Brilliant Barrow Board Meeting

Friday 13th September 2024
Barrow Town Hall
Drawing Room

Ref	Agenda Item	Time	P/R/V	By
	Arrival	9:45am		
1	Welcome & Introduction	10:00am 5 mins	V	SC
2	To consider and note minutes and matters arising not covered in agenda: 2.1 17th May Board meeting 2.2 24th June extraordinary meeting 2.3 12th August extraordinary meeting **Agenda items 2.2 and 2.3 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)**	10:05am 15 mins	V	SC
3	To consider and note Board membership update	10:20am 10 mins	R	HH
4	To consider and note Actions log review	10:30am 10 mins	R	HH
5	5.1 To consider and note Accountable Body Programme Update 5.2 To consider and note progress in contracting with individual projects and the Programme Change Log at Appendix 1 5.3 To consider and note project updates at Appendix 2 5.4 Consider and note the Transparency and Compliance Review at Appendix 3 **Agenda items 5.3 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)**	10:40am 20 mins	R	PD/KH
6	To consider and note Housing Market Renewal update	11:00am 15 mins	V	KH
7	To consider and note Heart of Barrow Assurance Review Update **Not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)**	11:15am 10 mins	R	PD/KH
8	To consider and note Risks & Opportunities update	11:25am 10 mins	R	KH
9	To consider and note Brilliant Barrow Comms and Engagement update	11:35am 5 mins	V	FR
10	AOB	11:40am 10 mins		
11	Meeting close	11:50am 5 mins	V	SC

* Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Friday, 17 May 2024 at 9.00am
Town Hall, Barrow

Board Members present:	Steve Cole (SC), BAE Systems – Chair Cllr Jonathan Brook (JB), W&F Council - Vice Chair Suzanne Caldwell (SCa), Cumbria Chamber of Commerce Janet Garner (JG), BAE Systems Mark Swindlehurst (MS), University of Cumbria	Cllr Andrew Jarvis (AJ), W&F Council Lauren Dixon (LD), NHS Nicola Cove (NC), Furness College Cllr Derek Brook (DB), W&F Council Furness Locality Board Bryan Davies (BD), Associated British Ports (attended online)
Present:	Phil Drane (PD), W&F Council Karen Houghton (KH), W&F Council Helen Houston (HH), W&F Council Neil Tindale (NT), Cities & Local Growth Unit Ebony Rollinson (ER), DLUHC Judith Wilkinson (JW), DWP David Haughian (DH), W&F Council Caroline Wagstaff (CW), W&F Council (DH & CW Agenda Item 5 only)	Fraser Robertson (FR), W&F Council Liz Watson (LW), W&F Council Maf Haddow, MP's representative Kevin Little (KL), W&F Council Caroline Barber (CB), 32West
Minutes:	Brett Dayton (BDa), W&F Council	

1 To consider and note Opening Comments from the Chair

SC opened the meeting by highlighting that we are a critical stage of project progression, viability and assurance for forecasting success. Whilst acknowledging that strong progress has been demonstrated, SC felt that the seven quarterly board meetings remaining should focus the mind; time is running out to ensure successful delivery.

SC explained the importance of sub-groups and critical advocacy from the board to safeguard outcomes, optimise project delivery and consider any redistribution of funding. To support this, SC closed by advising that an extraordinary/interim board meeting will be scheduled to consider project positions and any necessary intervention and/or reallocation of funds.

SC suggested this meeting take place at the end-of-June.

2.1 To consider and note Apologies for Absence

Apologies for absence were received from:

- Sarah Peak (SP), Department for Business and Trade
- Cllr Fred Chatfield (FC), Barrow Town Council
- Elaine Herbert (EH), DWP
- Gabriela Lipska (GL), Cumbria CVS
- Paul Hodgson (PH), Barrow BID
- Alysha Moore (AM), Futures Board
- Natalie Goodman (NG), Spirit Energy
- Jo Lappin (JL), Cumbria LEP
- Julie Mennell (JM), University of Cumbria
- Daniel Tyler-McTighe (DT), BarrowFull
- Simon Fell (SF), MP Barrow & Furness
- Neil Lauderdale (NL), BAE Systems
- Peter Hepburn (PH), Spirit Energy

2.2 To consider and note Attendance of Substitute Members

The following attended the meeting as substitute members:

- Maf Haddow, MP's representative attended for Simon Fell.
- Mark Swindlehurst, University of Cumbria attended for Julie Mennell.
- Judith Wilkinson, DWP attended for Elaine Herbert.

2.3 To consider and note any Declaration of Interests

SC reminded attendees that at each meeting, Board members have 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 an amendment to paper 2.4. PH will remain as Board Member, with NG as Substitute Member for the May, September and November 2024 meetings.

3. To consider and approve minutes of meeting held on 23 February 2024

The minutes of the meeting held on 23 February 2024 were considered and approved.

3.1 To consider and note Actions

SC advised that the tracking of actions will remain as a standing agenda item. HH reported that positive progress had been made on a couple of actions, which could be closed off in this meeting.
Two actions – a Communications & Engagement strategy presentation and project site visit - have been deferred to the September 2024 meeting.

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

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

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)

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

DH, Assistant Director – Community Infrastructure, W&F Council and Senior Responsible Officer for Housing Market Renewal and Caroline Wagstaff, Assistant Director, Housing, W&F Council attended to provide an update. DH summarised progress on the project following February's presentation to the Brilliant Barrow Board. Following feedback from that meeting and discussions within W&F the project's business case is in the process of being updated, to inform a future PAR.

Since the last meeting the Council has received £50,000 funding from Historic England for creative engagement. It is proposed that some of this is used as match funding for the project to support initial engagement and consultation. An external organisation will be appointed for the creative engagement itself. It is hoped that this will offer tangible legacies, such as a community growing scheme, beyond the HMR project. DH explained that the creative engagement will be a precursor to the HMR funding which is now proposed to address public realm and to create six exemplar apartments.

To enable higher living standards in the area, CW explained that the Safe and Strong team will work with community members to maximise their income and ensure they are on appropriate tariffs for their utilities. DH also explained that the six exemplar apartments the project will demonstrate how all property in the designated area could meet minimum decent living standards. CW's team is developing a damp and mould standard in housing stock, and engagement with the privately rented sector is cricital for success.

DH explained that as landlords frequently refer to Listed Building Consent (LBC) as a constraining factor, the Council would secure the LBC for Steamer Street and Schooner Street, which would include window repairs, new door design, and ensuring internal and external fire doors meet modern regulations.
AJ asked if, once secured, Listed Building Consent would last in perpetuity once it was implemented by this scheme to allow works to come forward to other properties in the future without having to apply again and DH confirmed that it would.

DH explained that the anticipated works on exemplar units could benefit up to six apartments, and it is proposed that this will be deliverable within subsidy control requirements under minimum financial assistance. The apartments will be selected through an EOI process and dependent on cooperation from leaseholder, arrangement of units and 'buildability'. If enough leaseholder sign up, the modest works would also secure LBC in perpetuity, removing the 'roadblock' to other landlords, and would include window repairs and/or replacement, door repairs and/or replacement, repointing, and thermal insulation. Dependent on apartment units selected, this could also include rainwater goods and roof repairs.

DH summarised the public realm work proposed on Steamer Street and Egerton Court. Aiming to increase community use and pride-of-place, the project will review and return to a previous scheme in which designs were developed. DH highlighted an opportunity to engage with the community on the public realm improvements, such as community growing spaces and community ownership of maintenance, as well as spaces for young people. To counter fly-tipping the project also aims to review available waste management and storage facilities.

DH advised that the indicative budget is £1.7 million, and the indicative project programme indicates a commencement of the creative engagement phase and early procurement to avoid delays.

DH highlighted opportunities for working with existing council services, or relevant third parties.

SC highlighted the positive effect that the project could have on the area's standard of living, and suggested that it such exemplar/ pilot schemes could be very useful to inform bids to be made under the Team Barrow funding.

NT asked whether the properties were in private hands or local authority, to which DH replied that the Steamer Street properties were private. NT also asked how many properties there were in total, to which DH replied that there were approximately 110.

Some discussion was held around length of LBC, and protection of public funding, as well as the aspirations for a more ambitious and comprehensive project. Consideration should also be given to the opportunities for community involvement and potential asset transfers in the future.

SC thanked DH and CW for their update and proposed way forward, and the Board for their feedback and suggestions.

DH and CW left the meeting.

6. Board Sub-Group & Focus Group Updates

HH explained that a small number of board members had put themselves forward for the Board Focus Group but that it has yet to meet, an action will be taken that a meeting will be arranged within the next month. HH thanked those who had volunteered to be involved in the formation of the BFG. AJ advised that he has previously volunteered for the BFG and the offer was open. JG raised the importance of aligning with Team Barrow, and it was suggested a representative of Team Barrow volunteer for the BFG. Either or both of JG or PD will be involved.

HH explained that the Stadium Focus Group met on the 8th March. The SFG completed a feasibility study on the planned development, however, more work is required on the strategic case. HH added that group had discussed making contact with, and visiting, other stadia to identify best-practice. The group will be looking

into inviting representatives from the council's Leisure Services team to ensure alignment of the council's Leisure Strategy.

In the absence of representatives of the Futures Focus Group, HH gave a brief overview of activity. The FFG are encouraging younger people to take the lead and become involved in their community. HH asked the Board that if they knew of any younger people who might be interested they should make contact with BDa. SC asked what is meant by 'young', and the Board agreed that guidance on a working definition would be required, similar groups use the cut off age of 35.

SCa asked what the timeline was for meetings of the FG and what commitment was needed to the group. HH responded that this has yet to be decided, and that previously the group did not settle into a rhythm. HH suggested that the first meetings would be of an informal nature in order to establish a working relationship.

Action 1	Arrange meeting of the Board sub group in June Arrange meeting of the Stadium Feasibility Group and invite Councils Leisure Services Team Arrange meeting of Futures Group and encourage board members to suggest membership from their own organisations	BDa	As soon as possible

SC, using the example of Hawcoat Park, highlighted that in addressing short-term risks critical services can fall by the wayside. JG added that Brilliant Barrow and Team Barrow use the opportunity to support these critical services, as in the case of the location of a 3G all-weather pitch. HH agreed to a meeting on this subject, and added that evidence-based studies, as part of the Leisure Strategy, have been prepared.

SC suggested that this be the subject of a future presentation to Board.

Action 2	Bring a presentation to future board on the stadium and wider leisure facilities strategy	HH/DH	September 2024

7. Accountable Body Programme Update

7.1 To consider and note Accountable Body Programme Update

LW presented the Accountable Body Programme update.

7.2 To consider and note the Programme Change Log at Appendix 1, and the updated guidance in relation to the PAR process

LW outlined the updated PAR guidance. Key points to note were: 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; and, 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.

LW then outlined the PAR criteria which include:

- Changes to the profile of Town Deal funding exceeding 30% or £500,000 within any year. This would therefore exceed the tolerances for a Notable change and be considered Significant. However, due to the PAR process this would consider the profile in line with what has already been received by the Council. As the Council have already received funding in line with the profile to 23/24, with the adjustments to net this funding, this would reduce the impact within a PAR to be reduced to within the tolerances for a Notable change.
- Variances greater than 10% between project expenditure headings.

LW noted that this clarification was useful, as slippage was a common issue that had previously required the PAR process.

The latest Programme Change Log was noted by the Board.

7.3 To consider and note 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.

SC suggested the convening of a special meeting to consider and identify best projects for reallocated funds. This meeting would be useful in getting a sense of the ambitious and mature projects that could manage the increased outcomes reallocated funding would generate.

Action 3	To arrange a special meeting to consider project risks (including reallocation of any relevant funding) at a programme level in support of the submission to government of the PAR.	KH/LW	As soon as possible

7.4 To consider and endorse the 'Notable' change control relating to the Community Hubs and Earnse Bay project at Appendix 2.

A notable change control had been received for the Community Hubs & Earnse Bay project and was included under this agenda item for endorsement.

The Board agreed the notable change control request.

7.5 To consider and note the 'Significant' change control reflecting the withdrawal of the Business and Enterprise project at Appendix 3.

As requested by the Cumbria LEP, a significant change control had been received for the Business and Enterprise project and was included under this agenda item for endorsement.

The Board agreed the significant change control request.

7.6 To Review and endorse the M&E Performance Return at Appendix 4 for submission to government by the 28 May 2024 deadline

LW presented the M&E performance return, which is due for submission to government by 28 May 2024. This information from the latest project reports had been used to complete the M&E return and remained subject to s151 review.

It was noted that this was not in a particularly accessible format, and Board members could request the full Excel document if required.

Board members reviewed and endorsed the Q3-4 2023/24 M&E Performance Return.

7.7 To consider and note the Project Dashboards at Appendix 5

The more detailed project dashboards were considered. The Board recognised that whilst there is still work to do, improvements are clear and that the reds (RAG Rated risks) are reducing. SC underlined that whilst progress was being made across the programme, spend profile is still away from forecast.

MS advised that whilst there has been a delay with the Barrow Island Campus, progress is now continuing.

JB asked how confident we were that in the next meeting the board would be able to identify which projects could accept reallocation. KH responded that discussions have already started. PD added that there was a commitment to getting the Plan Delivery Group meeting and Sub-Group meetings in diary.

8 Consider and note the Updated Risk Register & Opportunities Update.

KH noted that there remains a high risk with the University Campus: a potential issue with recruiting students. MS confirmed this and explained that there had been a seven-week delay as they waited on the results of liquid test by Environment Health. MS advised that that this has put pressure on budget, and may affect the student experience/offer, impacting on student recruitment. MS added that student recruitment had been paused for September 2024 but that they were recruiting for September 2025.

KH advised that the purchase of three properties currently on the site of the Marina Village development is almost complete, but there remains a risk that if not completed it will be too late for Compulsory Purchase Orders to meet delivery deadline. PD added that if not purchased at this stage a CPO would need to be followed.

KH also noted that a risk remains with HMR, but added that it is not as high as previously thought.

KH recognised improvements to the Risk Register by highlighting the increase in oranges and greens, over the reds of previous registers, but added that a concern remains with speed of delivery.

KH explained that it is important that projects understand risks and that these are communicated by the programme team to sub-group and the board.

SC asked the board to consider the resourcing of project management and impacts on delivery. AJ asked whether this was a shortage of resourcing or time. SC advised that it was a shortage of both.

9 Consider and note Brilliant Barrow Comms & Engagement Update

CB highlighted the Brilliant Barrow pop-up banners (located around room) and video (played during arrival).

CB explained that the banners could be used for public events and engagement activities, and had already been used in an internal Westmorland & Furness Council event.

CB explained that the video could be used with or without sound, and could be used on welcome screens or social media, and like the banners, had been designed not date.

CB described how during the lead-up to the election outward Comms had been ceased, but that activity for internal background projects – Earnse Bay and Housing Market Renewal – continued. CB added that post-election external Comms will restart.

CB advised that the first edition of the Brilliant Barrow newsletter had been published. CB explained that the newsletter was designed to work around pay-walls, and deliver content directly. CB asked the board to encourage sign-ups to the newsletter.

CB highlighted important forecast activity: the opening of The Dock Museum's amphitheatre, and working with NC's team on Comms for Phase 3 of Furness College's improvements to the Sixth Form campus.

SC asked about capturing interim positions, such as time-lapse video, to use in future Comms. DB agreed that it was important to allow people to see activity, and react to what they are seeing.

SC asked what board members and their businesses can do to help on social media. CB advised businesses to share and engage with project posts so that they reach a much larger audience. CB also offered to write a one-page summary of how to amplify the messages.

HH invited all meeting members to the official launch event for The Dock Museum's amphitheatre on Wednesday 29th May. HH presented the *Spring and Summer 2024 What's on In and Around Barrow* flyer to meeting members. HH asked that meeting members help with offline and digital distribution of the flyer.

MS asked whether Comms could be used to benefit from the expected increased footfall and media coverage of Barrow for Dave Day on 8th June. CB explained that various channels, including social media, would be used to get messages to attendees and the community.

10 Update on Team Barrow

PD shared slides on the Team Barrow Partnership, describing the Delivery Board Partnership.

PD explained the structure of the Delivery Board Partnership**:** at the top sits the Barrow Delivery Board, under which the Team Barrow PMO offer coordinating and reporting to the Board. Below the Team Barrow PMO are five Workstreams: 'Economy, Masterplanning & Place', 'Transport', 'Education, Employment & Skills', 'Health, Equality & Wellbeing', and 'Communities & Social Impact'.

PD advised that the Team Barrow Delivery Board will be key for Team Barrow funding and decision making.

PD gave key stats for announcement of Barrow Transformation Fund, and explained that the government's commitment to interventions in Barrow (minimum of 10-years), is above and beyond what was expected.

PD explained that the government announced £200 million will be delivered over the next 10-years, but we are still waiting on the grant funding agreement on this.

PD gave a breakdown of the initial £20 million for three immediate projects:

- A595 Grizebeck Bypass (£10 million)
- Social Impact Fund (£5 million)
- Work & Health Fund (£5 million)

PD advised that the Transformation Fund will be delivered by the Barrow Delivery Board in collaboration with local leaders.

PD explained that the Delivery Board Partnership is currently in initial phase – preparing resources and recruiting leads for the five work streams.

PD explained that a link between the Brilliant Barrow Board, Delivery Board and Team Barrow will exist and more information will be provided as details emerge.

11 Any Other Business

HH, on behalf of PH, gave details of the Brilliant Barrow Weekend event, scheduled to be held on the weekend of the 16th to 18th August.

HH gave details of the programme:

Friday 16th August: Victorian Promenade at The Dock Museum
Saturday 17th August: Barrow Soapbox Derby, Town Centre
Sunday 18th August: Festival of the Sea, Town Quay

HH, on behalf of PH, requested use of the Brilliant Barrow logo in advertising, which was agreed.

PH will circulate more detailed information in June/July.

SC requested that board members forward to BDa updated photos of themselves for Brilliant Barrow website.

12. To agree Date and Time of Next Meeting

The date of the extraordinary board meeting was likely to be the end of June, and will most likely be held at Barrow Town Hall. Further information to follow.
The next ordinary board meeting will be as scheduled on the 13th September.

Brilliant Barrow Board Meeting

Agenda Item:	3
Date of Meeting:	13 September 2024
Title:	Update on Brilliant Barrow Board & Sub Group Membership
Reporting Officer:	Helen Houston, Westmorland & Furness Council

Executive Summary & Introduction

Since the last full Board meeting in May 2024 there have been a number of updates to Board membership. In line with the Local Assurance Framework, and consultation with the Chair, details of the new members are set out below.

An update on the meeting of the Board sub groups is presented below along with updated Terms of Reference for the Board Sub Group.

A verbal update will be presented on the subgroup meeting of 6th September and from the Futures Group.

Recommendation(s)

To consider and note the changes to the Board membership and amendments to the Terms of Reference for the Brilliant Barrow Board Sub-group. To note the verbal updates given on the Sub Group and Futures Group.

Report

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

New Appointments

Michelle Scrogham, Member of Parliament for Barrow and Furness – replaces Simon Fell.

Following the August meeting an invitation was extended to Morecambe Bay NHS Trust for a representative to join the Board and we await their nomination.

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

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, the website will be updated as and when new appointments are made or any changes are notified.

As part of the due diligence work performed by the Assurance Team regular checks will be made to ensure that the Local Assurance Framework and Terms for Reference are up to date in terms of board membership and new appointments.

Brilliant Barrow Board Performance Sub Group

This Sub Group was convened at the request of the Board to provide early insight and intervention on behalf of the Brilliant Barrow Board to support successful delivery of the individual projects and the programme as a whole.

The group offers multi-disciplinary and cross-sectoral advice to officers, providing both scrutiny and challenge where appropriate. The small size of the group facilitates the consideration of more granular information and detail than the main board is able to digest.

A terms of reference for the group were drawn up and can be found at Appendix 3A. The group had its first meeting on 6th September and verbal update will be provided at this meeting.

Going forward this group will meet at regular intervals between each of the formal Board Meetings, to enable an update to be given to the full Board.

Helen Houston
5 September 2024

Appendix - Brilliant Barrow Board Performance Sub-Group Terms of Reference (August 2024)

Brilliant Barrow Town Deal
Board sub-group - Performance
Terms of Reference DRAFT (August 2024)

Introduction and context

Brilliant Barrow is the Town Deal for Barrow. Barrow in Furness is one of the 101 towns that secured Town Deal funding. Barrow secured £25million for a series of ambitious and interlinked projects

In governance terms, the council is the accountable body, with the board setting the vision and providing strategic oversight to the programme.

Purpose

The purpose of the Brilliant Barrow Board Sub-Group is to provide early insight and intervention on behalf of the Brilliant Barrow Board to support successful delivery of the individual projects and the programme as a whole.

The group offers multi-disciplinary and cross-sectoral advice to officers, providing both scrutiny and challenge where appropriate. The small size of the group facilitates the consideration of more granular information and detail than the main board is able to digest. It is also envisaged that the timings of the sub-group, set to be held six weeks to a month before the main board, will enable escalation and further investigation of issues in order that the board has the correct information to make strategic decisions/recommendations.

Membership

Initial membership of the Board Sub-Group is as follows:

Contact	Role/Organisation
Julie Mennell	Vice Chancellor, University of Cumbria
Steve Cole	CIO and Operational Improvement Director, BAE Systems Maritime and Land
Janet Garner	Future Workforce Director, BAE Systems Submarines
Andrew Jarvis	Cabinet Member & Deputy Leader, Westmorland & Furness Council

Advisors

- Barrow Programme Director – Phil Drane
- Brilliant Barrow Programme Manager: Karen Houghton
- Accountable Body and Assurance Team Manager – Liz Watson

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 Brilliant Barrow Sub Group will:

1. Act as a forum to provide the Programme and Accountable Body Teams with challenge and support on their management and assurance of the Brilliant Barrow programme, acting as a critical friend.

2. Act as a forum to discuss progress in the development and delivery of any or all of the projects and offer solutions to problems raised.

3. Act as a forum for discussion on identified issues related to performance of projects and the formulation of strategies to rectify problems

Principles of Operation

1. The Sub Group will meet not less than quarterly during delivery of the Brilliant Barrow programme, and a schedule of meetings will be developed to align with the Brilliant Barrow Board. Meetings can be convened more regularly as appropriate.

2. The Sub Group will nominate a Chairperson to Chair meetings, agree agendas with officers and approve minutes on behalf of the group.

3. The Sub Group Chair will determine whether any amendments are required to the frequency/setting of meetings set out above, as required by business needs.

4. 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.

Collaborative and constructive intervention

The Board Sub-Group will work collaboratively to ensure that challenges and opportunities are identified, and where necessary escalated to the main board, in order to support successful delivery of the Brilliant Barrow programme as a whole and where possible individual projects.

Standing Agenda Items

The following agenda items will stand for each meeting, with additional items added to the agenda as required:

1. Apologies
2. Programme progress since last meeting
3. Project case study – opportunity to focus on project in detail
4. Risks and mitigation strategies
5. AOB

Brilliant Barrow Board Meeting

Agenda Item 4 – Action Log

Meeting	Agenda Item	Action	Person(s) Responsible	Completion Date	Complete?
February 2024		To arrange a site visit to The Sixth Form FC.	HH/NC	Upon project completion	Open
February 2024	5	HMR project next step: 1. obtain subsidy control advice, given the scale of investment to private owners (previously the project fell under thresholds given the individual properties) 2. develop a communications plan for review by board.	DH/CW	Update to be provided for September 2024 meeting	Agenda item 6
February 2024	7	To provide a regular project Biodiversity Net Gain and Carbon Reduction update to the Board.	KH	September 2024 Board Meeting	Open – Defer to November 2024 meeting
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
February 2024	9	To present an Opportunities Register at the next Board meeting.	KH	September 2024 Board Meeting	Agenda item 8
February 2024	10	To provide a detailed Comms & Engagement presentation.	Programme Team	September 2024 Board Meeting	Agenda item 9
February 2024	11.1	To arrange an Earnse Bay and University Campus project site visit session for the Board.	HH	November 2024 Board Meeting	Open – Defer to November 2024 meeting
May 2024	6	Bring a presentation to a future Board on the stadium and wider leisure facilities strategy	HH/DH	September 2024 Board Meeting	Open – Defer to November 2024 meeting
May 2024	6	Agree on working definition of ‘younger representative’ for Futures Focus Group.		As soon as possible	Open
May 2024	6	Hold another Futures Group and set up schedule on meetings to align with board	AM/JM	As soon as possible	Open
May 2024	11	Board members to have photos taken for Brilliant Barrow website	BDa	September 2024 Board Meeting	Photos to be taken at September Board

August 2024	2	Invite Morecambe Bay Health Trust to become a member of the Board	KH/HH	As soon as possible	Open – invite sent
August 2024	2	Information to be shared with Assurance & Accountability Body Team at appropriate time by BAE Systems.	JP/LW	As soon as possible	Open
August 2024	3	Finalise arrangements – location and site visit – for September Board meeting and notify Board Members	HH/KH/LL/JP	As soon as possible	Open – Defer to November 2024 meeting

Brilliant Barrow Board Meeting

Agenda Item:	5
Date of Meeting:	13 September 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**. The recent changes to the Programme endorsed by the Board at previous meetings will require the submission of a Project Adjustment Request (PAR) to government and work to finalise this is ongoing – it is anticipated that the PAR will be submitted by the end of this month.

Projects continue in the established regular reporting cycle with the latest reports relating to Quarter 1 activity received during July and August. The information received in these reports has been used to produce and overview of the programme progress and the updated Project Dashboards that form **Appendix 2** to this paper.

The latest reporting shows that although slippage remains a key risk to the programme, significant progress is now being made against expenditure and major risks are reducing as delivery progresses. Careful monitoring at this critical time of delivery will continue.

In August, The Ministry of Housing, Communities and Local Government (MHCLG) wrote to all Town Deal Boards to request action to ensure compliance with the Town Deal transparency requirements. A review has been undertaken by the Accountable Body and Assurance team to demonstrate how the requirements are being met by Barrow Town Deal, and to identify actions where required and this is provided as **Appendix 3**.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the progress with project contracting.
2. Note the Programme Change Log at **Appendix 1**, and the progress to date with submission of the PAR to capture the changes endorsed at the meetings of the Board on 24 June 2024 and 12 August 2024.
3. Consider and note the Project Dashboards at **Appendix 2**.
4. Note the compliance and transparency requirements, and the review at **Appendix 3.**

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, with the recent level of change in the programme causing some delays and requiring amendments. The status of this for each project is summarised below in **Table 1**, and the focus on the next quarter will be finalising the outstanding agreements.

Significant progress was made in July with the University of Cumbria clearing all their contractual pre-payment conditions.

Table 1 – Project Contracting Status

Project	Current Status	Next Steps
BLQ – Barrow Island Campus	GFA in place	Amendment Required
BLQ – Rating Lane Campus	GFA in place	N/A
Place Development	MoU in place	N/A
Business & Enterprise Support	GFA in place	N/A – ongoing obligations managed through compliance monitoring
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, with details of this brought to the Board in May 2024. The current change control process continues to align with these requirements.

The latest Programme Change Log is included for noting at **Appendix 1**. This notes the current change controls being progressed for which key details were endorsed by the Board at their meetings on 24 June and 12 August, and which will require submission of a PAR to government. In summary the changes are:

- Cancellation of the Business and Enterprise Support project due to lack of take up with subsequent reduction in outputs and £327k Town Deal funding (endorsed by the Brilliant Barrow Board on 17 May 2024)

- Revised Housing Market Renewal project resulting in a revised scope, outputs and a £1.55m reduction in Town Deal funding (endorsed by the Brilliant Barrow Board on 24 June 2024)
- Reallocation of £1.87m to the Barrow Island Campus project to meet an identified overspend and for an extension to the building to allow clinical skills teaching to be delivered, offering additional outputs (endorsed by the Brilliant Barrow Board on 12 August 2024)

At the time of the Board on 12 August 2024 it was noted that the reallocation to the Barrow Island Campus project would be subject to further development work as required to meet PAR requirements prior to submission. This includes quantifying any additional outputs and local assurance being undertaken. This work continues, with the Accountable Body and Assurance team working with the University to complete the full change control process. This will enable submission of the PAR, and it is anticipated that this will be done by the end of September.

Programme Monitoring & Evaluation Reporting

Projects continue in the established reporting cycle with the latest reports relating to Quarter 1 activity received during July and August. Information from the latest project reports has been used to complete an overview of project and progress in **Tables 2** and **3** and **Figure 1** (below), as well as the more detailed project dashboards at **Appendix 2**. A project dashboard has not been completed for Housing Market Renewal as given the timing of the significant changes to the project, quarterly reporting was not appropriate. An update for this project is being provided as a separate agenda item, and quarterly reporting will recommence with Quarter 2. It should also be noted that the current reporting does not include the proposed changes to the Barrow Island Campus project, which will not be confirmed until the submission of the PAR.

Overall, the reporting demonstrates that key risks are reducing, and this is partly reflective of the recent changes considered and approved by the Board. Confirmation of the approval of the proposed PAR will now be critical. Ongoing monitoring of risks will continue to be key, as the programme is now at a stage where timescales would not allow for significant slippage to be resolved within the life of the Town Deal programme. This is evident given the forecast profile, which shows that almost 80% of the programme remains to be spent in the final two years.

Table 2 – Town Deal Award Defrayed by Project

Project	Total Town Deal Award	Total Town Deal Defrayed
Barrow Island Campus	£11,166,667	£2,601,990
Community Hubs and Earnse Bay	£4,266,667	£381,048
Housing Market Renewal	£2,066,648	£105,767
Place Development	£816,667	£387,254
Marina Village	£966,667	£55,792
Cycling and Walking	£1,766,667	£254,345
Rating Lane Campus	£1,400,000	£920,331
Business and Enterprise Support	£172,924	£172,924
Programme Management	£499,998	£250,000
Unallocated	£1,877,095	£0
Total Town Deal	**£25,000,000**	**£5,129,451**

Figure 1 – Percentage of Town Deal Award Defrayed by Project

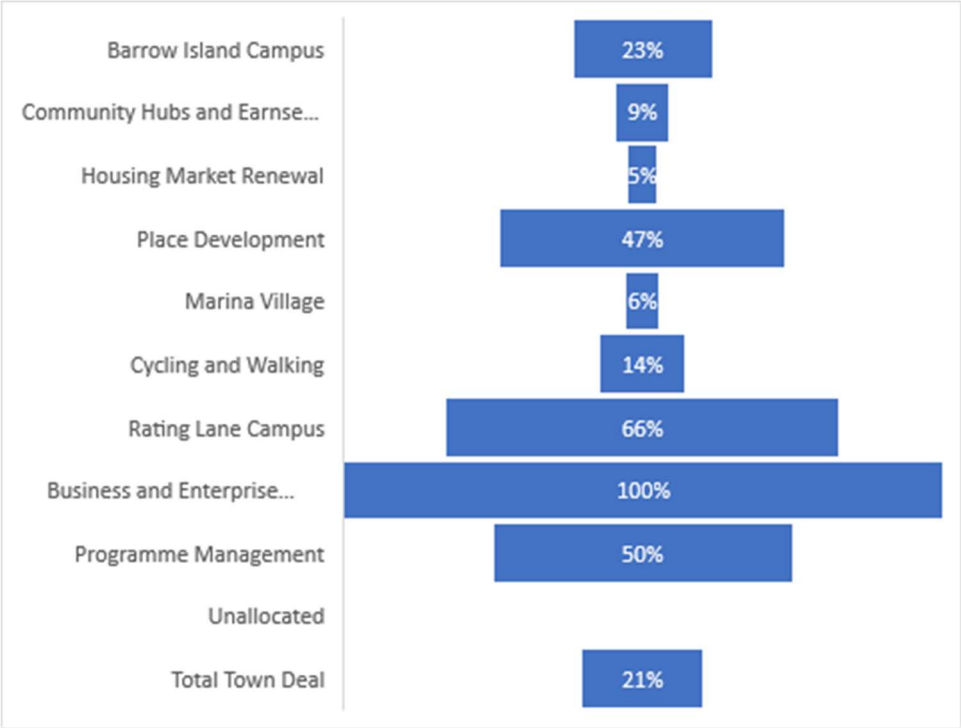


Table 3 – Project Status Overview (Period Q1 24/25)

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 minor delays, with mitigations in place for any impact upon outputs. **Spend:** There is variance due to delayed delivery but spend is progressing and is anticipated to complete in Town Deal timescales. **Risk:** The project has identified some 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 no overall impact upon outputs anticipated. **Spend:** A revised forecast has been submitted, and the current forecast shows minor slippage against this. **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) **No project overview has been undertaken as the project is withdrawn, awaiting PAR.**
Housing Renewal Programme	↔	↔	↔	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing - Delayed **No project overview has been undertaken as project is awaiting PAR – see separate agenda item for project update.**
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 small 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 and have further reduced now that heads of terms have been agreed.
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 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, with a minor delay to the completion date. **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. These have reduced with the project nearing completion.

Compliance and Transparency Checks 2023

On 06 August, the MHCLG Assurance Team wrote to all Town Deal Boards to notify them that checks had been undertaken against the criteria set out in The Towns Fund Prospectus 2019; Towns Fund guidance June 2020 (Annex D Town Deal Board governance guidance); Towns Fund guidance Stage 2 December 2020; and Towns Fund: supplementary guidance for Town Deal Boards October 2022 on a random sample of Town Deal Boards. The purpose of these checks was to ensure that Town Deal funded projects demonstrate the standards of governance, accountability, and transparency required of them and are consistent with their role as set out in the Prospectus.

In general, the Towns Fund Prospectus requires Town Deal Boards to ensure that various project information is available publicly. The checks involved a review of the publicly available information.

MHCLG's checks revealed that of the Town Deal Boards reviewed in the sample 93% were not compliant with the one or more of the requirements.

It is not known whether Barrow Town Deal was included in the random sample with no specific feedback received. However, the following actions were requested to be taken by all Town Deal Boards in order to fully meet the terms of the funding, in relation to publicly available information:

- **For all Town Deal Boards to review the requirements outlined in The Towns Fund Prospectus 2019; Towns Fund guidance June 2020 (Annex D Town Deal Board governance guidance); Towns Fund guidance Stage 2 December 2020; and Towns Fund: supplementary guidance for Town Deal Boards October 2022 (Annex A).**
- **The role and responsibilities of the Town Deal Board, Chair and Lead Council including the decision-making process is clearly visible.**
- **Ensure that your Town Deal Board website has links to relevant documentation as outlined in the Prospectus and guidance e.g. latest Terms of Reference, Code of Conduct and Conflict of Interest Policy etc.**
- **The latest agenda, draft minutes, and the certified minutes for Town Deal Board meetings are published within the timeframe stipulated.**
- **Membership of the Town Deal Board is as defined in the Prospectus with profiles of members detailing their roles and responsibilities are displayed on the website.**

At the time that the supplementary guidance was received in October 202, the Accountable Body and Assurance team undertook a review to ensure compliance. This summarises the key requirements outlined in the documents noted in the first action above. This has been revised and updated in the context of the above, and is attached as **Appendix 3**.

Author: Liz Watson, Programme Lead – Accountable Body & Assurance
Date: 04 September 2024

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 Approved	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	17/05/2024	Not required - see comments	See Comments	See Comments	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. 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.
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	17/05/2024	TBC	TBC	TBC	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.
BB004	Housing Renewal	3.0	Liz Watson	CC Being Reviewed	1. Changes to scope of project activity. 2. Changes to details & dates of milestones. 3. Reduction of Town Deal funding 4. Changes to profile of expenditure & funding. 5. Changes to expenditure headings. 6. Reduction to outputs 7. Changes to profile of achievement for outputs & outcomes.	Significant	19/06/2024	TBC										TBC	TBC	24/06/2024	TBC	TBC	TBC	TBC	TBC	Revised business case received and local assurance undertaken with approval by Board received at meeting on 24/06/2024. Formal change control to be completed to capture changes and PAR to be submitted.
BB003a	Barrow Learning Quarter - Barrow Island Campus	3.0	Liz Watson	CC Being Reviewed	1. Change to scope of project activity. 2. Changes to details & dates of milestones. 3. Increase in Town Deal funding. 4. Changes to profile of expenditure & funding. 5. Changes to expenditure headings. 6. Increase to outputs. 7. Changes to profile of achievement for outputs & outcomes.	Significant	30/07/2024	TBC										TBC	TBC	12/08/2024	TBC	TBC	TBC	TBC	TBC	Proposal received for additional funding and approval by Board received at meeting on 12/08/2024. Formal change control to be submitted by University to allow full due diligence and calculation of BCR to be completed, allowing PAR to be submitted.

Requirement	Brilliant Barrow Town Deal Board
Boards to continue meeting regularly to discuss progress, ensure that projects are staying true to the vision of the Town Investment Plan, and to work through risks and issues together, being involved in key decisions.	The Brilliant Barrow Board continues to meet quarterly and has met on an extraordinary basis when required. Each meeting receives reports covering programme and project progress, including a programme risk register, onto which any significant project risks are escalated.
Town Deal Boards have demonstrated that they are a key link to the local community and local businesses and should be involved in any refresh of engagement and communication plans.	The Brilliant Barrow Board continues to guide the engagement and communication activities which underpin delivery of the Town Investment Plan. Communications and Engagement is a standing agenda item on Board agendas. Communications and engagement is also a key part of the Plan Delivery Group, which exists within the governance structure to bring together representatives from all Town Investment Plan projects, to ensure that communication and engagement activities are delivered in a consistent and coordinated way.
Town Deal Boards are required to have sight of the six-monthly performance reporting returns, and the opportunity to feed into them, before they are submitted to MHCLG by the accountable body. The Town Deal Board Chair must sign the performance reporting return before it is submitted to MHCLG.	The scheduling of Brilliant Barrow Board meetings ensures that the Board have opportunity to review each six-monthly return prior to submission. This process has been followed for all returns submitted to date. The Brilliant Barrow Board Chair has signed the performance reporting return since this requirement was introduced by DLUHC.
Town Deal Boards should review and agree any Project Adjustment Request proposals. Town Deal Boards should be involved in any discussions around project changes and agree these before they are made either under local delegation or submitted to MHCLG for a decision.	The Brilliant Barrow Town Deal Local Assurance Framework includes a local Change Control process, to respond to changes in project circumstances while ensuring that projects continue to deliver both the Town Investment Plan's strategic objectives as well as value for money. The varying nature of potential project changes requires a Change Control process 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 change being requested. All decisions are recorded on a Project Change Log and are reported to the Board at the next scheduled meeting. The local change control process aligns with PAR requirements, and all project changes requiring a PAR are all brought to the Board for endorsement prior to submission to MHCLG.

	The Change Control process therefore ensures that the Board has opportunity to review those project changes which lead to submission of a PAR, while the process also allows for the Board to review the PAR document itself before submission to Government.
The Town Deal Board should have a document, published on the lead council's website, which clearly sets out the roles and responsibilities and the governance and decision-making processes for the Town Deal Board, the Town Deal Board Chair and lead council.	The Brilliant Barrow Town Deal Local Assurance Framework (LAF) is 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 up-to-date version of the LAF is published and available on the Brilliant Barrow website.
Code of conduct policy: outlining the lead council's record keeping responsibilities on behalf of Town Deal Board with specific reference to the seven principles of public life, including a register of gifts and/or hospitality	The Brilliant Barrow Board operates to a combined Code of conduct and Conflict of Interest policy, which clearly sets out Board members' responsibilities with specific reference to the seven principles of public life. The policy is published on the Brilliant Barrow website.
Conflict of interest policy: process of record for each Board member.	The Brilliant Barrow Board operates to a combined Code of conduct and Conflict of Interest policy, which clearly sets out the process for recording and updating Board members' interests, including a standard registration format. Declarations of Board members' interests are published on the Brilliant Barrow website: https://brilliantbarrow.org.uk/wp-content/uploads/2022/11/BBB-Declaration-of-Interest-Forms-Merged-for-2022-2023-1.pdf **ACTION 1: Declaration of interests to be updated for all Board members** Conflicts of interest are also included as a standard agenda item at Board meetings and are recorded within the minutes.

<table>
<tr>
<td>Transparency: transparent decision making is supported by the publication of information on the Lead Council's website, and we expect the following standards to be applied:
a documented decision-making process outlining the voting rights of the Board to be published
profiles of Board Members to be published (stating private or public member) along with their roles and responsibilities
all Board papers to be published on the lead council's website in advance of the meeting (within 5 clear working days)
to promptly publish draft minutes of meetings on the lead council's website following the meeting (within 10 clear working days)
to publish final minutes on the lead council's website, once approved by the Board (within 10 clear working days)
any conflicts of interest reported to be formally noted within the published minutes</td>
<td>Transparent decision-making is supported by the processes set out in the Brilliant Barrow Board Terms of Reference, which form part of the Local Assurance Framework that is published on the Brilliant Barrow website.

The Brilliant Barrow website includes details of each Board member. It is not specifically stated whether each member is from the private or public sector, however the organisation to which each member belongs is stated: https://brilliantbarrow.org.uk/meet-the-board/

ACTION 2: Profiles of Board Members to be updated to state private or public sector member along with their roles and responsibilities.

All Board papers are published to the Brilliant Barrow website, with the exception of those papers exempted under the Local Government Act. The date of publishing to the website is not included, so it cannot be confirmed that these have been published in the required timescales.

Minutes are also included separately on the website, but the process for publishing draft, and then final minutes (which would be approved at the following Board meeting) is not clear. The date of publishing to the website is also not included.

ACTION 3: The timing and process of publication of papers and minutes should be reviewed by the secretariat to ensure they are published in compliance with the transparency standards.

Conflicts of interest are included as a standard agenda item at Board meetings and are recorded within the minutes.</td>
</tr>
<tr>
<td>The Town Deal Board's membership should reflect the diversity of the town and surrounding area. The Towns Fund Prospectus stated that membership of Town Deal Boards should comprise:
a private sector chair</td>
<td>The Brilliant Barrow Board membership reflects the diversity of the town and surrounding area. The Board members are listed on the Brilliant Barrow website: https://brilliantbarrow.org.uk/meet-the-board/.

Membership of the Board currently meets all of the stated requirements, as detailed below:

<table><tr><td>Private Sector Chair:</td><td>Steve Cole (BAE Systems)</td></tr></table></td>
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</table>

• all tiers of local government for the geography of the town • the MP(s) representing the town • the Local Enterprise Partnership • local businesses and investors • community/local voluntary community sector representatives • other relevant local organisations, such as FE colleges or Clinical Commissioning Groups	

All tiers of local government for the geography of the town:	Westmorland and Furness Council Barrow Town Council
The MP(s) representing the town:	Michelle Scrogham MP[1]
The Local Enterprise Partnership:	Cumbria LEP[2]
Local businesses and investors:	ABP BAE Systems Barrow Business Improvement District Cumbria Chamber of Commerce Spirit Energy
Community/local voluntary community sector representatives	BarrowFull (formerly Barra Culture) Brilliant Barrow Future's Board Cumbria CVS
Other relevant local organisations, such as FE colleges or Clinical Commissioning Groups	Furness College University of Cumbria NHS

[1] Given the timing of the 2024 General Election and this review, Michelle Scrogham MP is in the process of being onboarded and the Brilliant Barrow Website will require updating.
[2] Following the integration of Local Enterprise Partnership functions to Local Authorities on 01 April 2024, this will require review, with Cumbria LEP anticipated to formally close in September 2024.

ACTION 4: Board membership to be updated (see Agenda Item X and Action 2), with amendments made to the LAF accordingly.

Brilliant Barrow Board Meeting

Agenda Item:	8
Date of Meeting:	13th September 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.

A new opportunities register has been developed for this board meeting, which will be added to as time progresses.

A new level of scrutiny has been applied by the introduction of a performance sub-group of the board, which met on the 6th September and has a schedule of meetings going forward.

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. Welcome and facilitate the maximisation of the opportunities outlined on the opportunities register

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. The programme and accountable body teams are giving due consideration to the management of risk at both project and programme level.
2. In addition, a performance sub-group of the board has been set up to enable more frequent and in-depth scrutiny of project delivery on behalf of the board. This group has Andrew Jarvis, Janet Garner, Julie Mennell and Steve Cole representing the Brilliant Barrow board, and Karen Houghton, Liz Watson and Phil Drane advising. The group will time its meetings to align with the submission of monitoring and evaluation returns to the Accountable Body and Assurance Team, and will feature a deep-dive on a project each quarter.

3. The first meeting of this sub-group, held on the 6th September considered the terms of reference and focus of the group and spent time looking at the governance, management and project performance of Housing Market Renewal.

Programme Risk and Opportunities Register

4. The programme level risk register is attached

5. A new opportunities register has been developed for this board meeting, which will be added to as time progresses. Board members are asked to welcome this register and use their influence to maximise the opportunities arising where possible.

6. 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 following the board meeting at the launch of ABP's masterplan, which in itself represents an opportunity.

7. The University are reporting a post-mitgation high level risk in relation to Beuccleuch Dock Road and appropriate access, so this has been escalated to the programme risk register.

8. 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

9. 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. .

Government Risk Monitoring

10. 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.

Karen Houghton
6th September 2024

Attachments
Programme Risk Register
Programme Opportunities Register

Brilliant Barrow
Programme Risk Register

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, programme team in regular dialogue with project teams, performance sub-group of the board set up, schedule of presentations and site visits for board	4 - Significant impact	2 - Medium	8	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	4 - Significant impact	1 - Low	4	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	3 - Medium impact	1 - Low	3	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	1 - Low	4	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	3 - Medium impact	1 - Low	3	4 - Close: next 3 months	Project delivery teams and programme team
	Project risks escalated to programme.											
PR1	Buccleuch Dock Road Upgrade	Issues with access and road upgrade	Delay opening campus if not resolved	5 - Major impact	3 - High	15	Discussions ongoing with private owner, BAE and council to resolve. BAE believe their rights of access can be used by University	5 - Major impact	2 - Medium	10	4 - Close: next 3 months	Project delivery teams

Brilliant Barrow
Programme Opportunities Register

Update @ 5 September 2024

Risk No.	Opportunity Name	Description	Benefit	Impact	Likelihood	Post-mitigated Raw Total Score	Proximity	Opportunity Owner
1	Team Barrow	Significant government funding linked to BAE AUKUS	Varied and significant employment, regeneration, health and community benefits will accrue	6 - Critical impact	3 - High	18	5 - Imminent: next 6 months	Janet Garner/Phil Drane
2	Spirit Energy	Morecambe Bay - hydrogen storage and carbon reduction plans	New and ongoing employment opportunities	4 - Significant impact	4 - Almost Certain	16	4 - Close: next 12 months	Peter Hepburn
3	ABP Masterplan	Launch of ABP Barrow Port masterplan 13th Sept 2024	Investment and employment opportunities	3 - Medium impact	4 - Almost Certain	12	5 - Imminent: next 6 months	Chris Clouter/Bryan Davies
4	Marina Village	Homes England grant of £25 million to develop c800 homes in partnership with private sector	Homes for new recruits, increase in construction and related jobs	3 - Medium impact	4 - Almost Certain	12	3 - Approaching: 5 years	Gareth Candlin
5	UKREIFF	Investment prospectus developed, meetings held with potential investors	Investment from the private sector	3 - Medium impact	2 - Medium	6	4 - Close: next 12 months	Phil Drane
6	Local Plan review and site allocations	New local plan is seeking to bring forward new sites for development	Sites unlocked and investment from the private sector	3 - Medium impact	2 - Medium	6	3 - Approaching: 5 years	Helen Houston