is a requirement. Ensure project-level risks are identified and escalated to programme-level as required.	Project Delivery Body SROs	Where relevant, business cases identified sites for the delivery of project capital works and where necessary, conditions to manage programme risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and Project delivery bodies continues and risks associated with project sites are addressed in project risk registers as appropriate. At this stage, no project-level risks require escalation to the programme risk register.	2	4			09/03/2023
9	There is a risk that the details of projects do not remain consistent with the Town Deal Summary Documents approved by Government in February 2022, caused by changes made during later stages of development and during delivery, resulting in the need for the approval of changes to be sought from Government which could lead to delays and/or further amendments.	Government have initiated a change notification process, recognising that changes are expected as projects continue to develop and to address issues encountered during delivery. Potential for change should be monitored and where necessary, notifications provided to Government at the appropriate time.	Accountable Body	The Accountable Body has worked with each project delivery body to agree Project Monitoring & Evaluation Plans, which highlight any changes to the details of projects since the business cases on which Town Deal Summary Documents were based, and this process is now nearing completion. All requests for project changes are progressed through the change control process set out in the Local Assurance Framework. Where necessary the agreement of Government is then sought through the Towns Fund Project Adjustment Request process. This has now an established process, and the change control log is reported as a standard agenda item.	2	3			09/03/2023

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
10	There is a risk that projects cannot demonstrate compliance with subsidy control frameworks, caused by uncertainty around the new UK subsidy regime, resulting in failure to meet project assurance conditions and impacting on project deliverability.	Accountable Body to work with each project delivery body to ensure potential subsidy implications are identified. Ensure development programmes allow sufficient time to receive appropriate legal advice and identify potential issues, with corrective actions as necessary.	Project Delivery Body SROs	Independent legal advice, received during business case development and project assurance, did not identify any significant risks with regards to the subsidy control implications for projects. Due to uncertainty on the impact of the new UK Subsidy Control Act at the time, project conditions to manage programme risk were agreed by the Town Deal Board. A subsequent legal review has concluded that the position of each project is unaffected by the Subsidy Control Act and the original advice remains valid. Ongoing compliance with Subsidy Control rules is the responsibility of each project delivery body, however the Accountable Body will request confirmation of ongoing compliance where necessary, and this has been built into processes.	1	4			09/03/2023
11	There is a risk that project delivery may be impacted by additional restrictions to working practices, caused by current and future responses to the COVID-19 pandemic, resulting in delays to the delivery of projects and the achievement of project outcomes.	Establish remote working arrangements, regular meeting cycles and early identification of potential impacts. Ensure sufficient consideration is given to COVID in project level risk management and programming of project tasks.	Project Delivery Body SROs	Project delivery bodies and the Accountable Body are established in remote working in terms of project management and programme monitoring, however as projects move from development to delivery, the potential for impacts may change should any additional restrictions be implemented. Risks associated with COVID impacts are addressed in project risk registers as appropriate, and ongoing monitoring will continue at both project and programme levels.	1	2			09/03/2023

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
12	There is a risk that projects do not maintain the level of public support and engagement required for Town Deals and demonstrated in project business cases, caused by delayed, incomplete or inconclusive public engagement, resulting in failure to meet the expectations of Government and the ambitions reflected in the Town Investment Plan.	Agree a clear strategy to build on the public engagement which underpinned the Town Investment Plan, with co-ordination by the Brilliant Barrow Communications & Engagement Group. Ensure a Communications & Engagement Plan is in place for each project, enabling projects to demonstrate the required level of public engagement. Build on existing use of Brilliant Barrow online and social media platforms.	Communications & Engagement Group	Following the completion of project business cases and Government approval of the Town Deal Summary Documents, the focus of engagement activity has moved to ensuring progress in delivery is communicated appropriately and that further detailed public engagement is completed effectively, for example consultation on the detail of project works and planning applications, which could not commence until funding was confirmed. The Comms & Engagement Group continues to meet regularly and receives updates on project-level activities. The group's role will be refined as necessary to reflect the current stage of delivery, and regular meetings between the Accountable Body and project delivery bodies will monitor progress against relevant project milestones. Brilliant Barrow platforms continue to be utilised both to inform the public of developments and as a method of engagement through surveys etc. Projects have also reported building more extensive consulation into the design process as a result of lessons learned.	2	3			09/03/2023
13	There is a risk that preparations for (and the implementation of) Local Government Reform impacts on the governance and resourcing required to ensure successful delivery of the Town Investment Plan and its projects.	Ensure effective project and programme governance is being followed by all organisations supporting delivery of the TIP and the use of the Brilliant Barrow Board to support decision making.	Accountable Body	LGR has the potential to impact on the programme in terms of 1) impacts on overall programme governance and resourcing 2) the transfer of Accountable Body responsibilities and project delivery responsibilities to new authorities and 3) impacts on the delivery of projects, for example through delays or additional complexities in organisational decision making or increased demands on resources. Established LGR workstreams are supporting transition and project delivery bodies recognise the need to ensure mitigations are put in place. Regular meetings between the Accountable Body and project delivery bodies are used to identify potential issues and agree mitigations where required. Emerging arrangements for the both the Accountable Body responsibilities and project delivery responsibilities are now in place and appear to ensure sufficient continuity in the context of the Barrow TIP. At this stage, no project-level risks require escalation to the programme risk register.	2	4			09/03/2023

Brilliant Barrow Town Deal - Closed Programme Risks

Updated:	05/10/2022

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

Brilliant Barrow Town Deal - Programme Opportunities Register

Updated:	09/03/2023

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

Opportunity No.	Opportunity Detail	Realisation Action	Owner	Actions Update	Last Updated / Reviewed
6	There is an opportunity to learn from experience from the Town Deal and other grant funding processes, which would result in increasing local capability for delivery of programmes.	Continue to provide high quality information through Board papers to ensure transparency and engagement. Joint working through SLAs where relevant to utilise relevant experience where required.	Brilliant Barrow Board / Barrow Borough Council	Continue to provide high quality information through Board papers to ensure transparency and engagement. SLA established between BBC and CCC to support PMO and AB role.	17/11/2022
7	There is an opportunity to increase the Government confidence in bids through an established Governance framework which would result in an increased probability of achieving funding.	Establishment of Local Assurance Framework.	Brilliant Barrow Board / Barrow Borough Council	Refresh of Local Assurance Framework to reflect evolution of Programme from development to delivery undertaken in May 2022. Checks to ensure ongoing compliance with emerging Government reporting requirements undertaken in June 2022. Ongoing requests from Government around assurance responded to in line with deadlines (November 2022).	17/11/2022
8	There is an opportunity that successful delivery of Town Deal schemes may create opportunities to lever / attract further funding, for example in the case of cycling and walking and Marina Village, which would result in additional benefits for Barrow.	Ensure benefits realisation is established. Ensure communication of achievements through the establishment of the Communications and Engagement Group.	Brilliant Barrow Board / Barrow Borough Council	Monitoring and Evaluation Plans being established for each scheme to form part of the Grant Funding Agreements. Terms of Reference of the Communications and Engagement Group currently under review.	17/11/2022
9	There is an opportunity to utilise project benefits to communicate and promote broader benefits of Town Deal which would result in an enhanced reputational benefit for Barrow to both external and local stakeholders, increasing a positive sense of place and its associated benefits.	Maximise opportunities for involvement in Government-led evaluations for the Town Deals. Consideration of individual project evaluations within monitoring and evaluation plans Collating programme-wide evaluation information and communication of this. Establishment of the Communications and Engagement Group.	Brilliant Barrow Board / Barrow Borough Council	Monitoring and Evaluation Plans being established for each scheme to form part of the Grant Funding Agreements. Terms of Reference of the Communications and Engagement Group currently under review.	17/11/2022
10	There is an opportunity that through Local Government Reorganisation, capacity will be strengthened leading to greater resilience in programme delivery and assurance capability, as well as the streamlining of processes and realisation of efficiencies	Resource and requirements to be represented in the relevant LGR workstreams. Increasing awareness among relevant stakeholders.	Barrow Borough Council	Local Government Reorganisation planning underway, with Vesting Day for the new Councils being 01 April 2023. Service Shaping is now being established within the new Councils which will provide further clarity.	09/03/2023

Brilliant Barrow Town Deal - Programme Issues Log

Updated:	09/03/2023

Issue No.	Issue Detail	Proposed Remedial Action	Date Raised	Owner	Actions Update	Date Resolved	Last Updated / Reviewed
1	Cost escalation has been realised in the Barrow Island Campus element of the Barrow Learning Quarter project taking the project cost over the secured level of funding.	Secure additional funding, or consider options to achieve outputs and outcomes on a reduced budget. Once identified, proposed remedial action to be considered through agreed change control process.	14/11/2022	Project SRO	Options were considered by the Board in November and in January remedial action was proposed. PAR relating to this is being considered by the Board in March 2023.		09/03/2023