Brilliant Barrow Board Meeting

Friday 21st February 2025
Barrow Town Hall
Drawing Room

Ref	Agenda Item	Time	P/R/V	By
	Welcome	9:00am		
1	Minutes and matters arising	9:10am	V	SC
2	To consider and note Actions log review	9:15am	R	HH
3	Reframing Brilliant Barrow objectives	9:30am	V	SC
4	To consider and note new Terms of Reference: 4.1 Team Barrow 4.2 New appointment to Board	9:50am	To Follow	HH
5	5.1 To consider and note Accountable Body Programme Update 5.2 To consider and note Programme Change Log at Appendix 1 5.3 To consider and note Project Dashboards at Appendix 2 **Agenda items 5.3 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)**	10:00am	R	LW
6	To consider and note Risks & Opportunities update	10:30am	R	KH
7	To consider and note sub-group updates: 7.1 Performance sub-group at Appendix 1 and 2 7.2 Stadium sub-group at Appendix 3 7.3 Futures sub-group	10:40am	R V	KH/HH /GH
8	8.1 To consider and note Brilliant Barrow and Team Barrow Communications Strategy update 8.2 To consider and note Brilliant Barrow 2025/26 Timeline	11:30am	R	HH
9	To consider and note Team Barrow updates: 9.1 General update 9.2 Barrow Rising 9.3 Masterplan	11:10am	V	KH/JA
10	To consider and note University update	11:45am	V	JM
11	AOB	12:20pm		
12	Meeting close	12:30pm		

* Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Wednesday, 20th November 2024 at 12:00pm
Town Hall, Barrow

Board Members present:	Steve Cole (SC), BAE Systems – Chair	Cllr Andrew Jarvis (AJ), W&F Council
	Cllr Jonathan Brook (JB), W&F Council - Vice Chair	Dr. Lauren Dixon (LD), NHS
	Michelle Scrogham MP (MS), MP Barrow & Furness	Cllr Derek Brook (DB), W&F Council
	Phil Drane (PD), W&F Council	Furness Locality Board
	James Perks (JP), BAE Systems (sub)	Cllr Fred Chatfield (FC), Barrow Town Council
Present:	Helen Houston (HH), W&F Council	Charlie Thornton (CT), W&F Council
	Liz Watson (LW), W&F Council	Ebony Rollinson (ER), Cities & Local Growth Unit
	David Haughian (DH), W&F Council	
	Lucy Whiteley (LWh), W&F Council	Kelly Alty (KA), W&F Council
	Eve Mulholland (EM), Natural England	Nicola Parker (NP), W&F Council
Minutes:	Brett Dayton (BDa), W&F Council	

1 Introductory presentation on Earnse Bay

DH introduced speakers for Earnse Bay presentations.

LWh and KA introduced the Earnse Bay Project, emphasising the local-focus of the project, including its commitment to engaging with local volunteers, and offer to local families.

EM introduced planned facilities for the North Walney National Nature Reserve. A partnership with Natural England, Westmorland and Furness Council, Cumbria Wildlife Trust and Art Gene, and funded by Defra Capital Build programme and the National Lottery Heritage Fund, the facilities will offer workshop space, desk space, volunteer space, environmental learning spaces and outdoor spaces.

NP introduced the North Walney Active Travel Scheme, part of the wider Barrow-in-Furness Local Cycling and Walking Infrastructure Plan. Receiving funding from Active Travel England, the project will provide an active travel route from West Shore Road, on the west side of Walney Island, to the Promenade on the east.

2 Coach trip to Earnse Bay

Members, observers and invited guests travelled to the Earnse Bay Project site via coach.

Along the route Members, observers and guests were invited to observe progress and route for the North Walney Active Travel Scheme. Once at the site, Members, observers and guests were given an on-site presentation of the planned Earnse Bay Project area, and welcomed to ask questions.

Upon return to Barrow Town Hall, DH, LWh, KA, NP and EM departed the meeting.

4. To consider and note Opening Comments from the Chair

SC thanked those involved in the Earnse Bay site visit and presentations for their involvement and effort. SC welcomed the opportunity to consider all projects to show the full context of Brilliant Barrow, and with Team Barrow, show all that Barrow can achieve. SC invited feedback on the project and site visit.

SC promoted the early success of the Performance Sub-Group in establishing an environment for projects to talk openly, and as a result helping to mitigate potential risks and manage possible challenges.

SC welcomed future updates on the progress of wider significant projects, such as the Market Hall, as a showcase to help build confidence in projects contributing outcomes. SC added the importance of Brilliant Barrow and Team Barrow Comms communicating local progress.

5. To consider and note minutes and matters arising not covered in Agenda.

The minutes of the September 2024 Board meeting were considered and approved.

There were no matters arising not covered in the Agenda.

Apologies for absence were received from:

- Gabriela Lipska (GL), Cumbria CVS
- Peter Hepburn (PH), Spirit Energy
- Bryan Davies (BD), Associated British Ports
- Suzanne Caldwell (SCa), Cumbria Chamber of Commerce
- Alysha Moore (AM), Futures Board
- Nicola Cove (NC), Furness College
- Prof. Julie Mennell (JM), University of Cumbria
- Daniel Tyler-McTighe (DT), BarrowFull
- Janet Garner (JG), BAE Systems
- Paul Hodgson (PH), Barrow BID

SC reinforced the importance of ensuring delegate attendance at Board meetings, and asked that companies/organisations were reminded to ensure representation, whether through Member, observer, or designated substitute. SC identified Fridays as the least disruptive for future Board meetings. HH confirmed that 2025 Board dates have been identified, but not yet finalised. SC confirmed to Board that these dates will be confirmed and published to support long-term planning.

Action 1	Confirm and publish 2025 Board meetings dates.	SC/HH/BDa	

6. To consider and note Actions log review

HH read a note from the absent NC.

NC gave their apologies for not attending, and advised that the formal opening of the Furness College Sixth Form campus has been paused. NC would be pleased to host the Board on a site visit to showcase the development at an appropriate time.

HH advised that the HMR action can now be removed.

HH advised that following the Earnse Bay site visit, this action can be revised to only include the site visit to the University Campus.

All other items to be addressed in Agenda.

SC asked the Board to not just support project success but use resources within own organisations to actively support the progress of projects to achieve their objectives and outcomes.

JB supported greater Comms engagements, and asked if Comms can be more involved and proactive.

SC agreed to the need for greater direct Comms support and requested a workshop be diarised as soon as possible to discuss Communications, all board members to be invited.

Action 2	Schedule a date for an informal Communications discussion/workshop.	SC/HH/BDa	

7. To consider and note Sub-Group report

HH advised the Board that the Performance Sub-Group has met for a second time. A number of Board members have joined, but HH stated that the Sub-Group will welcome additional Board members.

SC advised that the Performance Sub-Group will remain an open forum for projects to discuss challenges and project management, and will support both transparency and confidence in progress.

AJ supported the approach of of the Performance Sub-Group to develop a deeper understanding of individual projects to enable challenge of the totality of risks across the programme and welcomed ongoing oversight of projects.

SC advised the Board that if it was identified as being appropriate, additional, independent expertise may be invited and noted that JM endorsed this.

HH noted that the Futures Sub-Group (FSG) and Stadiums Sub-Group (SSG) have not been meeting regularly, but that the FSG has identified potential members, supported by JM and administrative support from W&FC's Economic Development Team. HH advised that the SSG is receiving Project Management support from Team Barrow and will be meeting in the near future.

SC asked all interested parties to join Sub-Groups.

Regarding the SSG, MS noted that any future options would need to represent viable opportunities for all parties.

This was noted by the Board, and it was reflected on by members that this had resulted in discussions being ongoing for some length of time. It was felt that further discussion would be beneficial.

Ahead of the February 2025 Board, SC called for the continuing mobilisation of effort toward FSG and added the possibility of utilising funding from Enterprising Cumbria's future event programme.

SC asked if GH (a member of the Enterprising Cumbria Futures Forum) could be invited to give a briefing to Board on the Futures Forum.

JB expressed importance of role of Futures sub group Futures Forum, and endorsed the Chairs point that the former Cumbria LEPs Futures Forum had worked successfully and supported the action.

Action 3	Graham Hadaway to be invited to a future Board to update on the activity of Enterprising Cumbria's (formerly the CLEP's) Futures Forum to offer insight to a successful working model.	HH / GH	

ER asked what the age range of the FSG was. SC confirmed that it was 18 to 35, and ER suggested approaching university students on politics courses for their interest.

In support of increasing Barrow's representation in the now Enterprising Cumbria Futures Forum, DB stated that the LEP Futures Forum was made up one Barrow Member and all other Members were Carlisle-based.

MS asked whether there was merit in putting this out to local businesses.

DB asked who was leading sub group from the Board. SC replied that JM had put themselves forward.

Consensus was that the reinvigoration of the Futures Sub Group continued

Item 8 - 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. To consider and note Accountable Body monitoring and evaluation report

LW presented the Accountable Body Programme Update.

LW drew attention to the Programme Change Log which included the changes that were reflected in the recently approved PAR and the associated revised financial annex. This included reallocation of funding to the Barrow Island Campus project. The reallocation had been subject to further development work as noted at the previous Board meeting. This work had been completed included quantification of any additional outputs and local assurance being undertaken, which had resulted in a revised BCR of 4.2, representing very high value for money.

LW also drew attention to the fact that the latest quarterly reporting, which demonstrate that although significant progress is now being made, over 70% of the programme remains to be spent in the final eighteen months.

It was understood from government that there may be potential for an extension beyond current Town Deal timescales. The Board noted that it would be important not to lose momentum in the delivery of projects, but this should be balanced with not compromising the project to meet artificial funding deadlines.

There was discussion around the key risks outlined and it was agreed that the Marina Village and Housing Market Renewal projects should be invited to present to the next meeting of the Performance Subgroup.

Action 4	Housing Market Renewal and Marina Village projects to present to Performance Sub-group prior to the next Board meeting.	HH/BDa	

It was noted that Housing Market Renewal remained a key priority for the Barrow area, and it should be ensured that lessons learned be considered to ensure successful delivery of future projects.

The Board:

- Noted the Programme Change Log, and the approval of the recently submitted PAR reflecting changes agreed at the meetings of the Board on 17 May, 24 June and 12 August 2024.
- Reviewed and endorsed the M&E performance return for submission to government by the 20 November 2024 deadline
- Considered and noted the Project Dashboards.

9. To consider and note Risks & Opportunities Update

HH advised the Board that the recruitment of students and access to Buccleuch Dock Road have been escalated to programme and included in the quarterly report.

SC commended the University's reporting as timely, transparent, and showing demonstrable progress. SC added that there remains the need to be mindful of risks, but welcomed the University's reporting.

SC reinforced that opportunities were as important as risks.

SC noted that risks have been identified with HMR project, and it remains a priority for residents not to be affected by rent increases. SC added that there will be continued monitoring, and risks are understood. However, SC also advised that concerns cannot go beyond February Board. SC also advised that HMR will be priority for the Performance Sub-Group

MS asked why these properties could not brought in to the LA portfolio. This has not be considered viable option during business case development.

LW asked whether the Board were recommending changing the risks as outlined in the paper and proposed monitoring return.

AJ stated that they should be submitted as prepared but that it was important to monitor .

SC agreed but that Project Manager is invited to attend the Performance Sub-Group to provide an update on risks.

SC asked about the acquisition of land under probate for Marina Village.

LW advised the Board that the risk of probate is considered relatively low by the project team given the timescales which will allow until March 2026, but it is clearly outside their control.

AJ asked whether CPO could be an option so at least there would be a back-stop date.

MS supported this.

SC suggested that this can be picked up again in the Performance Sub-Group in order to work with Project Team.

10. To consider and note LUF Market Scheme Update

LW gave a verbal update on the Market Hall, noting that the Terms of Reference for the Brilliant Barrow Board include oversight of the LUF project, given its strategic significant. Whilst significant progress has been made on the project, the presence of asbestos has been a key issue which has impacted the cost and timescales of the programme. A cost review is currently underway and not anticipated to be completed until the end of November, and a further update will therefore be brought to the next Board meeting.

11. To consider and note Team Barrow Update

PD advised that Team Barrow have received notification from MHCLG confirming funding of £20million for the Transformation Fund, to be used for the Grizebeck Bypass (£10million), Social Impact Fund (£5million), and the Work & Health Fund (£5million).

PD confirmed that funding from the Transformation Fund can supplement BB projects, i.e. HMR, MV and Market Hall.

PD confirmed that the Team Barrow staffing structure is mostly in place, including a secondment from BAE Systems. A couple of positions remain outstanding. Interim Board meeting was scheduled for 15th November the position of Chair remains to be filled.

PD highlighted a long-term approach for TB Comms and branding, and how this can fit with BB Comms and branding.

SC acknowledged concerns towards the coherence of brands and cohesiveness of values, more work to be done on aligning BB communications with TB communication through the Comms workshop which is to be arranged,

PD suggested that the Communications workshop to define what TB and BB do, how they do it and why, as well as clearly define the expectations of how this is communicated would be useful.

MS stated that they were behind the message of Barrow Rising that things are not good now, but that are going to be. MS also raised the importance of selling this to the people and businesses of Barrow.

12. AOB

No other business was raised.

13. Meeting close

SC thanked all for their attendance and contribution.

Brilliant Barrow Board Meeting

Agenda Item 2 – Action Log

Meeting	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	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	To arrange a University Campus project site visit session for the Board.	HH	November 2024 Board Meeting	Open/Deferred
May 2024	Hold another Futures Group and set up schedule on meetings to align with board	AM/JM	As soon as possible	Open
August 2024	Information to be shared with Assurance & Accountability Body Team at appropriate time by BAE Systems.	JP/LW	As soon as possible	Open
September 2024	Invite expert opinion to performance sub-group of the board		November 2024 Board meeting	Open
September 2024	Performance Sub Group to look into reporting cash drawdown in next meeting and report back to Board.			Open
September 2024	Ensure communications and engagement for the Rating Lane Campus' launch event and branding on site to recognise Brilliant Barrow and MHCLG			Open
September 2024	Declaration of Interests to be updated for all Board members.	BDa	As soon as possible	Open – DoI forms sent to Members
September 2024	Profiles of Board Members to be updated to state private or public sector member along with their roles and responsibilities.	BDa	As soon as possible	Open – 'Meet the Board' forms sent to Members
September 2024	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.	BDa		Open

September 2024	Board membership to be updated, with amendments made to the LAF accordingly.	HH/LW		Open
September 2024	Engage with landlords through stakeholder event			Open
September 2024	Establish a partner Comms lead Sub-Group			Open
November 2024	Marina Village projects to present to Performance Sub-group prior to the next Board meeting.	HH/BDa		Open

Brilliant Barrow Board Meeting

Agenda Item:	5
Date of Meeting:	21 February 2025
Title:	Accountable Body Programme Update
Reporting Officer:	Accountable Body and Assurance Manager

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**. There have been no changes to note since the date of the last Board meeting.

Projects continue in the established regular reporting cycle with the latest reports relating to Quarter 3 activity received from mid-January. The information has been used to produce the updated Project Dashboards that form **Appendix 2** to this paper. Some information remains to be finalised as part of the reporting process and the Accountable Body and Assurance team continue to progress this.

The latest reporting shows that although slippage remains a key risk to the programme, significant progress continues to be made against expenditure and major risks are reducing as delivery progresses. This has been further mitigated by recent communications from government about potential for extension for an additional year beyond 31 March 2026. Any projects requiring this would be subject to the usual change control process. Careful monitoring at this critical time of delivery continues, with the focus beginning to shift from delivery of milestones to the achievement of the outputs and overall objectives targeted by the projects.

A Statement of Grant Usage is an annual requirement of Town Deal funding, and this has recently been completed and submitted by the Accountable Body. A summary of this is outlined in this report.

Recommendations:

It is recommended that the Town Deal Board:

1. Consider and note the Project Dashboards at **Appendix 2**, providing any feedback on key issues to inform future Board meetings.

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 ongoing level of change in the programme causing some delays whilst information is finalised. The latest Programme Change Control Log is included for noting at **Appendix 1**. The status of contracting for each project is summarised below in **Table 1**, and the focus on the next quarter will be finalising the outstanding agreements.

Table 1 – Project Contracting Status

Project	Current Status	Next Steps
BLQ – Barrow Island Campus	GFA in place	Amendment Issued (requires execution)
BLQ – Rating Lane Campus	GFA in place	N/A – Minor change control required to extend end date.
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

Programme Monitoring & Evaluation Reporting

Projects continue in the established reporting cycle with the latest reports relating to Quarter 3 activity received from mid-January. Information from the latest project reports has been used to provide an overview of project and programme progress below in **Tables 2** and **3** and **Figure 1**, as well as the more detailed project dashboards at **Appendix 2**.

Overall, the reporting demonstrates that whilst some key risks continue to reduce, a level of risk remains in the programme. For two schemes (Place Development and Community Hubs and Earnse Bay) this relates to elements of the projects that are aligned with the wider Market Hall development. Mitigations continue to be explored, and this risk has now also reduced due to recent government communication that extensions for an additional year beyond the current programme end date of 31 March 2026 will be considered. Ongoing monitoring of risks will continue to be key, as will monitoring the achievement of outputs and the longer-term outcomes and objectives of the projects as they move to practical completion.

Progress continues to be made in terms of the financial profile of the programme, with 35% of the whole programme now being defrayed – an increase from the 27% at the time of the last quarter. It remains that 65% of the programme remains to be spend in the final fifteen months of the programme, but with significant contracts now in place, the pace of expenditure should increase.

Table 2 – Town Deal Award Defrayed by Project

Project	Total Town Deal Award	Total Town Deal Defrayed
Barrow Island Campus	£13,043,762	£5,452,779
Community Hubs and Earnse Bay	£4,266,667	£633,758
Housing Market Renewal	£2,066,648	£161,463
Place Development	£816,667	£415,058
Marina Village	£966,667	£55,792
Cycling and Walking	£1,766,667	£284,483
Rating Lane Campus	£1,400,000	£1,380,495
Business and Enterprise Support	£172,924	£172,924
Programme Management	£499,998	£250,142
Total Town Deal	**£25,000,000**	**£8,806,894**

Figure 1 – Percentage of Town Deal Award Defrayed by Project

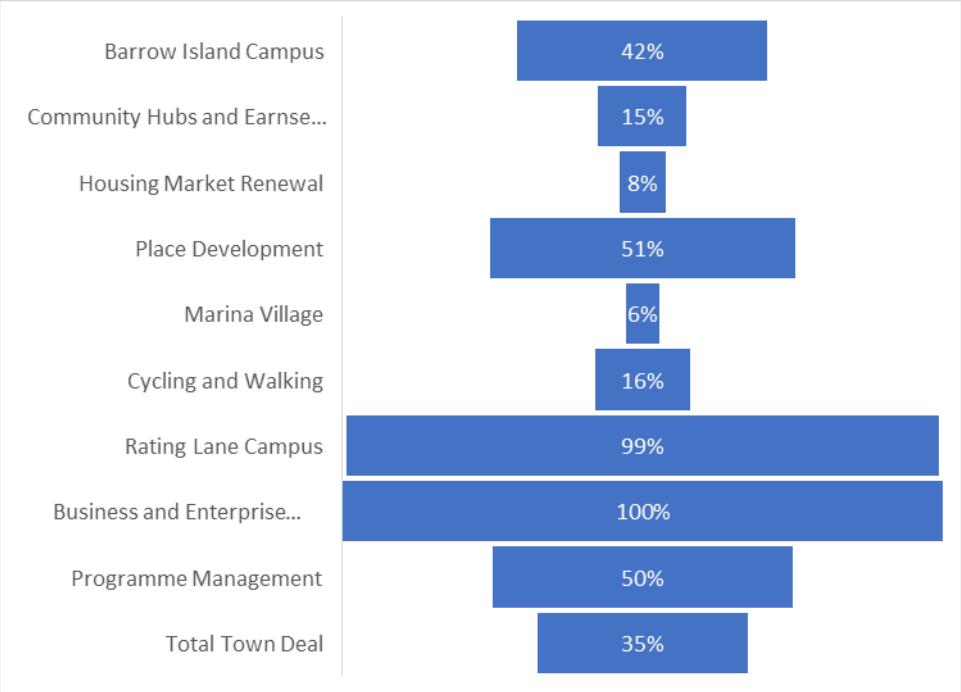


Table 3 – Project Status Overview (Period Q3 24/25)

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 – On Track **Delivery:** The project is delivering in line with the recently revised schedule. **Spend:** There is some minor slippage which is partly being managed through the front loading of Town Deal funding. **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 at this stage. **Spend:** There is some slippage in line with the delays, and potential for extension into 26/27. **Risk:** The project does some increasing risks due to its alignment with the Market Hall scheme, with risk responses being explored.
Business and Enterprise Support				**Current Project Delivery Stage & Status:** Project Delivery, Other (withdrawn) **No project overview has been undertaken as the project is withdrawn – PAR approved October 2024**
Housing Renewal Programme	↔	↔	↓	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing – Delayed **Delivery:** There are some issues causing delays, but the project continues to forecast completion in the approved timescales. **Spend:** There is a variance due to delayed delivery. **Risk:** The project is considered to have some risks, although these are reducing overall.
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, but one estate has entered probate which may impact upon timescales. **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:** Whilst one site has completed (following this reporting period) and heads of terms have been agreed and still appear favourable, there is an ongoing risk in relation to probate.
Local Cycling and Walking Infrastructure	↔	↔	↔	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing – Delayed **Delivery:** Project is progressing with some delays, but still anticipated to complete in Town Deal timescales. **Spend:** Revised funding package now in place, but slippage has occurred in line with delays. **Risk:** There are some medium risks with risk responses planned, including stakeholder engagement. Risks are reducing as the design progresses.
Barrow Learning Quarter – Rating Lane Campus	↔	↔	↔	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On-track **Delivery:** Project has practically completed and entered snagging, with a minor delay to completion date. Project is on track to deliver outputs. **Spend:** Delivery remains on track and no key budget changes are required, other than minor delays. **Risk:** Project risks are low likelihood, with responses planned and implemented. These have reduced with the practical completion of the project.

Additional Government Reporting

In addition to the six-monthly Monitoring and Evaluation Performance Returns which are considered and endorsed by the Board, a reporting requirement of the Accountable Body for Town Deal funding is an annual assurance statement, in which the Section 151 officer certifies that funding is being managed in compliance with requirements. Government have transitioned to a single assurance statement relating to Local Funding and Investments (LFI) using the online Delta system, to include Town Deal funding. This was submitted by the Accountable Body in line with the reporting deadline of 07 February 2025 and a summary is included in **Table 4**.

In January, and additional request was received from government for a proposed financial re-profile of any expenditure anticipated to shift into 26/27. This was queried, as the timescales did not allow for the sufficient change control process for relevant projects to be implemented. Clarification was received that this was a forecasting exercise, and a 'worst case' scenario would be beneficial to ensure that if needed, approval for extensions could be provided, but would not automatically result in a revised profile.

A response was therefore provided that showed potential slippage of the following:

- An element of programme management to enable monitoring of activities moved into 26/27, and outcomes of completed projects.
- A revenue element for the Community Hubs, to facilitate an extended period of revenue funded activities given the delay in opening Hub locations.
- The capital allocation for the Town Centre Hub if this remains tied to the Market Hall timescales (although mitigations continue to be explored).
- Evaluation budget for cycling and walking, given the latest estimated completion date.

The remaining capital allocations for Marina Village and Place Development have already been received by the Council, and therefore couldn't be identified as part of the scenario.

Any adjustments agreed with projects, will remain subject to the agreed change control process and require approval at the appropriate level.

Table 4 - SOGU Response 2024-25

Issue	Detail	Response	Basis for response
Disbursement of funds	Are any funds received in section 2 used to pay third party project partners Are there arrangements in place to make sure these meet fund obligations and the principles of managing public money?	Yes Yes	Any funding used to pay third party project partners is subject to a Grant Funding Agreement (GFA) which covers relevant fund obligations and the principles of managing public money.
Town Deal Compliance	Is the authority satisfied that the Town Deal Board is meeting governance requirements set out in the relevant guidance?	Yes	The Town Deal Board continues to meet under the ToR that are kept under review by the AB in line with the LAF that is in place. An annual review is undertaken to ensure this continues to remain compliant, or more regularly when updated guidance is issued.
Subsidy Control	Is the authority actively following appropriate subsidy control measures (or state aid where applicable) relating to all funds received and identified in Section 2?	Yes	Subsidy control is considered as part of the assurance process with external legal advice being sought where needed, with any relevant obligations being built into GFAs.
Procurement	Is the authority complying with the appropriate public contracts regulations? Are any procurements managed by a third party, including other local authorities, on behalf of the authority?	Yes No	Procurement is considered as part of the assurance process and relevant obligations are built into GFAs. The only procurement managed by a third party will be directly on their behalf, through the arrangements in place through the GFA.
Counter Fraud	Is the authority actively implementing measures to counter fraud, bribery and corruption in relation to funds in scope of this statement? Have there been any incidences of fraud or error relating any of the funds listed in Section 2 received by the authority in the past 12 months?	Yes No	The Council has an Anti-Fraud, Bribery and Corruption Policy which is complied with. Anti-Fraud measures are built into project processes including assurance, claims and payments being made in line with usual local authority checks.
Risk	Are appropriate risk management systems being used, including live risk registers and appropriate scrutiny for each of the funds?	Yes	Each of the Funds have a live risk register which is reviewed as part of the Project Board (or Town Deal Board) which has been established*.
Previous Assurance Activity	Has the authority had a Second Line of Defence (SLoD) Deep Dive Review?	No	
Additional comments	All funds are delivered in line with the obligations associated with the funding. The authority has a dedicated Accountable Body & Assurance team to support the section 151 function in this as first line of defence. This includes the establishment of Local Assurance Frameworks where appropriate, entering into Grant Funding Agreements or Memorandums of Understanding with project delivery bodies and ensuring all funding is subject to the usual local authority checks and balances. A specific Funding Assurance Group has been established that meets quarterly to support the oversight of the section 151 officer.		

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 Approved	Termination of project reported through progress reporting	Significant	05/03/2024	24/04/2024										08/05/2024	08/05/2024	17/05/2024	17/10/2024	31/10/2024	N/A	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 Approved	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	14/10/2024										14/10/2024	15/10/2024	24/06/2024	17/10/2024	31/10/2024	06/11/2024	TBC	TBC	Revised business case received and local assurance undertaken with approval by Board received at meeting on 24/06/2024. Formal change control was completed to capture changes to support submission of PAR.
BB003a	Barrow Learning Quarter - Barrow Island Campus	3.0	Liz Watson	CC Approved	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 & 18/09/2024 (further detail)	11/10/2024										14/10/2024	15/10/2024	12/08/2024	17/10/2024	31/10/2024	06/11/2024	28/01/2025	TBC	Proposal received for additional funding and approval by Board received at meeting on 12/08/2024. Formal change control submitted by University on 18/09/2024 allowing full due diligence and calculation of BCR to be completed to enable submission of PAR.

Brilliant Barrow Board Meeting

Agenda Item:	6
Date of Meeting:	21st February 2025
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 actions for the University
3. Note that there is one red risk post mitigating actions for Housing Renewal
4. Note in particular that there are three red risks post mitigating actions for Community Hubs and Earnse Bay, all in relation to the delays being faced by the LUF Forum and Market Hall project and knock-on impacts to the Town Centre Hub

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 is provided at **Appendix ?**
3. The significant opportunity presented by the focus on Barrow from central government, has begun to be crystallised and Team Barrow now has a Chair and confirmed Delivery Board, as well as branding launched. A verbal update on this will be provided to the Brilliant Barrow board meeting by Karen Houghton and the Economy, Masterplanning and Place workstream sponsor Jackie Arnold. Board members will be particularly interested in how the governance and management of Team Barrow will align with Brilliant Barrow

4. Barrow Learning Quarter – University Campus still has one red risk (post mitigating actions) around the access road.

5. Housing Market Renewal has one red risk in terms of cost escalation, and the project manager is struggling to mitigate this risk

6. Community Hubs and Earnse Bay have three red risks post mitigation. The schedule for the Town Centre Hub is behind programme, there is a need to relocate the Hub, and a risk to spending on the revenue programme, all in relation to the delays to the Levelling Up Funded project at the Forum and Market.

7. 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

8. Each project delivery body is responsible for maintaining an appropriate risk register for their respective projects.

8 The Accountable Body and PMO continue to work with project delivery bodies to monitor project progress and this ensures any significant changes in project risks can be reviewed. The submission of formal quarterly project progress reports to the Accountable Body includes updates on the status of key project risks and associated mitigation actions, using a RAG rating format.

Government Risk Monitoring

9. Government monitors the risks associated with delivery of the programme through regular catch-up meetings with the Accountable Body or PMO, and through receipt of the 6-monthly Monitoring and Evaluation (M&E) performance returns submitted by the Accountable Body in June and December.

Karen Houghton
17th February 2025

Attachment
Appendix - Programme Risk and 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
PR2	Housing Market Renewal	Cost inflation	Project will need descoping if not resolved	5 - Major impact	3 - High	15	Project manager working with design team but struggling to resolve currently	5 - Major impact	3 - High	15	3 - Approaching: Next 6 mnths	Project delivery teams
PR3	Community Hubs and Earnse Bay	Town centre hub schedule	Delay	4 - Significant impact	4 - Almost Certain	16	Alternative locations being sought	4 - Significant impact	4 - Almost Certain	16	3 - Approaching: Next 6 mnths	Project delivery teams
PR4	Community Hubs and Earnse Bay	Revenue funding utilisation	Can't deliver if hub not in place	4 - Significant impact	4 - Almost Certain	16	As above	4 - Significant impact	4 - Almost Certain	16	3 - Approaching: Next 6 mnths	Project delivery teams
PR5	Community Hubs and Earnse Bay	Town centre hub relocation need	Delay	4 - Significant impact	4 - Almost Certain	16	Town Hall being considered as alternative	4 - Significant impact	4 - Almost Certain	16	3 - Approaching: Next 6 mnths	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	5 - Imminent: next 6 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	5 - Imminent: next 6 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

Brilliant Barrow Board Meeting

Agenda Item:	7
Date of Meeting:	21 February 2025
Title:	Update on Brilliant Barrow Board & Sub Group Membership
Reporting Officer:	Helen Houston & Karen Houghton, Westmorland & Furness Council

Executive Summary & Introduction

This short paper outlines progress on recent meetings of the Performance Sub-Group and Stadium Sub-Group, and provides an update on the progress made in relation to the re -establishment of the Futures Sub-Group.

Recommendations

To consider and note the progress update and actions arising from those meetings.

Report

1 Performance Sub-Group

The performance sub-group met twice in between the November and February boards, and minutes of the meetings are attached as appendices.

Officers and board members are finding this forum increasingly valuable to identify issues in a timely fashion, to expend more time discussing granular detail on performance, and to provide a supportive environment for project teams to present status reports, discuss risks to successful performance etc.

Board members are welcome to nominate themselves to this group if they would find this valuable.

Current Membership and facilitation arrangements:

Performance sub-group
Steve Cole
Phil Drane
Janet Garner
Cllr Andrew Jarvis
Julie Mennell
Facilitated by Karen Houghton and Liz Watson

2 Futures Sub-Group

On inception the Brilliant Barrow Board was supported by the Futures Board who represent the younger generation of Furness (Aged 18-35). On creation of Brilliant Barrow Board the Futures

Board met to connect the Board with young people, working collaboratively to ensure that challenges and opportunities are identified, and that joint working takes place to support successful delivery of the Town Investment Plan.

Latterly, membership of the Futures Board had dwindled and its remit was less clear once the projects were in delivery stage. Last year we undertook to re establish the Board, calling it a sub group, and reviewing the formation and remit of the group.

The Chair invited Graham Hadaway from the Enterprising Cumbria (formerly Cumbria LEP) Futures Forum to join Brilliant Barrow to provide insight on their successes and a connection into a wider group of younger people from Cumbria. Graham provided suggestions on membership and role and alignment with the Enterprising Cumbria Group which would strengthen both forums going forward.

The following organisations have provided contact details and we have approached those individuals to join a meeting of the Futures Sub group; Active Cumbria, BAE Systems, Barrow BID, Westmorland & Furness Council, and a local SME.

Now these connections have been made a formal meeting of the group will be arranged. It is proposed the group (to be termed Futures Network) will meet ahead of each Board Meeting and each meeting will have a focus on one of the projects. The group will receive a presentation on the project and will ask questions and provide relevant feedback which will then be shared with the Board.

Additionally, the Futures Network will

- Help to provide insight into the views and perceptions of young people living and working in the area
- Assist with messaging and communications – translate and share through appropriate networks /channels
- Feedback and represent Barrow on Enterprising Cumbria Futures Forum
- Contribute to the opportunities/narrative presented by Team Barrow and Barrow Rising
- Provide Career development opportunities for those who join the Network

Current Membership and facilitation arrangements

<u>Futures Group</u>
Alysha Moore
Julie Mennell
Daniel Tyler-McTighe
Graham Hadaway
To be facilitated by a member of the Economic Development and Regeneration Team

3 Stadium Focus Group

The stadium focus group met in February and a note of the meeting is attached as an appendix. Lewis Pearson, a BAE project manager seconded to Team Barrow gave an update to the group on discussions held with Barrow Raiders and Barrow AFC. The next steps are to consider business models that might facilitate the development of a new stadium, although there are barriers to this being achieved, not least financing.

Current Membership and facilitation arrangements

<u>Stadium sub-group</u>
Steve Cole
Cllr Derek Brook
Cllr Fred Chatfield

Phil Drane
Caroline Tyson, W&F Council Leisure
Barrow AFC Barrow RLFC
Facilitated by Lewis Pearson, Team Barrow

4 Communications

Board members attended a workshop in early January, to support the development of a strategic position on communications and engagement in the context of the developing Team Barrow work, and their proposed brand Barrow Rising.

A presentation was given by Neil Lauderdale of Team Barrow and discussion followed led by the Chair.

Following the communications workshop held in January, it is clear that there are significant opportunities to maximise positive messages as Brilliant Barrow projects make progress, and that the Barrow Rising brand and communications activity can help in terms of amplification of these messages. The communications report presented elsewhere in the agenda provides the beginning of a timeline on this. It is recommended that a small sub-group of the board works with officers to exploit and maximise the opportunities presented

Communications sub-group
Board volunteers and other nominations welcome
To be facilitated by Karen Houghton and a communications team member

5 Recommendations

It is recommended that board members consider and note the Sub-Group and Focus Groups update.

Helen Houston and Karen Houghton
13th February 2025

Brilliant Barrow – Performance Sub Group Meeting
Wednesday 15th January 2025

Present: Steve Cole (BAE)
Prof Julie Mennell (Universty of Cumbria)
Cllr Andrew Jarvis (WFC)

Apologies: Liz Watson

In attendance:
Helen Houston (WFC)
Kevin Little (WFC)
Rory Wood (WFC) (HMR Item only)
Helen Blyth (WFC) (HMR Item only)
Charlie Thornton (WFC) Minutes

Item	Notes
1. Introduction & Purpose of Meeting	1. SC welcomed people to the meeting, reminding everyone of the purpose and remit of the group. 2. Discussion on group's purpose focussed on: • Creating a safe environment where project progress can be assessed and support given to partners to deliver outcomes – this should be the place you can seek help, advice and support. • Ensuring that the group ask questions about project delivery which encourage openness and transparency in what is reported • Acknowledging that reporting is needed at an informal as well as at a formal level. At times WFC projects do not get the opportunity to be discussed at this level 3. Current reporting structure allowed for opportunities to scrutinise projects via two deep dives and a general overview in preparation for feedback to the Brilliant Barrow Board. **Action:** Sub-group members and officers to continue to provide the Brilliant Barrow Board with advice and analysis on how projects are progressing. In doing so, ensuring we maintain an environment which is safe for people to be open and honest in terms of project delivery
2. General Programme progress – issues / risks	4. KH confirmed that work is ongoing to ensure sub-group timings fit the project reporting cycle with Accountable Body and Assurance Team 5. Final reports from Furness College and University of Cumbria were available for this sub-group meeting. Reports still in draft stage are Marina Village and Housing Market Renewal. Outstanding reports : Cycling and Walking, Earnse Bay and Place Programme **Action:** KL to chase reports 6. KL confirmed project review journey: - Reports submitted and allocated to Assurance Team member - Reports checked against key indicators and queries raised before final Assessment - Two week turnaround is achievable but a degree of flexibility is needed - Reports receive quality assurance check in Assurance Team before being released to sub-group The ideal position is that feedback from Assurance Team happens in time for Brilliant Barrow Board project dashboards to be created prior to sub group meeting 7. KL highlighted that the project reporting cycle allows multiple opportunities for sub-group to assess status of project work – creating two to three levels

		of defence. This is important in terms of having opportunities to review reports which contain complex data. **Action:** SC requested that the Performance sub-group meeting schedule is developed in line with the Assurance Team's work plan. Reports need to be submitted two weeks before sub-group meets and then allowing a further two weeks to go forward for presentation at the Board. 8. KL confirmed that the Furness College report is OK but the University of Cumbria report had just been submitted so has not been checked yet 9. JM highlighted some issue around ground works that have created a slight delay to the University of Cumbria's project but these are being addressed and project is now moving in the right direction 10. KH highlighted that if WFC can assist in any way they will be happy to do so
1	**Housing Market Renewal – Project Team presentation and discussion**	11. SC introduced HB and RW to the meeting and stressed that the sub-group is here to help, support projects and offer a listening ear. 12. RW provided a high-level summary of the project. - Project engagement sessions with residents have taken place on 9th and 16th January - Project delivery outcomes have changed to now provide a gold / silver / bronze level package linked to individual properties. Gold offers enhanced intervention e.g. mechanical ventilation systems whereas silver and bronze offer more minimal upgrades.This could alter outputs but it is felt interventions done this way would be better targeted and the overall outcome be of higher value long term - Expression of Interest forms for landlords are now out - Traffic regulation order for public realm enhancements to be reviewed by Furness Locality Board - Subsidy control advice received – more than £315k can be spent on project and the team are considering the implications 13. SC highlighted that he is keen to see the maximum number of properties enhanced through this scheme. The Brilliant Barrow Board have an obligation to improve the quality of housing and there is a wider ambition to provide wider benefit than the project is tasked to deliver. 14. SC asked the project group to feedback ideas on how money can be redirected to this project 15. SC observed that there were no reds linked to the project on the dashboard but several delays have been adjusted/absorbed within the programme 16. RW confirmed the plan is still to be on site in July 2025 and that work will take 9 months to complete. 17. RW acknowledged short time frame to engage with landlords and the community – designs need to be ready for planning by April. 18. SC – group is aware of project related risks and requested RW keeps group updated in term of any further slippage to the project. 19. Risk Register analysis: - JW stated that biggest risks are now in the past e.g., lease holder declarations have been completed, risk assessment identified that method statements would be ok instead of going down a longer survey route. - A quantity surveyor has been appointed – will help speed up parts of the project. - Capital Delivery Programme board have confirmed the council will not have responsibility of building work after a 12 month period.

		20. SC – Highlighted the benefits of a risk register to identify issues. Could more properties benefit from scheme if classed in a lower category e.g. Bronze? SC asked for an opportunities register to be developed 21. HH identified a communications opportunity to raise awareness of projects plus opportunity to place Brilliant Barrow Branding at project locations during work to raise Brilliant Barrow profile 22. RW highlighted the following "asks ": -Providing project with more money will allow more housing to be refurbished -Allowing project more time will lead to great community impact RW discussing with architects on an ongoing basis what can be achieved 23. AJ – Project will be help assess a wider demand for housing renewal that could be developed by Team Barrow 24. SC summarised project: healthy with good opportunities that is on schedule and has traction. Bronze, Silver and Gold levels are a good step
2	**Marina Village – acquisition timescales and risk**	25. KH noted that there was no one available to attend the subgroup meeting 26. KH highlighted the project is more complicated as the sale of 2 of 3 parcels of land had gone into probate following the recent death of the landowner. 28. KH noted housing density will be affected as a new gas main has been identified that will mean housing can't be built on top of it 27. SC raised the question of should the board continue with this project or change direction and in turn explore finance reallocation options 28. KL advised the 3rd land acquisition was imminent. Government is opposed to move spend into FY 2026-27 29. SC highlighted that £500k is linked to two parcels of land where acquisition is proceeding. 30. Group decided to keep project live but agreed to review situation in May
3	**Any Other Business**	31. SC requested a further subgroup meeting be arranged prior to next Brilliant Barrow Board meeting on 21st February to review outstanding projects **Action – KH / CT to set up meeting**

Brilliant Barrow – Performance Sub Group Meeting
Friday 7th February 2025

Present: Steve Cole (BAE)
Janet Garner (BAE)
Prof Julie Mennell (University of Cumbria)
Cllr Andrew Jarvis (WFC)
Phil Drane (WFC)

Apologies: None

In attendance:
Liz Watson (WFC)
Helen Houston (WFC)
Karen Houghton (WFC)
Charlie Thornton (WFC) Minutes

Item	Notes
1. Introduction & Purpose of Meeting	1. SC welcomed people to the meeting, reminding everyone of the purpose and remit of the group. 2. LW highlighted the importance of being able to report on project progress in a timely manner and that it enabled value-added discussion by group members.
2. General Programme progress – issues / risks	3.. Purpose of meeting to run through project progress – RAG status of each project is a good indicator and can effectively flag issues that need further discussion
3. University of Cumbria – Barrow Campus Project	4. LW presented a dashboard overview of project progress. Reporting period covers to end of Quarter 3. £13 m agreed and £5m spend in last quarter – Gap between actual spend and total project funding agreed is significant and is being monitored. 5. KH raised the broader issue of communications around this project. JG highlighted the opportunities that Barrow Rising and The Bridge @ Portland Walk will provide to promote the college campus. HH suggested a site visit could be arranged for subgroup members to get a more detailed appreciation of project progress 6.SC highlighted that the next quarter's progress on the project will be important and that spend needs to be monitored – the key question to be asked is does progress support spend. 7. SC made sub-group aware that BAE are on the project board of University of Cumbria and a key focus of the board's work is developing measures to effectively attract students to courses. KH observed that accommodation and housing were key components linked to attracting students. 8. LW also highlighted a significant issue concerning improvements to Buccleuch Dock Road. The issue has been escalated to WFC Planning Officers and the University Principal. HH advised that WFC Deputy Planning Officers will be meeting ahead of the next Brilliant Barrow Board meeting to discuss 3 related applications. **Action:** SC highlighted the importance of pivoting discussing issues of spend towards evidence of outcomes. Brilliant Barrow Board will increasingly become focussed on delivery of outcomes linked to projects.
4.Community Hub Projects	10. LW highlighted the risk to the town centre part of the project. Closure of The Forum will mean the relocation of the Town Centre Hub. Various alternatives are being looked at including temporary accommodation within Barrow Town Hall. Project will need to be reprofiled in terms of extension to project deliver timeframe being needed. 11. LW confirmed financial spend linked to town centre elements have slipped due to project delays. It is noted that the majority of project expenditure is link to Earsne Bay

	12. KH highlighted that the town centre element of the project is a concern now that the Forum is to close completely for a substantial period of time. 13. AJ requested to be kept briefed in regards use of Town Hall for this project and linked implications. **Action**: SC stated that it is important that additional meetings are had as needed to ensure this project status is on board radar 14.Discussion on wider implications of town centre project to work of Team Barrow. SC noted that it will be important to formularise the relationship between Brilliant Barrow Board and Team Barrow. JG endorsed this view and asked further conversations between Brilliant Barrow Board and Team Barrow take place around project overlaps. 15. KH noted that the Team Barrow masterplanning consultants developing an urban design scheme for the town are due to report in mid-March – outcomes of this will help these conversations 16. SC noted that Earnse Bay element of project is moving forward well
5. Housing Market Renewal Project	17. LW noted that PAR process had potential to create risk of backloading project and delay condition survey work. 18. LW highlighted that WFC Assurance Team have concerns about the project's RAG scores as many have been scored quite low. 19. SC noted that he would prefer all project reports to be open and honest so that sub-group can support and advise effectively. **Action SC** requested a check on final spend allocation take place as the Brilliant Barrow Board need to baseline projects linked to a clear timetable. By March / April a firmer baseline should be available to monitor progress
6. Marina Village Project	20. LW highlighted that the acquisition of Plot 12 has been completed. Plots 7 and 10 are still viewed as a risk due to having to go through probate. WFC Assets Team have been having constructive conversations with relevant parties. Heads of Terms have been agreed and the process should be completed within 16 weeks. There is a risk link to legal costs which are having to be paid by Homes England – this is to be kept under review.
7. Cycling and Walking Project	21. LW noted the project was making good progress and was due to be completed this quarter. There are no significant risks associated with the project 22. AJ sought clarification on Points 8 and 9 on the Dashboard re reference to end of January completion as opposed to revised completion date which is end of February.
8. Furness College Learning Quarter – Rating Lane Project	23. LW advised the project has been completed and that a minor change of control order had to be carried out. 24. SC noted that Board needed to move to now support the project's outcomes and to monitor any risks associated with this. 25. KH noted a potential issue around communications link to Furness College's recent OFSTED report, and that Brilliant Barrow should support the college where possible. Sub-group agreed that Furness College needs appropriate support at this time and that the Brilliant Barrow Board should ask Nicola Cove what is most useful rather than overwhelming with uncoordinated offers. JG to be the contact point.
9. Place Development Project	26. LW highlighted that risk has increased due to the now extended closure of Market Hall. There is also a revenue risk (£400,000 shortfall) now that it has been decided by WFC not to appoint a Town Centres post – a change of control order will now be required. 27. Programme needs a contingency – LW confirmed central government has softened its requirement in terms of spend by March 2026 which should be taken into account. **Action:** SC asked AJ to seek further clarification on status of post from the relevant SRO (David Haughian). The post is important especially in regards the future delivery of town centre events such as Dave Day.

1	**Any Other Business**	28. SC noted that it will be increasingly important for the Brilliant Barrow Board to focus on communicating project outcomes. 29 JM highlighted the importance of reminding the Brilliant Barrow Board of its history and what its purpose is. 30. SC noted that is important now for the Brilliant Barrow Board to work closely with Team Barrow and consider how they do and can link together. 31. Group agreed the importance of discussing future communications programme with WFC and Team Barrow Communication teams to ensure tangible outcomes moving forward. These need to be elevated on the Brilliant Barrow Board's agenda to ensure adequate discussion and attention. 32. LW noted that Brilliant Barrow Board's Terms of Reference needs updating to incorporate links with Team Barrow **Action: SC requested Terms of Reference get updated and that support for this be confirmed at Brilliant Barrow Board meeting** **Action: SC to ask PD to presentTeam Barrow's progress at next Brilliant Barrow Board meeting**

Brilliant Barrow – Stadium Sub Group Meeting
Thursday 6th February 2025 at 3:00pm

Present:	Lewis Pearson (LP), BAE Systems Karen Houghton (KH), W&F Council Emma Broadbent (EB), W&F Council Cllr Derek Brook (DB), W&F Council Helen Houston (HH), W&F Council Michelle Scrogham MP (MS), MP Barrow & Furness Caroline Tyson (CT), W&F Council Fred Chatfield (FC), Barrow Town Council	**Apologies:**	Steve Cole (SC), BAE Systems Phil Drane (PD), W&F Council

Item	**Notes**
1. Notes	• LP has opened communications with both BAFC & Barrow Raiders. Barrow Raiders are on record wanting a new stadium, BAFC are willing to talk however it is not there greatest priority • The feasibility study has been read by both organisations both admit the current proposal won't work for them. Match day revenue is the biggest issue. • LP has suggested to Barrow Raiders chairman (Steve Neale) he comes up with some business models which both clubs could work together on. • Identifying where a new/revamped stadium would be is an issue that needs resolving. LP suggests we run through the options with both parties in our next session **Action:** LP to arrange a session with BAFC & BRFLC to move this forward **Action:** Acknowledge we may need an NDA in place so all parties can share information freely.

Brilliant Barrow Board Meeting

Agenda Item:	8
Date of Meeting:	21 February 2025
Title:	Communications Strategy: Delivery Phase
Reporting Officer:	Communications Officer – Thriving People and Places

Communications Strategy: Delivery Phase – final 12 months and Team Barrow co-ordination

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1. Context

This document sets out the strategy for outward communications relating to Brilliant Barrow, a £25 million regeneration programme using investment from the Government's Towns Fund.

The communications strategy sets the scene for communicating progress with Brilliant Barrow and its projects during the delivery phase with both external and stakeholder audiences.

The Brilliant Barrow projects are:

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

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

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

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

- Housing Market Renewal – Works and carbon reduction measures on six flats in Steamer Street, as well as public realm improvements around Steamer Street and Egerton Court – to improve the lives of residents and the overall perception of Barrow as a great place to live.

- Local Cycling and Walking Infrastructure – The Abbey Road (Ramsden Square to Park Drive) active travel scheme is part of Westmorland and Furness Council's Local Cycling and Walking Infrastructure Plan (LCWIP), which sets out an ambitious proposal to create a network of safe, attractive, and well-connected routes across Barrow. The aim of the routes is to improve overall levels of health and wellbeing while also reducing emissions from vehicles – contributing to fresher air and a cleaner environment.

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

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

Reference should be made to the context of the Brilliant Barrow Town Deal against the wider internal work of Team Barrow. This communications plan has been updated to reflect strategies and protocols to ensure Brilliant Barrow and Team Barrow support each other.

Team Barrow

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BAE Systems, which already employs more than 14,500 people, needs to grow its workforce to enable delivery of the Astute, Dreadnought and SSN-AUKUS submarine programmes.

Team Barrow – a partnership between Westmorland and Furness Council, BAE Systems and Government – was set up after an initial meeting in Barrow in the summer of 2023.

Since then the Barrow Delivery Board has been set up and the partners have set out the high-level strategic plan to revitalise Barrow and Furness as a place where people choose to live, work and thrive.

Barrow is critical to the UK's national security, so in recognition of the town's vital role in designing and building Royal Navy submarines, Team Barrow will receive more than £200 million of Government investment over 10 years, which is expected to be supported by significant private investment.

Team Barrow has also secured a £5m Social Impact Fund and a £5m Barrow Work and Health fund.

Westmorland and Furness Council hosts the PMO, with the strategic direction for Team Barrow endorsed by Barrow Delivery Board in January, with a focus on the following three strategic priorities to drive transformational change:

- Heart of Barrow – culture led town centre regeneration;
- Cradle to Career – redesigning local health and education services; and
- Planning for Growth – enabling infrastructure and investment.

It is fully recognised that the projects being delivered through Brilliant Barrow are crucial foundations for Team Barrow and others to build on.

Key to consistent messaging will be the creation of a Barrow communications forum, consisting of representatives from Brilliant Barrow, Team Barrow and other partners.

2. Strategy

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

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

Clear and consistent communications can also help to play a vital role in aiding understanding of the programme and the long-term benefits it will help to realise for the area during the delivery phase when project activity is likely to be visible.

Given the magnitude of inward investment resulting from the Town Deal and the scale of the projects, proactive communication is vital on the basis that factual updates released at relevant points and milestones will underpin understanding and familiarity with each project as the process moves forward.

As we move into the final 12 months of delivery and project completion, consideration must be given to how we communicate milestones and ultimately marking the completion of the programme to celebrate all that has been achieved and the long-lasting benefits.

Communications

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

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

3. Audience details

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

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

Board membership encompasses:

Westmorland and Furness Council
Barrow Town Council
Barrow and Furness MP
University of Cumbria
Furness College
CVS

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NHS
BAE Systems Ltd
Spirit Energy
Associated British Ports
Cumbria Chamber of Commerce
Barrow BID
BarrowFull
Barrow Futures Board

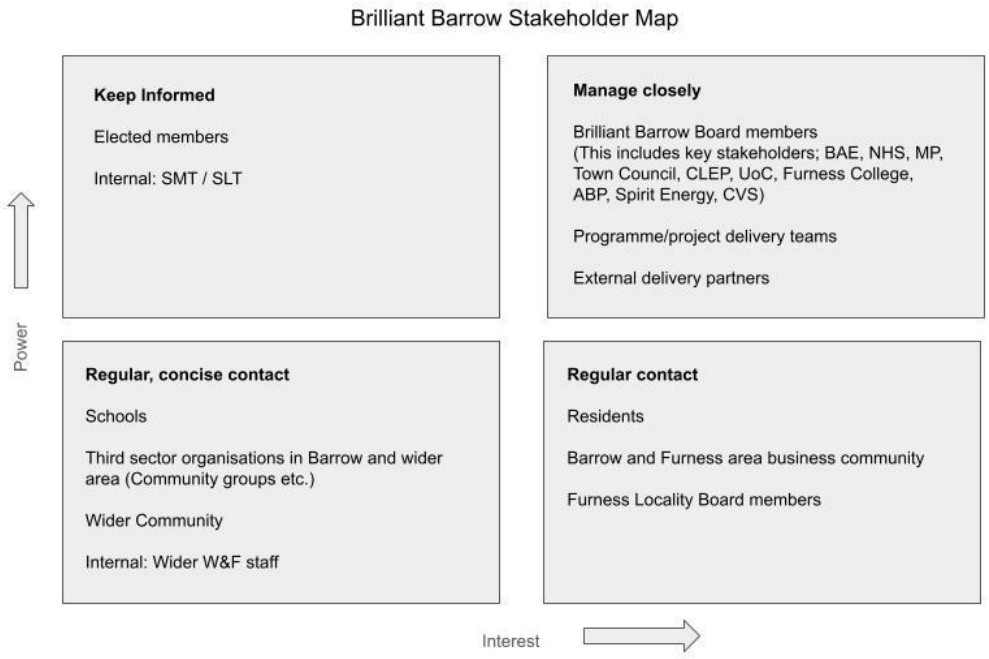
In addition to the organisations and sectors represented at Board level, other groups, organisations and individuals in the area will have an interest in the programme of work being undertaken and should be factored into the delivery plan.

Additional stakeholders include:

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

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

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4. Communications Objectives

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

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

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

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

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

"To build on our economic strengths, rich industrial heritage, natural beauty and sense of community to develop a town that is economically dynamic and diverse, sitting at the forefront

of innovation and green growth, viewed as a great place to live, study, work and visit and home to a healthy population that can deliver a prosperous, inclusive and fair future."

Team Barrow

A challenge communicating positive, consistent messages regarding regeneration work in Barrow will be the existence of two strong "brands" – Team Barrow/Barrow Rising and Brilliant Barrow – operating concurrently for the next 12 months.

There is a risk that all stakeholders will be confused and/or be less receptive to messaging if there is no co-ordination or joint working between the two.

5. Key messages

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

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

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

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

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

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

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

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

Suggested new key message:

- Brilliant Barrow's achievements is an essential foundation for future regeneration over the next 10 years and beyond through Team Barrow.

6. Overall approach

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

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

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

All communications should be anchored by the key messages above.

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

Team Barrow
Integration of messaging and narrative, and coordination of activity, will be key.

It is intended to form a Barrow communications forum bringing together communications professionals from all interested parties who are, have been or are about to deliver projects contributing to the transformation of Barrow.

We will ensure that a key narrative is that Team Barrow/Barrow Rising is building on the good work of Brilliant Barrow and others. Brilliant Barrow will continue to influence how the story of Barrow is told by ensuring that its individual projects are reflected in the positivity of the narrative, and that the legacy of the BB projects is not lost.

Through already established relationships and more formalised connection through the communications forum, Brilliant Barrow, Team Barrow and other partners will work together to raise awareness and amplify messaging around project activity.

7. Communications protocols and sign off process

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

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

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

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

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

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

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

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

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

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

Team Barrow

Communications will be shared among partners for awareness and sharing, as appropriate.

8. Use of spokespeople

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

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

- The Town Deal Board Chair should be quoted on matters that refer to the Brilliant Barrow Programme and its delivery.
- A supporting quote should be provided, where appropriate, by a Brilliant Barrow Board member who represents Westmorland and Furness Council as the accountable body.
- Board members who act as project sponsors should be quoted when the communications subject matter is project specific.

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9. Channels

Communications will be shared among partners. Partners will be expected to share as appropriate in their own internal and external networks as they see fit.

Brilliant Barrow channels

- Key local media (including print, broadcast and digital only)
- News releases
- Social media – Brilliant Barrow Facebook
- Brilliant Barrow email newsletter
- Brilliant Barrow website
- Sharing information via external partners

Team Barrow channels

Barrow Rising website: https://barrowrising.uk/

10. Identified risks

There are a number of communications risks associated with any programme of this scope and scale. These should be identified at the earliest opportunity in order to action preventative measures or mitigation.

The following risks should be noted:

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

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

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

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

- Stakeholders confused by two brands – Team Barrow/Barrow Rising and Brilliant Barrow.

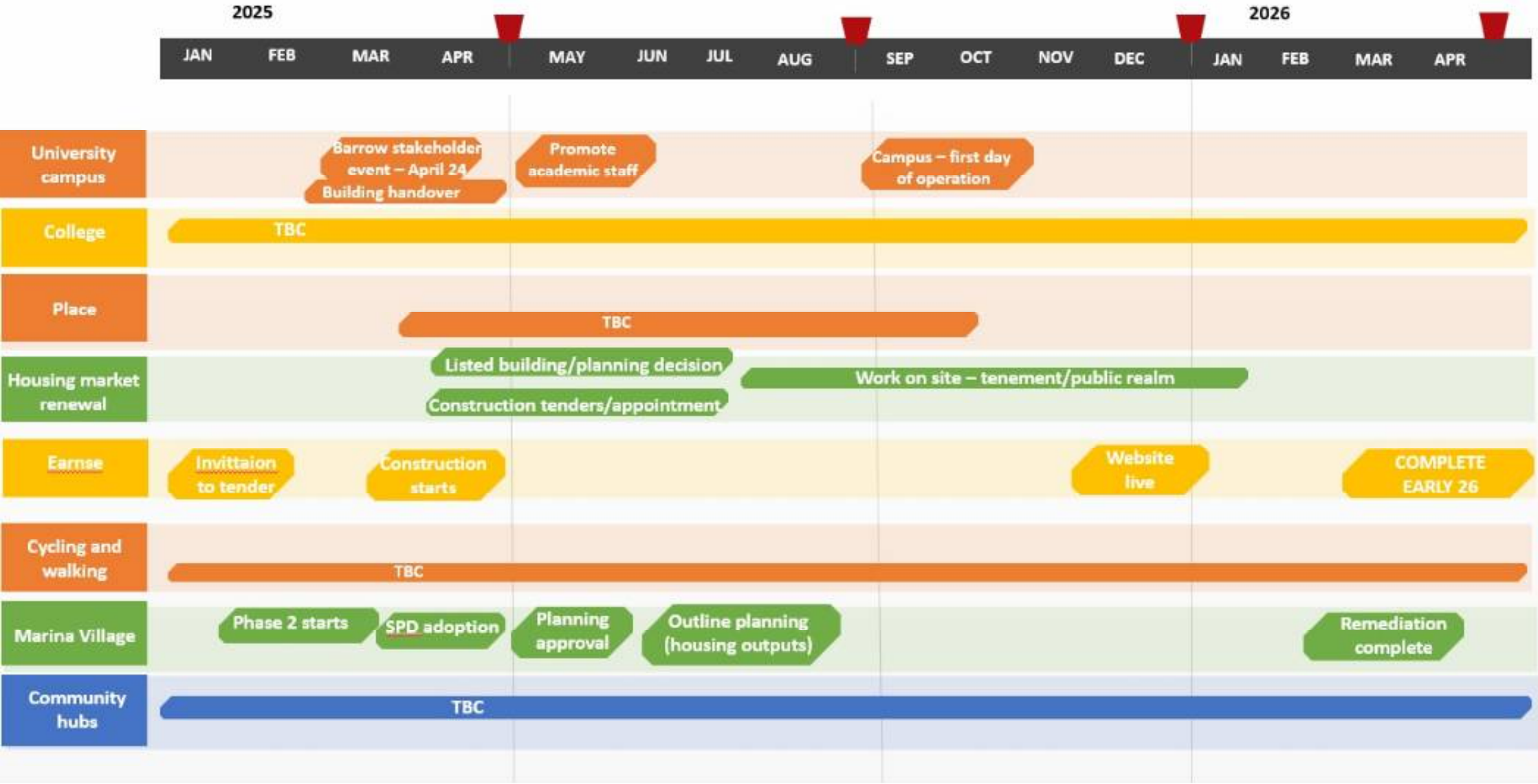
Countermeasure: Through already established relationships and more formalised connection through the communications forum, Brilliant Barrow, Team Barrow and other partners will work together to raise awareness and amplify messaging around project activity.

11. Timescale/milestones

See appendix

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Brilliant Barrow: communications milestones



Barrow Rising

Our Plan for Barrow



A future for everyone

Barrow is built on strength.
We've enjoyed the good times,
And dealt with the tougher ones.
Always coming out stronger.

Now Barrow is rising again.

A once-in-a-generation chance,
Sparked by the National Endeavour.
Facing new challenges head-on.
Taking Barrow to new heights.
Lifting us all.

With Barrow Rising as our rallying cry,
We're bringing together every project and plan.
Solving problems. Spotting opportunities.
Building a future we can all believe in.
A future for everyone.

We've been here before.
But this time, it's real.
Millions of pounds will make a difference.
More homes. More jobs.
A growing university.
Fresh energy wherever you look.

And we're just getting started.

To everyone who does and will call Barrow home,
This is our moment.
Our chance to build a better future.
For us and generations to come.
A future we can all be proud of.

This is our town.
This is our time.
This is Barrow Rising.

Our Plan for Barrow

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Our vision

Our vision is to enable Barrow to deliver its role in protecting our nation, expanding our national defence capability, supporting energy security and revitalising Barrow and Furness as a place where people choose to live, work and thrive.

A place that can provide prosperity for all.



Barrow is the proud home of our nation's submarine design and build programme. It is the only place in the UK with the infrastructure, licence, and skilled resources necessary to design and build nuclear-powered submarines.

As it has done for more than 150 years, Barrow will remain central to the UK's national security strategy for decades to come. However, the successful delivery of submarines is only possible with the right infrastructure, skills and people.

Team Barrow is a collaborative approach that harnesses the skills, funding, and capabilities of the government, local government, BAE Systems, businesses, and the community. This working partnership puts Barrow's community at the centre while ensuring the delivery of a vital government priority.

Always remembering that it's the people who make the town – the communities, businesses, schools and charities... the residents, young and old, who call Barrow home.



We need to deliver two core outcomes:

1.

Enable and sustain the Defence Nuclear Enterprise in Barrow efficiently and securely.

2.

Diversify and strengthen Barrow's economy and increase productivity.

Barrow has a proud heritage of ship and submarine building and innovation, celebrated for the world-class submarines we produce and their role in protecting the nation and its allies. It is an astonishing contribution to the nation, directly from the people of Barrow.

Beyond defence, Barrow is an important centre of advanced manufacturing, growing green industries, and culture. The scale of investment to come, coupled with Barrow's rich heritage and strong communities, means that a positive future is within our grasp.

The opportunity

The investment in Barrow presents a generational opportunity for the town unlike anywhere else in the country.

If we are to fully capitalise on this opportunity – and achieve maximum local impact and inclusive growth for all – we need to tackle the barriers that might stand in our way.







Housing and the town centre

There is a large, ever-growing demand for a better mix of higher-quality, different-sized accommodation, good-quality private rental homes, and social housing.

There needs to be better choices for local people and those looking to move to the area – whether buying or renting. We want to ensure Barrow offers a selection of good, sustainable, and affordable housing. Additionally, the town centre needs renewal to provide a much better experience in retail and leisure and an enhanced cultural offer.

Our businesses and local economy

Barrow has innovative and resilient small businesses, but not as many as a town of its size typically would have. It also has a low self -employment rate.

These issues are typical of the challenges that can come with the positives of being an industrial town with a well-paying large employer. We need to support and nurture new and small businesses within the Barrow economy and encourage new investment in the town to create a diverse and resilient economy with many employment opportunities.

Education and skills

There are also significant opportunities to enhance the education we offer to children and young people, and position Barrow as a destination of choice for students and skilled professionals.

This is so that Barrow provides opportunities for all and is well-placed to meet long-term economic growth and demand for skilled labour. We know that current skills gaps and shortages are holding economic growth back and that Barrow has high youth unemployment compared to national averages despite vacancies across various sectors.

Health and our communities

As with other parts of the country, people living in Barrow experience barriers and challenges in staying well and maximising their health.

This affects their ability to work and thrive. The town has areas of affluence and deprivation and significant variations in the resulting health outcomes. These are influenced not only by the ability to access services, but the social and economic circumstances in which our residents live.

The geographic position of Barrow and the sparsity of the population across south Cumbria impacts on the resilience and availability of both routine health services and public health support. Recruitment is a sector wide challenge. Rurality and sparsity increase both service delivery cost, and the need for residents to travel.

Yet we have the opportunity to develop better, more integrated services for our communities, to break the inter-generational cycle of ill-health. We can help residents to optimise their health and can support people back into the labour market, improving workforce retention and productivity. If we get this right we can improve life chances for the residents in Barrow, reduce the burden on ill-health on the local system and services and directly support economic prosperity.

Transport

The growth of our town relies on strong transport links that enable and support both local movement and connectivity to the broader region and beyond.

Barrow's geography has made it the town it is today but its location, coupled with existing connectivity limitations, means it relies on transport networks that lack resilience, speed and quality. With better transport links, living and working in Barrow will become more attractive, and the town can be a key part of a well-connected energy coastline. We have the foundations for this with significant transport assets such as Barrow Port, but we need to improve our roads, rail links and active travel offer.

The need for sustainable development in response to climate change and biodiversity loss applies equally to Barrow as it does across the country. Barrow has the benefit of being surrounded by beautiful coastal natural environment and is host to some significant clean power investment. Therefore as plans are brought forward in response to the issues set out above, there is a need to consider how they can be done in a way that has a sustainable environmental impact, contributing to carbon reduction and nature recovery.

Strategic objectives

Our long-term strategy is to grow Barrow sustainably to meet the needs of our national security priorities, and to maximise the opportunities for those who live in the town and those who will move here.





To achieve our vision and the twin outcomes, we have set six strategic objectives:

1.

Barrow offers prosperity to all and is recognised nationally as a prosperous and vibrant town, known for its world-class engineering expertise.

2.

The people of Barrow are healthy and able to fulfil their potential, enjoying a good quality of life with a sustainable community sector that supports our people to flourish.

3.

Barrow offers businesses opportunities to invest and grow, encourages entrepreneurship and provides good and varied earning opportunities.

4.

Barrow offers a rich choice of excellent housing that is sustainable and affordable and meets the needs of a diverse community, with a thriving town centre and cultural offer.

5.

Barrow's infrastructure facilitates its economic potential, improves its connectivity, and provides confidence in its reliability.

6.

Barrow has a thriving education sector that creates opportunity for all and fuels its economy with increased quality and choice in education.



These strategic objectives provide the guiding focus for Team Barrow and all our plans, priorities, and investments will be designed to deliver one or more of these.

How we'll deliver for Barrow

Team Barrow includes UK Government, Westmorland and Furness Council, and BAE Systems, working with all those who contribute to and care about Barrow's future.

These partners are coming together alongside local communities and stakeholders to deliver transformational growth in Barrow.



To enable this, and in recognition of the critical role that Barrow plays in delivering the Defence Nuclear Enterprise, the Government has made a long-term financial commitment to the town, including:

The 10-year, **£200m** Barrow Transformation Fund

The **£5m** Social Impact Fund

The Work and Health Fund

A Delivery Board will oversee and manage the delivery of transformational change in Barrow. It will oversee the allocation of this funding to ensure it is used to best effect and ensure the plans and priorities within Team Barrow deliver maximum impact for the town and our communities.

In doing this it will oversee five work streams that Team Barrow is organised under:

- Economy, Master-planning and Place
- Transport
- Education, Employment and Skills
- Health, Equity and Wellbeing
- Community and Social Impact

Each of these work streams has a dedicated team that collaborates with local partners to develop plans and initiatives.







The Delivery Board will have an independent chair, members drawn from local public and private enterprises, and representatives from central Government, Westmorland and Furness Council, and BAE Systems. It will ensure that decisions on Barrow's needs are made locally by the right group of dedicated experts and will deliver on the ambitions set out above.

Feedback and community views will be an inherent part of the decision-making process.

The Delivery Board will report on its progress publicly through updates and meeting summaries posted online.

It will be open and transparent about how it uses public money and what returns it delivers.

The Delivery Board will also report on a six-monthly basis to central Government, who will be able to ensure and advise on whether the vision for Barrow is on track.

A yearly update paper will be produced, charting our progress so far.

Through the Team Barrow partners and the funding committed, we will use a range of tools available to us to:

1.

Directly fund interventions in partnership with other public and private sector partners, particularly using the Barrow Transformation Fund as a catalyst to attract and leverage other investments.

2.

Identify and unblock factors preventing real progress and try to sort them – wherever we find them.

3.

Use funding to plug gaps preventing our vital sectors from thriving and projects from progressing.

4.

Develop policy changes that work towards the delivery of our objectives.

5.

Look at ways to invest in initiatives where our funding unlocks private finance, which will be repaid when the projects go live.

6.

Work with the private sector to identify growth and investment opportunities.

7.

Use funding to research and analyse issues to identify ways to solve them; we will work with academics, our community and voluntary sector, and other local partners on this.

8.

Communicate and engage widely and effectively to spread the word about Barrow's future and to generate interest and investment in the town.

Progress so far

Our vision for Barrow has already begun, and will build on investments made in the town through #BrilliantBarrow.





These investments include Marina Village, which will provide at least 800 new homes, a nature conservation area and new public spaces; the Learning Quarter, which brings improvements to Furness College and a brand-new university campus; and the Heart of Barrow, which will help to revitalise the town centre, through the remodelling of the market.





Beyond this, progress through Team Barrow has been made in a number of areas:

- **Homes England** has started work to map the wider needs and opportunities for housing and infrastructure in Barrow.

- We are launching the **£5m Social Impact Fund** to give long-term surety to Barrow's community and voluntary sector, allowing them to deliver provision more strategically and efficiently.

- We are shortly launching the **Work and Health Fund** to support activities that help our residents return to work so they can truly fulfil their potential.

- BAE Systems has invested in **a career inspiration hub** in Barrow's town centre (Portland Walk), with the aim of providing support to individuals looking for information about employment and training opportunities. Wider employers can also use this space free of charge to highlight their opportunities; organisations like Oxley's, the Submarine Delivery Agency, and Securitas have already taken advantage of this great hub.

- The government conducted a bespoke recruitment campaign for **local work coaches**, meaning that Barrow Jobcentre Plus is now better able to meet the needs of different groups.

- BAE Systems has supported a range of projects that aim to improve the skills and qualifications of adults. An example includes the development of a **Digital Skills Bootcamp** in response to a local need for skilled IT roles, which are specifically not designed for BAE Systems; the first cohort ran in September 2024, and a second cohort will run in February 2025.

- Construction on the **Grizebeck Bypass** began in September 2024. It is a 1.4km single-carriageway, 60mph road between Chapels and Grizebeck that will reduce bottlenecks and improve connectivity for people and freight into and out of Barrow.

- Development of plans for subsequent phases of active travel improvements in line with the **Local Cycling and Walking Infrastructure Plan.**

Local and community involvement

The community, its strengths, and aspirations are central to Team Barrow's work, and their input is not only welcomed but essential to its success.

We know that we cannot be successful without our community because it's the people who make Barrow the place it is.




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Team Barrow is committed to working alongside the community sector and communities to understand what matters most, to ensure people's views influence the decision-making of Team Barrow and inform the design and delivery of the work.

Team Barrow will host a series of engagements, to enable people to find out more about us and our future plans while giving them the opportunity to share their opinions, ideas, and perspectives, influence our work, and become involved.



Next steps

Following engagement with local partners and our community and further work to develop proposals that build on the foundations set out in this document, we will present a more detailed Plan for Barrow in the Spring.

This plan will include more in-depth information on the opportunities, priority initiatives, and longer-term plans.


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