Brilliant Barrow Board Meeting

Thursday, 30 November 2023, Barrow Town Hall

Ref	Agenda Item	Start Time	P/R/V*	By
	• Presentation & Site Visit – BAES Careers Inspiration Hub, Portland Walk Campus • Lunch • Presentation – Business Support, Paul Foster, Cumbria LEP & Lesley Robinson, Cumbria Chamber of Commerce	11.00am 12.15pm 12.45pm		
1	To consider and note Opening Comments from the Chair	1.00pm	V	SC
2	To consider and note: 2.1 Apologies for Absence 2.2 Attendance of Substitute Members 2.3 Welcome New Members 2.4 Declaration of Interests	1.05pm	V V R V	AW AW HH SC
3	To consider and approve minutes of meeting held on 20 September 2023 3.1 To consider and note Actions	1.15pm	R R	SC
4	To consider and note Matters Arising, not covered in the Agenda	1.20pm	V	SC
5	To consider and note 2024 Board Meeting Schedule, including proposed Presentations & Site Visits	1.25pm	R	HH
6	To consider and note a Debrief on the Hartlepool Exchange Visit	1.35pm	R & P	HH/KH
7	Accountable Body Programme Update 7.1 To consider and note the updated Local Assurance Framework 7.2 To note the progress in contracting with individual projects and the Programme Change Control Log 7.3 To note the Grant Usage Statement Form submitted to Government by the Accountable Body 7.4 To review and endorse the M&E Performance Return 7.5 To consider and note the Project Dashboards **7.3 – 7.5 Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information)**	1.55pm	R	LW
8	To consider and note the Risk Register & Opportunities Update	2.05pm	R	KH
9	To consider and note a Town Deal Programme Health Checks Report	2.15pm	R	KH
10	To consider and note a Community Hubs Update **Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information)**	2.30pm	R & P	DH
11	To consider and note: 11.1 Brilliant Barrow Comms & Engagement Update 11.2 Brilliant Barrow Comms & Engagement Strategy	2.45pm	R R	CB
12	To consider and note a Stadium Feasibility Update – Place Development	2.55pm	R	HH
13	To consider Any Other Business 13.1 To consider and note a Futures Board Update	3.00pm	V	HH
14	To agree Date and Time of Next Meeting (see Agenda Item 5)		V	SC

* Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Agenda Item:	2.3
Date of Meeting:	30 November 2023
Title:	Update on Brilliant Barrow Board Membership
Reporting Officer:	Helen Houston, Westmorland & Furness Council

Executive Summary & Introduction

Since the September 2023 Board meeting, there have been a small 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 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.

Recommendation(s)

The consider and note the changes to the Board membership.

Report

The following amendments have been made to the Brilliant Barrow Board membership and are reflected in the updated in the Board Terms of Reference in the Local Assurance Framework:

New Appointments

Cllr Fred Chatfield, Barrow Town Council
Cllr Andrew Jarvis, Westmorland & Furness Council
Dr Lauren Dixon, NHS – replaces Sarah Scattergood
Gabriela Lipska, Cumbria CVS – replaces Ali Greenhalgh

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

The new Board members complete a Register of Interests and the disclosures are communicated to the Chair and included in the Register on the Brilliant Barrow website.

Helen Houston
21 November 2023

Brilliant Barrow Board Meeting

Wednesday, 20 September 2023 at 1.00pm
Submarine Academy for Skills & Knowledge (SASK)
BAE Systems, 1A Buccleuch Dock Road, Barrow in Furness LA14 2SW

Board Members present:	Steve Cole (SC), BAE Systems - Chair	Janet Garner (JG), BAE Systems
	Cllr Jonathan Brook (JB), W&F Council - Vice Chair	Julie Mennell (JM), University of Cumbria
	Cllr Derek Brook (DB), W&F Council Furness Locality Board	Kate Love (KL), Cumbria CVS
	Gareth Candlin (GC), W&F Council & Town Deal SRO	Nicola Cove NC), Furness College
	Alysha Moore (AM), Futures Board	Peter Hepburn (PH), Spirit Energy
	Chris Clouter (CC), Associated British Ports	Rachel Wlodarczak (RW), Cumbria LEP
		Simon Fell (SF), MP Barrow & Furness
Present:	Helen Houston (HH), W&F Council	Caroline Barber (CB), W&F Council
	Tifany Battersby (TB), W&F Council	Holly Singleton (HS), W&F Council
	Liz Watson (LW), W&F Council	Cllr Anne Burns (AB), W&F Council
	Karen Houghton (KH), W&F Council	
Minutes:	Alison Webb (AW), W&F Council	

Prior to the meeting, the Board received a tour of the SASK and met some apprentices who provided an engaging overview of their training and development.

The tour was followed by a presentation from Helen Bagley, BAE Systems and Julie Mennell, University of Cumbria on the background to, and progress of, the University of Cumbria Learning Quarter project.

Team Barrow Opportunities Presentation

The Board received a presentation on the wider investment opportunities for Barrow and the Furness peninsular from Janet Garner, BAE Systems and Tifany Battersby, Westmorland & Furness Council.

Government officials from Department for Levelling Up Housing and Communities were currently working with Westmorland & Furness Council, BAE Systems and other key stakeholders under the umbrella of Team Barrow, to complete a programme of work to explore potential interventions, while developing a holistic understanding of the local area, its challenges and opportunities.

The presentation provided an introduction and insight of the scale of the investment and growth opportunities, an overview of work to date and the next steps in the process.

The Board noted the presentation and that the work fully supported and complimented the objectives of the Brilliant Barrow Town Deal programme.

1 To consider and note Opening Comments from the Chair

The Chair welcomed everyone to the meeting at BAE Systems, which had provided the opportunity for the Board to understand more about the University of Cumbria Learning Quarter project during the presentation and site visit in the morning session. He added that it was critical for the Board to understand the context and wider issues of all the projects within the Town Deal programme and site visits would support this. He had recently visited various community projects including the Community Hubs sites, which had enabled him to develop a much better understanding of the venture, along with potential challenges.

Action 1	To arrange for site visits to accompany future meetings.	HH	November 2023 Board meeting

The Chair highlighted the importance the Board and how Board members can support the Town Deal programme, and use the meetings to contribute and monitor progress.

The Chair recapped the agenda and highlighted the positive progress being made by the introduction of Health Checks (AG 9) and the importance of the Communications and Engagement team (AG 10) to represent the Town Deal programme and individual projects and engage a wider audience.

JM noted the significance of engaging young people within the programme.

Action 2	To consider how to engage younger people in the comms and engagement process.	CB	November 2023 Board meeting

2.1 To consider and note Apologies for Absence

Apologies for absence were received from:

- Bryan Davies, Associated British Ports
- Daniel Tyler-McTighe, BarrowFull
- Paul Hodgson, Barrow BID
- Suzanne Caldwell, Cumbria Chamber of Commerce.

2.2 To consider and note Attendance of Substitute Members

The following attended the meeting as substitute members:

- Rachel Wlodarczak, Cumbria LEP attending for Jo Lappin
- Kate Love, Cumbria CVS attending for Alison Phillips.

3 To consider and note an update on Board Membership and approve Terms of Reference

The Chair introduced Nicola Cove, Furness College and Peter Hepburn, Spirit Energy and thanked them for joining the Board.

The Chair also passed on his thanks to Andrew Wren who had previously represented Furness College.

HH summarised the changes to the Board membership, that were reflected in the Terms of Reference.

HH had met with the new Board members prior to their first meeting to provide an overview of the Town Deal programme, the role of the Board and Accountable Body (Westmorland & Furness Council) and governance, programme management and assurance arrangements.

HH explained that she had also met with Dr Lauren Dixon who would join the Board at the November 2023 meeting, as representative for the NHS, replacing Jane Scattergood.

HH added that Cllr John Murphy had been expected to join the Board at the September meeting, however was unable to attend and would also join in November.

The Board considered and noted the changes to the Board membership and approved the changes to the Terms of Reference, that would be updated on the Brilliant Barrow website.

4 To consider and note Annual Review of Register of Interests

The Chair stressed the importance of being open and transparent and that the Register of Interests provided the mechanism to declare any private interests which may conflict, or may be perceived to conflict, with how Board members deliver their Town Deal duties.

HH explained that Board members are requested on an annual basis to submit their Register of Interests, for review and consideration by the Accountable Body and Chair.

The Register of Interests is made available on the Brilliant Barrow website.

The Board considered and noted the Register of Interests.

4.1 To consider and note any other Declarations of Interest

HH explained that in addition to the annual completion of the Register of Interests, at each meeting Board meeting members had the opportunity to declare any additional interests.

No other declarations of interest were declared, that were in addition to those noted under agenda item 4.

Post meeting note: Councillor Jonathon Brook declared the following interests after the meeting, that will be recorded under Other Interests, Section 2 Any body exercising functions of a public nature (eg school governing body):

- Cumbria LEP – Board Member
- Cumbria Tourism – Board Member
- Borderlands Partnership – Board Member
- North West Employers – Board Member.

5 To consider and approve minutes of meeting held on 25 May 2023

The minutes of the meeting held on 25 May 2023 were considered and approved.

5.1 To consider and note Actions

Action 1 *To look into access permissions and work to resolving issues to avoid delays* - HH noted the access permissions referred to at the May meeting had been confirmed as closed during the presentation given by Helen Bagley, however, it was noted that further work on access rights was ongoing.

Action 3	To monitor and report on access rights to the University of Cumbria Learning Quarter site, as required.	JM	Ongoing

Action 2 *To arrange a site visit to the University Campus* - was noted as closed.

Action 3 *At an appropriate time, arrange a site visit to Earnse Bay* - would be replaced by a new action (new Action 1) to consider site visits as part of the Board meeting schedule.

SF joined meeting.

KL left the meeting.

6 To consider and note Matters Arising, not covered in the Agenda

There were no matters arising, that were not covered elsewhere in the agenda.

7 To consider and note a Programme Update

The Chair opened the agenda item by noting the importance of the Board fully understanding the progress being made across the Town Deal programme and their accountability for the associated community outcomes.

LW summarised the programme update:

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

b. the Project Adjustment Request (PAR) submitted to Government in March 2023 to revise the financial profile of the programme had been approved in July.

c. contracting with individual projects continues to progress within the required delivery frameworks, with work ongoing to establish full Grant Funding Agreements, Memorandums of Understanding or Amendments, where relevant. No changes have been since the May Board meeting, however, the latest quarterly cycle of reporting suggested that further changes will be required going forward.

d. the Monitoring & Evaluation (M&E) Performance return considered in at the May 2023 Board meeting was submitted to Government, in June in line with the required timescales. Government had raised concerns relating cost inflation risk for the University of Cumbria project and delays with the Marina Village project. A response had been provided for both and no further queries had been raised. The overall risk position had improved, with only one project reported as high risk.

   The Board noted the regular quarterly reporting was helpful, however, LW clarified the financial forecasting position was annual, not quarterly.

   The Board recognised the Financial Spend slippage risk for most of the projects. LW explained this was generally 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 were reporting they were on track to meet the financial and outputs performance requirements and the position would be carefully monitored.

e. In July 2023 the Government issued updates to the Town Deal PAR process to allow greater flexibility for project adjustments to be agreed locally, and these are being progressed by the Accountable Body. It is anticipated that an updated LAF, making these and other key governance changes, will be available for consideration in November 2023.

Action 4	To present the updated Local Assurance Framework.	LW	November 2023 Board meeting

In response to a question from the Chair, JM confirmed the delays and spend variance for the University of Cumbria Barrow Island Campus were being addressed, and the project was on track to be delivered as planned. She added that space at Furness College may be utilised for a period at time, before moving into the new premises.

LW confirmed the Community Hub projects were all reporting an assured position, and no extensions over the Town Deal delivery date were expected.

The Board noted the gravity of the high Delivery and Spend risk ratings for most of the projects and suggested the need for detailed narrative on the how these risks can be identified at an early stage, to establish intervention(s) and mitigation as required, in a timely manner.

It was agreed that further narrative to support the Project Progress Summary would be helpful and inclusion of trend information would be sought for the next meeting.

Action 5	To provide additional, detailed narrative and trend information to support the Project Progress Summary.	GC/LW	November 2023 Board meeting

The Board:

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

9 To consider and note an Introduction to Town Deal Project Health Checks

This agenda item was taken before item 8.

KH explained it was important to recognise the health checks supplemented, rather than duplicated, the existing Monitoring & Evaluation (M&E) carried out by the Accountable Body. The health checks had been made by members of the W&F Council Economic Development & Regeneration team, who were experienced in the management of grant funded projects.

The health checks had been well received by the Senior Responsible Officers (SRO) and Project Managers (PM), providing an open and collaborative environment to discuss both successes and challenges. Any issues were being formalised, with support provided to agree realistic project action plans where required. An update report will be made to the November Board meeting.

Action 6	To provide the Health Checks update report.	HH/KH	November 2023 Board meeting

It was noted that there had been recent changes to some of the projects' SROs and Project Leads, and as a result, the Plan Delivery Group (PDG) had recently reformed. In response to a question from the Chair, GC explained that the role of the PDG was critical to the success of the programme and he was driving forward positive developments to improve the current structure, including a review of the PDG's role and responsibilities and meetings were being scheduled to allow the team to share best practice, experiences and challenges.

During this review process it was identified that the Communications & Engagement Group (CEG) had also had changes in membership and as such had not been meeting with regularity. It therefore seemed appropriate to incorporate the CEG within the PDG to fully embed the importance of communications and engagement with the delivery of the projects and ultimately the outputs of the Town Investment Plan. This will be explored ahead of the next meeting and appropriate amendments made through the Terms of Reference and Local Assurance Framework (Action 4).

In response to a question from SF, SC suggested there was an opportunity to for the PDG to interface with the Board, however, duplication of the M&E assurance work should be avoided. The Programme SRO is the interface between the PDG and the Board, therefore the Programme Update given to the Board by Officers is the mechanism for providing updates from the Plan Delivery Group to the Board.

HH gave an example of the Place Development project which aims to raise the profile of Barrow and enhance our culture and leisure offer through events and attractions. A series of successful events had been delivered in Barrow throughout the summer, each receiving good attendance with some attracting 300 plus people, this positive progress is perhaps lost amongst the level of detail in the six monthly reports. It was agreed that we would look at the formatting of reports presented to the Board to incorporate the feedback received from Board members as per Action 5.

It was also noted that it had been the intention that Project Leads presented to the Board in person on a rotating basis, this had become adhoc. It was agreed this would be scheduled for future meetings and would allow for additional information to be shared.

Action 7	To schedule updates from Projects Leads on rotation for future meetings.	HH/KH	November 2023 Board meeting

The Board considered and noted the introduction to Town Deal Project Health Checks.

8 To consider and note a Risk Register & Opportunities Update

KH explained the Risk Register remains a key progress monitoring tool, that reports on risks at programme level. Risks are assessed following the review of the quarterly project progress reports submitted to the Accountable Body (W&F Council) by each Project Manager.

KH advised that the Risk Register would be reviewed as required, to identify any opportunities following the outcome of the potential interventions for Barrow, currently being progressed by Team Barrow.

KH highlighted the Housing Market Renewal project has a red risk identified post mitigating actions. It was noted that the position had not deteriorated. Further update will be provided.

The Board considered that it might be appropriate to receive an earlier indication of red risk warnings, outside the quarterly meeting schedule. This will be considered as part of the development of the PDG.

KH added the two red risks post mitigating actions reported at the May Board meeting by the University of Cumbria are being managed and mitigated and have been moved to Closed Risks.

SC emphasised the importance of identifying opportunities to support the Town Deal projects, along with other service providers in the local community. He provided an example where during his recent visit to Ormsgill Community Hub, he had identified an opportunity for BAE Systems to provide surplus food to The Fridge project.

AM recognised the positive impact that large, established businesses can have when working with smaller businesses or charities. SF added that larger businesses could also provide management expertise by eg becoming a member of the board or a trustee - could the Brilliant Barrow Board have a role in matching their skills/expertise to projects which could benefit?

The Board:

1. noted the latest version of the programme Risk Register and the ongoing management of programme and project level risks
2. noted the significant opportunity presented by Team Barrow, the focus from Central Government on potential funding and other support
3. noted that the two red risk post mitigating actions for the University have now been managed/mitigated and put on closed project risks; and
4. noted that the red risk post mitigating actions for the Housing Market Renewal Project remains.

10 To consider and note a Communications & Engagement Update

CB confirmed positive steps were being made to develop the delivery of publicity and engagement for the Town Deal programme. Additional Comms team resource was in place and work was underway with the Project teams to co-ordinate a schedule of promotional activity and reporting.

CB presented the update report, highlighting the recent work completed. She explained the Brilliant Barrow website had received an unprecedented increase in activity over recent months, however the reasons were unknown and the position would be monitored. Social media updates and engagement with the community remained positive.

JM suggested that there was another, less obvious audience that sat outside social media eg W&F Council staff, University of Cumbria and Furness College staff, other partners, visibility on LinkedIn and suggested for example, could the Brilliant Barrow lo be used on staff screensavers, internal comms and materials.

CB undertook to establish a Comms Plan to provide oversight of ongoing communications across the Brilliant Barrow programme and its projects with ability to track progress and forecast planned future activity.

Action 8	To develop and present a Brilliant Barrow Comms Plan for consideration at the next Board meeting.	CB	November 2023 Board meeting

The Board discussed the importance of fully establishing the combined mission for the Brilliant Barrow Board, Team Barrow and Levelling Up agenda, using clear and timely comms. This will be reviewed as further updates on Team Barrow emerge and incorporated into the Comms Plan as appropriate.

Progress on Levelling Up Funded Town Centre Regeneration Projects will also be incorporated as it is so closely aligned.

To ensure there were no conflicting messages, it was agreed to send branding guidance/protocols to all Project Leads and SROs as some had recently changed.

Action 9	To send branding guidance/protocols to SROs and Project Leads.	CB/HH	November 2023 Board meeting

The Board considered and noted the Communications and Engagement update.

11 To consider and note a Debrief on the Towns Conference

HH highlighted the benefits of the first Towns Conference, attended by SC, HH and KH where helpful information was shared on key risks and common challenges, and presentations were given by Council teams including Blackpool, Hartlepool, Sandwell and Swindon.

The similarities between Barrow and Hartlepool were recognised and an exchange visit has been arranged for early October to explore these synergies further.

The Board considered and noted the debrief on the Towns Conference.

12 To consider Any Other Business

a. SC confirmed the date of the Hartlepool visit as Friday, 6 October and welcomed Board members to attend, however, numbers were limited.

Action 10	To contact Alison Webb if you wish to attend the Hartlepool visit.	All	30 September 2023

JM noted the success of the Sunderland Town Deal programme as a best practice example.

b. SC suggested the Board would benefit from clearly presented project updates. This information will be included within the revised Programme Update report as per Action 5.

c. SC invited Board members to the Cumbria Learning & Enterprise Partnership AGM that was being held online on Friday, 22 September.

13 To agree Date and Time of Next Meeting

The next meeting is scheduled for 17 November 2023, however, the date and venue will be confirmed.

Brilliant Barrow Board Meeting

Actions

Ref	Meeting	Agenda Item	Action	Person(s) Responsible	Completion Date	Complete?
1	May 2023	9	At an appropriate time, arrange a site visit to Earnse Bay	H Houston	TBC	Ongoing
2	September 2023	1	To arrange for site visits to accompany future meetings.	H Houston	November 2023 Board meeting	Complete Agenda Item 5
3	September 2023	1	To consider how to engage younger people in the comms and engagement process.	C Barber	November 2023 Board meeting	Ongoing. Verbal update to be provided
4	September 2023	5.1	To monitor and report on access rights to the University of Cumbria Learning Quarter site, as required.	J Mennell	Ongoing	Verbal update to be provided at meeting
5	September 2023	7	To present the updated Local Assurance Framework.	L Watson	November 2023 Board meeting	Complete Agenda Item 7.1
6	September 2023	7	To provide additional, detailed narrative and trend information to support the Project Progress Summary.	G Candlin L Watson	November 2023 Board meeting	Complete Agenda Item 7.4
7	September 2023	9	To provide the Health Checks update report.	H Houston K Houghton	November 2023 Board meeting	Complete Agenda Item 9
8	September 2023	9	To schedule updates from Projects Leads on rotation for future meetings.	H Houston K Houghton	November 2023 Board meeting	Completed Agenda Item 5
9	September 2023	10	To develop and present a Brilliant Barrow Comms Plan for consideration at the next Board meeting.	C Barber	November 2023 Board meeting	Complete Agenda Item 11.1
10	September 2023	10	To send branding guidance/protocols to SROs and Project Leads.	C Barber H Houston	November 2023 Board meeting	Complete
11	September 2023	12	To contact Alison Webb if you wish to attend the Hartlepool visit.	All	30 September 2023	Complete

Brilliant Barrow Board Meeting

Agenda Item:	5
Date of Meeting:	30 November 2023
Title:	2024 Board Meeting Schedule, including Project Presentations & Site Visits
Reporting Officer:	Helen Houston

Executive Summary & Introduction

To assist members of the Board with diary management, the following dates are proposed for the 2024 Brilliant Barrow Board meetings:

Thursday, 22 February 2024 Thursday, 16 May 2024
Thursday, 12 September Thursday, 21 November.

At previous meetings, the Board have requested presentations and site visits to support knowledge and understanding of projects and progress, and these have been included in the schedule below.

Recommendation(s)

To consider and note the 2024 Board Meeting Schedule, including proposed project presentations and site visits.

Report

The schedule provides details of previous meetings and a proposed schedule for 2024. Following consideration by the Board, we intend to circulate the schedule to the project SROs and PLs to agree.

We have proposed to hold the January meeting at Furness College, removing the need to make a standalone presentation. The University of Cumbria Learning Quarter hasn't been included in the schedule as we hope to attend the opening of the University later next year.

2022 Meetings		**Project Presentation**	**Site Visit**
November 2022		Place Programme Cycling & Walking	
2023 Meetings		**Project Presentation**	**Site Visit**
January 2023			
March 2023		Place Programme - Stadium Feasability	
May 2023		Community Hubs	
September 2023		University of Cumbria	Learning Quarter - University of Cumbria
November 2023		Business Support Community Hubs	Portland Walk Campus
2023 Meetings	**Location**	**Project Presentation**	**Site Visit**
January 2023	Furness College	Marina Village	Learning Quarter - Furness College
May 2023	Town Hall	Housing Market Renewal Local Cycling & Walking Infrastructure	Community Hubs
September 2023	Dock Museum	Place Development	Place Development
November 2023	Town Hall	Business Support	Marina Village

Helen Houston
17 November 2023

Brilliant Barrow Board Meeting

Agenda Item:	6
Date of Meeting:	30 November 2023
Title:	Debrief on the Hartlepool Exchange Visit
Reporting Officer:	Helen Houston/Karen Houghton

Executive Summary & Introduction

On 6 October 2023 a delegation representing Brilliant Barrow visited Hartlepool for a series of meetings and a walking tour with Hartlepool Borough Council.

The purpose of the visit was to collaborate and share learning in relation to our respective Town Deals in Barrow and Hartlepool.

Recommendation(s)

To note a Debrief on the Hartlepool Exchange Visit.

Report

Following the DLUHC Towns Conference in June we made contact with Council Officers to arrange a visit to meet with colleagues from Hartlepool Borough Council and Hartlepool Town Deal Board.

Hartlepool is very similar in many ways to Barrow as a coastal town with an industrial focus and strong maritime heritage, and, like Barrow, is also the recipient of both Town Deal and Levelling Up Funding.

Firstly, we met with colleagues from the Council including the Director of Neighbourhoods and Regulatory Services, Assistant Director of Regeneration and Strategic Development and Sustainability Manager who gave a presentation *'Creating a new Heart for Hartlepool'* outlining the vision for the regeneration of Hartlepool.

The £25m Towns Fund is for 5 projects:

- Reimagining Middleton Grange Shopping Centre
- Wesley Chapel – redevelopment to Boutique Hotel
- Waterfront Connectivity – public realm Hartlepool to Seaton Carew
- Civil Engineering Skills Academy
- Health and Social Care Academy.

The projects will provide different offers and mix of economic activity, deliver a more vibrant and functional town and change people's perceptions of Hartlepool.

We then visited the sites where the investment will take place and the wider town centre before meeting the Chair of the Town Deal Board and Principal of Hartlepool College.

The visit provided the opportunity to explore the synergies between Barrow and Hartlepool further and bring back best practice and learning to share with the Board and Project Leads. The challenges faced in Hartlepool on the whole resonate with those experienced in Barrow, such as supply chain and capacity issues, inflation and managing expectations across multiple partners.

The Health Checks recently undertaken by the Programme Management Team and the updates to reporting and communications and engagement plan have incorporated some on the learning we have taken on board.

Opportunities to develop further include:

- Importance of comms and engagement to connect the projects/key locations together
- Explore Inclusive Growth Strategy to incorporate economic growth, procurement, decarbonisation and inward investment
- Lessons learned from implementation of Mayoral Development Corporation (Hartlepool's includes town centre and 2 major employment sites)
- Importance of development delivery including housing
- Potential learning opportunity as Hartlepool now given Towns Partnership status and are required to restructure Town Deal Board.

Overall, the visit was very beneficial to the Team and we have offered to host the Hartlepool Team in Barrow in 2024 and continue this positive relationship.

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

Helen Houston & Karen Houghton
21 November 2023

Brilliant Barrow Board Meeting

Agenda Item:	7
Date of Meeting:	30 November 2023
Title:	Accountable Body 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).

Following Local Government Reorganisation, the Accountable Body considered and approved an updated LAF (version 3.0) at its Cabinet meeting on 14 November 2023 and a copy of this is included as **Appendix 1** for Brilliant Barrow Board members to consider and note.

Contracting with individual projects continues to progress, with ongoing work to establish full Grant Funding Agreements, Memorandums of Understanding or Amendments where relevant. A copy of the Programme Change Control Log is included at **Appendix 2**, which reflects changes agreed as part of the latest Project Adjustment Request (approved by government on 05 July 2023) and further changes agreed as part of the contracting process.

The Accountable Body was required to complete the grant usage statement form which forms the First Line of Defence in assurance to government and this was submitted in October 2023. A copy is provided at **Appendix 3.**

The Monitoring and Evaluation (M&E) Performance Return is due for submission by 04 December 2023 and is included as **Appendix 4** for consideration and endorsement by the Brilliant Barrow Board.

Projects are now in a regular reporting cycle with the latest reports relating to Quarter 2 activity received during October. The information received in these reports has been used to complete the M&E Performance Return and following feedback from the Board at its meeting in September, to produce more detailed Project Update Dashboards that form **Appendix 5** to this paper.

Currently, reporting continues to show that slippage is a key risk to the programme that will need to be carefully monitored going forward. Whilst this has been generally due to development issues that have been identified either around cost or stakeholder engagement, resulting in an extended design process, the programme is now entering a critical delivery stage and it is important that these are now resolved to allow full delivery to commence. Whilst all projects are still reporting that they will meet the financial and outputs performance requirements for the Programme, this is an increasing risk to the programme and individual projects are exploring risk responses to this where necessary.

Recommendations:

It is recommended that the Town Deal Board:

1. Consider and note the updated Local Assurance Framework version 3.0 at **Appendix 1**.
2. Note the progress in contracting with individual projects and the Programme Change Control Log at **Appendix 2**.
3. Note the grant usage statement form submitted to government by the Accountable Body at **Appendix 3**.
4. Review and endorse the M&E Performance Return at **Appendix 4** for submission to Government by the 04 December 2023 deadline.
5. Consider and note the Project Dashboards at **Appendix 5**.

Report

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.

As reported at the last Board meeting, on 05 July 2023 updated guidance to the Project Adjustment Request process for Town Deals was issued, allowing greater flexibility to agree adjustments to project locally.

Westmorland and Furness Council therefore considered and approved a revised Local Assurance Framework (version 3.0) at its Cabinet meeting on 14 November 2023. The key changes within the update are:

- Revised Change Control process to align with updated PAR guidance issued by government on 05 July 2023, including relevant delegations
- Updated references where relevant to the Lead Council following Local Government Reorganisation
- Updated Terms of Reference to the Board, to reflect changes to membership
- Updated Terms of Reference to the Plan Delivery Group, to reflect the evolution of the programme to its delivery stage and to incorporate the previously separate Communications and Engagement Group

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.

Work continues to establish or update these where relevant. The status of this for each project is summarised below in Table 1:

Table 1 – Project Contracting Status

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.

The latest Programme Change Control Log is included for noting at **Appendix 2**. This captures the changes that were approved as part of the latest PAR submission (of which formal approval was received on 05 July 2023) and a further change agreed with the University of Cumbria regarding an extension to their completion date which remains within the same financial year and within Town Deal timescales. The latest quarterly cycle of reporting does suggest that further changes will be required going forward and these will be considered in line with the agreed change control process.

Programme Monitoring & Evaluation Reporting

As part of the annual assurance cycle for funds received under the umbrella of Levelling Up funds, the Accountable Body is required to complete a grant usage statement form, and this was submitted to government in October 2023. This is known as the First Line of Defence (FLOD) with three separate levels of assurance, referred to as the Three Lines of Defence, being in place. A copy of the grant usage statement form which was submitted to government is provided at **Appendix 3.**

The next Monitoring and Evaluation (M&E) performance report is due for submission to government by 4 December 2023. New templates were commissioned in October 2023 designed to provide more detail on a project's delivery status.

A copy of the M&E performance return is provided to Board members as **Appendix 4** to this paper to enable review and endorsement prior to submission. The M&E performance return remains subject to review by the s151 officer and therefore there may be further changes made. Projects are now in a regular reporting cycle with the latest reports relating to Quarter 2 activity received in October. The M&E performance return has therefore been completed using the information provided by projects through this process.

The formatting of the M&E template is not particularly accessible, and key information providing an overview of project and programme financial progress is therefore shown below in Tables 2 and 3.

Table 2 – Project Status Overview (Period Q2 23/24)

Project Name	Delivery (RAG)	Spend (RAG)	Risk (RAG)	Commentary – Delivery Status and RAG Ratings
Barrow Learning Quarter – Barrow Island Campus	↔	↓	↔	**Current Project Delivery Stage & Status:** Initiation, Ongoing – Delayed **Delivery:** There are issues causing delays, but no overall impact upon outputs anticipated at this stage. **Spend:** There is variance due to delayed delivery. **Risk:** The project has identified some significant risks but has responses planned and implemented.
Community Wellbeing Hubs and Earnse Bay Outdoor Centre	↔	↔	↔	**Current Project Delivery Stage & Status:** Planning & Design, Ongoing - Delayed **Delivery:** There are issues causing delays with some changes anticipated, but no overall impact upon outputs anticipated. **Spend:** There is a variance of over 50% due to delayed delivery. **Risk:** The project does have some medium risks, with risk responses planned.
Business and Enterprise Support	↔	↓	↑	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On-track **Delivery:** Whilst lack of take up is currently impacting upon delivery, there are no significant changes identified at this point with outputs considered to be still deliverable but challenging. **Spend:** There is a small variance but spend is largely on track. **Risk:** The project has some medium risks, mainly in relation to the achievement of outputs and outcomes, with risk responses planned.
Housing Renewal Programme	↔	↔	↔	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing - Delayed **Delivery:** Issues causing significant delays may result in changes to the project. **Spend:** There is a variance of over 50% due to delayed delivery. **Risk:** There are significant risks to the project with a potential high impact. Risk responses being explored.
Brilliant Barrow Place Development	↔	↓	↔	**Current Project Delivery Stage & Status**: Project Delivery, Ongoing - Delayed **Delivery**: The revenue element of the project is progressing well and delivering outputs. There are delays to the capital element of the project, but no significant changes identified at this point. **Spend:** There is a variance due to delayed delivery. **Risk:** There are some medium risks associated with the capital element with risk responses planned.
Marina Village	↓	↔	↔	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing - Delayed **Delivery:** Whilst key milestones are delayed by more than 6 months, significant changes to the overall project are not anticipated at this point. **Spend:** Whilst the variance is currently over 50% due to delayed delivery, and some budget changes may be required, due to the nature of the project it is anticipated that spend will be achieved quickly. **Risk:** The project does have some medium risks, with risk responses planned.
Local Cycling and Walking Infrastructure	↔	↓	↔	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing - Delayed **Delivery:** Whilst there are some delays to the timetable outputs remain deliverable and on track. **Spend:** There is some variance due to ongoing design and delivery delays. **Risk:** There are some medium risks with risk responses planned, including extended stakeholder engagement.
Barrow Learning Quarter – Rating Lane Campus	↔	↔	↔	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On-track **Delivery:** Project is on track to deliver outputs and is keeping to schedule. **Spend:** Whilst there is some variance to the profiled financial forecast, delivery remains on track and no key budget changes are required. **Risk:** Project risks are low likelihood, with responses planned and implemented.

Table 3 – Programme Financial Progress (Period Q2 23/24)

	2021/22	2022/23	2023/24	2024/25	2025/26	TOTAL
Agreed Profile	£799,000	£3,028,875	£9,015,626	£10,408,072	£1,748,427	£25,000,000
Actual Spend	£474,518	£916,713	£867,355	-	-	£2,258,586

Currently, reporting continues to show that slippage remains a key risk to the programme. The narrative within the individual project returns demonstrates that in most cases, this has been due to an extended design and / or consultation phase for reasons such as inflationary pressures and design concerns. The mitigations put in place currently appear to demonstrate that this slippage will be resolved within the life of the Town Deal programme, but in some cases ongoing risk responses are being explored. As the programme is now at a critical stage in delivery, this will need careful ongoing monitoring.

Following feedback from the Board at its meeting in September, more detailed Project Update Dashboards have been produced, and these form **Appendix 5** to this paper.

Liz Watson, Programme Lead – Accountable Body & Assurance
17 November 2023

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 Communications & Engagement Group whose role is to implement the Stakeholder Engagement Strategy to ensure that all communities can become involved in the development of the Barrow Town Investment Plan.

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

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

It should also:

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

The Communications & 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 & Governance 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

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 – Resources (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 – Resources (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 Resources (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	

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 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 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
- 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

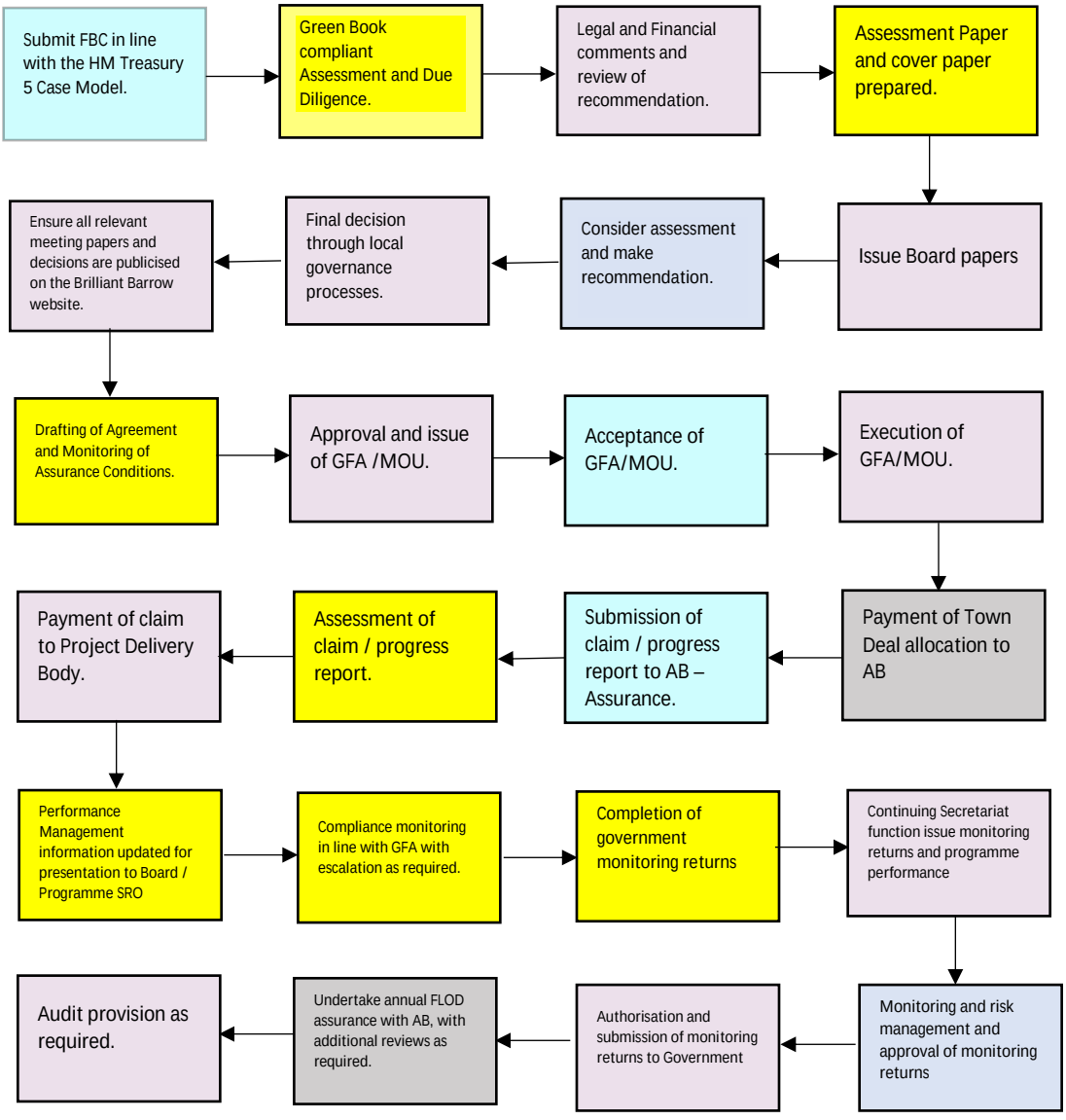
Accountability

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/MHCLG



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:	Click or tap to enter a date.

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

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

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

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

Proposed Revised Claim Schedule

Claim No	Claim Period	Claim Submission Date	Grant £

		Total	

Proposed Revised Project Costs

[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	**Choose an item.**
Justification for categorisation:	

PART C: Decision Record

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

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

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

Brilliant Barrow Programme Change Log

Project Ref	Project Name	Change Control Ref	PMO Lead	Status of Change Control	Description of Changes Requested	Variation Type	Date Change Control Received	Date PMO Review Completed	MINOR		NOTABLE					SIGNIFICANT							Comments
									Date Outcome E-mail Issued	Date Acceptance Email Received	Date sent to Accountable Body	Date Accountable Body Decision Received	Date Outcome Issued in Writing	Date Variation Issued	Date Variation Executed	Date sent to Accountable Body	Date Accountable Body Decision Received	Date BB Board Decision Received	Date Government Decision Received	Date Outcome Issued in Writing	Date Variation Issued	Date Variation Executed	
BB002	Business & Enterprise Support	1.0	Liz Watson	CC Approved	Revised milestones, financial profile & outputs profile due to slippage.	Notable	30/06/2022	06/07/2022			06/07/2022	22/07/2022	See Comments	See Comments	See Comments								The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding Agreement.
BB006	Marina Village	1.0	Julie Hodgson	CC Approved	1. Revised milestones, financial profile & outputs profile due to slippage. 2. Movement of funding between expenditure headings.	Minor	06/07/2022	05/08/2022	See Comments	See Comments													Although classed as Minor, the Change Control was shared with the Accountable Body as it reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU. The Change Control was approved by the Accountable Body on 24/08/22.
BB004	Housing Renewal	1.0	Megan Kelsey	CC Approved	1. Revised milestones, financial profile & outputs profile due to slippage. 2. Movement of funding between expenditure headings. 3. Reductions to outputs.	Notable	26/07/2022	05/08/2022			05/08/2022	24/08/2022	See Comments	See Comments	See Comments								The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU.
BB001	Place Development	1.0	Kevin Little	CC Approved	1. Revised milestones, financial profile & outputs profile due to slippage. 2. Movement of funding between expenditure headings. 3. Minor reduction to outputs.	Notable	15/02/2023	15/02/2023			16/02/2023	20/02/2023	See Comments	See Comments	See Comments								The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding MOU.
BB005	Community Hubs & Earnse Bay	1.0	Kevin Little	CC Approved	1. Revised milestones, financial profile & outputs/outcomes profile due to slippage. 2. Movement of funding between expenditure headings and creation of new expenditure heading. 3. Removal of project output to be replaced by alternative (classed as an outcome).	Significant	13/03/2023	15/03/2023								15/03/2023	15/03/2023	22/03/2023	05/07/2023	See comments	See comments	See comments	The Change Control reflects changes from the Project Business Case identified in the Project M&E Plan agreed with the applicant. The M&E Plan will form part of the Project Grant Funding MOU.
BB003b	Barrow Learning Quarter - Rating Lane Campus	1.0	Liz Watson	CC Approved	1. Reduction in match funding, and subsequent increase to TD intervention rate 2. Reduction in scope of project in line with reduced funding 3. Changes to outputs 4. Revised milestones, financial profile & outputs/outcomes profile due to slippage.	Significant	01/03/2023	31/03/2023								31/03/2023	31/03/2023	22/03/2023	05/07/2023	See comments	See comments	See comments	The Change Control reflects changes from the Project Business Case to the agreed Project M&E Plan. The M&E Plan will form part of the Project Grant Funding Agreement. This Change Control includes the disaggregation of the College element of the BLQ from the University element.
BB002	Business & Enterprise Support	2.0	Liz Watson	CC Approved	1. Revised financial and output profile due to slippage 2. Change to non-procured cost methodology due to delivery review and change of personnel 3. Movement of funding between budget headings	Notable	14/04/2023	18/05/2023			18/05/2023	24/05/2023	26/05/2023	15/06/2023	06/09/2023								
BB003a	Barrow Learning Quarter - Barrow Island Campus	1.0	Liz Watson	CC Approved	1. Increase in grant value. 2. Increase in total project cost and changes to match funding. 3. Minor change to outputs. 4. Revised financial profile due to changes to project budget and slippage. 5. Changes to milestones.	Significant	N/A	31/03/2023								31/03/2023	31/03/2023	22/03/2023	05/07/2023	06/07/2023	See comments	See comments	The Change Control reflects changes from the original business case to the revised business case which formed a PAR submission to Government, prior to the issue of a GFA.
BB007	Local Cycling & Walking	1.0	Liz Watson	CC Approved		Significant	N/A	31/03/2023								31/03/2023	31/03/2023	22/03/2023	05/07/2023	06/07/2023	See comments	See comments	The Change Control reflects changes from the original business case to the revised business case which formed a PAR submission to Government, prior to the issue of a MoU.

BB004	Housing Renewal	2.0	Liz Watson	CC Approved	1. Change to scope of project activity (level of intervention per property). 2. Reduction in outputs due to impact of inflation. 3. Extension of end date from 30/09/2025 to 01/02/2026 to allow for updated programme refined as part of scheme design. 4. Revised financial profile due to slippage.	Significant	N/A	31/03/2023								31/03/2023	31/03/2023	22/03/2023	05/07/2023	06/07/2023	TBC	TBC	The Change Control reflects changes from the MoU to the revised business case which formed a PAR submission to Government.
BB003a	Barrow Learning Quarter - Barrow Island Campus	2.0	Liz Watson	CC Approved	1. Extension of project end date from 19 August 2025 to 11 November 2025 2. Changes to milestones	Minor	16/11/2023	17/11/2023	See Comments	See Comments												The change control reflects changes from those agreed within the PAR to the agreed Project M&E Plan, prior to the issue of the GFA. The M&E Plan will form part of the GFA. This was classed as minor, as although milestone dates have been moved, this is within year and at this stage the financial profile has not been udpated.

Brilliant Barrow Board Meeting

Agenda Item:	8
Date of Meeting:	30 November 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 there is one red risk post mitigating actions for the University

4. Note that there are two 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 remains a significant opportunity from the current focus on Barrow from central government, and the “Team Barrow” approach. A verbal update on this will be provided to the board meeting, following the Autumn statement on the 23 November.

4. One project (Housing Market Renewal) has two 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. One project (Barrow Learning Quarter – University Campus) has one red risk post mitigating actions.

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
21 November 2023

Attachment
Appendix A - Programme Risks, Opportunities and Issues Register

Brilliant Barrow Town Deal - Programme Risk Register

Updated:	17/11/2023

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
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

Risk No.	Risk Detail	Mitigating Actions	Owner	Actions Update	Likelihood (1 to 5)	Impact (1 to 5)	Risk Rating	Direction of Travel	Last Updated / Reviewed
7	There is a risk that projects cannot provide sufficient assurance with regards to deliverability, caused by delays or failures to obtain statutory consents, resulting in delays to the delivery of projects or changes to the scope of projects and project outcomes.	Where all required consents are not yet in place, ensure sufficient comfort is provided (such as early engagement with planning authorities) with clear strategies and timescales for the relevant approvals. Ensure project-level risks are identified and escalated to programme-level as required.	Project Delivery Body SROs	Where relevant, business cases identified a timeline for obtaining consents and appropriate conditions to manage programme risks were agreed by the Town Deal Board. Regular contact between the Accountable Body and Project delivery bodies continues and where necessary, amendments to timelines are reflected in Project Monitoring & Evaluation Plans. Risks associated with statutory consents are addressed in project risk registers as appropriate. At this stage, no project-level risks require escalation to the programme risk register, 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
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

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
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
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
PR1	**Barrow Learning Quarter - University Campus Project risk number 1** Potential issues recruiting students	Working with BAES and supply chain, and schools/colleges in area	University of Cumbria	Targetted outreach with schools and colleges and promotion of scholarships	4	3			
PR2	**Housing Market Renewal: Project risk number 2** The programme of works runs behind schedule	Communication with all stakeholders. Working with Arcus to develop clear scope of works and delivery timetable	Caroline Wagstaff/David Haughian Westmorland &	Communication ongoing as is review of scheme	4	3			11/09/2023
PR3	**Housing Market Renewal: Project risk number 3** Low uptake on scheme	Communication with all stakeholders.	Caroline Wagstaff/David Haughian Westmorland & Furness Council	Communication ongoing but if scheme needs reviewing this is going to further delay programme. New owners and tenants may need to be engaged	4	3			

Brilliant Barrow Town Deal - Closed Programme Risks

Updated:	17/11/2023 - no programme risks closed since last board

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.
PR1	**Learning Quarter: Project Risk number 1** Cost escalation could be beyond identified cost estimates at current design stage	Contingency built into project costs throughout design stages. Value engineering. Cost estimate scrutiny	11/09/2023	Mark Swindlehurst UoC COO	Design reviewed to ensure deliverable within budget
PR2	**Learning Quarter: Project Risk number 5** Ability to enter into lease	BAES to agree access rights with landowners prior to commencement	11/09/2023	Mark Swindlehurst UoC COO	Close liaison with BAES site / infrastructure team and ongoing communications

Brilliant Barrow Town Deal - Programme Opportunities Register

Updated:	17/11/2023

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 / Westmorland and Furness 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 / Westmorland and Furness 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 / Westmorland and Furness 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
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 / Westmorland and Furness 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

Opportunity No.	Opportunity Detail	Realisation Action	Owner	Actions Update	Last Updated / Reviewed
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 / Westmorland and Furness Council	Refresh of Local Assurance Framework to reflect evolution of Programme from development to delivery undertaken in May 2022 and further update in November 2023 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).	17/11/2023
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 / Westmorland and Furness 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.	17/11/2023
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 / Westmorland and Furness Council	Monitoring and Evaluation Plan have been established for each scheme to form part of the Grant Funding Agreements. Terms of Reference of the Plan Delivery Group have been reviewed as part of the Local Assurance Framework refresh	17/11/2023
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
11	There is significant opportunity presented through Team Barrow, with the current central government focus on Barrow and supporting BAE's submarine development programme	Ensure opportunities to contribute to further development of the Brilliant Barrow programme are maximised Increasing awareness among relevant stakeholders.	Westmorland and Furness Council		17/11/2023

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:	30 November 2023
Title:	Projects Health Check Report
Reporting Officer:	Karen Houghton, 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 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 areas of concern brought back to the Brilliant Barrow board as appropriate.

That the Health Check process is repeated in Spring 2024, which will be two years before the end of the Brilliant Barrow programme.

Report

Health Check Methodology and Approach

The health checks were carried out in Summer 2023 by members of the Inclusive and Green Growth Team in Westmorland and Furness Council This had the added value of enabling the newly formed team to gain a fuller understanding of Brilliant Barrow and the Town Deal programme.
All internal Westmorland and Furness projects had a further meeting with Gareth Candlin and Karen Houghton to more closely understand how they could intervene where necessary to make progress/unlock problems.

The health check process was 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 to facilitate the projects' success.

The health check process was designed to be:

- Open and transparent
- Collegiate and collaborative
- Solutions-focussed

Each Project Manager was invited to a health check session in August/September 2023. All eight of the eight projects have now been health checked. As noted above, the internal projects had a follow-up meeting with both project managers and senior responsible officers present.

Feedback from the project managers was positive in terms of the value of the conversations, and the IGG team were able to help unlock some issues for the projects.

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.

Themes emerging from the Health Check Process

1 Issues in relation to Local Government Reorganisation

A key issue for some Westmorland and Furness projects (which make up five of the eight) was around the nomination of a project manager and senior responsible officer, and some projects had necessary staff changes due to reorganisation. As a consequence, there was some lag in programmes whilst new personnel got up to speed with the projects and their obligations.

A second issue arising from LGR was the support available from legal and finance teams, again partly as people found their feet in new roles but more specifically the volume of grant funding agreements and other legal issues that the teams were dealing with. We have mitigated this by the escalation of the issues for a number of projects, using assistant director and director level involvement and reiterating the critical importance of the projects and their time-sensitive nature.

Thirdly and critically for some projects as they move into the delivery phase, it is worth noting that the Capital Programmes team of W&F is struggling with recruitment. There are only a handful of staff in the team that needs 10-15 people to deliver its commitments. Mitigation here might need to be more focus and amplification of the exciting opportunities in terms of a recruitment drive, and/or the use of interim staff to meet the deadlines looming.

2 Review of Scope

A number of the projects referred in the health check interviews to reviewing the scope of the project. This was either as standard practice at project inception, and review by the project team of business cases and project scopes developed by consultants on behalf of the Brilliant Barrow board, and/or as a result of new project teams being assembled. Whilst in some cases this may lead to a stronger more effective project, there will be knock-on effects of the need for project adjustment requests, and extension/delay to elements within the project programme.

We are supporting the project teams to clearly define their projects and ensure that they understand the implications on programme by reinstating the Project Delivery Group and meeting all project leads ahead of the Brilliant Barrow board.

3 Cost Escalation

A number of projects cited cost escalation issues, which had resulted in the need for redesign and value engineering. This has had a knock-on effect on programme whilst the redesign/scope review/value engineering was ongoing.

4 Contractor Issues

One project found it difficult to secure contractor over the summer holiday, and mitigated the issue by phasing the refurbishment project into discrete stages. There is not much we can do to mitigate this issue at programme level, but we will keep a watching brief on it

5 Board Engagement

A number of project managers and SROs raised the issue of engagement with the Brilliant Barrow board. They would appreciate the opportunity to engage more fully with the board, and for the board members to be more informed on the nuances of the project, in order to effectively advocate/act as ambassadors.

We have attempted to address this through the programme of site visits and presentations currently scheduled for the board meetings. We can also provide more “colour” for the board on project outputs through the communications report/dashboard, so that they are more informed and feel able to advocate more effectively on behalf of projects and the programme.

6 Understanding of Governance/Reporting

Some project managers were unclear about their responsibilities in terms of reporting to the Accountable Body team at W&F and the Brilliant Barrow board meetings, and how their reports fed into the wider programme reporting to Brilliant Barrow and beyond to Department of Levelling UP, Homes and Communities. We have addressed this by reiterating the process at the follow-up health check meetings and by reconvening the Project Delivery Group, where a representative of the Accountable Body team provided a comprehensive presentation to all project managers and SROs on the relationships and obligations in this respect

7 Wider Engagement with the Community

A couple of projects had run into some issues with wider community engagement and there is a need to keep this in focus over the coming months as projects move onto site and inevitable disruption occurs. We have mitigated the concerns here by initiating a communications support team package and offering additional support from the IGG team at W&F. The communications resource (Caroline Barber and Fraser Robertson) met all project managers within September/October to introduce themselves and more fully understand the issues in terms of engagement and communications.

It may also be necessary for Brilliant Barrow Board involvement at key touchpoints within the programme

Karen Houghton
17 November 2023

Brilliant Barrow Board Meeting

Agenda Item:	11.1
Date of Meeting:	Thursday 30th November 2023
Title:	Communications Activity Report - September/October (to date) 2023
Reporting Officer:	Caroline Barber

Executive Summary & Introduction

A complete review of the Brilliant Barrow communications strategy and function has been undertaken during the period with a new strategy now produced for oversight, planning and delivery of communications going forward. This has included a programme-level stakeholder identification and mapping exercise.

An activity tracker has been developed to record and forecast day to day opportunities for communications across the programme and projects going forward. A new distribution protocol is in place to improve internal communications.

Work is now taking place on a product delivery plan which aims to both increase visibility of the Brilliant Barrow brand and to improve broad understanding of its actions and objectives.

Recommendation(s)

To note the content of the update.

Report

Communications strategy and activity tracker:

The Brilliant Barrow Communications Strategy has been reviewed and revised to produce a new draft document.

The revised protocol outlined in the strategy document will improve linkages between internal and external teams producing frontline communications as well as with programme managers and board members.

It will also help to ensure the Brilliant Barrow brand is used consistently, that funding acknowledgements are in place and that outward communications comply with the publicity requirements of DLUHC.

In addition to the revised strategy, a communications activity tracker has been developed and is now in use. This dashboard is being used to plan and track programme and project milestones, events, activities and opportunities for internal and external communications.

A stakeholder distribution protocol has been written to generate wider awareness of communications released across the programme.

Content:

This period in the delivery phase is rich in opportunities for external content linked to the programme and its projects.

A number of media releases have been distributed:

- Media release produced on the board visit to the site of the new university campus

Brilliant Barrow Board visits site of new university campus – Brilliant Barrow



- Media release produced on the launch of a new Brilliant Barrow Treasure Trail for the Place Development project

Free Brilliant Barrow treasure trail launched for shipyard town – Brilliant Barrow



- Media release produced on the completion of phase 1 preparation works at Marina Village

[Preparation works near completion at key Barrow homes site – Brilliant Barrow]



- Media release produced on a free workshop on self-employment held during Global Entrepreneurship Week

[Seeking Barrow's entrepreneurs for innovative, free business event – Brilliant Barrow]

- Media release produced on the visit of HRH The Princess Royal to 'break ground' at the new university campus

[HRH The Princess Royal 'breaks ground' on Brilliant Barrow university campus – Brilliant Barrow]



Planned content:

- Media release produced on the transfer of funding for the new university campus and easement to provide access

- Media release on forthcoming business start up / self-employment courses available through Business and Enterprise project

- Media release on new place perception survey to aid evaluation of events and activities organised as part of the Place Development project

- Photocall to mark completion of Phase 1 remediation at Marina Village

Social media:

With improved links to project teams now in place, social media posts on Facebook and Twitter are focused on project and programme updates.

October and November have seen a variety of content go forward to the channels to highlight news and to help increase sign ups to a free event that forms part of the Business Development project.

Facebook (28 days from October 15 - November 15)

Post reach 3,789

Post engagement 1,114

New Page likes 12\New Page followers 23
Twitter (28 days from October 15 - November 15)

Impressions 3,131 (27.1% increase on previous month)

Followers 872 (15 more followers)

Brilliant Barrow website:

The website is updated continually to ensure content is up to date.

This work has included:

- 2023 Register of Interests/Other Interests documents added to Governance section for DLUHC compliance

- new content added to newsfeed

- Business and Enterprise project page re-written to include details of upcoming self-employment / business start up courses

Further and ongoing project page revisions will be made as we continue forward to ensure the descriptions contains the most up to date information available.

Website analytics for the past 90 days show healthy usage of the site with a strong event count - the Google Analytics term for an action such as a page click, document download, video view.

The number of new users is good but down in the context of the unusual spike in numbers seen during July and August.

Web users: 1.5k

Event Count (Page clicks, image views, document views etc): 15k

New users: 1.4k

Progress against actions set at the Brilliant Barrow Board Meeting:

A communications action was set at the Brilliant Barrow Board Meeting on 20 September:

- Establish a system to provide oversight of ongoing communications across the Brilliant Barrow programme and its projects with ability to track progress and forecast planned future activity

Revisions to the Brilliant Barrow communications strategy have been set out in the draft document to help create better linkages between the individual projects, programme leaders and board members. The new communications activity tracker should provide a view of deliverable activity both completed and forthcoming while also plotting further opportunities for communications as they are identified.

Caroline Barber
24 November 2023

Communications Strategy:
Delivery Phase

Programme:	Brilliant Barrow Town Deal
Date:	November 2023
Version No:	V2
SRO:	Gareth Candlin, AD Inclusive & Green Growth, W & F Council
Programme Contact:	Helen Houston, Head of Regeneration & Planning Policy, W & F Council
Communications Lead:	Caroline Barber & Fraser Robertson, W & F Council

1. Context

This document sets out the strategy for outward communications relating to Brilliant Barrow, a £25 million regeneration programme using investment from the Government's Towns Fund.
The communications strategy sets the scene for communicating progress with Brilliant Barrow and its seven projects during the delivery phase with both external and stakeholder audiences.

It should be read in conjunction with the Brilliant Barrow Communications Dashboard which identifies milestones at both programme and project level that should be communicated outwardly on behalf of Brilliant Barrow.

The eight Brilliant Barrow projects are:

- Barrow Learning Quarter Barrow Island Campus - a university campus facility on Barrow Island offering both further and higher education courses with 1400 places annually.

- Barrow Learning Quarter Rating Lane Campus - Improvements to Furness College's Rating Lane campus will increase the number of further education places available to 800.

- Community Wellbeing Hubs and Earnse Bay Outdoor Centre - Hubs at The Forum, in Barrow Town Centre, at Bram Longstaffe on Barrow Island and in Ormsgill will provide a home for activities and services for people in all stages of their lives. A new outdoor learning and community hub will also be created at Earnse Bay, on Walney.

- Business and Enterprise - A programme of bespoke business support will be available to residents, potential entrepreneurs and small to medium sized businesses, including community businesses and social enterprises, to harness economic opportunities in Barrow including those that exist within the supply chain.

- Brilliant Barrow Place Development - This project will improve event spaces in the town centre to allow a calendar of activities and events to be developed, attracting both residents and visitors to the area.

- Housing Market Renewal - Around 300 homes and a number of commercial properties in Rawlinson Street and Ferry Road on Barrow Island will undergo works and carbon reduction measures to improve the lives of residents as well as the overall perception of Barrow as a great place to live.

- Local Cycling and Walking Infrastructure - Dedicated routes for cyclists and pedestrians will link key areas to make it easier, safer and more enjoyable to travel by bike or on foot, cutting the number of short car journeys to improve health and wellbeing, reduce carbon usage and contribute to cleaner air.

- Marina Village - This project will help bring forward remediation and development of the derelict waterfront site. The work will unlock the potential of the site allowing the private sector to construct a mixed range of new homes bringing people and families back into the heart of the town.

Reference should be made to the context of the Brilliant Barrow Town Deal against the wider internal work of Team Barrow.

Brilliant Barrow was developed as a brand for the Town Deal to help generate community support for the programme and its vision for a thriving and prosperous Barrow, as well as to help group the seven capital projects which are being delivered via a number of different partner organisations.

Team Barrow is currently an internal working title that encapsulates both additional and crossover schemes and projects under consideration for the area.

2. Strategy

Maintaining regular communication at both a programme and project-specific level is essential to help both the public and stakeholders gain an understanding of the planned projects and their long term objectives and outputs throughout the delivery stage of the programme.

Ensuring that both residents and stakeholders are kept informed of developments linked to Brilliant Barrow. This is essential if we are to ensure the projects are supported and well used into the future.

Clear and consistent communications can also help to play a vital role in aiding understanding of the programme and the long term benefits it will help to realise for the area during the delivery phase when project activity is likely to be visible.
Given the magnitude of inward investment resulting from the Town Deal and the scale of the projects, proactive communication is vital on the basis that factual updates released at relevant points and milestones will underpin understanding and familiarity with each project as the process moves forward.

Communications:

Communications must encompass both information and updates on both the Brilliant Barrow programme as well as its eight projects.

It also enables opportunities for community engagement and to interact at a community level to aid understanding of the projects and to make sure they are rooted in the needs of the communities they are set to serve.

3. Audience details

Identifying stakeholders - those with an interest in Barrow, the Brilliant Barrow Town Deal programme and / or any of its seven projects - is a vital component of an effective communications strategy.

The Brilliant Barrow Town Deal Board is made up of representatives from public, private and third sector organisations that have an interest in Barrow more widely and therefore are ideally placed to fulfill the role of board member.

Board membership encompasses:

Westmorland and Furness Council
Barrow Town Council
Barrow and Furness MP
University of Cumbria
Furness College
CVS
NHS
BAE Systems Ltd
Spirit Energy
Associated British Ports
Cumbria LEP
Cumbria Chamber of Commerce
Barrow BID
BarrowFull
Barrow Futures Board

In addition to the organisations and sectors represented at Board level, other groups, organisations and individuals in the area will have an interest in the programme of work being undertaken and should be factored into the delivery plan.

Additional stakeholders include:

Residents
The business community
Westmorland and Furness Elected Members
Furness Locality Board Members
External delivery partners linked to the programme
Third sector organisations
Schools
Accountable body internal comms - SLT / SMT, staff
Wider Westmorland and Furness community

While regular updates on programme and project development must be provided to stakeholders to ensure they feel informed and engaged as each of the schemes are brought to life, the needs of individual stakeholders are different. Therefore a stakeholder matrix is set out below:

Brilliant Barrow Stakeholder Map

Power ↑

Keep Informed Elected members Internal: SMT / SLT	**Manage closely** Brilliant Barrow Board members (This includes key stakeholders: BAE Systems, NHS, MP, Town Council, CLEP, University of Cumbria, Furness College, ABP, Spirit Energy, CVS) Programme/project delivery teams External delivery partners
Regular, concise contact Schools Third sector organisations in Barrow and wider area (Community groups etc) Wider Community Internal: Wider W&F staff	**Regular contact** Residents Barrow and Furness area business community Furness Locality Board members

Interest →

4. Communications Objectives

Extensive communications and engagement has already taken place during the development of the Town Investment Plan leading to the submission of the bid for £25 million in funding from the Government's Towns Fund.

Further communications and engagement took place during the development of the business cases in support of each of the seven projects to inform the public about the process and work underway behind the scenes to secure the funding offer.

Consistent communications during the delivery phase will be key to informing the public about activity, highlighting long term benefits of each of the projects and to generate support and interest as each one goes live.

Brilliant Barrow should communicate with 'one voice', adhering to brand guidelines, ensuring compliance with publicity guidelines issued by the Department for Levelling Up, Housing and Communities, and acknowledging funding partners at appropriate points.

Communications should also be aligned to the objectives of the Town Investment Plan:

"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."

5. Key messages

- Regeneration funding on this scale represents a rare opportunity to ensure Barrow and its communities thrive into the future.

- The eight Brilliant Barrow projects will create a range of new opportunities for the area and its communities through:

i) improved access to further education and a new higher education offer

ii) training and skills for individuals and SMEs, maximising the area's considerable economic strengths and potential

iii) local hubs for people of all ages to access the support they need at any stage in their lives

iv) spaces and events to contribute to a thriving town centre and local economy - safe, active travel routes

v) an improved perception of Barrow as a great place to live, work and visit

- The programme has also attracted additional funding and will continue to draw inward investment to Barrow in the years ahead.

6. Overall approach

Regular updates should be provided on progress with the delivery of the Brilliant Barrow programme and each of its eight projects.

Opportunities for outward communications should be raised via the dedicated communications resource linked to the Brilliant Barrow programme. The most appropriate channel for the piece of communication should be identified from this point.

Delivery partner organisations should identify opportunities for appropriate internal communications and activities and action via their own available channels.

All communications should be anchored by the key messages above.

Advanced copies of approved communications should be provided to Brilliant Barrow Board members, ideally on the same day as distribution. Members should be encouraged to share the approved communication via their own channels and groups.

7. Communications protocols and sign off process

Outward communications relating to each of the projects should be routed via the dedicated Brilliant Barrow communications resource in good time to ensure consistency of style and key messaging.

Outward communications should adhere to Brilliant Barrow brand guidelines and should be compliant with the Towns Fund publicity guidelines issued by DLUHC. This includes clear acknowledgement of funding secured through the Brilliant Barrow Town Deal.

Sign off via the Senior Responsible Officer for the Brilliant Barrow programme should be sought on all external communications. Protocols held by delivery partner organisations are separate and in addition to this. Quotes must be agreed in advance with individual spokespeople.

All press releases and publicity material should contain the following line at the bottom (which links the reader back to the website on which the above statutory information is included):

For more information on Brilliant Barrow, visit www.brilliantbarrow.org.uk

All press releases should contain the following Editor's Note:

On July 27, 2019, the Prime Minister announced that the Towns Fund would support an initial 101 places across England to develop Town Deal proposals, to drive economic regeneration and deliver long-term economic and productivity growth.

A Town Deal is an agreement in principle between Government, the Lead Council (Westmorland and Furness Council) and the Town Deal Board. It will set out a vision and strategy for the town, and what each party agrees to do to achieve this vision.

Each of the 101 towns selected to work towards a Town Deal also received accelerated funding last year for investment in capital projects that would have an immediate impact and help places "build back better" in the wake of Covid-19.

All social media posts should adhere to the previously agreed Brilliant Barrow Social Media Strategy.

8. Use of spokespeople

External communications should, where possible, include a quote from an agreed spokesperson to maximise the chance of Brilliant Barrow Town Deal content being used and used well.

To aid understanding of the Town Deal, the use of spokespeople should adhere to the following formula:

- The Town Deal Board Chair should be quoted on matters that refer to the Brilliant Barrow Programme and its delivery.

- A supporting quote should be provided, where appropriate, by a Brilliant Barrow Board member who represents Westmorland and Furness Council as the accountable body.

- Board members who act as project sponsors should be quoted when the communications subject matter is project specific.

9. Identified risks

There are a number of communications risks associated with any programme of this scope and scale.

These should be identified at the earliest opportunity in order to action preventative measures or mitigation.

The following risks should be noted:

- Risk of rumour, speculation or confusion concerning the projects as the delivery phase moves forward.

Countermeasure: Provide regular updates/comms to get ahead of any emerging rumour with fact, particularly ahead of any visible activity linked to the projects. Provide visibility on Brilliant Barrow via the website and social media channels to reinforce the aims of the programme and to link all seven projects to Brilliant Barrow.

- Outward communications are not consistent in terms of branding/messaging/linking the delivery of individual projects to the Brilliant Barrow programme.

Countermeasure: Town Deal funding is a lengthy and complex process involving multiple partner organisations and stakeholders. Communications should be consistent and appear to speak with 'one voice'. Ensure all outward communications adhere to brand guidelines for Brilliant Barrow and the above sign off protocol is followed.

Brilliant Barrow Board Meeting

Agenda Item:	12
Date of Meeting:	30 November 2023
Title:	Stadium Feasibility Update– Place Development
Reporting Officer:	Helen Houston & Michelle Doherty

Executive Summary & Introduction

In April 2022, as part of the outputs for the Place Development Project, a feasibility study was commissioned for a mixed stadium in Barrow. The key stakeholders included in the study were Barrow Borough Council, Barrow Raiders Rugby Club and Barrow Football Club.

As previously reported to the Board the Study is now complete and this paper is to establish the appetite to progress further work.

Recommendation(s)

To consider and note the update.

Report

FMG Sport and Leisure Consultancy completed the study which provides the evidence to test viability of a proposed mixed-use stadium for Barrow. Its aim is to enable Brilliant Barrow Board and its partners to understand the projects strategic alignment to policy, key issues and viability, an outline of the commercial arrangement as well as providing the basis for clarifying the management, monitoring and evaluation post implementation.

The study formed part of the Town Deal Business Case and subsequently agreed Place Development Project, the outcomes of which include strengthening Barrow's culture and leisure offer.

In summary, the report concluded that following objectives could be met through the development of a mixed use stadium:

- Future proofing of sport (meeting future ground standards)
- Investment in public realm (cross subsidy, enabling development etc)
- Provide modern and fit for purpose facilities (event space, social space etc)
- Help to ensure sustainability of major sports clubs in the town
- Drive economic value (new jobs, increased visitors to town)
- Create a sustainable solution (reduced operating costs)
- Improve customer experience (car parking, toilets, support accommodation).

However, without significant investment the funding gap was too large for a new stadium to be a viable option. The milestone for the Place Development project was ultimately met with the completion of the report which, along with baseline data, can be used to support any future funding opportunities.

This report is to establish whether there is the appetite to undertake further work on this piece of evidence and what form that might take.

Michelle Doherty & Helen Houston
21 November 2023