Brilliant Barrow Board Meeting

Wednesday, 20 September 2023

11:00am – 3:00pm
Submarine Academy for Skills & Knowledge (SASK)
BAE Systems, 1A Buccleuch Dock Road, Barrow in Furness LA14 2SW

11.00am – 12.30pm – Welcome and visit to
University of Cumbria Learning Quarter site and Submarines Academy

12.30pm – 1.00pm – Lunch

The Board meeting will start at 1.00pm

Item Ref	Agenda Item	Start Time	P/R/V*	By Who?
	Team Barrow Presentation on Opportunities Prior to the Board Meeting, a presentation will be made by Westmorland & Furness Council	1.00pm	R	
1	To consider and note Opening Comments from the Chair	1.25pm	V	SC
2	To consider and note: 2.1 Apologies for Absence 2.2 Attendance of Substitute Members	1.30pm	V	AEW
3	To consider and note an update on Brilliant Barrow Board Membership and approve Terms of Reference	1.35pm	R	HH
4	To consider and note Annual Review of Register of Interests 4.1 To consider and note any other Declarations of Interest	1.40pm	R V	HH
5	To consider and approve minutes of meeting held on 25 May 2023 5.1 To consider and note Actions	1.45pm	R	SC
6	To consider and note Matters Arising, not covered in the Agenda	1.50pm	V	SC
7	To consider and note a Programme Update	2.05pm	R	LW
8	To consider and note a Risk Register & Opportunities Update	2.15pm	R	KH
9	To consider and note an Introduction to Town Deal Project Health Checks	2.25pm	R	HH KH
10	To consider and note a Communications & Engagement Update	2.35pm	R	CB
11	To consider and note a Debrief on the Towns Conference	2.45pm	R	HH KH
12	To consider any other business	2.50pm	V	SC
13	To agree Date and Time of Next Meeting	2.55pm	V	SC

* Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Agenda Item:	3
Date of Meeting:	20 September 2023
Title:	Update on Brilliant Barrow Board Membership and Terms of Reference
Reporting Officer:	Helen Houston, Westmorland & Furness Council

Executive Summary & Introduction

Since the May 2023 Board meeting, there have been a number of changes to the Board membership. In line with the Local Assurance Framework, and consultation with the Chair, details of the new members are detailed below.

Helen Houston, Westmorland & Furness Council, is scheduled to meet (over Teams) with the new members prior to the September meeting, to provide them with an overview of the Town Deal governance structure and format of the meetings.

The Terms of Reference (TOR) provide the structure, roles and objectives of the Brilliant Barrow Board and are available on the Brilliant Barrow website.

Recommendation(s)

The consider and note the changes to the Board membership and approve the Brilliant Barrow Board TOR.

Report

The following amendments have been made to the Brilliant Barrow Board membership and are reflected in the updated in the TOR:

New Appointments	No Longer Board Members
Peter Hepburn, Spirit Energy	Sam Plum, Westmorland and Furness Council
Nicola Cove, Furness College	Jill Glennie, Spirit Energy – replaced by Peter Hepburn
	Andrew Wren, Furness College – replaced by Nicola Cove
	Ali Greenhagh, Cumbria CVS – appointing a new member
	Jane Scattergood, NHS – appointing a new member
	Duncan Nicholson, National Lottery Community Fund
	Andrew Atherton, University of Cumbria
	Gill Doyle, Jobcentre Plus

A full list of the current members is included in the Terms of Reference.

H Houston
6 September 2023

Attachment
Brilliant Barrow Board Terms of Reference

Brilliant Barrow Board
Terms of Reference v3 (September 2023)

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)
- Alysha Moore representing Brilliant Barrow Future's Board
- Bryan Davies representing Associated British Ports
- Chris Clouter representing Associated British Ports
- Daniel Tyler-McTighe representing BarrowFull
- Cllr Derek Brook representing Westmorland and Furness Council
- Gareth Candlin representing Westmorland and Furness Council and Senior Responsible Officer (SRO)
- Janet Garner representing BAE
- Jo Lappin representing Cumbria Local Enterprise Partnership
- Cllr John Murphy representing Barrow Town Council
- Julie Mennell representing University of Cumbria
- Nicola Cove representing Furness College
- Paul Hodgson representing Barrow Business Improvement District
- Peter Hepburn representing Spirit Energy
- Simon Fell Member of Parliament for Barrow and Furness
- Suzanne Caldwell representing Cumbria Chamber of Commerce
- 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 Barrowin-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 Meeting

Agenda Item:	4
Date of Meeting:	20 September 2023
Title:	Brilliant Barrow Board - Annual Review of Register of Interests
Reporting Officer:	Helen Houston Westmorland & Furness Council

Executive Summary & Introduction

The members of the Brilliant Barrow Board 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 a pecuniary or non-pecuniary benefit from any discussions in the Board, declare these in line with the Conflict of Interest Policy, which requires Board Members to complete a register of interests on an annual basis and as they occur.

Recommendation(s)

To note the updated Register of Interests, which will be updated on the Brilliant Barrow website.

Report

With the exception of one existing member, all other existing and proposed members of the Brilliant Barrow Board have submitted their annual Register of Interests. The outstanding Register has been followed up and any disclosures will be recorded when received and a verbal declaration requested at the September meeting.

The information has been collated in the attached documents, which have been received by the Senior Responsible Officer and reviewed and noted by the S151/S73 Officer, both from Westmorland & Furness Council. The documents have also been received by the Chair prior to this meeting.

Declarations of interest will remain a standing item at each Board meeting. It will be the responsibility of Board members to notify the Board of changes or declare an interest when appropriate.

H Houston
6 September 2023

Attachments
Register of Interests
Other Interests

		Section 1						Section 2	Section 3		Section 4	Section 5			Section 6
		ANY EMPLOYMENT, OFFICE, TRADE, PROFESSION OR VOCATION CARRIED ON FOR PROFIT OR GAIN						SPONSORSHIP	CONTRACTS		LAND OR PROPERTY	SECURITIES			GIFTS AND HOSPITALITY
		1.1			1.2	1.3	1.4	2.1	3.1	3.2	4.1	5.1			6.1
Name	Organisation	a.	b.	c.								a.	b. i	b. ii	
		Name of your employer(s)	Any business carried on by you	any other role in which you receive remuneration (this includes remunerated roles such as councillors)	Description of employment or business activity	The name of any firm in which you are a partner	The name of any company for which you are a remunerated director	Any financial benefit obtained which is paid as a result of carrying out duties as a Member. This includes any payment or financial benefit from a Trade Union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 (a).	Any contract for goods, works or services with the LEP which has not been fully discharged by any organisation named at 1.1.	Any contract for goods, works or services entered into by any organisation named at 1.1 where either party is likely to have a commercial interest in the outcome of business being decided by the Brilliant Barrow Board.	Any interest you or any organisation listed at 1.1 may have in land or property which is likely to be affected by a decision made by the Brilliant Barrow Board. This would include, within the area of the Town Deal: a. Any interest in any land in the areas, including your place(s) of residency b. Any tenancy where the landlord is the Council and the tenant is a body in which the relevant person has an interest c. Any licence for a month or longer to occupy land owned by the Council. For property interests, please state the first part of the postcode and the Local Authority where the property resides. If you own/lease more than one property in a single postcode area, please state this.	Any interest in securities of an organisation under 1.1 where:- (a)that body (to my knowledge) has a place of business or land in the area of the Town Deal; and	(b)either – (i)the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or	(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which has an interest exceeds one hundredth of the total issued share capital of that class	Any gifts and/or hospitality received as a result of membership of the Town Board (above the value of £50).
Steve Cole	BAE Systems Plc	BAE Systems Plc	N/A	N/A	Engineering and maintenance in Defence Sector	N/A	N/A	N/A	N/A	Any potential activity associated directly with BAE Systems Submarines in Barrow that relate to the projects within scope of Brilliant Barrow	Scope related to the Learning Quarter and how this interacts with BAE assets in Barrow within postal code area LA14	BAE Systems assets in postal area LA14	N/A	N/A	N/A
Spouse		Speakers for Schools	N/A	N/A	Charitable Trust in Education Sector	N/A	N/A	N/A	N/A	Any activity associate with Speakers for Schools in the Education Sector for scope with Learning Quarter and Community Hubs	N/A	N/A	N/A	N/A	N/A
Alysha Moore	Futures Board	Barnardo's	Grownds	N/A	Barnardo's; Working with Young People at risk of entering the Criminal Justice System across South Cumbria Grownds; A pending Youth Organisation (Youth Café)	N/A	Grownds	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		Horizon Studios	Horizon Studios	N/A	Horizon Studios; Offering Music opportunities to young people across Cumbria	N/A	Horizon Studios	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Bryan Davies	Associated British Ports	Associated British Ports, Port Office, Ramsay Way, Barrow-in-Furness, Cumbria, LA14 2GR	N/A	N/A	Port Owners / Operators	N/A	N/A	N/A	N/A	N/A	N/A Please note that ABP is the owner of land adjacent to a number of areas of land where Brilliant Barrow funded projects are planned to take place.	N/A	N/A	N/A	N/A
Spouse		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Chris Clouter	Associated British Ports	Associated British Ports, Port Office, Ramsay Way, Barrow in Furness, Cumbria, LA14 2GR	N/A	N/A	Port Owners and Operators	N/A	ABP Security Limited (ABP Salary includes an element charged back to ABP Sec Ltd)	N/A	N/A	N/A	N/A Please note that ABP is the owner of land adjacent to a number of areas of land where Brilliant Barrow funded projects are planned to take place	N/A	N/A	N/A	N/A
Spouse		Lancaster University Bailrigg, Lancaster, LA1 4YW	N/A	N/A	Higher Education Establishment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Daniel Tyler-McTighe	BarrowFull	Women's Community Matters	Director, BarrowFull, Arts Council England's Creative People and Places Programme in Barrow	N/A	Arts and cultural development programme funded by Arts Council England	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		MedBrief Services Ltd	Client Services Executive	N/A	Data processing, hosting and related activities	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Gareth Candlin	W&F Council	Westmorland and Furness Council	N/A	N/A	Local Government Officer	N/A	N/A	N/A	N/A	N/A	Principle residence: LA11 Westmorland & Furness	N/A	N/A	N/A	N/A
Spouse		Cumberland Building Society	N/A	N/A	Mortgage Adviser	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Janet Garner	BAE Systems	BAE Systems Maritime Submarines	N/A	N/A	Future Workforce Director	N/A	BAE Systems Submarines	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Jo Lappin	Cumbria LEP	Cumbria LEP	N/A	N/A	Chief Executive	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	See Hospitality Register
Spouse		Northern Rail	N/A	N/A	Rail Worker	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Julie Mennell	University of Cumbria	University of Cumbria	N/A	N/A	Vice Chancellor	N/A	University of Cumbria as Board Director	N/A	Contracted with Cumbria County Council: Cumbria County Council Learning and Development Framework (01.04.20 – 31.03.24). Contract with Cumbria County Council University of Cumbria Not contracted with Cumbria County Council or CLEP but associated: Eco-I NW (ERDF) (01.04.20 – 30.06.23) Contract with Lancaster University as lead and University of Cumbria Cumbria Innovations Platform (CUSP II) (ERDF (01.01.21 – 30.06.23). Contract with University as Lead & University of Cumbria	Barrow Learning Quarter	Tenancy of Part Furness College LA14 2PJ Future lease of 1.25 acres of land from BAE systems at Buccleuch Dock Road, LA14 2SW	N/A	N/A	N/A	N/A
Spouse		Self employed	N/A	N/A	Business Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Nicola Cove	Furness College	Furness College Principal and Chief Executive and Governor	N/A	N/A	Education and Skills provider	N/A	Corporation of Furness College, as in section 1.1a	N/A	N/A	Barrow Learning Quarter (Rating Lane project) is part funded through capital grant from Town Deal funds. At the date of this declaration, a Grant Funding Agreement has been issued in draft and we await issuance of final GFA by the Accountable Body for execution	Furness College address: • LA14, Westmorland & Furness Council (3 properties within this postcode) • LA13, Westmorland & Furness Council (1 property within this postcode) Residency: LA12, Westmorland & Furness Council	N/A	N/A	N/A	N/A
Spouse		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Paul Hodgson	Barrow BID	Barrow BID	N/A	N/A	BID Project Manager Regeneration	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		Coolcrafting Ltd	N/A	N/A	Business Development Manager - Retail	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Peter Hepburn	Spirit Energy	Spirit Energy	N/A	N/A	Oil and gas production	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		Lava	Hepburn Pilates and Barre	N/A	Lava - jewellery retailer Hepburn Pilates and Barre - own run fitness business	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Simon Fell	MP for Barrow and Furness	MP for Barrow & Furness	N/A	N/A	MP for Barrow & Furness	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Suzanne Caldwell	Cumbria Chamber of Commerce	Cumbria Chamber of Commerce & Industry	N/A	N/A	Chamber of Commerce – business representation, events, membership, member services and training a business support delivery	N/A	Cumbria Chamber of Commerce & Industry Director of Made in Cumbria Ltd (which is a wholly owned subsidiary of the Chamber)	N/A	N/A	We have been awarded the business support contract, working in partnership with CSEP who's Accountable Body is Cumbria County Council	N/A	N/A	N/A	N/A	N/A

Spouse		N/A	N/A	Was previously a Director of and is being bought out of share over time of Lune Valley Pheasantries Ltd – which is based in Eden	Game bird rearers	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cllr Derek Brook	Chair Furness Locality Board, W&F Council	Barrow Community Sports Trust	N/A	Westmorland and Furness Councillor	BCST is a charitable incorporated organisation (CIO). I assist with grant applications and organising activities for young people with additional needs.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Cllr John Murphy - awaited	Barrow Town Council														
Spouse															
Cllr Jonathan Brook	Leader W&F Council	None	Business and Charity Consultant	Westmorland and Furness Council (Councillor)	Business and Charity Consultant	N/A	N/A	Member Allowance for Westmorland & Furness Council	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Spouse		Childminder - self employed	None	Childminder	Childminder	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

		Membership of Organisations					
		I am a member of, or I am in a position of general control, a trustee of, or participate in the management of:					
Name	**Organisation**	**Any body to which I have been appointed or nominated by the Board**	**Any body exercising functions of a public nature (eg school governing body)**	**Any body directed to charitable purposes**	**Any body, one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)**	**Any local authority (please state any interests you hold as LA leaders/cabinet members for LA land, resources and the LA's commercial interests)**	**Any other interest which I hold which might reasonably be likely to be perceived as affecting my conduct or influencing my actions in relation to my role**
Steve Cole	BAE Systems	Cumbria LEP	N/A	N/A	N/A	Cumbria LEP	Cumbria LEP
Alysha Moore	Futures Board	N/A	N/A	N/A	N/A	N/A	N/A
Bryan Davies	Associated British Ports	N/A	N/A	N/A	N/A	N/A	N/A
Chris Clouter	Associated British Ports	N/A	N/A	I am part of the Management Committee for Barrow Lifeboat (RNLI)	N/A	N/A	N/A
Daniel Tyler-McTighe	BarrowFull	N/A	N/A	N/A	Labour Party	N/A	N/A
Gareth Candlin	W&F Council	N/A	N/A	N/A	N/A	N/A	N/A
Janet Garner	BAE Systems	N/A	Furness College - Governor Furness Education Trust - Member	N/A	N/A	N/A	N/A
Jo Lappin	Cumbria LEP	N/A	N/A	N/A	N/A	N/A	Chair of the United Utilities Stakeholder Group of YourVoice, which is a partnership challenge function for the organisation. Chair of Electricity North West's Stakeholder Group of the Independent Officer Group, which is a partnership challenge function for the organisation.
Julie Mennell	University of Cumbria	N/A	Cumbria LEP (Director and Board Member) Energy Coast UTC (Member Representative) Carlisle Town Deal (Board Member) Barrow Town Deal (Board Member) Carlisle College (Board Member) Cumberland Local Partnership Group (Member) Westmorland and Furness Local Partnership Group (Member) Sedbergh School (Governor) Carlisle Youth Zone (Chair)	University of Cumbria as Board Director	Million Plus Universities UK Catherdral Group	N/A	N/A
Nicola Cove	Furness College	N/A	Furness College Governor Barrow Town Deal Board Member	Furness College as Governor Barrow in Furness Sixth Form Prize Fund as Trustee	N/A	N/A	N/A
Paul Hodgson	Barrow BID	Barrow BID	Barrow BID	Barrow BID	Barrow BID	N/A	N/A
Peter Hepburn	Spirit Energy	N/A	N/A	N/A	N/A	N/A	None - for full disclosure I am an ordinary member of the Institute of Chemical Engineers and hold not position of general control, nor am I a trustee of, or participate in the management of the IChemE
Simon Fell	MP for Barrow and Furness	N/A	House of Commons	N/A	Conservative Party	N/A	N/A
Suzanne Caldwell	Cumbria Chamber of Commerce	Employment Advisory Board for HMP Haverigg	Governance Board of Gen2 Employment Advisory Board for HMP Haverigg	N/A	Chamber has a policy role in relation to business.	N/A	I am a Director of Carlisle Cathedral Enterprises Ltd and of Cumbria Cricket Ltd
Cllr Derek Brook	Chair Furness Locality Board, W&F Council	N/A	N/A	Chair, Furness and South Cumbria Wheelchair Sports - Registered charity	Labour Party Unison Trade Union	Councillor of Westmorland and Furness Leader of Labour Group.	N/A
Cllr John Murphy - awaited	Barrow Town Council						
Cllr Jonathan Brook	Leader W&F Council	N/A	Westmorland and Furness Council Kendal Town Council	The Beck Community Centre The Kendal and District Christian Literature Society	Liberal Democratic Party The Magistrates Association The Chartered Governance Institute The Institute of Management Services.	Westmorland and Furness Council – Leader Cabinet member for Economy and Nuclear	N/A

BRILLIANT BARROW BOARD

Meeting: Thursday, 25th May, 2023
at 1.00 p.m.

PRESENT:

Steve Cole – Chair, Caroline Barber, Councillor Derek Brook, Councillor Jonathan Brook, Gareth Candlin, Paul Hodgson, Karen Houghton, Helen Houston, Alison Meadows, Jim Perks, Ben Shirley, Mark Swindlehurst, Liz Watson and Andrew Wren

Katie Pepper – Minute Taker

ITEM	ACTION
1 – Introductions and opening comments from the Chair The Chair welcomed everyone to the meeting and mentioned how it was nice to have an in person meeting. He added that it was important for the Board to get proximity on the projects members were not as familiar with and potentially look into arranging some site visits. Helen Houston added that for future meetings there would be the opportunity for people to access remotely. **2 – Apologies for Absence/Attendance of Substitutes** Apologies for absence had been received from Suzanne Caldwell, Chris Clouter, Bryan Davies, Simon Fell, David Haughian, Jo Lappin, Julie Mennell, Jane Scattergood and Daniel Tyler-McTighe. The following had attended today's meeting as a substitutes: Ben Shirley for Simon Fell, Mark Swindlehurst for Julie Mennell and Jim Perks for Janet Garner. **3 – Declarations of Interest** There had been no declarations of interest in addition to those already noted by board members. **4 – Matters Arising not covered elsewhere on the Agenda** There had been no matters arising, not covered elsewhere on the Agenda. **5 – Minutes of the Last Meeting** The minutes of the meeting held on 22nd March, 2023 were agreed as a correct record.	

ITEM	ACTION
6 – Board Membership Helen Houston reported this was 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 was Westmorland and Furness Council, in place of Barrow Borough Council. There had previously been 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 would be replaced by representatives from Westmorland and Furness Council. Updated Terms of Reference showing these changes had been attached as an Appendix to the report, to be effective from 01 April 2023. The updated Terms of Reference revised the Local Authority representatives, and also made 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. RESOLVED:- (i) To 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. (ii) To 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. (iii) To note that Cllr Anne Burns, previously a representative for Cumbria County Council, deputises for Cllr Derek Brook. (IV) To 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. (V) To note that updates to the Brilliant Barrow website to ensure compliance with Town Deal transparency requirements are being progressed. **7 – Westmorland and Furness Update** Gareth Candlin presented the board with an update on Westmorland and Furness, He stated they were keen to maintain their role and the work Brilliant Barrow Board undertook was important to Westmorland and Furness Council.	

Steve Cole stated that previously the board was able to focus on what was needed for the local community for the local community and address challenges. He added that one of the risks was that they may lose some of that focus, however the structure proposed helped give him assurance. Councillor Jonathan Brook added that the new authority was committed to seeing the delivery of the projects. **8 – Programme Update** Liz Watson presented the Board with a programme update. She stated that Westmorland and Furness Council, as Accountable Body for the Brilliant Barrow Town Deal, continued to monitor programme performance in line with the Local Assurance Framework. Contracting with individual projects continued to progress, with work ongoing to establish full Grant Funding Agreements, Memorandums of Understanding or Amendments where relevant. The Project Adjustment request considered by the Board at the previous meeting, was submitted to Government in March 2023. The Lead Council had met with Government in relation to this to expedite where possible, but no formal response has yet been received. This period had seen the first full cycle of reporting (following an initial cycle received in November 2022) from individual projects to compile the Monitoring and Evaluation report required by Government. Understandably, as this was the first cycle this had resulted in some delays in receiving the required information and this remained an ongoing process. The M&E Performance return was due by 09 June 2023 and was included within the report for review by the Board, in line with the national Town Deal guidance. It should be noted that this had been completed prior to the approval of the current PAR, however the programme overview and individual project RAG ratings had been based upon the information included within the PAR, to provide a relevant progress update. It should also be noted that as the progress reporting was an ongoing process, the M&E performance return remained in draft form as verification of expenditure and other checks were undertaken by the Accountable Body. Any key changes would be summarised prior to final consideration that was required by the s151 officer and the Town Deal Chair. Mark Swindlehurst stated that Key Risk had been identified in regards to the University Campus and updated the board on the cost risks and programmes.	**ACTION**

Jim Perks asked if BAE Systems could provide any assistance. Mark asked if BAE could look into access between the three parties to help avoid delay. Steve Cole also asked if a site visit could be arranged for the Board. <u>Actions</u> - To look into access permissions and work to resolving issues to avoid delays. - Arrange a site visit to the University Campus site for the September Board meeting. RESOLVED:- (i) To note the progress in contracting with individual projects. (ii) To Note the Programme Change Control Log (iii) To note a PAR was submitted in March 2023 and a response was awaited from Government. (IV) To Review and provide comment upon the draft M&E Performance Return due to be submitted to Government by 09 June 2023. **9 – Individual Projects Update** Alison Meadows presented the Board with a Barrow Town Deal Project Update. <u>Community Hubs</u> The board were informed that the Barrow Town Deal comprised of 4 Community Hubs which included Ormsgill, Town Centre, Bram Family and Wellbeing Centre and Earnse Bay Outdoor Centre. The primary purpose of the Community Hubs was to provide welcome & trusted spaces which would be used by local residents for a range of activities that would support their chances to flourish and thrive. The Community hubs would support Barrow's most deprived areas and be the 'right front door' to address community needs, develop skills, access and co-design services and come together to build thriving communities. The Community Hubs would be underpinned by a new Outdoor Centre at Earnse Bay which would provide access for local communities to open spaces and outdoor education.	**ACTION**

Both the Hubs and the Outdoor Centre would encourage positive lifestyle and life choices, increasing educational, health & wellbeing experiences and aspirations.

The Board were provided with information on each of the community hubs.

Community Engagement

Engagement and consultations events had been taking place over the last 18 months with stakeholders, businesses, residents and school children across the borough.

Conversations were continuing to establish what people would want and or need to use the space at Earnse Bay for.

The project team had established a communications plan to ensure that the range of stakeholders identified were kept informed and were consulted on the progress of the project as it developed.

Next Steps

- Scheme of workings to be developed for second-stage capital improvements works for the Ormsgill Community Hub.
- Construction works to be commenced during the summer for the Bram Family & Wellbeing Centre, as well as development of branding/communications activity to promote the centre and increase activity offer and footfall.
- Town Centre Community Hub to have construction aligned to Barrow LUF Programme and further engagement sessions to take place.

ITEM

- Finalising the operation model and works to be progressed through a D&B contract for the Earnse Bay Outdoor Centre.

Steve Cole added that he would like the Board members to do what they could to provide support to the programme.

He also asked when appropriate if a site visit to the Earnse Bay Hub be arranged.

RESOLVED: - To note the Barrow Town Deal Project Update.

10 – Communications and Engagement Update

Caroline Barber presented an update on communications and engagement to the board.

She stated they had been moving rapidly towards people in the community seeing things happening and they could make a big impact delivering the Brilliant Barrow Story. It was her intention to provide updates at each meeting going forward.

An update was provided on the key milestones including the housing renewal media release, Planning Permissions secured for the Earnse Bay Campus and the Walking and Cycling Infrastructure consultation.

Social media engagement remained high with the Facebook reach being 10,295 over the last 6 months and Twitter reaching 11,500.

So planned communications were a leaflet drop to households, branded banners and signs on site for the Earnse Bay Hub, As well as new branding being developed for the Bram hub with a media release being planned for the official opening.

Steve Cole asked if the walking/cycling schemes had received any negative feedback.

Caroline advised that largely the feedback had been positive.

The board asked if people leaving comments on survey posts could be directed to fill in the surveys.

Caroline stated she would feed this back to the team.

RESOLVED: - To note the communications and engagement update.

11 – Risks, Issues and Opportunities

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

The programme level risk and opportunities register, and issues log had been reviewed and the latest version was provided as an appendix to the report.

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

Risk management would be critical as projects progress towards milestones, particularly in relation to ensuring successful statutory consents, acquisition and in relation to managing cost escalation. Each project delivery body was 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 had been refreshed as part of the local assurance process of the revised business cases. The Accountable Body and PMO continue to work with project delivery bodies to monitor project progress and this ensured any significant changes in project risks could 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. 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. It was also added they were going to explore ways in which they could work together with partners going forward. RESOLVED:- (i) To note the latest version of the programme risk register and the ongoing management of programme and project level risks. (ii) To Note that two of the projects have identified red risk post mitigating actions. **12 – Date of Next Meeting** The next meeting was due to be held at 10:00 am on Friday 15th September, 2023 – venue to be confirmed. The meeting closed at 2.58 p.m.	

Brilliant Barrow Board Meeting

Actions

Ref	Meeting	Agenda Item	Action	Person(s) Responsible	Completion Date	Complete?
1	May 2023	8	To look into access permissions and work to resolving issues to avoid delays	Jim Perks/ Steve Cole	September 2023	Verbal update to be provided at meeting
2	May 2023	8	To arrange a site visit to the University Campus	H Houston	September 2023	
3	May 2023	9	At an appropriate time, arrange a site visit to Earnse Bay	H Houston	TBC	

Brilliant Barrow Board Meeting

Agenda Item:	7
Date of Meeting:	20 September 2023
Title:	Programme Update
Reporting Officer:	Programme Lead – Accountable Body and Assurance

Executive Summary & Introduction

Westmorland and Furness Council, as Accountable Body for the Brilliant Barrow Town Deal, continues to monitor programme performance in line with the Local Assurance Framework (LAF).

On 5 July 2023, Westmorland and Furness Council received notification that the Project Adjustment Request (PAR) submitted to government in March 2023 was approved, revising the financial profile for the programme, and making other key changes.

Contracting with individual projects continues to progress, with work ongoing to establish full Grant Funding Agreements, Memorandums of Understanding or Amendments where relevant.

The Monitoring and Evaluation Performance Return considered by the Board at the meeting in May was submitted to Government on 9 June 2023 in line with the required timescales. Government subsequently had queries regarding risks with two of the projects included, but no further feedback has been received.

Projects are now in a regular reporting cycle with the latest reports relating to Quarter 1 activity received during July and August. As this is an interim period (with the next government return not due until December), the information received in these reports has been used to provide an overview of individual project progress within this report.

Currently, reporting shows that slippage continues to be a key risk to the programme that will need to be carefully monitored going forward. Generally, this is due to development issues that have been identified either around cost or stakeholder engagement, resulting in an extended design process. At this stage, all projects are still reporting that they will meet the financial and outputs performance requirements for the Programme.

Government issued guidance on 5 July 2023 in relation to the updating of the Town Deal PAR process, and Westmorland and Furness Council are now in the process of updating the relevant documentation to ensure alignment with this. It is anticipated that an updated LAF making these and other key changes will be brought to the next Board for consideration in November.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the PAR submitted in March 2023 has been approved.
2. Note the progress in contracting with individual projects.
3. Note the M&E Performance Return was submitted to Government in June 2023 and that ongoing project monitoring continues.
4. Note that an updated LAF will be brought to the Board for consideration in November.

Report

Project Adjustment Request

A copy of the Project Adjustment Request (PAR) agreed at the meeting of the Board on 22 March 2023 was submitted to government on 31 March 2023. The Lead Council met with government in relation to this in May 2023, and received formal notification on 5 July 2023 that the PAR had been approved.

This revised the financial profile for the programme in line with the latest information that had been provided by project delivery partners as part of the updating of business cases and review process, and made other key changes that had been agreed through the local change control process:

- **Local Cycling and Walking Infrastructure:** reduced scope and expenditure.
- **Barrow Learning Quarter:** increased expenditure and project split into 'Rating Lane Campus' and 'Barrow Island Campus'.
- **Community Wellbeing Hubs and Earnse Bay Outdoor Centre:** Removal of the planting of 500 trees as an output, replaced by an outcome of a 10% increase in site biodiversity.
- **Housing Renewal Programme:** reduction of outputs.

The revised financial profile for the programme is summarised below:

	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
CDEL	£789,000	£2,723,152	£8,616,057	£9,972,044	£1,329,749	£23,430,002
RDEL	£10,000	£305,723	£399,569	£436,028	£418,678	£1,569,998
Total	£799,000	£3,028,875	£9,015,626	£10,408,072	£1,748,427	£25,000,000

Project Grant Funding Agreements / Memorandums of Understanding

Grant Funding Agreements (GFAs), or internal Memorandums of Understanding (MoUs) for those projects being delivered by Westmorland and Furness Council, 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. Earlier in the programme, Initial Facility Agreement (IFAs) were also used to provide initial funding to projects, to support development and early delivery.

Following the outcome of the recently approved PAR, work is continuing to establish or update these where relevant. The status of this for each project is summarised below:

Project	Current Status	Next Steps
BLQ – Barrow Island Campus	IFA in place	GFA required
BLQ – Rating Lane Campus	GFA issued	GFA executed
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
Marina Village	MoU in place	N/A
Local Cycling & Walking Infrastructure	IFA in place	MoU required

As part of the contracting process, the quarterly cycle of project reporting is designed to identify where further changes are required. Not all changes will result in a change control requirement but will be flagged in terms of project performance. Where project changes are required and have been agreed by the Accountable Body below the level requiring Town Deal Board endorsement, details of the approved changes are contained in the Programme Change Control Log which is presented to the next Board meeting.

There have been no changes approved since the date of the last Board meeting. However, the latest quarterly cycle of reporting does suggest that further changes will be required going forward. These will be considered in line with the change control process within the Local Assurance Framework.

Programme Monitoring & Evaluation Reporting

The Monitoring and Evaluation (M&E) performance report agreed by the Board at the meeting in May was submitted to government on 9 June 2023 in line with the required timescales. Government raised a query in August regarding the cost inflation risk identified by the University and the delays within the Marina Village project. A response was provided based upon information within progress reports, and no further queries have been received.

Projects are now in a regular reporting cycle with the latest reports relating to Quarter 1 activity received during July and August. As this is an interim period (with the next government return not due until December), the information received in these reports has been used to provide an overview of individual project progress and is included below as Annex A.

The Project Progress Summary demonstrates that financial slippage is a significant issue across the programme. The narrative within the individual project returns demonstrates that in most cases, this has been due to an extended design / consultation phase for reasons such as inflationary pressures and design concerns. The mitigations put in place currently demonstrate that this slippage will be resolved within the life of the Town Deal programme, but for many projects this is now at a critical stage and will need careful ongoing monitoring.

Programme Guidance and Local Assurance Framework

The Local Assurance Framework (LAF) is a government requirement for the receipt of Town Deal funding by Accountable Bodies and is the document that demonstrates appropriate governance arrangements and value for money processes are in place for managing the delivery of Town Deal funding. The LAF is kept under review by the Accountable Body to ensure it remains compliant and relevant with the stages of delivery.

On 05 July 2023 the Minister for Levelling Up wrote to Local Authorities informing them of changes government had made to the Project Adjustment Request (PAR) process, to allow greater flexibility to agree adjustments to projects locally. In summary the key changes are:

- Ability to make changes of up to 30% to agreed project outcomes and outputs.
- Ability to agree changes in spend of up to 30% between financial years.
- Ability to move money between projects provided the change does not exceed 30% of the project value and value for money continues to be demonstrated.

The Department for Levelling Up, Housing and Communities (DLUHC) will still need to be informed of these changes and reserve the right to review cases on an exceptional basis. The letter noted that changes above these thresholds would still require DLUHC approval and reiterated a firm commitment to the Levelling Up funding programmes.

Westmorland and Furness Council are therefore in the process of reviewing the current change control process within the LAF to ensure it is in alignment with the greater flexibility noted above. Some elements of clarification are being sought from DLUHC to assist with this.

Other changes to the LAF are also required reflecting both changes in personnel and governance due to the stage of project delivery. It is therefore intended to make these key changes and bring an updated LAF to the Board in November for consideration.

Key changes to be made to the LAF include:

- Updating the change control process to reflect updated PAR guidance from government.
- Updating the ToR for the Plan Delivery Group to reflect updated membership, and to incorporate the current Comms & Engagement group.
- Updating the ToR for the Board to reflect updated membership.

Liz Watson, Programme Lead – Accountable Body & Assurance
11 September 2023

Annex A – Project Progress Summary & RAG Guidance

Project Name	Town Deal Allocation	Project Delivery Status	Delivery (RAG)	Spend (RAG)	Risk (RAG)	Commentary on Status and RAG ratings
Barrow Learning Quarter - Barrow Island Campus	£11,166,667	Ongoing - Delayed	4	5	3	**Delivery** - Delayed by 3-4 months due to delays on site clearance. **Spend** - Currently a variance of over 50% of forecast spend due to delayed delivery. **Risk** - Project includes significant risks that would have a high impact, but risk responses are planned and implemented.
Barrow Learning Quarter - Rating Lane Refurbishment	£1,400,000	Ongoing - On Track	1	2	2	**Delivery** - All milestones currently on schedule. **Spend** - There is a minor variance of around 10% which is anticipated to be resolved by Q1 24/25. **Risk** - Project includes medium risks with low likelihood due to risk responses being planned and implemented.
Community Wellbeing Hubs and Earnse Bay Outdoor Centre	£4,266,667	Ongoing - Delayed	4	5	3	**Delivery** - Delayed by up to 6 months. **Spend** - Currently a variance of over 50% of forecast spend due to delayed delivery. **Risk** - Project includes significant risks that would have a high impact, but risk responses are planned meaning likelihood is considered low.
Business and Enterprise Support	£500,000	Ongoing - Delayed	3	3	1	**Delivery** - Some issues causing delays in outputs being achieved. Outputs still deliverable but may require rescheduling. **Spend** - Currently a variance of around 20% of forecast spend due to delayed delivery. **Risk** - All post mitigated risks are considered low impact and low likelihood.
Housing Renewal Programme	£3,616,667	Ongoing - Delayed	5	5	4	**Delivery** - Issues causing delays of more than 6 months. **Spend** - Currently a significant variance of over 50% of forecast spend due to delayed delivery. **Risk** - Project includes significant risks that would have a high impact. Risk responses are planned, but not yet implemented.
Place Development	£816,667	Ongoing - Delayed	4	5	3	**Delivery** - Delayed by up to 6 months due to delays in procuring and commencing public realm works. **Spend** - Currently a variance of over 50% of forecast spend due to delayed delivery. **Risk** - Project includes significant risks that would have a high impact, but risk responses are planned meaning likelihood is considered low.
Marina Village	£966,667	Ongoing - Delayed	5	5	3	**Delivery** - Delays of more than 6 months. **Spend** - Currently a variance of over 50% of forecast spend due to delayed delivery. **Risk** - Project includes significant risks that would have a high impact, but risk responses are planned meaning likelihood is considered low.
Local Cycling and Walking Infrastructure	£1,766,667	Ongoing - Delayed	3	5	3	**Delivery** - Some issues causing delays of around 3 months, with procurement still expected to be achieved on schedule. **Spend** - Currently a variance of over 50% of forecast spend due to delayed delivery. **Risk** - Projects includes some risks that have medium impact and/or medium likelihood. Risk responses planned and implemented.

RAG Guidance					
Delivery	Score	Spend	Score	Risks	Score
Major issues causing significant delays (**more than 6 months**); processes interrupted or not carried out as planned (e.g. planning permission not secured); or significant changes to project. Project likely to under-deliver on forecast outputs.	5	A variance of **over 50%** against profiled financial forecast (total expenditure) or significant changes to project finances required (increases or decreases) due to poor or delayed delivery.	5	Programme includes projects with significant risks that are both high impact and high likelihood. Risk response not yet planned.	5
Issues arising causing long delays to the timetable (**3 to 6 months**) but no significant changes required to overall project. Outputs may still be deliverable but challenging.	4	A variance of between **30% & 50%** against profiled financial forecast (total expenditure). Budget changes have been required due to issues with project delivery.	4	Programme includes projects with significant risks that are either high impact or high likelihood. Risk responses planned but not implemented.	4
Issues arising causing some short delays to the timetable (**less than 3 months**). Outputs still deliverable but require re-scheduling.	3	A variance of between **15% & 30%** against profiled financial forecast Some budget changes have been required.	3	Programme includes projects with some risks that have medium impact and/or medium likelihood. Risk responses planned and implemented.	3
Minor issues have arisen causing only small delays. Project is on track to deliver outputs.	2	A variance of between **5% & 15%** Small re-profiling changes to budget required.	2	Programme includes projects with some risks that have medium impact but low likelihood. Risk responses planned and implemented.	2
No problems. Project is on track to deliver outputs and keeping to schedule.	1	A variance of **up to 5%**. Spend is largely on track with any minor slippage expected to be picked up by end of next quarter.	1	All risks are tolerable with low impact and likelihood and do not require a response.	1

Brilliant Barrow Board Meeting

Agenda Item:	8
Date of Meeting:	20 September 2023
Title:	Risk Register & Opportunities Update
Reporting Officer:	Karen Houghton, Westmorland & Furness Council

Executive Summary & Introduction

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.

Recommendation(s)

It is recommended that the Brilliant Barrow Board:

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

2. Note the significant opportunity presented by Team Barrow, the focus from Central Government on potential funding and other support.

3. Note that the two red risk post mitigating actions for the University have now been managed/mitigated and put on closed project risks.

4. Note that the red risk post mitigating actions for the Housing Market Renewal Project remains.

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 is a significant opportunity from the current focus on Barrow from central government, and the “Team Barrow” approach. Westmorland and Furness colleagues are attending the board meeting to present an update on the potential for funding and other support.

4. One project (Housing Market Renewal) has a red risk identified post mitigating actions, and the Board is asked to note this, and to invite further information from this project at the next Board meeting.

5. The two red risks post mitigating actions previously reported by the University are being managed/mitigated and have been moved to closed risks.

6. 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

7. 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.

8. 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.

Government Risk Monitoring

9. 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.

Karen Houghton
11 September 2023

Attachment
Appendix A - Programme Risks, Opportunities and Issues Register

Brilliant Barrow Town Deal - Programme Risk Register

Updated:	11/09/2023

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	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 focus	1	3		⟷	16/05/2023
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 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		⟷	16/05/2023

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
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 risk and one that needs to continue to be closely monitored in the context of current inflationary pressures.	4	4			16/05/2023
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			16/05/2023
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 but this risk needs careful monitoring as the programme progresses	2	4			16/05/2023

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
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			16/05/2023
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			16/05/2023
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. No change	1	2			16/05/2023

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. Communications and engagement group to meet in July and feed into a programme-level engagement strategy	2	3		⟺	16/05/2023
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. 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 the programme risk register.	2	4		⟺	11/09/2023
	PROJECT RISK: ESCALATED TO PROGRAMME								

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	Jenna Brown/Caroline Wagstaff	Communication ongoing as is planning of works with Arcus. Tender process to commence in due course and will contain clear delivery timescales	5	3			11/09/2023

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.	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	11/09/2023

Brilliant Barrow Town Deal - Programme Issues Log

Updated:	16/05/2023

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

Brilliant Barrow Board Meeting

Agenda Item:	9
Date of Meeting:	20 September 2023
Title:	Town Deal Project Health Checks - Update
Reporting Officer:	Karen Houghton & Helen Houston, Westmorland & Furness Council

Executive Summary & Introduction

Our Assurance and Accountable Body/PMO team gather information to report to the Board each quarter and to the Department of Levelling Up Homes and Communities (DLUHC) every six months, based on an agreed Monitoring and Evaluation Plan.

To complement this, following Local Government Reorganisation and in consultation with the Chair, the Programme Team on behalf of the new Senior Responsible Officer (SRO) undertook to carry out health checks of each of the Town Deal projects. Health checks are a popular project management tool and are held to review progress, provide confidence to key stakeholders and the Board that the project will meet its objectives, open up channels of communication and highlight areas of the project that need focus.

Recommendation

That the contents of the report are noted and results of Health Check process will be shared at the next meeting of the Board.

Report

The health checks were carried out by members of the Economic Development and Regeneration Team which had the added value of enabling the newly formed team to gain a fuller understanding of Brilliant Barrow and the Town Deal programme.

The health check process is about how we can help unlock issues, what the Brilliant Barrow Board can do to be ambassadors for the projects and to identify opportunities for other stakeholders and departments/directorates in Westmorland & Furness can be asked to do to facilitate the projects' success.

The health check process was designed to be:

- open and transparent
- collegiate and collaborative; and
- solutions-focussed.

Each Project Manager was invited to a health check session in August/September 2023. Six of the eight projects have now been health checked with two more to come, feedback from the Project Managers already engaged has been positive in terms of the value of the conversations, and the team have already been able to help unlock some issues for the projects.

We have set up follow-up meetings with all projects and the SRO of Town Deal, again to unlock any problems and ensure successful achievement of outputs. In addition the Project Delivery Group has been resurrected to meet bi-monthly to ensure collaboration across the programme and maximisation of opportunities presented by cross-project working and communications.

We hope this process will help us to identify any issues and opportunities that we can take forward with Project Managers and SRO's which will help to resolve any problems and mitigate the risks identified through the established Monitoring & Evaluation framework.

We will present a full report of the Health Check process and the actions arising from the process at the next Board meeting, as the process is not yet complete. One observation that arose more than once though was that projects would welcome more engagement with the Brilliant Barrow Board, and for the Board members to help advocate/promote project successes.

Helen Houston & Karen Houghton
11 September 2023

Brilliant Barrow Board Meeting

Agenda Item:	10
Date of Meeting:	20 September 2023
Title:	Communications & Engagement Update
Reporting Officer:	Caroline Barber

Executive Summary & Introduction

Communicating progress towards delivery of the Brilliant Barrow projects remains a vital element of the Town Deal programme as it moves forward.

Recommendation(s)

To note the Communications & Engagement Update.

Report

Overview

Five media releases have been distributed and published since June to highlight a series of milestones and events linked to Brilliant Barrow and its projects. These include:

- The welcoming of new members to the Brilliant Barrow Board
- Work beginning on the project to transform Barrow Sixth Form, which forms part of the Learning Quarter project
- The tendering for a contractor for the construction of the new university campus at Barrow Island - part of the Learning Quarter project
- Results of a survey on options linked to cycling and walking routes in Barrow
- The publication of a second Summer of Fun events programme, part of the Place Development project.

Website and Analytics

The website is updated with news releases and project information to aid both understanding and transparency around the programme.

At its peak during the last quarter the Brilliant Barrow website had received 20,222 page views in 30 days, a 2,152% increase on the previous month. There had been 656 sessions - 31 per cent up on the previous month - with an average session duration of 8 minutes and 34 seconds.

Social Media and Analytics

Over the last quarter (June to August) there have been on average 2/3 organic posts per week across the Brilliant Barrow channels.

Additionally, attention has been given to engaging with the community through liking, commenting/replying and resharing relevant content and stories.

The main content themes have included Brilliant Barrow project updates, community or popular events in Barrow and sharing positive news stories/giving shoutouts to local businesses or individuals.

Engagement continues to be strong across both platforms and growth is steady.

Facebook - between May and August this year the page gained an additional 46 new followers, 1046 page profile visits and 425 engagements (reactions, comments and shares).

The page reach over the period was 16,507, an increase of 56.7% on the previous period.

Twitter - there have been 9,475 Tweet impressions between May and August with 26 new account followers and 246 profile visits.

Caroline Barber
11 September 2023

Brilliant Barrow Board Meeting

Agenda Item:	11
Date of Meeting:	20 September 2023
Title:	Debrief on Towns Conference
Reporting Officer:	Helen Houston & Karen Houghton, Westmorland & Furness Council

Executive Summary & Introduction

The Department for Levelling Up Housing and Communities held the inaugural Towns Conference in June, and the Chair and Officers attended to represent Brilliant Barrow.

Some useful insight was gathered at the event and contacts made with whom to collaborate/share learning in the future. In particular, we have been invited to share insights with Hartlepool Town Deal.

Recommendation

To note the content of the report and the visit to Hartlepool Town Deal scheduled for Friday 6 October 2023.

Report

The Department for Levelling Up Housing and Communities (DLUHC) held the inaugural Towns Conference in Manchester on 20 June 2023 where all 101 town deals were invited to meet for the first time.

The conference was attended by the Chair, Steve Cole along with Helen Houston and Karen Houghton of Westmorland & Furness to represent Brilliant Barrow.

The conference included a series of presentations in the morning, followed by breakout sessions in the afternoon.

Firstly we heard from Jessica Blakeley, Director of Levelling Up: Major Programmes whose remit includes Levelling Up Fund, UK Shared Prosperity Fund, Freeports and Investment Funds in addition to Towns Fund.

In terms of Town Deals she reported:

- 101 Town Deal Boards up and running
- 101 Town Investment Plans assessed and funding awarded
- 684 Summary Documents received, including 6 Full Business Cases
- Capacity funding paid directly to all Local Authorities
- 5% Capital Delivery upfront payments paid to all Local Authorities.

An overview of the key risks and challenges common across the portfolio of Town Deals was set out both in formal presentations and in workshops/networking. These included rising costs, procurement, supply chain issues and delays, governance, capacity and stakeholder management.

In terms of how government can help, it was explained that it is intended the Project Adjustment Request (PAR) process would be amended making it easier to make changes to projects to respond to external pressures and change. In addition, later this year, capacity support will be available in the form of access to technical experts and delivery associates and the expansion of DLUHC's area teams.

Presentations were given by council teams from Blackpool, Hartlepool, Sandwell and Swindon and from Board Members of Glastonbury and Morley Town Deals in the morning, followed by breakout sessions in the afternoon.

Following the conference we made contact with Hartlepool Town Deal, as we had chance to meet with their Director of Regeneration who gave a presentation which resonated with Brilliant Barrow.

Hartlepool is very similar in many ways to Barrow as a coastal town with an industrial focus and strong maritime heritage. Subsequently we have been invited on an exchange visit to Hartlepool in early October to explore these synergies further and bring back best practice and learning to share with the Board and Project Leads. We will then host the Hartlepool Team in Barrow at a future date.

Link to Hartlepool Town Deal Background Info : Hartlepool Town Deal Board | Hartlepool Borough Council

Helen Houston & Karen Houghton
5 September 2023