Brilliant Barrow Board Meeting

Friday 17th May 2024
Barrow Town Hall

Ref	Agenda Item	Time	P/R/V	By
	Arrival	9.00am		
1	To consider and note Opening Comments from the Chair	9.15am 5 mins	V	SC
2	To consider and note: 2.1 Apologies for Absence 2.2 Attendance of Substitute Members 2.3 Declaration of Interests 2.4 Board Membership Update	9.20am 10 mins	V V V R	BD SC HH HH
3	To consider and approve minutes of meeting held on 23 February 2024 3.1 To consider and note Actions	9.30am 10 mins	R R	SC
4	To consider and note Matters Arising, not covered in the Agenda	9.40am 5 mins	V	SC
5	To consider and note a Housing Market Renewal Project Update **Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)**	9.45am 20 mins	V	DH
6	To consider and note a Board Sub-Group & Focus Group Update	10.05am 5 mins	R	HH
7	7.1 To consider and note Accountable Body Programme Update 7.2 Note the Programme Change Log at **Appendix 1**, and the updated guidance in relation to the PAR process. 7.3 Note that it is proposed that a special meeting of the Board is convened to consider project risks (including reallocation of any relevant funding) at a programme level to enable a PAR to be submitted to government, and consider arrangements for this. 7.4 Consider and endorse the 'Notable' change control relating to the Community Hubs and Earnse Bay project at **Appendix 2**. 7.5 Consider and approve the 'Significant' change control reflecting the withdrawal of the Business and Enterprise project at **Appendix 3**. 7.6 Review and endorse the M&E Performance Return at **Appendix 4** for submission to government by the 28 May 2024 deadline. 7.7 Consider and note the Project Dashboards at **Appendix 5**. **Agenda items 7.4, 7.5, 7.6 and 7.7 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)**	10.10am 40 mins	R	LW
8	To consider and note the Updated Risk Register & Opportunities Update	10.50am 15mins	R	KH
9	To consider and note Brilliant Barrow Comms & Engagement Update	11.05am 15 mins	R	HH
10	Update on Team Barrow	11.20am 10 mins	V	PD

11	Any Other Business Brillant Barrow Summer Event	11.30am 10 mins	V	HH
12	To agree Date and Time of Next Meeting 20th September 2024	11.40am 5 mins	V	SC
13	Meeting close/comfort break	11.45am 15 mins		
14	Place Marketing update/discussion	12pm 45 mins	P	
15	Lunch	12:45pm 45 mins		

* Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Friday, 23 February 2024 at 10.30am
Furness College, Channelside

Board Members present:	Steve Cole (SC), BAE Systems – Chair	Natalie Goodman (NG), Spirit Energy
	Cllr Jonathan Brook (JB), W&F Council - Vice Chair	Paul Hodgson (PH), Barrow BID
	Suzanne Caldwell (SCa), Cumbria Chamber of Commerce	Cllr Andrew Jarvis (AJ), W&F Council
	Gareth Candlin (GC), W&F Council & Town Deal SRO	Jo Lappin (JL), Cumbria LEP
	Cllr Fred Chatfield (FC), Barrow Town Council	Gabriela Lipska (GL), Cumbria CVS
	Chris Clouter (CC), Associated British Ports	Julie Mennell (JM), University of Cumbria
	Nicola Cove (NC), Furness College	Alysha Moore (AM), Futures Board
	Simon Fell (SF), MP Barrow & Furness	
Present:	Phil Drane (PD), W&F Council	Fraser Robertson (FR), W&F Council
	Brett Dayton (BD), W&F Council	Liz Watson (LW), W&F Council
	Karen Houghton (KH), W&F Council	
	Helen Houston (HH), W&F Council	David Haughian (DH), W&F Council
	Sarah Peak (SP), Department for Business and Trade	Caroline Wagstaff (CW), W&F Council
	Neil Tindale (NT), Cities & Local Growth Unit	(DH & CW Agenda Item 5 only)
Minutes:	Alison Webb (AW), W&F Council	

Channelside Campus Tour

Prior to the presentation, the Board received a tour of the Furness College Channelside Campus.

Those present were shown the various buildings and areas of the campus including the advanced manufacturing and technology centre, joinery, motor vehicle and brick laying workshops, the restaurant and salon. The site also included a virtual nursery and clinical suite, where nurse trainees and health and social care students can experience the surroundings of a hospital ward. The Campus also offers a full range of sports facilities, including a fully equipped fitness suite, sports hall and outdoor pitch.

The Board thanked the Furness College team for hosting the site visit and providing an overview of the facilities, and how this will equip students in their progression to higher education and the workplace.

Furness College Barrow Learning Quarter Update

The Board received a progress update presentation on the Barrow Learning Quarter: Rating Lane Campus from Nicola Cove, Principal & CEO of Furness College.

The circa £4.5M investment will redevelop key areas and enhance the quality of the teaching and learning facilities. NC explained that whilst building work was underway, it was important to note the efforts by the Rating Lane team to enable the College to continue to operate as a 'live site'.

Engagement with the students and staff had taken place to redesign the logo and branding, empowering the students in developing its own identity. The new title was The Sixth Form FC.

NC highlighted there were some delays on non-critical path deliverables that were being actioned.

NC provided assurance that strong governance and oversight was in place to monitor progress and internal reporting was undertaken through the Furness College Internal Audit Committee, to enable transparent reporting to the Brilliant Barrow Board.

NC explained the works were being completed using a three phase plan. The first phase focussed on physical changes to improve the wellbeing by improving the staff and student areas on the ground and first floors; the second phase focussed on improving the physical teaching spaces on the ground and first floors; and the third and final phase aimed to reconfigure the other teaching spaces and improve flow and access across the site. Phases one and two were complete and completion of phase three was imminent.

NC closed by highlighting the projects link to the wider development of the Barrow Learning Quarter, working in partnership with the University of Cumbria to ensure students have greater access to learning and education opportunities and increase the retention of talent in the local area.

KH asked if the project being delivered on site had led to more interest from students in construction/design. NC explained that the contractors and design team had been successfully engaging with construction students from the College.

NC welcomed the Board to visit The Sixth Form FC site later in the year when the works were complete.

Action 1	To arrange a site visit to The Sixth Form FC.	HH/NC	Upon project completion

SC and the Board thanked NC for providing a very positive project update.

Marina Village Update

The tour was followed by a progress update presentation on the Marina Village project from Gareth Candlin, project Senior Responsible Office & Assistant Director for Inclusive and Green Growth, W&F Council.

DH and CW joined the meeting.

1 To consider and note Opening Comments from the Chair

SC opened the meeting by emphasising the importance of the Board's role in fully understanding each of the projects, and how each project would deliver the programme's desired outcomes to the community of Barrow. The Board's role was to sponsor and represent the Town Deal programme and use its combined influence to leverage opportunities. He added the Board also had a crucial role to monitor progress and support the W&F Accountable Body function.

SC welcomed the following to the Board meeting:

- Phil Drane, Programme Director - Major Projects & Regeneration for Barrow
- Sarah Peak, Trade Partnerships Manager Cumbria, Department for Business and Trade
- Neil Tindale, Deputy Area Lead – Cumbria & Lancashire, Cities & Local Growth Unit.

SC closed by highlighting the criticality of communications and engagement at this key stage in the programme. The Board and project teams must work together with the Comms & Engagement team to deliver ambitious messaging, that carefully underpins the progress being made.

2.1 To consider and note Apologies for Absence

Apologies for absence were received from:

- Cllr Derek Brook (DB), W&F Council Furness Locality Board
- Janet Garner (JG), BAE Systems
- Peter Hepburn (PH), Spirit Energy
- Daniel Tyler-McTighe (DT), BarrowFull
- Lauren Dixon (LD), NHS
- Bryan Davies (BD), Associated British Ports
- Caroline Barber (CB), W&F Council
- Holly Singleton (HS), W&F Council.

2.2 To consider and note Attendance of Substitute Members

The following attended the meeting as substitute members:

- Jim Perks, BAE Systems attended for Janet Garner
- Natalie Goodman, Spirit Energy attended for Peter Hepburn.

2.3 To consider and note any Declaration of Interests

SC explained that at each meeting, Board members had the opportunity to declare any additional interests in addition to those previously declared prior to the meeting. No other declarations of interest were made.

2.4 To consider and note a Secretariat and Senior Responsible Officer Update

HH explained that Brett Dayton, W&F Council would be taking over as Secretary from the May 2024 Board meeting. The Board thanked Alison Webb for her work as Secretary since the September 2023 meeting.

AW advised the 2024 Board meetings that had been scheduled in Outlook would be cancelled and rebooked by BD.

HH advised the Senior Responsible Officer role currently held by Gareth Candlin, W&F Council would transfer to Phil Drane, W&F Council from the May 2024 Board meeting. The Board thanked Gareth for his contribution and welcomed the dedicated role that Phil will play in aligning the Brilliant Barrow programme and the work being progressed by Team Barrow.

2.5 To consider and note a Cumbria LEP Update

JL explained that since the Government made the decision to cease sponsorship and funding of LEPs, Cumberland and Westmorland & Furness Councils have been working closely with Cumbria LEP to ensure the transition of LEP functions and staff by 1 April 2024. The majority of staff would be transferred to Local Government under a TUPE agreement, with the aim to provide business continuity.

An Economic Growth Board would be established and this, along with the associated governance arrangements, were being progressed. The date for conclusion of the transition period was being agreed.

JL added the Cumbria economy and business community had been well served by Cumbria LEP, through the building of business-led partnerships between local authorities and the private sector, determining local economic priorities and undertaking activities to drive economic growth and the creation of jobs. This was echoed by SC who recognised the significant contribution made by Cumbria LEP over its lifetime.

SC requested an update on progress at the next Brilliant Barrow Board meeting.

Action 2	To provide a Cumbria LEP update at the next Board meeting.	JL	May 2024 Board Meeting

3. To consider and approve minutes of meeting held on 30 November 2023

The minutes of the meeting held on 30 November 2023 were considered and approved.

3.1 To consider and note Actions

5. *To present a Board Sub-Group proposal paper, to summarise the governance and purpose of the Group* - SC explained that positive progress had been made and an update would be provided under agenda item 6.1. The action was ongoing.

7. *The Board sub-group to perform a deep dive on the HMR project and report back on findings and actions* – SC suggested this action should be closed, as 1) the formation of the Board Sub-Group was ongoing and 2) the Housing Market Renewal SRO was providing a project update under agenda item 5, that included a change proposal, therefore a deep dive on the project at the current time was not appropriate. It was agreed to close this action and other actions would be agreed under item 5.

8. *To consider ways to improve engagement between the Project Teams and Board* – SC advised that improving engagement would be considered as one of the objectives of the Board Sub-Group and is linked to Action 5 above. The action was ongoing.

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

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

5. To consider and note a Housing Market Renewal Project Update

Item 5 - Not for publication or onward sharing 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)

DH and CW left the meeting.

6. Board Sub-Group & Focus Group Updates

6.1 To consider and note a Board Sub-Group Update

HH and thanked those who had volunteered to be involved in the formation a Board Sub-Group, however, uptake had been low.

HH explained that it was fundamental to establish the objectives and outcomes of this Group, to ensure the most efficient use of time. It was noted that this additional information should help any potential members understand what is involved and increase the uptake. A focus group would be convened to investigate the establishment of the formal sub-group.

HH added that discussions had taken place with PD to explore how the Brilliant Barrow Board and Team Barrow could collaborate to achieve common goals and aims and that as Team Barrow governance emerged, it would be considered and aligned with the Brilliant Barrow arrangements.

HH highlighted that at present the Board currently has no sub-groups and no framework to create one, therefore the formation of the sub-group will change the Board's governance structure and this would need to be formally considered and agreed, resulting in an amendment to the Local Assurance Framework.

KH added that best practice would be considered from other Town Deals and ensure clear terms of reference were developed, so Board members and Officers could add value.

The focus group will meet to discuss the way forward and provide feedback to the Board in consultation with the Accountable Body & Assurance Team.

Action 3	To provide an update report on the Board Sub-Group proposal.	HH	May 2024 Board Meeting

6.2 To consider and note a Stadium Feasibility Focus Group Update

HH explained that a positive number of responses had been received and thanked the Board members wishing to be involved, along with other parties including W&F Council Officers. A meeting was diarised for the following week to explore this proposition and a report will be provided to the May Board meeting.

JM suggested the focus group should consider this exciting opportunity in respect of the other interventions currently underway in Barrow and the potential for inward investment opportunities in the town. She added the work undertaken in Carlisle had been transformational to the city.

SC and JL reaffirmed this suggestion, with JL noting it would be useful to engage with Cumberland Council to share experiences around stadium developments, delivery models and opportunities for private investment.

Action 4	To provide a Stadium Feasibility update report.	HH	May 2024 Board Meeting

6.3 To consider and note a Futures Board Focus Group Update

HH thanked those who had volunteered to be involved and explained that she had held an initial meeting with JM (Board sponsor), AM and HS to discuss the way forward.

Following the initial meeting on 14 February, JM, AM and HS had met to review the February Board pack from a Futures' perspective and the next meeting had been scheduled, to be attended by all who had volunteered to be involved.

AM, as Chair of the current Futures Board reflected that she was the only remaining member of the original Futures Board and that it was important to progress reinvigoration and a relaunch. She reflected that her experience of how the Board had previously interacted with the Brilliant Barrow programme had been both positive and negative and work was required to ensure the objectives of the Futures Board was fully understood and aligned with the Brilliant Barrow Board and the projects and how it could provide influence and input to key areas such as comms and engagement.

SCa noted the importance of the Board being inclusive and for all voices to be heard. The Board were encouraged to hear JL explain that Cumbria LEP had a Futures Forum, to enable members aged 18-35 to check and challenge activities undertaken by the LEP and be involved in the development of events. NG added that Spirit Energy were also exploring the involvement of younger employees and the re-establishment of their sub-board.

The Board agreed with JM's suggestion for each business/body represented on the Brilliant Barrow Board to commit to one member of their team to join the Futures Board. AW volunteered to co-ordinate the request.

Action 5	To provide a Futures Board Focus Group update report.	JM/AM	May 2024 Board Meeting

Action 6	To ask the Board to provide names of new members for the Futures Board.	AW	May 2024 Board Meeting

7. To consider and note a Biodiversity Net Gain Report

KH explained the Project Managers had provided a summary of the progress to meet the biodiversity net gain outcomes with each programme of work, and this was provided in Appendix 1. KH will work with the Project Managers to ensure this information is made available for all projects for future updates. Carbon literacy training was also being organised for key project staff. The exercise had been very useful and provided benchmark information to enable the position to be monitored going forward.

KH noted that whilst the request was initially made to provide a BNG progress update, it was proposed that this was expanded to include carbon reduction and the commitment to net zero, in line with the Towns Fund Guidance and commitments made in the Town Investment Plan and project business cases. The Board agreed the proposal and for the 2024 health checks to focus on this topic.

SC asked KH to consider how these important updates can be obtained and built monitoring updates into a dashboard summary, to measure progress against target.

Action 7	To provide a regular project Biodiversity Net Gain and Carbon Reduction update to the Board.	KH	May 2024 Board Meeting

In response to a question from the Chair, JB confirmed that he supported the approach taken for the work undertaken so far and looked forward to future updates.

8. Accountable Body Programme Update

8.1 To consider and note Accountable Body Programme Update

The Board welcomed the news that significant progress had been made since the November meeting, with the execution of the Grant Funding Agreement for the University of Cumbria, as part of the Barrow Learning Quarter project.

LW explained that notable slippage on delivery continued to be reported in Quarter 3 progress reports (received in January) that related to development issues around cost or stakeholder engagement, resulting in an extended design process. As the projects entered a critical delivery stage, it was important for the Board to recognise that the position was resolved as soon as possible, to allow delivery within the Town Deal timescales.

A notable change control had been received for the Local Cycling and Walking Infrastructure project and was included under this agenda item for endorsement. A change control from the Community Hubs and Earnse Bay project was also being progressed. Changes were being outlined for the Housing Market Renewal project, considered under agenda item 5, which would also result in a change control coming forward.

In response to a question from JL, LW explained the overall programme underspend had been discussed at earlier meetings and although previously confirmation continued to be received that projects would be delivered on time and within budget, the Accountable Body had now received through progress reports concerns that the delivery of outputs and timescales were proving more challenging, and this was now recognised within the current February report. She added the changes proposed to the Housing Market Renewal, the Local Cycling and Walking and the Business and Enterprise Support projects were examples of where changes were being made to recognise the original outputs would not be achievable and it was important that any changes were considered in the context of the original outcomes.

8.2 To consider and note progress in contracting with individual projects and the Programme Change Log at Appendix 1

LW explained the Accountable Body team were presenting the Notable Change Control for the Local Cycling and Walking Infrastructure project for endorsement (see 8.3) and progressing a change control request for the Community Hubs & Earnse Bay project and a potential change control for the Business & Enterprise Support project. An update would be provided at the next Board meeting.

Action 8	To provide an update on change requests for the Community Hubs & Earnse Bay project and the Business & Enterprise Support project.	LW	May 2024 Board Meeting

In response to a question from SF, LW explained that the ongoing risk monitoring should provide an early indication that a project could under deliver. This would be escalated and enable the Board to consider what action to take, within the requirements of the Local Assurance Framework.

AJ recognised the underperformance of the programme as a whole was of concern, and that W&F Council would need to be mindful of other potential impacts on resource, with the critical path end dates all currently dated as March 2026. The spend profiles should be reconsidered to ensure they were realistic and deliverable within the next two years, as failure to deliver could cause reputational risk to the Council.

SC suggested the Board, or the sub-group to the Board, required more timely updates to ensure adequate programme oversight and should meet more frequently eg monthly, to consider project and programme performance. Support and guidance for the Project Teams was also crucial at this stage. It was evident that there was an immediate resource and Board commitment required to consider overall programme progress.

Action 9	To consider how additional and timely Board updates and oversight can be achieved and report back to the Board.	PD	As soon as possible

8.3 Consider and agree the 'Notable' Change Control relating to the Local Cycling & Walking Infrastructure project at Appendix 2

8.3 - Not for publication or onward sharing 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)

8.4 Consider and note the Project Dashboards at Appendix 3

8.4 - Not for publication or onward sharing 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)

GL left the meeting.

9. To consider and note the Updated Risk Register & Opportunities Update

KH explained that a Risk Register redesign had taken place and the updated version should enable the Board to monitor and manage risk at project and programme level, to ensure timely identification of threats to the delivery projects and of outputs and outcomes. She added that further work was required on how Opportunities were identified, considered and reported and this could be a focus of the Board Sub-Group.

The Board agreed with KH's suggestion to add 'Delay' as a risk in its own right, rather than a consequence of other risks, noting that delays usually led to risks linked to spend and delivery.

It was noted the Risk Register was in addition to the Project Status Overview provided by the Accountable Body, under agenda item 8, and there was an opportunity to use a different approach and methodology to understand and monitor risk.

JM suggested that following the recent changes to the Board's membership, now was an appropriate time for the Board to revisit its understanding of risk methodology, as part of this review exercise.

SC highlighted the Board's approach to risk management was crucial and following the discussions under agenda items 5 and 8, that binary risks and potential key points of failure needed to be known and understood. He recommended the Risk Register methodology was reprofiled in time for the May 2024 Board meeting, where the risk portfolio would highlight any key points of failure in the remaining two years of the programme.

SC also commented that the Programme and Accountable Body Teams need to understand the scope for current projects to absorb any underspend that was identified to allow for contingency planning in the programme.

Action 12	To review/reprofile the Risk Register and circulate to the Board for feedback, in good time before the May Board meeting.	KH	May 2024 Board Meeting

Action 13	To present the revised Risk Register and provide an overview of the risk methodology.	KH	May 2024 Board Meeting

Action 14	To present an Opportunities Register at the next Board meeting.	KH	May 2024 Board Meeting

Action 15	Programme and Accountable Body Teams to work with Project Teams to understand if current project scope can absorb any underspend, to allow for contingency planning in the programme.	KH/LW	May 2024 Board Meeting

The Board noted the update.

10. To consider and note Brilliant Barrow Comms & Engagement Update

FR explained that activity continued to gain momentum to increase visibility of the Brilliant Barrow brand and communications were now being actively circulated to Board members and project teams to increase the reach and improve visibility. FR asked for these communications to be cascaded internally.

FR highlighted that a new digital Brilliant Barrow newsletter was due to be launched in the coming weeks and asked Board members to also cascade this internally and request colleagues to sign up.

SC noted that as most projects were at a key stage in their delivery timetable, relevant and timely comms was key and welcomed a more detailed update at the May Board meeting.

Action 16	To provide a detailed Comms & Engagement presentation.	Programme Team	May 2024 Board Meeting

The Board noted the update.

11. Any Other Business

1. JM advised that the University of Cumbria site was due to be completed within the programme, however students starting in 2024 would have no classrooms available, so alternative town centre arrangements were being made.

2. JM explained the University of Cumbria was in discussion with W&F Council and the Arts Council to progress a bid to establish a national centre for Arts & Medicine in Barrow. This would strengthen the Barrow Learning Quarter proposition. The Board welcomed future updates.

3. SC explained that he had attended the NWBLT Spotlight on Cumbria event, that had covered the positive developments in the local economy, BAE Systems and Spirit Energy. UKREiiF was coming up in May and again provided an opportunity to showcase the work of Brilliant Barrow and opportunities for investment.

4. SC advised the Northern Powerhouse Conference was being held in Leeds next week. This was another opportunity to showcase Barrow and efforts should be made to explore hosting this event in Barrow in the future.

5. PH, Barrow BID advised the Board that he was working with BAE Systems funding to host a summer event to showcase the assets of Barrow. This would include BAE Systems Portland Walk and W&F Council assets such as Barrow Park and The Dock Museum. This exciting venture will be held on the Soapbox Challenge weekend, 16-18 August 2024 and the proposed name was 'Brilliant Barrow Weekend'. The event will be showcased nationally and aimed to welcome residents and visitors to the town.

   SC emphasised the importance of the engagement and publicity opportunities this event will bring to the town and that it was vital to ensure fitting and suitable comms and engagement and partnership working. SC welcomed an update at the next Brilliant Barrow Board meeting.

Action 17	To provide an update report on the Brilliant Barrow Weekend.	PH	May 2024 Board Meeting

11.1 Board Site Visits

HH suggested site visits could be arranged over the coming months, to assist Board members to familiarise themselves with the projects. This was agreed.

Action 18	To arrange a project site visit session for the Board.	HH	May 2024 Board Meeting

12. To agree Date and Time of Next Meeting

The date of the next meeting was noted as Friday, 17 May 2024 and is scheduled to be held at Barrow Town Hall.

Brilliant Barrow Board Meeting

Actions

Ref	Meeting	Agenda Item	Action	Person(s) Responsible	Completion Date	Complete?
1	February 2024		To arrange a site visit to The Sixth Form FC.	HH/NC	Upon project completion	Open
2	February 2024	2.5	To provide a Cumbria LEP update at the next Board meeting.	JL	May 2024 Board Meeting	Open
3	February 2024	5	HMR project next step: 1. to fully revise the business case, giving particular consideration to the Benefit Costs Ratio and project risks. The revised business case should include all options available 2. obtain subsidy control advice, given the scale of investment to private owners (previously the project fell under thresholds given the individual properties) 3. develop a communications plan, particularly around how to deal with residents previously offered support on Rawlinson Street and Ferry Road, as well as the issue of absent landlords and public money being spent to address their lack of investment and/or breaches.	DH	As soon as possible. Update to be provided for May 2024 meeting	Agenda item 5
4	February 2024	5	Following completion of HMR next steps in 3: 1. DH to produce a Project Adjustment Request (PAR) to be submitted to the Accountable Body team within 1 month of the February meeting 2. the PAR will be assessed by LW and the wider Accountable Body Team 3. an extraordinary Board meeting to be arranged in March or April 2024 to consider and agree the way forward.	DH	As soon as possible. Update to be provided for May 2024 meeting	Agenda item 5
5	February 2024	6.1	To provide an update report on the Board Sub-Group proposal.	HH	May 2024 Board Meeting	Agenda item 6
6	February 2024	6.2	To provide a Stadium Feasibility update report.	HH	May 2024 Board Meeting	Agenda item 6
7	February 2024	6.3	To provide a Futures Board Focus Group update report.	JM/AM	May 2024 Board Meeting	Agenda item 6
8	February 2024	6.3	To ask the Board to provide names of new members for the Futures Board.	AW	May 2024 Board Meeting	Open

9	February 2024	7	To provide a regular project Biodiversity Net Gain and Carbon Reduction update to the Board.	KH	May 2024 Board Meeting	Open
10	February 2024	8.2	To provide an update on change requests for the Community Hubs & Earnse Bay project and the Business & Enterprise Support project.	LW	May 2024 Board Meeting	Agenda item 7
11	February 2024	8.2	To consider how additional and timely Board updates and oversight can be achieved and report back to the Board.	PD	As soon as possible	Open
12	February 2024	8.4	To complete a Business & Enterprise Support project review, setting out the options for delivery and outputs and submit a Project Adjustment Request, as appropriate.	JL/SCa	As soon as possible	Agenda item 7
13	February 2024	8.4	Project Adjustment Request to be assessed by Accountable Body Team and presented to the Board for consideration and agreement.	LW	May Board Meeting 2024	Agenda item 7
14	February 2024	9	To review/reprofile the Risk Register and circulate to the Board for feedback, in good time before the May Board meeting.	KH	May 2024 Board Meeting	Agenda item 8
15	February 2024	9	To present the revised Risk Register and provide an overview of the risk methodology.	KH	May 2024 Board Meeting	Agenda item 8
16	February 2024	9	To present an Opportunities Register at the next Board meeting.	KH	May 2024 Board Meeting	Agenda item 8
17	February 2024	9	Programme and Accountable Body Teams to work with Project Teams to understand if current project scope can absorb any underspend, to allow for contingency planning in the programme.	KH/LW	May 2024 Board Meeting	Open
18	February 2024	10	To provide a detailed Comms & Engagement presentation.	Programme Team	May 2024 Board Meeting	Open – Defer to September 2024 meeting
19	February 2024	11	To provide an update report on the Brilliant Barrow Weekend.	PH	May 2024 Board Meeting	AOB
20	February 2024	11.1	To arrange a project site visit session for the Board.	HH	May 2024 Board Meeting	Open – Defer to September 2024 meeting

Brilliant Barrow Board Meeting

Agenda Item:	7
Date of Meeting:	17 May 2024
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).

Contracting with individual projects, either through Grant Funding Agreements or Memorandums of Understanding, is a key method used to manage this process. Establishing and varying these contracts where relevant is an ongoing piece of work which is reviewed in line with the change control process.

A copy of the Programme Change Log is included at **Appendix 1**. This has been subject to some minor modifications to fully reflect the latest updates to the Project Adjustment Request (PAR) guidance received in March and April 2024. At the previous Board meeting, it was noted that change requests in relation to the Community Hubs and Earnse Bay and Business and Enterprise support projects were being progressed. A 'Notable' change control relating to the Community Hubs and Earnse Bay project is included for endorsement at **Appendix 2**. A 'Significant' change control, reflecting the withdrawal of the Business and Enterprise Support project is included for consideration at **Appendix 3**.

Projects continue in the established regular reporting cycle with the latest reports relating to Quarter 4 activity received during April and early May. The information received in these reports has been used to complete the Monitoring and Evaluation (M&E) performance return which is due for submission by the 28 May 2024. The return is included as **Appendix 4** for consideration and endorsement by the Brilliant Barrow Board. The information has also been used to produce the updated Project Dashboards that form **Appendix 5** to this paper.

The latest reporting shows that slippage remains a key risk to the programme. This continues to be carefully monitored, given the critical delivery stage of the programme. Individual projects meeting the financial and outputs performance requirements for the Programme is an increasing risk to the programme and project leads are exploring risk responses to this where necessary, with one project terminating delivery early. Significant risks are outlined in **Appendix 5**. It is anticipated that these will be considered at a Programme level at a special meeting of the Board, once risk responses have been fully explored.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the Programme Change Log at **Appendix 1**, and the updated guidance in relation to the PAR process.
2. Consider and endorse the 'Notable' change control relating to the Community Hubs and Earnse Bay project at **Appendix 2**.
3. Consider and approve the 'Significant' change control reflecting the withdrawal of the Business and Enterprise project at **Appendix 3**.
4. Review and endorse the M&E Performance Return at **Appendix 4** for submission to government by the 28 May 2024 deadline.
5. Consider and note the Project Dashboards at **Appendix 5**.
6. Note that it is proposed that a special meeting of the Board is convened to consider project risks (including reallocation of any relevant funding) at a programme level to enable a PAR to be submitted to government, and consider arrangements for this.

Report

Project Contracting

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	GFA in place	N/A
BLQ – Rating Lane Campus	GFA in place	N/A
Place Development	MoU in place	N/A
Business & Enterprise Support	GFA in place	Ensure relevant action is taken to novate any ongoing obligations
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

Project Adjustment Requests

A Local Assurance Framework for the delivery of the programme was established at the outset as a government requirement. Following the local assurance process undertaken as part of business case approval, the LAF was updated to include a change control process which aligned with government requirements (the Project Adjustment Request (PAR) process). Following the introduction of a delegated PAR process in July 2023, the LAF was further updated and agreed in November 2023.

Further updated PAR guidance was received in March 2024. This clarified the following:

- Moving project funding across years with no change to planned outputs and outcomes, for example as a result of delivery slippage is **not** within the scope of a PAR, as this is reported through the performance reporting process.
- There is no opportunity to introduce new projects to the programme. If a project is cancelled, a reallocation of funding to ensure the successful delivery of other projects is permitted subject to meeting the PAR criteria.

The criteria required for a PAR include:

- Changes have been approved by the Town Deal Board, including the local MP.
- The project can be delivered and spend achieved by 31 March 2026.
- The project BCR is above 1 (those close to 1 may be subject to further scrutiny by Government).
- Changes have been approved by the s151 Officer.
- Changes are within the town's funding envelope.
- Outputs and outcomes are consistent with the themes set out in the TIPs.
- Changes align with the strategic priorities set out in the TIPs.

In April 2024, it was clarified that the approval of non-delegated PARs by the local MP should be in the form of a brief letter of support from the changes, which should accompany the PAR form.

The latest Programme Change Log is included for noting at **Appendix 1**.

A change control has been progressed in relation to the Community Hubs and Earnse Bay project and this is included for consideration at **Appendix 2.** The requested changes reflect those presented to the Board in November 2023. Whilst changes in the planned design of the Earnse Bay Outdoor Centre appear significant, this is in line with the original strategic objectives and has minimal impact upon overall expenditure or outputs. The key changes relate to changes to milestones, slippage in the expenditure profile and a change to budget headings – with £500k moved from the Earnse Bay Outdoor Centre budget to the Town Centre Hub budget, to support community hub facilities in the Market Hall, which is being developed with Levelling Up funding. In accordance with the change control process, this request has been reviewed by the Accountable Body & Assurance (AB&A) team and the Deputy Section 151 Officer and is recommended for approval. The requested change is considered 'Notable' and is therefore presented to the Board for endorsement. In line with the updated guidance, this change does not meet the criteria for a PAR.

At the time of the last Board, it was also anticipated that a change request would come forward in relation to the Business and Enterprise Support project, due to issues that had been reported regarding output take up. On the 05 March 2024 CLEP wrote to the accountable body to request that the project ends on 31 March 2024. Following receipt of the final claim and progress report on 15 April, a change control has therefore been completed which reconciles the final position of the project, outlining the changes resulting from early termination. Copies of the correspondence between the grant recipient and accountable body are included as Annexes. This is considered a 'Significant' change and will meet the criteria for a PAR. It is therefore presented to the Board for consideration and is recommended for approval. The key changes are the reduction in outputs and the reduction in Town Deal grant of £327k, with potential for this to be considered for reallocation to address pressures or opportunities elsewhere in the programme.

Given the further significant changes that are anticipated in relation to the Housing Market Renewal programme, at this stage a PAR has not been completed. It is proposed that the anticipated significant changes should be considered at programme level, to ensure a cohesive approach and the submission of a single PAR. Whilst it was anticipated that this would be in alignment with the planned May Board meeting, it is now expected that a special meeting will be scheduled as soon as possible following the May meeting to consider these changes. The Board are asked to consider arrangements in relation to this. The accountable body has liaised with the towns fund team regarding this and has also noted this approach in the M&E return.

The University of Cumbria have also requested a meeting with the assurance team to discuss a change control, understood from the progress report to relate mainly to slippage within the project.

Programme Monitoring & Evaluation Reporting

Projects continue in the established reporting cycle with the latest reports relating to Quarter 4 activity received during April and early May. The next Monitoring and Evaluation (M&E) performance return is due for submission to government by 28 May 2024. Information from the latest project reports has been used to complete the M&E return, and a copy of this is provided to Board members as Appendix 4 to this paper to enable review and endorsement prior to submission. This return remains subject to review by the s151 officer and therefore there may be further changes made.

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

Table 2 – Programme Financial Progress (Period Q4 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*	£576,098	£895,588	£2,117,405	-	-	£3,589,091
Current Forecast**	£576,098	£895,588	£2,117,405	£13,975,532	£7,435,377	£25,000,000

*NB Actual Spend figures in 21/22 and 22/23 differ from previously reported due to a change in the reporting of the grant intervention rates in the Cycling and Walking project as part of the latest change control

**NB Current Forecast figure for 25/26 includes the unspent amount of £327k within the Business and Enterprise Support project

Table 3 – Project Status Overview (Period Q4 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:** Project Delivery, Ongoing – Delayed **Delivery:** There are issues causing delays, with potential impact upon outputs (relating to timescales rather than overall take up). **Spend:** There is variance due to delayed delivery but spend is still anticipated to complete in Town Deal timescales. **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, but a revised forecast has been submitted. **Risk:** The project does have some medium risks, with risk responses planned.
Business and Enterprise Support	↔	↑	↔	**Current Project Delivery Stage & Status:** Project Delivery, Other (withdrawn) **Delivery:** Lack of take up has impacted upon delivery with the project anticipating to be withdrawn following 31/03/2024. **Spend:** Spend was on track, but is expected to result in underspend of £327k (65%). **Risk:** The project has some significant risks, mainly in relation to the achievement of outputs and outcomes, resulting in anticipated withdrawal.
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. There has been key progress on negotiations and on the wider Marina Village project. **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 risks are considered low, but would have significant impact, and risk responses within Town Deal timescales are not clear.
Local Cycling and Walking Infrastructure	↓	↓	↔	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing – On Track **Delivery:** Project is progressing in line with approved change control. **Spend:** Revised funding package now in place. **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.

More detailed Project Dashboards have also been produced and these form **Appendix 5** to this paper.

Overall, the reporting demonstrates that whilst some key risks are reducing (for example delivery risks associated with the Marina Village and Cycling and Walking projects), there are other risks that are not yet resolved at this critical delivery stage of the programme. Whilst previously, reporting has noted mitigations would allow for slippage to be resolved within the life of the Town Deal programme, all projects meeting the financial and outputs performance requirements is recognised as an increasing risk. This is evident given the forecast profile which is for more than 25% of the entire programme to be spent in the final year. Individual projects continue to explore risk responses, and where relevant these will be considered in line with the change control process and at the proposed special Board meeting noted above.

Author: Liz Watson, Programme Lead – Accountable Body & Assurance
Date: 08 May 2025

Brilliant Barrow Programme Change Log

									MINOR		NOTABLE							SIGNIFICANT								
Project Ref	Project Name	Change Control Ref	PMO Lead	Status of Change Control	Description of Changes Requested	Variation Type	Date Change Control Received	Date PMO Review Completed	Date Outcome E-mail Issued	Date Acceptance Email Received	Date sent to Accountable Body	Date Accountable Body Decision Received	Date BB Board Decision Received **(Required from LAF v3.0 onwards)**	Date Delegated PAR Submitted to Government if required. (Requirement from January 2024 onwards)	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 Standard PAR Submitted to Government if required (Requirement from January 2024 onwards)	Date Government Decision Received	Date Outcome Issued in Writing	Date Variation Issued	Date Variation Executed	Comments
BB002	Business & Enterprise Support	1.0	Liz Watson	CC Approved	Revised milestones, financial profile & outputs profile due to slippage.	Notable	30/06/2022	06/07/2022			06/07/2022	22/07/2022	N/A		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	N/A		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	N/A		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	N/A		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.

Change Controls submitted following updated Change Control Process (Local Assurance Framework v3.0)																									
BB007	Local Cycling & Walking	2.0	Kevin Little	CC Approved	1. Changes to scope of project activity. 2. Changes to details & dates of milestones. 3. Changes to profile of expenditure & funding. 4. Changes to expenditure headings. 5. Reduction to overall length of cycle ways & footpaths to be created/improved. 6. Changes to profile of achievement for outputs & outcomes.	Notable	12/02/2024	14/02/2024			14/02/2024	14/02/2024	23/02/2024	23/04/2024	See comments	N/A - See Comments	N/A - 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 MoU. The M&E Plan will form part of the MoU.
BB005	Community Hubs & Earnse Bay	2.0	Liz Watson	CC Being Reviewed	1. Changes to details & dates of milestones, including output achievement. 2. Changes to profile of expenditure & funding. 3. Changes to expenditure headings	Notable	31/01/2024	29/02/2024			29/02/2024	01/03/2024		Not required - see comments											The change control was considered by the Accountable Body via the Funding Delivery Assurance Group on 01/03/2024. Whilst meeting the threshold for notable, this does not meet the threshold for notification to DLUHC via a delegated PAR as the only material changes relate to the re-profiling of expenditure.
BB002	Business & Enterprise Support	3.0	Liz Watson	CC Being Reviewed	Termination of project reported through progress reporting	Significant	05/03/2024	24/04/2024										08/05/2024	08/05/2024				N/A	N/A	Whilst not a request, change control to reconcile significant changes resulting from CLEP informing the Accountable body in writing of their intention to terminate the project as of 31/03/2024 on 05/03/2024. Final details captured following the final claim received on 15/04/2024.

Brilliant Barrow Board Meeting

Agenda Item:	8
Date of Meeting:	17th May 2024
Title:	Risk Register & Opportunities Update
Reporting Officer:	Karen Houghton, Westmorland & Furness Council

Executive Summary & Introduction

This risk paper is supported by a risk register to support effective management and transparency for the board of risk at both project and programme level.

As previously reported, 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 ongoing management of programme and project level risks.
2. Note that there is one red risk post mitigating action for the University
3. Note the risks around deliverability uncertainty on the Housing Market Renewal Project and agree to an extraordinary meeting to focus on this before September 2024.

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 register has been redesigned to provide more clarity to the board and the latest version is provided at **Appendix ?**
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 and in particular how the governance and management of Team Barrow will align with Brilliant Barrow will be provided to the board meeting.
4. Barrow Learning Quarter – University Campus still has one red risk (post mitigating actions) around recruitment of students.
5. Housing Market Renewal) presents a critical risk in relation to deliverability and the project team are exploring proposals for future delivery. It is recommended that an

extraordinary board meeting is scheduled to receive their recommendations and revised business case once produced.

6. Risk management will be increasingly 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.
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

8. Government monitors the risks associated with delivery of the programme through 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.

9. In relation to the Housing Market Renewal project, as previously reported government has withheld further payments until receipt of a Project Adjustment Form. This PAR will require prior approval by the Brilliant Barrow board and we recommend a special meeting to focus on this project to ensure its success.

Karen Houghton
10th May 2024

Attachment
Appendix - Programme Risk Register

Brilliant Barrow
Programme Risk Register

#brilliant BARROW

Risk No.	Risk Name	Desciption	Consequence	Pre-Mitigated Impact	Pre-Mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-mitigated Impact	Post-Mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner
1	Insufficient project management capacity	Required project management capacity and other resources absent	Project delivery delayed, key milestones missed	5 - Major impact	3 - High	15	Regular M&E returns to accountable body, project delivery group, programme team in regular dialogue with project teams, schedule of presentations and site visits for board	5 - Major impact	3 - High	15	4 - Close: next 3 months	Project delivery teams and programme team
2	Failure to comply with DLUHC requirements	Failure to comply with DLUHC guidance or submission deadlines	DLUHC withholding grant. Project delays, reputational damage	5 - Major impact	2 - Medium	10	Accountable body in communication with DLUHC. Communication of serious impact to projects. Escalation if necessary	5 - Major impact	2 - Medium	10	4 - Close: next 3 months	Assurance and programme teams
3	Insufficient match funding	Risk of full funding packages not being secured	Delays to projects or changes to scope	4 - Significant impact	2 - Medium	8	Ensure funding packages identified. Ensure monitoring of budgets and costs robust	4 - Significant impact	1 - Low	4	4 - Close: next 3 months	Project delivery teams
4	Deliverability concerns	Delays or failures to make progress, particularly in relation to site access/planning and other consents	Delays to projects or changes to scope	4 - Significant impact	3 - High	12	Clear strategies to be put in place, identification of issues through M&E and escalation where possible	4 - Significant impact	2 - Medium	8	4 - Close: next 3 months	Project delivery teams
5	Stakeholder engagement	Risk that projects don't maintain high level of public support	Delays to projects due to issues in planning, insufficent support from community resulting in TIP's positive perception changes not being achieved	4 - Significant impact	2 - Medium	8	Develop and agree clear stakeholder engagement and communications strategies at project and programme level	4 - Significant impact	1 - Low	4	4 - Close: next 3 months	Project delivery teams and programme team
6	Ongoing impact of LGR?	Potential lack of ownership at senior level and capacity issues faced by projects	Delays to projects or negative impact on quality	3 - Medium impact	2 - Medium	6	Plan Delivery Group facilitates oversight by Programme SRO who can intervene/escalate as necessary	2 - Low impact	1 - Low	2	4 - Close: next 3 months	Programme team
	Project risks escalated to programme.											
PR1	Barrow Learning Quarter - University Campus	Potential issues recruiting students		4 - Significant impact	3 - High	12	UoC to work with Furness College, schools, BAE and Spirit, supported by W&F	4 - Significant impact	3 - High	12	3 - Approaching: Next 6 mnths	Project delivery teams
PR2	Housing Market Renewal	Lack of progress and need for review		5 - Major impact	3 - High	15	Project team reviewing options. Extraordinary meeting required to facilitate decision by board and subsequent PAR to DLUHC	5 - Major impact	3 - High	15	5 - Imminent: next month	Project delivery teams, and recommend intervention/support from programme team

Brilliant Barrow Board Meeting

Agenda Item:	9
Date of Meeting:	17 May 2024
Title:	Brilliant Barrow Communications Activity Report January - April 2024
Reporting Officer:	Caroline Barber, 32West

Executive Summary & Introduction

Clear, consistent and regular communication with residents and stakeholders is an essential part of the Brilliant Barrow programme and contributes directly to the delivery of the key messages below, as set out in the approved Communications Strategy.

- 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.

Communications on the programme and its projects has been delivered in line with the objectives above.

Recommendation(s)

To consider and note the Communications & Engagement update.

Report

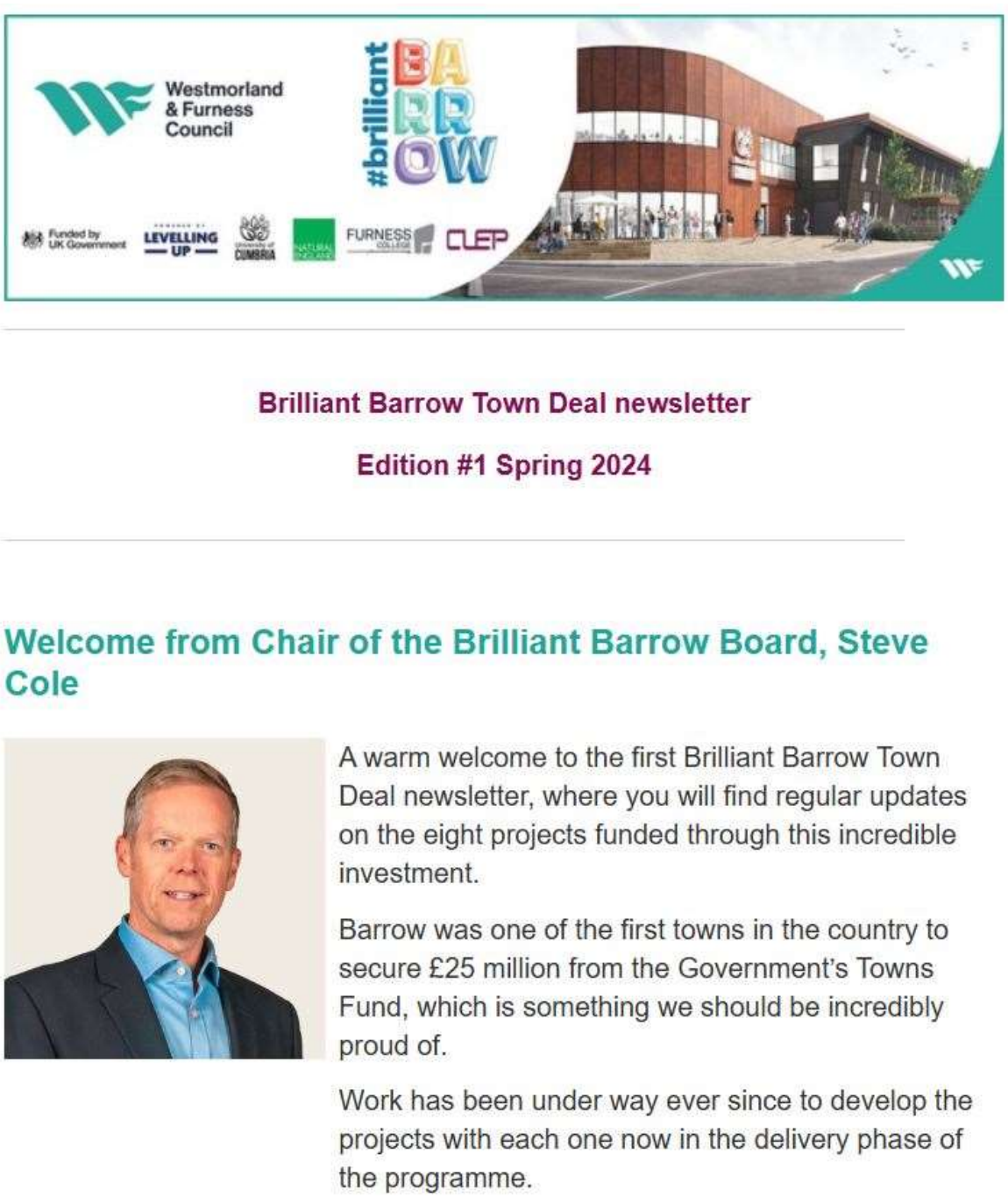
Summary of activity undertaken:

A significant amount of work has been undertaken since the start of the year particularly in respect of evolving projects and to provide products that will help to raise awareness and visibility of the wider Brilliant Barrow programme.

The Communications Activity Tracker continues to track and forecast content as well as ongoing planning work being undertaken in support of the projects.

Edition 1 of the Brilliant Barrow newsletter has been distributed to ensure we are providing updates and information directly to external stakeholders and our communities.

An ongoing focus is to encourage people to subscribe to the newsletter in order to increase reach and engagement. Edition 2 of the newsletter will be distributed in early June.



Brilliant Barrow digital newsletter edition 1

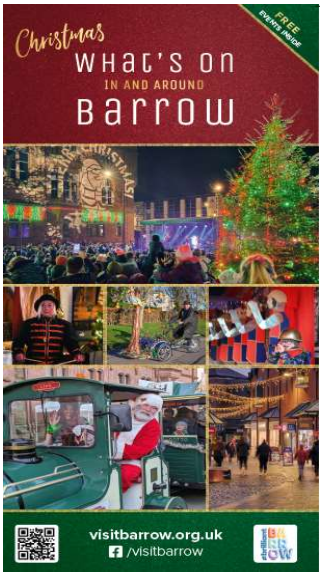
We are also working closely with project teams to plan and deliver key messaging and communications for projects that are subject to change.

Branded Activity:

The use of Brilliant Barrow branding on promotional activity in particular through the Place Development Project has continued with the production of the Christmas What's On guide and sponsorship of the Santa Express organised by Barrow BID in partnership with Barrow Town Council. Other activities in Barrow town centre over the festive period displayed Brilliant Barrow flags and banners.







Brilliant Barrow video:

This has included the production of a Brilliant Barrow video short for use on the website, social media channels, at events, on welcome screens and for partner organisations to use where opportunity exists.

Its messaging is: The future of Barrow is Bright, The Future of Barrow is Exciting, The future of Barrow is Now.

The video has been designed to demonstrate the positivity, impact and messaging of the Brilliant Barrow Town Deal without sound to maximise useability.

Brilliant Barrow pull up banners:

In addition to the video, a series of pull up banners have been designed and produced to showcase the programme and each of the projects.

These can be set up at internal Westmorland and Furness Council events as well as external events where opportunity exists to provide a Brilliant Barrow presence.

They can be used as a backdrop to project engagement events and can also be used by partner organisations at their own events. The banners have been written and designed with longevity in mind so they are less likely to date even as projects move further forward with delivery.



Brilliant Barrow pull up banners at a Westmorland and Furness Council event

Content:

A range of media releases have been produced and distributed since the Brilliant Barrow Board meeting of February 23.

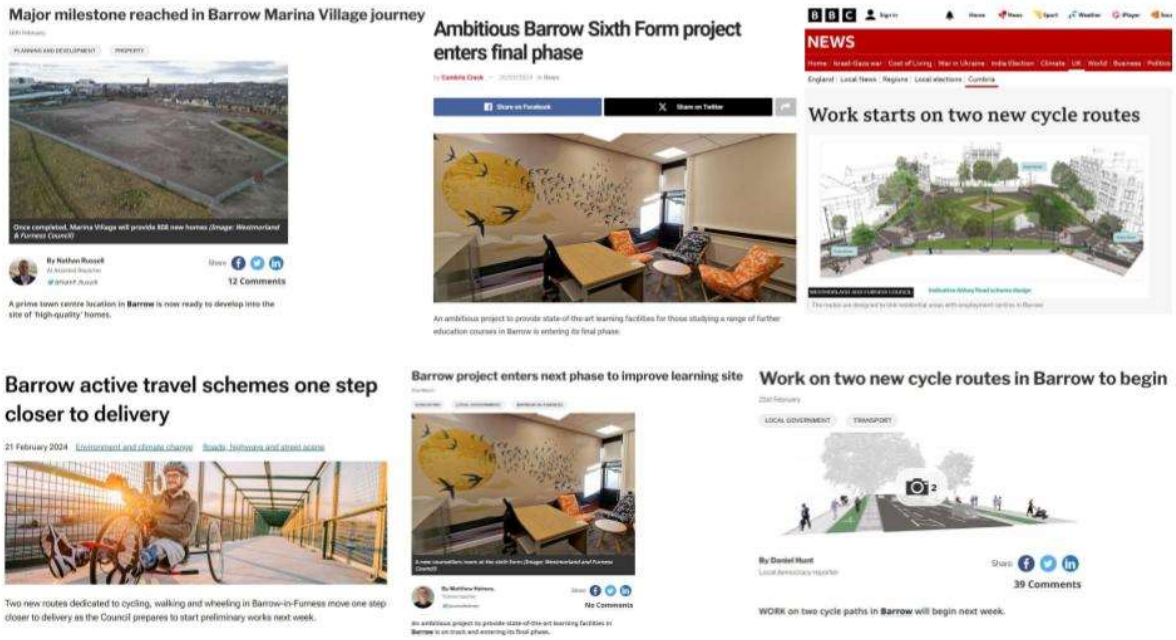
- New workshops launched to help under 25s and over 50s into self-employment
- Major milestone reached in Marina Village journey
- Active travel schemes in Barrow move one step closer to delivery
- Ambitious project to create state of the art learning facilities completes second stage

In total, distributed content resulted in 7 pieces of coverage on platforms which secure a total number of monthly coverage views of 472.1k.

These platforms include The Mail, Cumbria Crack and The BBC.

Further analytics relating to published content during the period shows coverage posted on news platforms secured 2.7k views on open social with 4.4k views on dark social.

Distribution of external content has been paused temporarily for the pre-election period leading to local elections on May 3.



Examples of news coverage secured since the last Brilliant Barrow Board Meeting

Social media:

A good level of engagement has continued across both Facebook and X with both channels growing in terms of audience.

Project updates continue to attract the most engagement, particularly where these are accompanied by strong imagery. Since January, posts on the commencement of work at The Dock Museum for the Place Development Project, a Cycling and Walking project update as well as confirmation that Phase II of The Learning Quarter - The Sixth Form, Barrow, is complete, have garnered the most attention.

Post updates ceased during the pre-election period, replaced with an organic campaign to drive sign ups to the Brilliant Barrow newsletter.

The latest analytics for the Brilliant Barrow channels on Facebook and X are below:

Facebook - Page Followers: 2.3k Page New Followers: 56

Organic Reach: 18k

Organic Engagements: 497

Link Clicks: 317

Profile Visits: 1.2k

X - Page Followers: 910 New Followers: 6

Organic Impressions: 6.1k

Organic Engagements: 276

Web Clicks: 111

Brilliant Barrow website:

The Brilliant Barrow website has been updated with news releases and confirmed updates/progress within individual projects. This has included new page descriptions for The Learning Quarter, Marina Village and Cycling and Walking.

The website has received 5.8k views over the last 90 days with the number of users sitting at 956.

A new page will be added to the site in the coming weeks to provide dedicated space for the Earnse Bay Community Hub project. This page will be used to host information on all elements of the project including that of external partner Natural England.

Communications forecast:

A range of communications activity will take place in the coming months to highlight milestones and progress within the programme.

Major pieces of work are underway to support two evolving projects; the Earnse Bay Hub and Housing Renewal through renewed communications planning and change messaging.

A period of engagement will take place for the Earnse Bay Hub with community drop-in sessions planned for Wednesday, June 15 ahead of the submission to planning in July.

A new communications plan is in development in support of Housing Renewal to clearly set out how the scheme is changing in order to best deliver the outcomes outlined in the Town Investment Plan.

The official launch of the upgraded events space at The Dock Museum as part of Place Development will provide an opportunity for positive outwards communication to demonstrate progress against the delivery of this project.

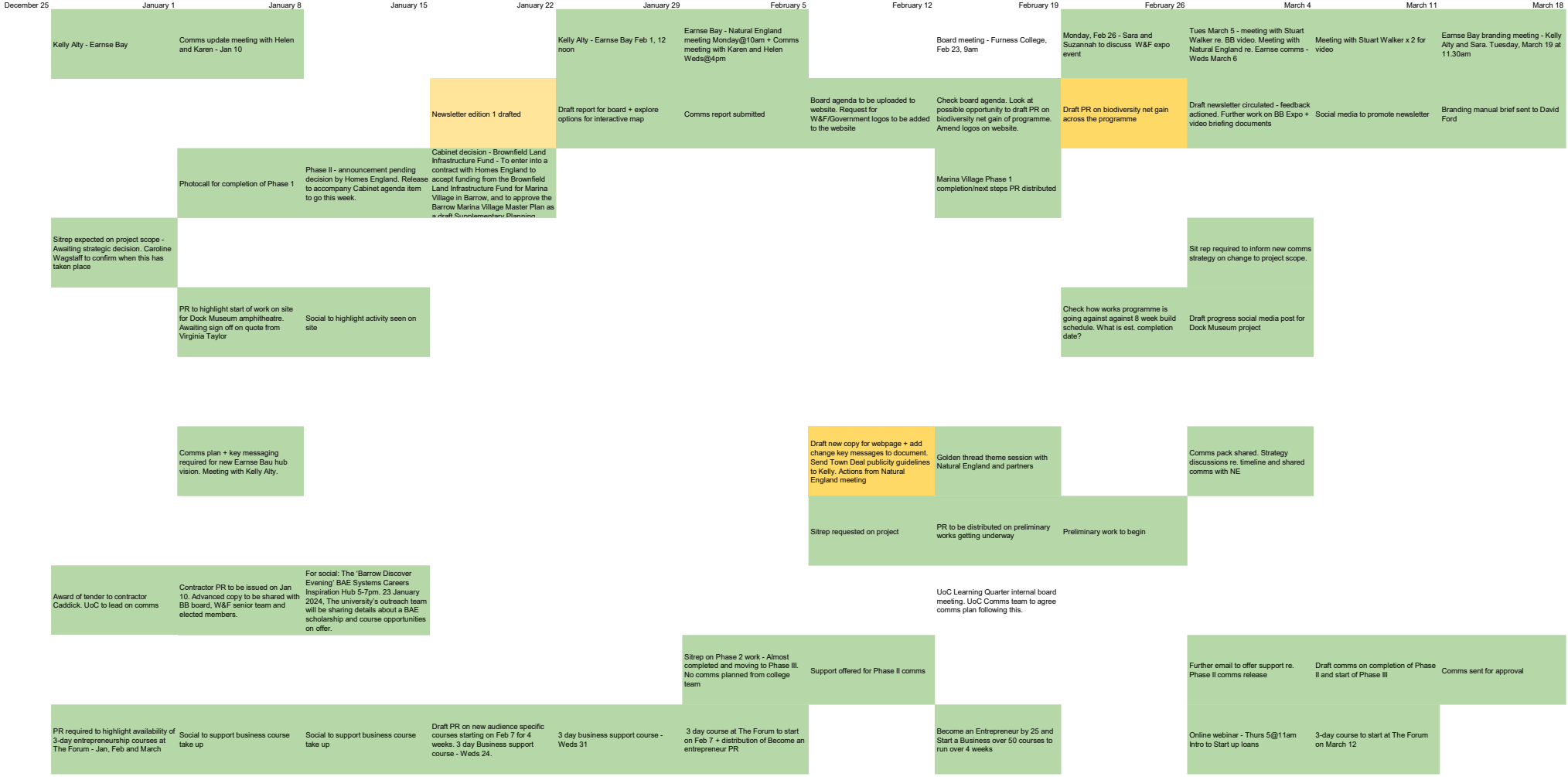
News and updates from the projects and the wider programme will be encapsulated in edition II of the Brilliant Barrow Newsletter which will be distributed early in June. Support from all board members to encourage sign ups to the newsletter is extremely helpful as we build an audience to which we can communicate directly.

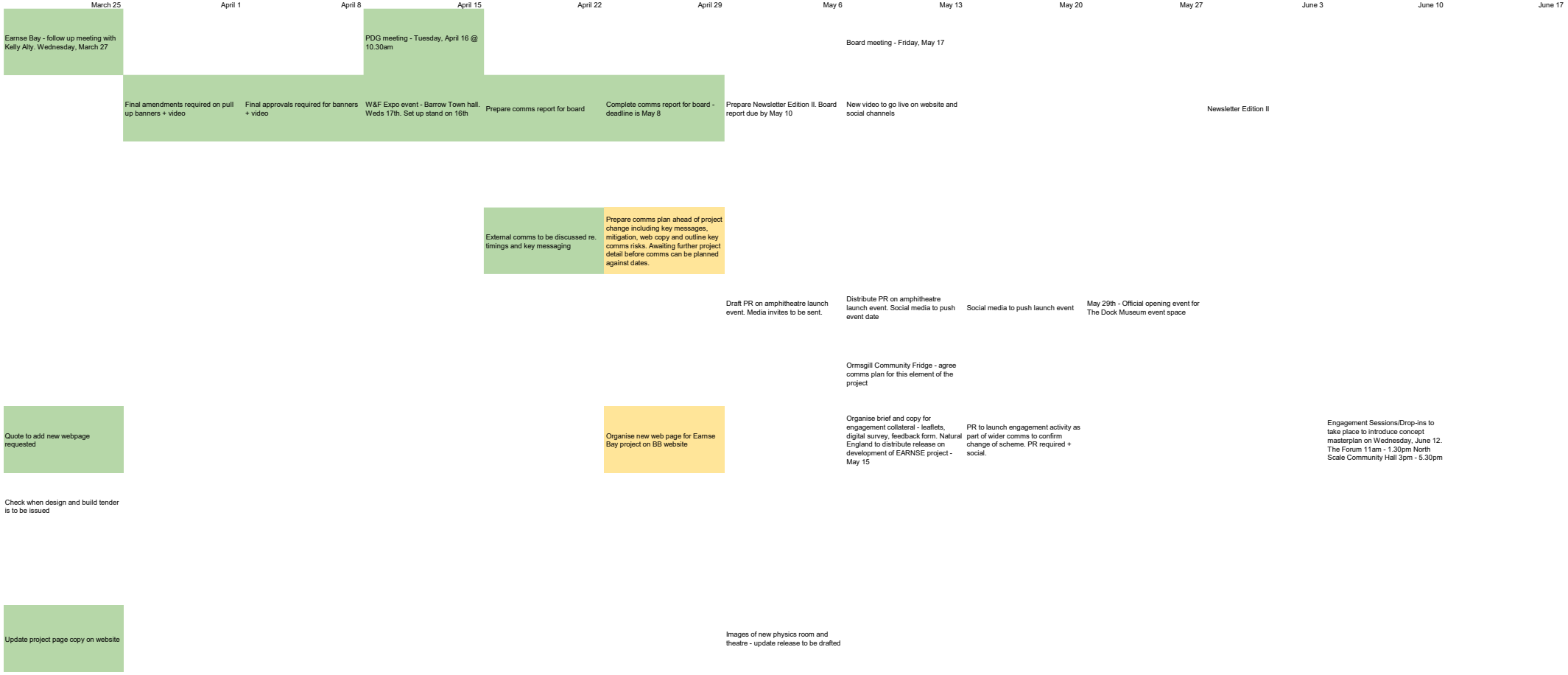
Project	Forecast activity
Programme-wide	Digital newsletter Edition 2. Continued activity to promote the product and drive digital subscriptions.
Place Development	• Communications to highlight completion of work to create an upgraded events space at The Dock Museum + its official launch event on May 29 • Communications to promote the third Summer of Fun programme to attract residents and visitors to the town centre.
Housing Renewal	Developing a communications plan and then delivering activity to support changes within the Housing Renewal project.

The Learning Quarter - The Sixth Form	• Update on progress with Phase 3 of The Sixth Form, Barrow, project. This includes new imagery of the completed physics room and theatre. • External comms to mark the completion of Phase 3 of the work at Rating Lane
Community Hubs	• PR to introduce Natural England's EARNSE project and engagement opportunities. Natural England team to lead. • External communications to introduce evolving concept for Earnse Bay and timeline re. Engagement activities leading to planning submission • External communications to highlight engagement linked to the Earnse Bay project. Leaflet/feedback forms for drop in sessions at The Forum and North Scale Community Centre on June 12 • Communications to confirm submission of planning application provisionally set for July 19
The Learning Quarter - University of Cumbria Campus	UoC communications team leading on communications around progression of the build and beginning of academic programme.

Caroline Barber

Key													
	Underway		Project milestone										
	Approved		Completed										
Week commencing	September 25	October 2	October 9	October 16	October 23	October 30	November 6	November 13	November 20	November 27	December 4	December 11	December 18
Meetings	Mon 25 - 2pm. Karen and Helen	Tues 3 - 10am Housing	Weds 11 - 9.30am Business and Enterprise			BAE/UoC meeting for Royal Visit planning - Oct 30 Strategy meeting - Nov 2 Sara/Richard		Mon 13 - 10am Karen and Helen		Brilliant Barrow Board - Nov 30, Barrow Town Hall			
Brilliant Barrow programme	PR on board visit to uni campus site	Comms strategy revised	Distribution protocol created Governance docs to be added to website	Add 2023 RoI documents to website	Comms report completed for PDG meeting Comms activity report completed and sent	Notes to Editors updated	Stakeholder identification and draft delivery plan document	Board report due by Friday 17	Brief completed for new corporate ID manual		Visual required for Portland Walk screens	Detailed delivery plan + costings	
Marina Village			Phase 1 work to be completed - Unlocking land for 210 homes. £5.5m CLEP funded										
Housing Renewal													
Place Development			PR on Summer of Fun figures Rachael to draft			PR on new survey to evaluate perception of Barrow QR code to link to survey	New leaflet to be published on Christmas events						
Community Hubs									Ormsgill Community Fridge operational - PR on this				
Earnse Bay Outdoor Centre									Natural England starting to shape vision for their programme at the hub				
Walking and Cycling													
Learning Quarter - University Campus								Royal Visit - Princess Royal to break ground at university campus site. UoC leading on comms			Academic offer for 2024 - is this confirmed?		
Learning Quarter - Barrow Sixth Form													
Business and Enterprise			Chamber Business Bites event next week - Thursday Oct 19 Social post written for channels	PR on business start up courses Access details to be added to project page on website			PR on Global Enterprise Week. Stand at The Forum event on Nov 16th	Social media support for event at The Forum			Social media support scheduled for Christmas period to flag up courses in Jan / Feb		
LUF - Town Centre		Contract for Ginnel demoltiton PR added to site and page updated											


December 25
January 1
January 8
January 15
January 22
January 29
February 5
February 12
February 19
February 26
March 4
March 11
March 18
Kelly Alty - Earnse Bay
Comms update meeting with Helen and Karen - Jan 10
Kelly Alty - Earnse Bay Feb 1, 12 noon
Earnse Bay - Natural England meeting Monday@10am + Comms meeting with Karen and Helen Weds@4pm
Board meeting - Furness College, Feb 23, 9am
Monday, Feb 26 - Sara and Suzannah to discuss W&F expo event
Tues March 5 - meeting with Stuart Walker re. BB video. Meeting with Natural England re. Earnse comms - Weds March 6
Meeting with Stuart Walker x 2 for video
Earnse Bay branding meeting - Kelly Alty and Sara. Tuesday, March 19 at 11.30am
Newsletter edition 1 drafted
Draft report for board + explore options for interactive map
Comms report submitted
Board agenda to be uploaded to website. Request for W&F/Government logos to be added to the website
Check board agenda. Look at possible opportunity to draft PR on biodiversity net gain of programme. Amend logos on website.
Draft PR on biodiversity net gain across the programme
Draft newsletter circulated - feedback actioned. Further work on BB Expo + video briefing documents
Social media to promote newsletter
Branding manual brief sent to David Ford
Photocall for completion of Phase 1
Phase II - announcement pending decision by Homes England. Release to accompany Cabinet agenda item to go this week.
Cabinet decision - Brownfield Land Infrastructure Fund - To enter into a contract with Homes England to accept funding from the Brownfield Land Infrastructure Fund for Marina Village in Barrow, and to approve the Barrow Marina Village Master Plan as a draft Supplementary Planning
Marina Village Phase 1 completion/next steps PR distributed
Sitrep expected on project scope - Awaiting strategic decision. Caroline Wagstaff to confirm when this has taken place
Sit rep required to inform new comms strategy on change to project scope.
PR to highlight start of work on site for Dock Museum amphitheatre. Awaiting sign off on quote from Virginia Taylor
Social to highlight activity seen on site
Check how works programme is going against against 8 week build schedule. What is est. completion date?
Draft progress social media post for Dock Museum project
Comms plan + key messaging required for new Earnse Bau hub vision. Meeting with Kelly Alty.
Draft new copy for webpage + add change key messages to document. Send Town Deal publicity guidelines to Kelly. Actions from Natural England meeting
Golden thread theme session with Natural England and partners
Comms pack shared. Strategy discussions re. timeline and shared comms with NE
Sitrep requested on project
PR to be distributed on preliminary works getting underway
Preliminary work to begin
Award of tender to contractor Caddick. UoC to lead on comms
Contractor PR to be issued on Jan 10. Advanced copy to be shared with BB board, W&F senior team and elected members.
For social: The 'Barrow Discover Evening' BAE Systems Careers Inspiration Hub 5-7pm. 23 January 2024, The university's outreach team will be sharing details about a BAE scholarship and course opportunities on offer.
UoC Learning Quarter internal board meeting. UoC Comms team to agree comms plan following this.
Sitrep on Phase 2 work - Almost completed and moving to Phase III. No comms planned from college team
Support offered for Phase II comms
Further email to offer support re. Phase II comms release
Draft comms on completion of Phase II and start of Phase III
Comms sent for approval
PR required to highlight availability of 3-day entrepreneurship courses at The Forum - Jan, Feb and March
Social to support business course take up
Social to support business course take up
Draft PR on new audience specific courses starting on Feb 7 for 4 weeks. 3 day Business support course - Weds 24.
3 day business support course - Weds 31
3 day course at The Forum to start on Feb 7 + distribution of Become an entrepreneur PR
Become an Entrepreneur by 25 and Start a Business over 50 courses to run over 4 weeks
Online webinar - Thurs 5@11am Intro to Start up loans
3-day course to start at The Forum on March 12


March 25
April 1
April 8
April 15
April 22
April 29
May 6
May 13
May 20
May 27
June 3
June 10
June 17
Earnse Bay - follow up meeting with Kelly Alty. Wednesday, March 27
PDG meeting - Tuesday, April 16 @ 10.30am
Board meeting - Friday, May 17
Final amendments required on pull up banners + video
Final approvals required for banners + video
W&F Expo event - Barrow Town hall. Weds 17th. Set up stand on 16th
Prepare comms report for board
Complete comms report for board - deadline is May 8
Prepare Newsletter Edition II. Board report due by May 10
New video to go live on website and social channels
Newsletter Edition II
External comms to be discussed re. timings and key messaging
Prepare comms plan ahead of project change including key messages, mitigation, web copy and outline key comms risks. Awaiting further project detail before comms can be planned against dates.
Draft PR on amphitheatre launch event. Media invites to be sent.
Distribute PR on amphitheatre launch event. Social media to push event date
Social media to push launch event
May 29th - Official opening event for The Dock Museum event space
Ormsgill Community Fridge - agree comms plan for this element of the project
Quote to add new webpage requested
Organise new web page for Earnse Bay project on BB website
Organise brief and copy for engagement collateral - leaflets, digital survey, feedback form. Natural England to distribute release on development of EARNSE project - May 15
PR to launch engagement activity as part of wider comms to confirm change of scheme. PR required + social.
Engagement Sessions/Drop-ins to take place to introduce concept masterplan on Wednesday, June 12. The Forum 11am - 1.30pm North Scale Community Hall 3pm - 5.30pm
Check when design and build tender is to be issued
Update project page copy on website
Images of new physics room and theatre - update release to be drafted


June 24
July
August
September
October
November
December
2025
Bram - construction to start
Bram construction to be completed
December 2025 - Town Centre construction to be completed
Planning process begins for revised proposal. PR to confirm new planning application
Early 2025 - construction to begin. Completion due early 26.
Check start date for Abbey Road element. Due to commence autumn 2024
Abbey Road works due to start