Brilliant Barrow Board

Thursday 25 May 2023, 1:00pm – 3:00pm

Item	Agenda Item	Time	P/R/V*
1	Opening comments from Chair	13:00	V
2	Apologies for absence	13:05	V
3	Declarations of interest	13:10	V
4	Matters arising not covered in agenda	13:15	V
5	Minutes of last meeting	13:20	R
6	March Action Updates	13:25	R
7	Board Membership	13:30	R
8	Westmorland and Furness Update	13:40	V
9	Programme Update ***Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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).***	13:50	R
10	Individual Project Updates	14:10	P
11	Communications and Engagement Update	14:30	P
12	Risks, Issues & Opportunities	14:40	R
13	AOB	14:50	V
14	Date of Next Meeting	14:55	V

* Presentation / Report / Verbal

BRILLIANT BARROW BOARD

Meeting: Monday, 22nd March, 2023
at 1.30 p.m. (Barrow Town Hall)

PRESENT:

Steve Cole – Chair (BAE Systems), Michael Barry (Cumbria CC), Cllr Derek Brook (Barrow BC), Chris Clouter (ABP), Janet Garner (BAE Systems) – Minute No's 43 – 53 only, Paul Hodgson (Barrow BID), Helen Houston (Barrow BC) – Minute No's 52 – 55 only, Julie Mennell (University of Cumbria), Sue Roberts (Accountable Body – Barrow BC), Ben Shirley (MP's Officer), Liz Watson (Cumbria CC) and Andrew Wren (Furness College).

Paula Westwood – Minute Taker (BBC).

ITEM	ACTION
43 – Introductions and opening comments from the Chair The Chair welcomed everyone to the final Board meeting under the current Local Authority arrangements. He stated that as the Authority transitioned into Westmorland and Furness Council, things would develop and he welcomed the changes. The mission of the Board remained the same and the continuity of focus and leadership would continue. He thanked the Board for changing the date of the meeting which had unfortunately resulted in a number of apologies in attendance. The Chair placed on record his thanks on behalf of the Board to the late Cllr Ann Thomson (Vice Chair). The Board had valued her leadership, dedication, commitment and powerful voice in representing the community. Ann had made a substantial contribution to the projects and her vision and commitment had been reflected in the programme which would continue in her legacy. As this was the first in person meeting for three years, the Chair requested everyone to introduce themselves. **44 – Apologies for Absence/Attendance of Substitutes** Apologies for absence had been received from Cllr Jonathan Brook (WAF Shadow Authority), Cllr Anne Burns (Cumbria CC), Suzanne Caldwell (Cumbria Chamber of Commerce), Steps Cordon (Barrow BC), Bryan Davies (ABP), Simon Fell (MP), Alison Hatcher (Cumbria CC), David Haughian (Barrow BC), Tracy Ingham (Cumbria CC),	

ITEM	ACTION
Jo Lappin (Cumbria LEP), Alysha Moore (Futures Board), Duncan Nicholson (National Lottery Community Fund), Jane Scattergood (NHS ICB), Mark Swindlehurst (University of Cumbria) and Daniel Tyler Mc-Tighe (Barrowfull). Ben Shirley had attended today's meeting as a substitute for Simon Fell (MP). **45 – Declarations of Interest** There had been no declarations of interest. **46 – Matters Arising not covered elsewhere on the Agenda** There had been no matters arising, not covered elsewhere on the Agenda. **47 – Minutes of the Last Meeting** The minutes of the meeting held on 16th January, 2023 were agreed as a correct record. **48 – Board Membership** Michael Barry had submitted a report seeking updates to the Terms of Reference of the Board and changes to the Board Membership. Local Government Reorganisation meant that from 1st April 2023, the Lead Council would be Westmorland and Furness Council. There was currently two Local Authority representatives on the Board comprising of a role for Barrow Borough Council (also acting a Deputy Chair) and a role for Cumbria County Council. It had been proposed that those be replaced by representatives from Westmorland and Furness Council. It had also been noted that Rebecca Rawlings representing Barra Culture, had been permanently replaced by Daniel Tyler-McTighe of Barrowfull. Updated Terms of Reference had been included as an appendix to the report. Councillor Derek Brook had queried why the proposed membership had been specified as Councillor Jonathan Brook of Westmorland and Furness Council and the Chair of the Locality Board, rather than	

ITEM	ACTION
allowing Westmorland and Furness Council and the Locality Board to nominate who they wished. He also asked whether it would be appropriate to seek Member representation from Barrow Parish Council once the Members are elected in May 2023. The Chair added that it would be imperative for Councillor Jonathan Brook to be briefed regularly if he was not nominated as a Member representative.	
RESOLVED:- (i) To agree that Michael Barry would draft a letter from the Chair to Westmorland and Furness Council seeking two Elected Member representatives, one of which would be the Vice Chair.	Michael Barry
(ii) To agree that a suitable representative would be sought from Barrow Parish Council following the Election in May 2023;	Liz Watson
(iii) To agree that the Board should note the late Councillor Ann Thomson's significant contribution to the Board and to the development of the Brilliant Barrow Town Investment Plan;	
(iv) To agree that the Board should write to Councillor Anne Burns to thank her for her significant contribution to the Board and to the development of the Brilliant Barrow Town Investment Plan; and	
(v) To agree that the Terms of Reference for the Brilliant Barrow Board be updated to reflect the new representation and references to the Lead Council.	Liz Watson
49 – Programme Update	
Liz Watson had submitted a programme update report. She advised that work continued at both project and programme level to ensure that momentum was maintained on project delivery. The Accountable body, in conjunction with the Programme Management Office (PMO), continued to implement the systems and processes required to oversee the delivery of the programme between 2022 and 2026, in line with the Local Assurance Framework and Government requirements.	
The following updates had been noted:-	
<u>Project Grant Funding Agreements / Memorandums of Understanding</u>	
Contracting with individual projects was now at a point where all projects that were being delivered externally to Barrow Borough Council had either an initial Facility Agreement (IFA) or a Grant	

ITEM	ACTION

Funding Agreement (GFA) in place. Progress had continued in issuing internal Memorandums of Understanding (MoUs) for those projects being delivered by Barrow Borough Council, and those were now in place. These were key to ensuring funding allocations could be passed to project delivery bodies in line with the responsibilities set out in the Local Assurance Framework and Government requirements.

Work needed to continue to establish full GFAs and updating MoUs where relevant, following the outcome of the Project Adjustment Request currently being considered. The current status for each of the projects had been noted as follows:-

Project	Current Status	Next Steps
Barrow Learning Quarter (University)	IFA in place	GFA required following PAR approval
Barrow Learning Quarter (College)	IFA in place	GFA required following PAR approval
Place Development	MoU in place	N/A
Business & Enterprise Support	GFA in place	N/A
Housing Market Renwal	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

<u>Project Monitoring and Change Controls</u>

Project M&E Plans had provided an opportunity to refresh and clarify project details where required, and to reflect the continued work in project development since business cases had been finalised. Upon completion of each M&E plan, a review was undertaken to ensure that any changes from the approved business cases were recorded and approved appropriately at both the project and programme level, in line with the agreed change control process.

Where project changes had been agreed by the Accountable Body, below the level requiring the Board's endorsement, details of the approved changes would be entered into the Programme Change Log and presented to the next Board meeting. A copy of the latest Change Control Log had been provided at an appendix to the report.

ITEM	ACTION
The next stage would be the receipt of the first full cycle of project reporting from individual projects to feed into the Monitoring and Evaluation Performance reporting required by Government by 1st June, 2023. To support that, the PMO would continue to undertake inception meetings with those projects in relation to their Funding Agreement. That would provide 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 Board to be discussed. <u>Government Assurance and Supplementary Guidance</u> On 8th November 2022, the Department of Levelling Up Homes and Communities (DLUHC) had published additional guidance on requirements for Town Deal Boards during the delivery phase of the Towns Fund. This guidance should be read as supplementary to the Towns Fund guidance published in June 2020, which sets out important information regarding interventions in scope, and the roles of different Stakeholders throughout the process, and shows the path towards implementation of Town Deals. DLUHC expected Boards to continue to meet regularly to discuss progress, ensure that projects were staying true to the vision of the Town Investment Plan, and to work through risks and issues together. DLUHC recognised the importance of maintaining the distinction between the Local Authority as the Accountable Body and the Town Deal Board but expected a collaborative effort. DLUHC recognised that engagement with local communities was a vital part of the Town Deal process and that remained the case as projects moved into the delivery phase. Town Deal Boards had 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. DLUHC had also made it clear that Town Deal Boards had a key role in reviewing six-monthly performance reporting returns and any Project Adjustment Requests. Governance checks would be carried annually on publicly available records. Details of the key aspects of this in relation to this Board had been included as an appendix to the report.	

ITEM	ACTION
There had also been a request from Government that as part of the 'First Line of Defence' checks for which a Statement of Grant Usage had been provided in November 2022, the Chief Finance Officer for the Accountable Body was required to complete an Assurance Letter confirming that the financial affairs with regards to the Town Deal were being properly administered, and return that to DLUHC by 20th March, 2023.	
Ben Shirley had asked what the communications and engagement plans were with the public, particularly in relation to the Local Cycling and Walking Infrastructure project. He stated that significant lessons had been learned from the cycleway on Michaelson Road and the MP wished to advise constituents when consultation would open on the projects. Michael Barry advised that Westmorland and Furness Council were planning a public consultation exercise in May/June on Active Travel schemes as well as the Brilliant Barrow projects. He added that it was intended to engage with this Board and relevant Stakeholders prior to the consultation taking place.	
Councillor Derek Brook asked if there was a Communications and Engagement Group. Michael Barry advised that there was a Communications and Engagement Group chaired by Caroline Barber and they were very much on the radar. The Chair added that he would like to re-introduce Communications and Engagement updates to future agendas.	Liz Watson
The Chair had welcomed the Board's thoughts on the direct interaction model of working, to stay in close proximity to projects and had suggested the possibility of site visits and focus sessions at each Board meeting as projects reached critical stages. He had requested Michael and Liz to look ahead at the future schedule of Board meetings and arrange site visits with the project leads on site, immediately prior to the meetings.	Liz Watson
Julie Mennell stated that she had so much confidence and assurance of what needed to be worked on in terms of compliance and accountability and thanked Liz for her exceptional work on that.	
RESOLVED:- (i) To note the progress in contracting with individual projects;	
(ii) To note the Programme Change Control Log which had been appended to the report; and	

ITEM	ACTION
(iii) To note that the supplementary guidance in relation to the Towns Deals had been issued by DLUHC on 8th November, and a summary of that in the in the context of the Brilliant Barrow Town Deal Board had been provided for Board Members to note. **50 – Project Updates & Adjustment Requests** Michael Barry reported that following agreement at the last Board meeting that reallocation of funds within the Town Deal programme should take place to meet the reported funding gap in the University element of the Barrow Learning Quarter project, the PMO had progressed the submission of revised Business Cases for relevant projects and the local re-appraisal of those. That had resulted in recommendations being made to the Board which reflected the required reallocation whilst continuing to offer good value for money for the programme. Other options had been outlined for the Board to consider when reaching a decision. The review undertaken by the PMO had reinforced the importance of all of the projects within the Barrow Town Deal programme and it had been recognised that all schemes would be negatively impacted by any reduction in funding, resulting in significant de-scoping with a consequential loss in outputs and outcomes. Due to the level of the funding gap, most projects would no longer be deliverable in their funding allocation was reduced to that extent. Considering that, and recognising the strategic importance of the Barrow Learning Quarter scheme, the Board had resolved at the last meeting, 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. The Board had sought to limit the impact on the Housing Market Renewal project, whilst reviewing the proposed interventions to ensure they would be sustainable in the longer term. An Assurance Summary report for each of the three projects in scope (Barrow Learning Quarter, Housing Market Renewal and Local Cycling and Walking) had been completed – copies of these had been appended to the report. Key risks for each project had been considered, and assurance conditions had been reviewed and updated where necessary.	

ITEM	ACTION
The key recommendations from the Assurance Process had been reported as follows:- • The Barrow Learning Quarter project should be separated from being a single project to two separate projects (Barrow Island Campus and Rating Lane Refurbishment), with the funding allocation being in line with the original Business Case; • The Local Cycling and Walking Infrastructure (LCWIP) allocation should be reduced; • The Housing Market Renewal allocation should be retained in line with the current allocation; • The Barrow Learning Quarter (Barrow Island Campus) allocation should be increased. Given the programme level review that had been undertaken and reflecting the information that had been requested from projects at this time, the PMO had not requested a full cycle of reporting as planned in January. This would be amalgamated with the April reporting to align with Government requirements, and a more detailed project progress update would be presented to the next Board meeting. Project delivery had been progressing and the Community Hubs and Earnse Bay scheme was now in a position where the Monitoring and Evaluation Plan had been finalised. This had resulted in some key changes, including a revised financial profile and a change in one of the proposed outputs. A Change Control had been submitted, in line with the Local Assurance Framework and had been presented to the Board for endorsement. Michael advised that once the options in relation to project adjustments have been agreed by the Board, the PMO/Accountable Body would submit a formal PAR to Government reflecting the proposed changes. Once the outcome had been confirmed, the PMO/Accountable Body would then work with the project delivery bodies to update and finalise Monitoring and Evaluation Plans and issue contracts of amendments as appropriate. In relation to splitting the Barrow Learning Quarter project into two separate projects, Jane Garner asked if they had been split from a contract management perspective, how it would be ensured that they progressed equally. Andrew Wren advised that a MoU was in place to ensure strategic collaboration.	

ITEM	ACTION
The Chair stated that any comms needed to ensure that there was no miss-representation in terms of the funding allocations to the LCWIP. Managing public perception was important. RESOLVED:- (i) To endorse the recommendations of the updated Business Case Assurance process to enable a PAR reflecting the changes to be submitted by the Lead Council to Government; and (ii) To endorse the approved Change Control for the Community Hubs and Earnse Bay project which had been appended to the report. **51 – Risks, Issues and Opportunities** Michael Barry reported that as the programme was now in the delivery phase, the focus of programme risk management had shifted to ensuring the successful delivery of projects and the achievement of project outputs and outcomes. The programme level risk and opportunities register and issues log had been reviewed and the latest version had been included as an appendix to the report. There had been little change since the last meeting of the Board, with two changes reflecting the likelihood of the impact of Covid being considered less, given that the winter period was over. The likelihood of being inconsistent with the Summary documents submitted to Government had been reduced, given the stage of contracting and the change control process. The Accountable Body and PMO continued to work with project delivery bodies to monitor project progress and that ensured any significant changes in project risks could be reviewed. The submission of formal quarterly project progress reports to the Accountable Body included updates on the status of key project risks and associated mitigation actions using a RAG rating format. A detailed report amalgamating Quarter 3 and Quarter 4 would be presented to the next Board meeting in May. It has been noted that Government monitors the risks associated with the delivery of the programme through attendance at these Board meetings, regular catch-up meetings with the Accountable Body or PMO, and through receipt of the six-monthly Monitoring and Evaluation performance returns submitted by the Accountable Body in June and December. The Government process had recently been strengthened through the updates to the Assurance Framework and	

ITEM	ACTION
the implementation of the First Line of Defence documents, submitted by the Accountable Body. The Chair asked if the cost of living risks had been adequately forecasted in the risk log. Michael advised that the risk was static at the moment so would be left as is at present and would be reviewed ahead of the next Board meeting. RESOLVED:- To note the latest version of the programme risk register and the ongoing management of programme and project level risks. **52 – Place Programme – Stadium Feasibility** Helen Houston provided a presentation in relation to the Strategic Business Case for a Mixed Use Stadium in Barrow. The procurement of a feasibility study for a Mixed Use Stadium for Barrow formed part of the Business Case for the Place Development Project. The Place Development outcomes included strengthening Barrow's culture and leisure offer. FMG Consulting had been appointed to undertake the study and the completion of that was a milestone within the Place Development Project. The study had involved reviewing plans and strategies, conducting site visits, conducting consultations and facilitating a workshop in order to develop the strategic outline business case. The plans and strategies reviewed included the Brilliant Barrow Town Investment Plan, the Active Cumbria – Sport and Physical Activity Strategy, the Bay – Prosperity and Resilience Strategy, the Council Plan and the Local Plan. Public Sector intervention was required due to the scale of the development and its uniqueness, the risks associated with construction and operation and the uncertainty that the return on investment could be achieved. The vision and key investment objectives had been noted as follows:- • Future proofing of spot (meeting future ground standards); • Investment in public realm (cross subsidy, enabling development etc); • Modern and fit for purpose facilities (event space, social space etc);	

ITEM	ACTION
• Sustainability of major sports clubs in the town, driving economic value (new jobs, increased visitors to town); • Creating a sustainable solution (reducing operating costs); • Improved customer experience (car parking, toilets, support accommodation); and • Protecting club identity (separate dressing rooms, club sponsorship). The project risks, benefits and constraints had been reported, along with details of costs. The final draft report was currently with clubs for fact checking and an Executive Summary had been prepared. The future commitment from all parties was unclear at this stage, however the milestone for the Place Development Project had been completed by 31st March deadline and the study and baseline data would now be available for any future funding opportunities. Concerns had been raised that community engagement and public consultation had been neglected during this feasibility study. Helen advised that this had not been achievable in the given timescale. RESOLVED:- To note the information. **53 – Positioning Barrow** The Chair asked how the Board was strategically thinking about marketing Barrow to residents, businesses, investors etc. Within the context of a £100B project at BAE Systems, it was important to develop communications, engagement and marketing plans for Barrow as well as a vision and branding which would also underpin confidence in things such as people investing in sporting facilities. **54 – Any Other Business** <u>Request for Support from Cumbria Chamber of Commerce</u> Liz Watson made reference to the e-mail from Suzanne Caldwell from Cumbria Chamber of Commerce, which Paula Westwood had circulated to all members of the Board, regarding a request for stakeholders to support, where they could, the delivery of the business support element of Brilliant Barrow.	

ITEM	ACTION
<u>Thanks to Michael Barry</u> The Chair, on behalf of the Board, extended thanks to Michael Barry during his time supporting the Board. He had made significant contributions and provided personal commitment and leadership. Under Local Government Reorganisation, Michael would be taking up a new role within Cumberland Council. **55 – Date of Next Meeting** The next meeting was due to be held at 1:00pm on Thursday 25th May, 2023 in Barrow Town Hall. The meeting closed at 3.43pm.	

Actions Update – Brilliant Barrow Board 22/03

Action	RO	Update
To agree that Michael Barry would draft a letter from the Chair to Westmorland and Furness Council seeking two Elected Member representatives, one of which would be the Vice Chair.	Michael Barry	As W&F are Lead Council, it was determined that the outcome of member representatives would be determined and be communicated to the Board and included in a LAF update (Agenda Item 6).
To agree that a suitable representative would be sought from Barrow Parish Council following the Election in May 2023;	Liz Watson	Inclusion of this has been included in an updated LAF – action to confirm membership is outstanding.
To agree that the Terms of Reference for the Brilliant Barrow Board be updated to reflect the new representation and references to the Lead Council.	Liz Watson	Agenda Item 6.
Councillor Derek Brook asked if there was a Communications and Engagement Group. Michael Barry advised that there was a Communications and Engagement Group chaired by Caroline Barber and they were very much on the radar. The Chair added that he would like to re-introduce Communications and Engagement updates to future agendas.	Liz Watson	This has now been added to the Agenda.
The Chair had welcomed the Board's thoughts on the direct interaction model of working, to stay in close proximity to projects and had suggested the possibility of site visits and focus sessions at each Board meeting as projects reached critical stages. He had requested Michael and Liz to look ahead at the future schedule of Board meetings and arrange site visits with the project leads on site, immediately prior to the meetings.	Liz Watson	To be actioned in conjunction with new SRO.
Actions identified within Appendix to Item 7 at March Board meeting regarding Governance checks.	N/A	Requirement to check relevant documents on Brilliant Barrow Website (Board members, declarations of interest, LAF etc.) Update included in Agenda Item 6.

BRILLIANT BARROW BOARD	Agenda Item No. 7
Date of Meeting: 25 May 2023	
Reporting Officer: Head of Regeneration & Planning Policy – W&F	

Title: Board Membership

Summary and Conclusions:

As members will be aware, this is the first meeting of the Brilliant Barrow Board since Local Government Reorganisation meaning that since 01 April 2023 the Lead Council for the Town Deal is Westmorland and Furness Council, in place of Barrow Borough Council.

There were previously 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 and going forward 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 makes other key revisions as a result of a review undertaken by the Lead Council in the context of LGR and compliance with the Town Deal Board supplementary guidance, as considered at the Board meeting in March 2023.

Recommendations:

It is recommended that the Town Deal Board:

1. Note 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. Note that Cllr Derek Brook joins the Town Deal Board in his new role as representative of the Locality Board for Westmorland and Furness Council.
3. Note that Cllr Anne Burns, previously a representative for Cumbria County Council, deputises for Cllr Derek Brook
4. Agree that the Terms of Reference for the Town Deal Board are updated to reflect the new representation and other key revisions as a result of a review undertaken by the Lead Council. **(Appendix A).**
5. Note that updates to the Brilliant Barrow website to ensure compliance with Town Deal transparency requirements are being progressed.

Report

Local Authority Representation

1. Prior to Local Government Reorganisation, the relevant Local Authorities, Barrow Borough Council and Cumbria County Council, were represented on the Town Deal Board by Cllr Ann Thomson and Cllr Anne Burns respectively. Members are aware of the sad passing of Cllr Ann Thomson in January 2023 and noted her significant contribution to the Board and to the development of the Brilliant Barrow Town Investment Plan at the Board Meeting in March 2023.

2. From 01 April 2023 Local Government Reorganisation has meant that Westmorland and Furness Council is the unitary authority for the Barrow area. As a result of this change, the Leader of Westmorland and Furness Council, Cllr Jonathan Brook, will be one of Local Authority representatives, and in line with the Local Assurance Framework, take on the role of Deputy Chair.

3. The other Local Authority representative role, as a representative of the Furness Locality Board, will be Cllr Derek Brook. This has been agreed by Westmorland and Furness as Lead Council. In Cllr Derek Brook's absence, Cllr Anne Burns will deputise for him. The number of Local Authority representatives remains at two, with both roles being filled by Westmorland and Furness Council.

4. As noted at the previous Board meeting, a review of the Local Assurance Framework has now been undertaken by the Lead Council both in the context of LGR and compliance with the Town Deal Board supplementary guidance, a full review of which was provided at the meeting in March 2023.

5. The Town Deal Board are therefore asked to consider the updated Terms of Reference for the Town Deal Board, which are attached as Appendix A. Key changes made to the ToR are:

    - Updates to the named organisational representatives (highlighted in yellow).
    - Updates to the relevant tiers of local government for the geography of the town.
    - Updates to the period of appointment for Board members (noted as track changes).
    - Removal of reference to the Board operating as the Local Partnership Group for UKSPF (noted as track changes).
    - Updated relevant references to the Lead Council (highlighted in yellow).

6. It should also be noted that the Lead Council continue to progress the actions identified in the review of the Town Deal Board supplementary guidance at the March 2023 Board meeting, which includes ensuring the following information is updated on the Brilliant Barrow website: The Local Assurance Framework; The relevant Code of Conduct and Conflict of Interest Policies; Board Membership and relevant declarations of interest.

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.

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. 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 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 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 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
- Cllr Derek Brook 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
- Daniel Tyler-McTighe representing BarrowFull
- 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 Barrow Parish Council
- One 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. 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. 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.

BRILLIANT BARROW BOARD	Agenda Item No. 12
Date of Meeting: 25th May 2023	
Reporting Officer: Head of Regeneration & Planning Policy, Westmorland and Furness Council	

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 is on working with delivery partners and project managers to ensure 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.
2. Note that two of the projects have identified red risk post mitigating actions.

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. Two projects have red risks identified post mitigating actions, and the board is asked to note these.

4. Risk management will be critical as projects progress towards milestones, particularly in relation to ensuring successful statutory consents, acquisition and in relation to managing cost escalation.

Escalating Project Risks & Issues

5. 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.

6. 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.

7. 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 has therefore been amalgamated with the April (Quarter 4) reporting cycle to align with Government requirements, with a detailed update being brought to this Board.

Government Risk Monitoring

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

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

End.

Appendix A: Programme Risks, Opportunities and Issues Register

Brilliant Barrow Town Deal - Programme Risk Register

Updated:	16/05/23

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	Key inputs required to develop business cases received. Each business case identifies the resources allocated to manage project delivery, including procurement of external technical support where necessary. Regular contact between Accountable Body and project delivery bodies monitors progress and risks associated with project management are addressed in project risk registers. Regular reporting from project delivery bodies has now commenced, which will highlight any project-level risks which require escalation to the programme risk register. Following LGR, any SRO/PM changes have been identified and training/handover commenced. More resources are now available to ensure projects have sufficient	1	3			16/05/23
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 in place to ensure Accountable Body receives relevant updates and requests from Government. Stage of Towns Fund programme nationally means guidance now more defined, although still subject to change. Regular meetings continue with Government (Area Lead) to ensure updates to guidance/resulting queries addressed. Supplementary guidance issued in Nov 2022 and a full review of compliance was undertaken for March Board meeting. Government requests in line with the assurance cycle met by the required deadlines and confirmation received that the 'FLOD' has been reivewed with no further action required. Project managers and SROs will meet regularly to ensure implications of current and any future guidance are understood and guidance/contractual obligations adhered to	1	2			16/05/23

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
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 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 considered in detail at the March Board meeting. Whilst some projects have made design changes to reflect cost escalation, this remains a significant	4	4			16/05/23
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, but statutory consents need careful monitoring by PMs and SROs, and programme staff will escalate if necessary	3	4			16/05/23
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 but this risk needs careful monitoring as the programme progresses	2	4			16/05/23

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
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			16/05/23
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. Low risk but will continue to be monitored	1	4			16/05/23
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. No change	1	2			16/05/23

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. Communications and engagement group to meet in July and feed into a programme-level engagement strategy	2	3		⟷	16/05/23
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. Arrangements for the both the Accountable Body responsibilities and project delivery responsibilities are now in place and ensure sufficient continuity in the context of the Barrow TIP, bit this will be reviewed in terms of effectiveness for the September board. At this stage, no project-level risks require escalation to	2	4		⟷	16/05/23
	PROJECT RISK: ESCALTED TO PROGRAMME								
PR1	**Learning Quarter: Project Risk number 1** Cost escalation could be beyond identified cost estimates at current design stage	Contingency built into project costs throughout design stages. Value engineering. Cost estimate scrutiny	Mark Swindlehurst UoC COO	All costs being reviewed now that RIBA 4 design report received. Updated cost plan now due May 2023	3	5		↑	16/05/23
PR2	**Learning Quarter: Project Risk number 5** Ability to enter into lease	BAES to agree access rights with landowners prior to commencement	Mark Swindlehurst UoC COO	Initial discussions have been positive, further developments have complicated the progress and BAES are escalating resolution	3	5		↑	16/05/23

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
PR3	**Housing Market Renewal: Project risk number 3** The programme of works runs behind schedule	Communication with all stakeholders. Working with Arcus to develop clear scope of works and delivery timetable	Chris Jones Westmorland & Furness Council	Communication ongoing as is planning of works with Arcus. Tender process to commence in due course and will contain clear delivery timescales	5	3			16/05/23

Brilliant Barrow Town Deal - Closed Programme Risks

Updated:	05/10/22

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.	13/09/22	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.	13/09/22	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.	13/09/22	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:	09/03/23

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.	17/11/22
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.	17/11/22
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.	17/11/22
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.	17/11/22
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.	17/11/22

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.	17/11/22
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).	17/11/22
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.	17/11/22
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.	17/11/22
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.	Westmorland and Furness Council	Local Government Reorganisation took place 01 April 2023. Service Shaping is now being established within the new Council and resources being applied at both Accountable Body, programme management and project management level to ensure successful delivery	16/05/23

Brilliant Barrow Town Deal - Programme Issues Log

Updated:	16/05/23

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.	14/11/22	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.		09/03/23