Barrow Town Deal

Local Assurance Framework

Version 3.0
November 2023

Local Assurance Framework - Version Control

Version No.	Date of Change	Summary of Amendments
1.0	22 June 2021	Document issued
2.0	28 May 2022	Amendments endorsed by the Brilliant Barrow Board on 27 May 2022: • Amendments to reflect the completion of Programme Management and Assurance stages 1 and 2. • Inclusion of a Project Change Control process. • Updated Terms of Reference for the Brilliant Barrow Board and the Brilliant Barrow Plan Delivery Group.
3.0	November 2023	Proposed Amendments: • Updated Terms of Reference for the Brilliant Barrow Board. • Updated Terms of Reference for the Plan Delivery Group, to incorporate the role of the Communications and Engagement Group. • Removal of the Communications and Engagement Group Terms of Reference. • Updates reflecting LGR including references to Lead Council throughout the document, including Appendices. • Updated Change Control Process • Update to Governance and Assurance

Introduction

A Town Deal Assurance Framework is a Government requirement for the receipt of Town Deal funding by Accountable Bodies. The Barrow Town Deal Assurance Framework has been based on the Government's National Local Growth Assurance Framework guidance.

It is a document that demonstrates appropriate governance arrangements and value for money processes are in place for managing the delivery of Town Deal funding. It demonstrates that there is transparency and openness in the decision-making process and provides details of the roles and responsibilities of the Board, the Accountable Body and Section 151 Officer, and the Programme Management Function in ensuring this.

An Assurance Framework is split into three areas:

1. Town Deal Governance – the role of the Board

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

3. Programme Management and Assurance.

Brilliant Barrow Town Investment Plan

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

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

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

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

- P1: Inclusive economy

- P2: Clean Growth

- P3: Healthy Places.

Our ten strategic objectives are:

SO1 To put residents at the centre of public service delivery

SO2 To build on our strengths to help Barrow become a centre of excellence and innovation for advanced manufacturing and clean growth

SO3 To create a resilient local economy through greater diversification, enhanced competitiveness and providing a wider range of quality employment opportunities

SO4 To grow the working age population by creating an attractive and vibrant place to live, work and visit

SO5 To equip people with the skills and confidence to achieve their potential to take full advantage of opportunities

SO6 To strengthen progression pathways through a dynamic and integrated approach to school, further and higher education

SO7 To reduce deprivation and improve the physical and mental health and well-being of our community

SO8 To be a digitally connected and physically accessible town supporting walking, cycling and public transport

SO9 To deliver a more diverse and attractive housing offer while ensuring the continued renewal of our existing stock

SO10 To achieve a vibrant town centre, leisure and service offer supporting the role of Barrow as a regional centre while enhancing our rich built and cultural heritage.

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

- Inclusive economy
- Clean growth
- Healthy places.

Barrow-in-Furness is no ordinary town. Located at the southern tip of the Furness peninsula in South Cumbria, it is rich in natural capital, framed by the sea on three sides: the Irish Sea, Morecambe Bay and the Duddon Estuary, and the Lakeland fells on the other.

Barrow has a proud heritage of production and innovation, from roots in iron ore and steel making, to the largest shipyard in the UK.

The success of our town is testament to our talented people and world-leading businesses who have created Barrow's history, shaped the present and will define its future. Our town is #brilliant and together we will shape the future of Barrow.

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

Map of Barrow Town Deal Geography



1. Town Deal Governance

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

1.1 Brilliant Barrow Board

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

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

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

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

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

1.2 Membership

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

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

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

1.3 Conduct

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

1.4 Conflict of Interest

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

1.5 Complaints and Whistleblowing

The Board and all of its members should comply with the Lead Council's for the Barrow Town Deal policies on whistle-blowing, conflict of interest, complaints and procurement regulations with respect to the activities of the Board.

If a Board member, or any other party wishes to make a complaint or considers any suspicion of any fraudulent or corrupt act this should be reported in line with the Councils' complaints procedure and whistleblowing policy found at **https://www.westmorlandandfurness.gov.uk/your-council/have-your-say/make-complaint** and **https://www.westmorlandandfurness.gov.uk/your-council/council-documents/policies-plans-and-strategies**

1.6 Accountable Body

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

1.7 Plan Delivery Group

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

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

1.8 Futures Board

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

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

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

1.9 Programme Management Office

Building on the positive partnership working to date, Cumbria County Council worked with Barrow Borough Council to support the role of Barrow Borough Council as Accountable Body by providing a Programme Management Office (PMO) function.

Cumbria County Council provided the Programme Management Office (PMO) function with experienced financial and project management staff. Following LGR in April 2023, the PMO function was incorporated into the Accountable Body and is undertaken by the Accountable Body and Assurance team. The team have thorough knowledge and training of relevant Government processes and the evidence required to underpin financial claims, including finance, legal, procurement, project management and economic development disciplines.

2. Transparent and Accountable Decision Making

2.1 The role of the Accountable Body and Managing Public Funding

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

The primary role of the Accountable Body will be to:

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

Promoting authorities or organisations will be responsible for providing suitable evidence and assurances to the Accountable Body that all necessary internal approvals and processes have been followed in respect of particular schemes.

Westmorland and Furness Council reserves the right not to implement any request or recommendation of the Board, if in the reasonable view of Westmorland and Furness Council the request or decision presents an unacceptable legal or financial risk to Westmorland and Furness Council.

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

3. Programme Management and Assurance

A flowchart providing an overview of the Governance and Assurance process is included at **Appendix D**.

3.1 Value for Money and the 5 Case Assessment

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

Stage 1 – Project Prioritisation and Town Investment Plan

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

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

Critical Success Factors:

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

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

The schemes included within the Town Investment Plan have developed a Strategic Outline Business Case (SOBC) which establish at a high level the nature of the project, strategic fit with Town Deal priorities, options, identification of key stakeholders, timescales, estimated costs, funding request, outputs and risks. Each SOBC identified a business case development plan establishing the support required to develop the detail required to finalise the business case and draw down funding.

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

This stage was completed in July 2020.

Stage 2 - Full Business Case (FBC)

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

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

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

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

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

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

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

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

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

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

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

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

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

This stage was completed in November 2021.

3.2 Contracting

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

3.3 Monitoring, Reporting and Evaluation

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

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

Funding will be paid to projects within the Town Deal based on completed project claims and report forms, unless individual projects agree specific exceptions with the Accountable Body for example, where advance payments are required. The Accountable Body will provide assurance on accuracy and eligibility on the use of Town Deal funding by projects and make recommendations to the s151 Officer through the verification of expenditure, in line with the Grant Funding Agreement.

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

- Project Expenditure: Expenditure on project activities by the local authority or, in the case where a partner is implementing the project, their expenditure on project activities to date. This will also include forecasted spend.
- Project Progress: A brief narrative to explain the progress for the scheme being reporting on.
- Risks: Updates should be made to the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time.

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

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

3.4 Risk Management

As part of the project monitoring arrangements, each approved project will provide updates through the project risk schedule using a RAG rating, as well as an explanation of the risks and required mitigation steps. The RAG rating will be used to flag any issues that require action or amendments. This will also allow changes in risk to be tracked over time.

Risk will be managed through a Programme Risk Register which will cover all risks relevant to the implementation of work of the Board. Any risks considered high enough to be monitored by the Board will be reported by exception. A risk owner will be assigned to each risk and appropriate mitigation actions will be identified to demonstrate how each risk line is being managed. The Risk Register will be monitored by the Board and will be a standing item on the agenda for each meeting.

3.5 Project Changes

The Town Deal will need to be managed effectively to ensure it delivers both the Town Investment Plan's strategic objectives as well as value for money. The Accountable Body will therefore put in place a change control process to actively manage this and to respond to changes in scheme circumstances. This will include a mechanism for relevant escalation to the Board or Government as required.

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

3.6 Local Communications & Engagement

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

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

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

It should also:

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

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

Once in the delivery phase, this will be overseen by the Plan Delivery Group, which will incorporate the role of the Communications and Engagement Group, recognising the shift that is required as the programme moves from development to delivery.

3.7 Publicity

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

3.8 Data Protection and Information Governance

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

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

https://www.westmorlandandfurness.gov.uk/your-council/data-protection-and-privacy

3.9 Scrutiny and Audit

The role of audit will be overseen by the Council's Audit Committee.

As Accountable Body, Westmorland and Furness Council will comply with any audit requirements as stipulated by Government and undertake appropriate scrutiny throughout the lifetime of the programme.

Appendices

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

Appendix A
Brilliant Barrow Board
Terms of Reference V3.0 (November 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 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 Deal 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
- Cllr Andrew Jarvis representing Westmorland and Furness Council
- 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
- Cllr Fred Chatfield representing Barrow Town Council
- Gabriela Lipska, Cumbria CVS
- Gareth Candlin representing Westmorland and Furness Council and Senior Responsible Officer (SRO)
- Janet Garner representing BAE
- Jo Lappin representing Cumbria Local Enterprise Partnership
- Julie Mennell representing University of Cumbria
- Dr Lauren Dixon, representing the NHS
- 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 Barrow-in-Furness, its economy, its businesses and people.

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

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

MEETINGS

Frequency

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

Meeting Papers

The Secretariat function for the meeting will be undertaken by the Lead Council.

Meeting papers will be circulated and published on Brilliant Barrow's website 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. This will be approved as draft by the Chair and published on Brilliant Barrow's website within 10 working days of the meeting.

The note will be approved at the next Board meeting and the final note will be published on Brilliant Barrow's website within ten working days of the meeting.

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
Town Investment Plan Delivery Group
Terms of Reference V3.0 (October 2023)

Purpose

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

The Brilliant Barrow Town Investment Plan Delivery Group ('the Delivery Group') will act as a forum for the Barrow Town Deal projects to share best practice, discuss common issues and for the dissemination of any relevant guidance from Government or the Accountable Body to facilitate effective and efficient delivery of the Barrow Town Deal projects. In addition, the Delivery Group will be responsible for ensuring successful implementation and management of the communications and engagement activities for the Brilliant Barrow Town Deal projects, with support from the Communications Team.

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

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

Membership

Membership of the Delivery Group is as follows:

Assistant Director – Inclusive and Green Growth (Town Deal Programme Senior Responsible Officer)	Westmorland and Furness Council
Accountable Body Representative	Westmorland and Furness Council
Project SRO & Lead – Place Development	Westmorland and Furness Council
Project SRO & Lead – Marina Village	Westmorland and Furness Council
Project SRO & Lead – Community Hubs & Earnse Bay	Westmorland and Furness Council
Project SRO & Lead – Housing Market Renewal	Westmorland and Furness Council
Project SRO & Lead – Local Cycling and Walking	Westmorland and Furness Council
Project SRO & Leads – Business and Enterprise Support	Cumbria Local Enterprise Partnership
Project SRO & Lead – Barrow Learning Quarter – Barrow Island Campus	University of Cumbria
Project SRO & Lead– Barrow Learning Quarter – Rating Lane Campus	Furness College
Communications & Engagement Representative	Westmorland and Furness Council

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

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

Roles and Responsibilities

The Delivery Group will:

1. Act as a forum to provide Project SROs / Leads with guidance and input into the delivery of project business cases, acting as a forum for discussion, supportive challenge and peer review, to ensure project delivery continues to align with the Town Investment Plan and approved business cases provided to Government.
2. Act as a forum to discuss progress in the development and delivery of project business cases against agreed milestones and workplans, supporting the work of the Accountable Body to ensure development is on track to meet the timescales for project delivery.
3. Act as a forum for discussion on identified issues related to project performance, working with Project SROs / Leads to identify corrective measures and where appropriate make recommendations to the Board and the Accountable Body.
4. Provide input into the programme risk register, the purpose of which is to ensure both risks and opportunities to the successful delivery of the Town Investment Plan are identified and suitable mitigating actions are put in place, making recommendations to the Board and the Accountable Body as appropriate.
5. Identify, encourage and facilitate opportunities for joint working between projects, during development and delivery, to help maximise efficiencies and effectiveness and to ensure the Town Investment Plan remains a cohesive package of inter-related projects.
6. Identify communication and engagement opportunities to input into a programme of engagement and provide input to the ongoing project communication and engagement plans, supporting the work of the Communications and Engagement Officer.
7. Act as a forum to set communication priorities, ensure communication and engagement activities are aligned with the overall strategy of the Brilliant Barrow Town Deal, and to identify issues and barriers to communication and look for ways to overcome challenges.

Principles of Operation

1. The Delivery Group will meet on a quarterly basis during delivery of the projects within the Town Investment Plan.
2. Meetings of the Delivery Group will be scheduled to enable input into reports as required for the Accountable Body, to align with required reporting for the Board / Government.
3. The Delivery Group Chair will determine whether any amendments are required to the frequency of meetings set out above, as required by business needs.
4. The Delivery Group is chaired by the Town Deal Programme Senior Responsible Officer (Westmorland and Furness Council). Any change to the Delivery Group Chair will require the agreement of the Board.
5. All members are expected to attend meetings, however any member who is unable to attend a meeting may provide comments on any agenda items in writing prior to the meeting commencing. Alternatively, any member unable to attend a meeting may nominate another officer from within their organisation to attend as an alternate, having first notified the Group Chair in advance of the meeting.
6. Meetings of the Delivery Group will have an option to be held remotely.

Collaborative Working

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

Appendix C
Brilliant Barrow Future's Board
Terms of Reference V1.0 (June 2021)

Purpose

The purpose of the Barrow Town Deal Future's Board is to represent the younger generation of Furness, bringing fresh ideas and a different perspective.

It will support developing the local area to have a successful future and be a place where young people want to live and work.

Membership

Membership of the Board is open to young people within the Barrow area aged between **18** and **35**. Members are recruited through an open recruitment process and will serve for a minimum of 12 months. Recruitment will take place as the commitments and dynamics of the group change. The meeting will be co-chaired and drawn, and elected by, the membership of the Future's Board.

Membership of the Delivery Group is as follows:

Name	Organisation
Rebecca Halton	Westmorland and Furness Council
Alysha Moore	Walney Community Trust
Emma Lord	Westmorland and Furness Council
Brooke Parsons	Westmorland and Furness Council
Emmanuel Longe	BAE Systems
Emily Burns	Police
Matthew Hillman	BAE Systems
Kate Johnson	Capgemini

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

Roles and Responsibilities

The roles and responsibilities of the Future's Board are:

To connect the main Board with young people, challenging their decisions to ensure their deliverables are inclusive and sustainable.

Identify opportunities within the Delivery Plan that the Future's Board can influence and assist the main Board in delivering.

Play an active role in influencing key developments within the local area.

Inspire the main Board to consider the views of the younger generation to diversify their thinking in order to ensure sustainable communities and economic development.

Principles of Operation

1. The Future's Board will meet on a monthly basis during the development and assurance of project business cases, prior to submission of the Town Deal Summary Report to Government.
2. The Future's Board will meet on a two-monthly basis following approval of the Town Deal Summary Report, during delivery of the projects within the Town Investment Plan.
3. Meetings of the Future's Board will be scheduled to enable feedback and input by the Future's Board into reports to each scheduled meeting of the Board.
4. The Future's Board Chairs will determine whether any amendments are required to the frequency of meetings set out above, as required by business needs.
5. The Future's Board is chaired by Bex Halton and Alysha Moore.
6. All members are expected to attend meetings, however any member who is unable to attend a meeting may provide comments on any agenda items in writing prior to the meeting commencing.
7. Until further notice, meetings of the Future's Board will be held remotely due to the restrictions of COVID-19, with the option to continue meeting remotely once COVID-19 restrictions are lifted.

Collaborative Working

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

Member	**Scheme**
Rebecca Halton	Housing Renewal / Barrow Development plan
Alysha Moore	Comms / Barrow Development Plan
Emma Lord	Cycling infrastructure
Brooke Parsons	Marina Village
Emmanuel Longe	Tourism, Leisure and Culture
Emily Burns	Earnse Bay Resilience Hub
Matthew Hillman	Business and Enterprise Support
Kate Johnson	Learning Quarter

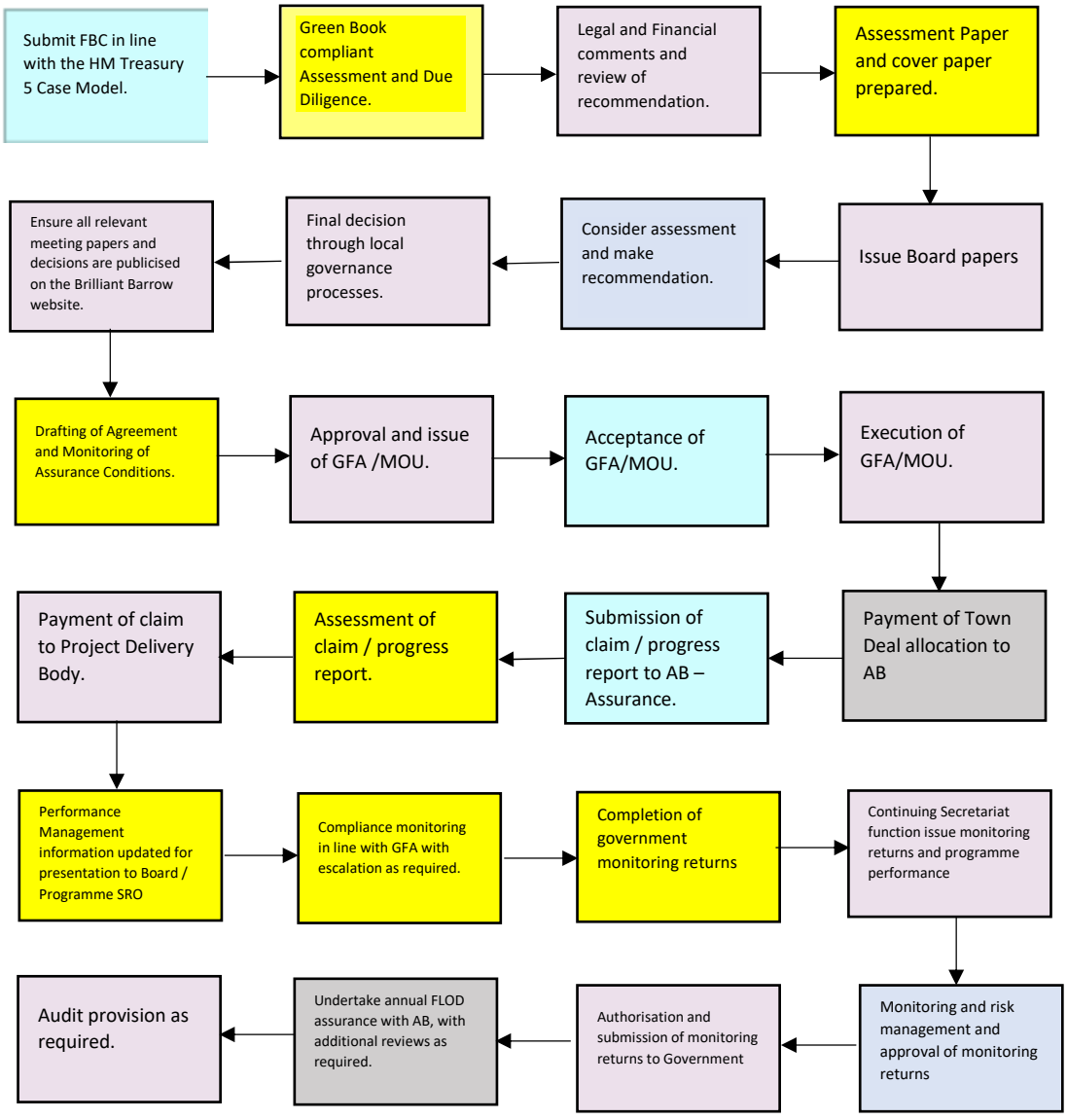
Accountability

The Future's Board is directly accountable to the Board.

Appendix D V2.0 November 2023

Barrow Assurance Town Deal Governance and Assurance Flow Chart

	Accountable Body - Assurance
	Accountable Body
	Brilliant Barrow Board
	Project Delivery Bodies
	Government/DLUHC



Appendix E
Brilliant Barrow Town Investment Plan V1.0 (June 2021)

The Brilliant Barrow Town Investment Plan is available to view and download here: https://brilliantbarrow.org.uk/wp-content/uploads/2022/05/Barrow-Town-Investment-Plan-Screen-Optimised.pdf

Brilliant Barrow Town Deal
Project Change Control Form

Applicant Name	
Project Name	
Project Reference	
Project Contact	

Change Reference	
Date of Request	

AB&A Officer	

PART A: Project Change Request

This section is to be completed by the project applicant and submitted to the Accountable Body & Assurance Team in Westmorland and Furness Council, the Accountable Body for the Brilliant Barrow Town Deal.

1. Change(s) to the Project being requested:

☐ change to grant value
☐ change to sources or amounts of match funding
☐ change to Town Deal funding or match funding contribution rates
☐ change to scope of project activity
☐ change to outputs and/or results
☐ change to total project budget
☐ change to project duration
☐ change to profile
☐ other: Please specify below:

2. Please provide a brief explanation for the proposed change(s);

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

3. Date Changes to be effective from:	

4. Please explain the impact on the Project of the change request not being approved

- Provide details on the impact on budget and targets (e.g. would there be an under spend / reduction in outputs and/or results if the request was not approved?)

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

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

Milestone	Original Target Date	Current Approved Target Date	Proposed Revised Target Date

Proposed Revised Claim Schedule

Claim No	Claim Period	Claim Submission Date	Grant £
		Total	

Proposed Revised Project Costs

[Insert Expenditure table(s) from revised Project Monitoring & Evaluation Plan]

Proposed Revised Funding

[Insert Funding table(s) from revised Project Monitoring & Evaluation Plan]

Proposed Revised Outputs / Outcomes / Impacts

[Insert Outputs table and/or Outcome table from revised Project Monitoring & Evaluation Plan]

PART B: Barrow Town Deal Accountable Body Review

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

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

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

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

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

Change Category	
Justification for categorisation:	

PART C: Decision Record

Accountable Body & Assurance Team Recommendation			
Decision / Recommendation			
By completing the below I confirm I have no interest in any individual or organisation connected to this project within the meaning of Sections 177 and 182 of the Companies Act 2006			
Name	**Position**	**Signature**	**Date**

Accountable Body s151 Recommendation			
Decision / Recommendation			
By completing the below I confirm I have no interest in any individual or organisation connected to this project within the meaning of Sections 177 and 182 of the Companies Act 2006			
Name	**Position**	**Signature**	**Date**

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

Brilliant Barrow Town Deal Change Control Process

Version 2.0

October 2023

1. Introduction

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

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

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

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

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

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

2. Tolerances

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

2.1 Minor

Minor changes to the projects are described as follows:

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

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

2.2 Notable

Notable changes to the projects are described as follows:

- The change has an impact on:
    - the nature of the project, the activities the project delivers, or project delivery arrangements.
    - the overall project cost, funding package or financial profile
    - the outputs or outcomes to be delivered.
- Tolerances:
    - Any variance to the project financial profile across years, not exceeding 30% of the total grant award, or £500,000 (whichever is the lesser).
    - Any variance across budget headings exceeding 10%.
    - Any reduction in grant, not exceeding 30% of the total grant award.
    - Any increase in grant, not exceeding 30% of the total grant award and subject to the availability of funds.

- Up to 12 months extension to the project end date (cumulative) providing dates remain within the life of the Town Deal, excluding significant impact on cross year spend or the draw down of funding.
- Changes to Milestones that do not affect the annual financial profile and draw down of funding.
- Reprofiling of outputs, outcomes and impacts, not exceeding a reduction in overall outputs and outcomes by more than 30%.
- A change to project delivery arrangements which does not place the project outside other tolerances (excluding a change to Project Delivery Body).
- Any change requests that are deemed sensitive are to be categorised as 'Notable' in the first instance and escalated to 'Significant' where appropriate.
- All changes are cumulative.

Where the change is categorised as 'Notable' the Project Change Control form will be reviewed by the Officers within the Accountable Body & Assurance Team and signed off by the Assistant Director – Finance (Deputy s151). Following this, DLHUC will be notified, and the Change Control will be presented for endorsement at the next available Town Deal Board (or via written procedure if required due to timing) for final approval.

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

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

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

2.3 Significant

Significant changes to the projects are described as follows:

- The change has a material impact on:
  - the project delivery timescale.
  - the nature of the project, the activities the project delivers, or project delivery arrangements.
  - the overall project cost, funding package or financial profile
  - the outputs or outcomes to be delivered.

- Tolerances:
    - All other changes outside of agreed delegated tolerances.
    - Any changes impacting on the content of the Town Deal are to be approved by Government (see section 3).
    - Any change that would negatively impact on the reputation of the Town Deal.

Where the change is categorised as 'Significant' the Project Change Control form will be reviewed by the Accountable Body prior to consideration by the Brilliant Barrow Board and notification to DLUHC to understand whether a Project Adjustment Request (PAR) process is required. The Board will consider if delivery of the proposed changes would mean that;

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

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

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

3. Government Review – Project Adjustment Requests (PAR)

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

The criteria at section 2.3 for 'Significant' changes are intended to capture those changes which would impact on the details set out in Project Summary Documents and therefore require the approval of Government (having first received the endorsement of the Town Deal Board) within the tolerances laid out in Government guidance (most recently updated in July 2023). However, in some circumstances the Accountable Body may consider it

necessary to consult with Government, prior to reaching a decision on changes below this threshold, for example:

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

4. Recording & Reporting

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

5. Process

5.1 Stage 1: Change Identified

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

5.2 Accountable Body Review and Approval Route

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

Stage	Timescales	Actions Required	Responsibility	Comments
2.2 Accountable Body complete Part 2 and sign off the Change Control Form	5 days	The Accountable Body will complete Part 2 of the Change Control Form and then make a recommendation as to whether the change is Minor, Notable or Significant.	Accountable Body	
2.3 Minor Change	N/A	The Accountable Body will complete the recommendation and sign off the Change Control Form. The recommendation should clearly articulate why the change has been considered Minor. **Next step: 3.1a**	Accountable Body	
2.4 Notable Change	3 days	The Accountable Body will complete the recommendation and sign off the Change Control Form. The recommendation should clearly articulate why the change has been considered Notable. 2.4 The Change Control Form is then reviewed and signed off by the Assistant Director – Finance (Deputy s151). **Next step: 2.6**	Accountable Body	
2.5 Significant Change	5 days	The Accountable Body will complete the recommendation and sign off the Change Control Form. The recommendation should clearly articulate why the change has been considered Significant. 2.5 The Change Control Form is then reviewed and signed off by the Director of Finance (s151). **Next step: 2.6**	Accountable Body	The timescale for this stage may be increased where any initial input from Government is required, prior to formal submission.
2.6 Decision		If rejected go to 3.2a If approved go to 3.3a	Accountable Body Government	Notable Changes require endorsement from the Brilliant Barrow Board and in some cases, notification to be provided to

Stage	Timescales	Actions Required	Responsibility	Comments
			Brilliant Barrow Board	Government, before the Accountable Body decision is signed off. Significant Changes require consideration by the Brilliant Barrow Board for a recommendation to be made and a review by Government with the potential for a PAR to be required, before the Accountable Body decision is signed off.

5.3 Decision Actioned

Stage	Timescales	Actions Required	Responsibility	Comments
3.1 Minor Change Decision		3.1a – Change Control Outcome Email drafted and issued to the Project Delivery Body. 3.1b – Confirmation of acceptance received from the Project Delivery Body.	Accountable Body	
3.2 Notable / Significant rejection		3.2a – Project Delivery Body notified that the change control has not been approved. This can be done verbally but must be followed up in writing. Feedback must be provided on the outcome.	Accountable Body	
3.3 Notable / Significant approved		3.3a – Project Delivery Body notified by the Accountable Body & Assurance Team that the change control has been approved. This can be done verbally but must be followed up in writing and confirm that the changes will not be implemented until the Variation has been issued and accepted. 3.3b – Accountable Body to draft and issue the Variation to Project Delivery Body. 3.3c – Project Delivery Body executes the Variation and the changes are enacted.	Accountable Body Applicant	