Brilliant Barrow Board Meeting

Friday 14th November 2025, 9.15am
Barrow Town Hall
Drawing Room and via Teams

Ref	Agenda Item	Time	P/R/V	By
	Welcome	9:15am		
1	Introduction and welcome	9.30am	V	SC
2	To consider and note Team Barrow – progress update Discussion of Brilliant Barrow role	9.35-10.30am	P	SCa / PA
3	Minutes and actions from last meeting	10.30-10.40am	V	SC
4	To consider and note Cycling and Walking Update	10.40-10.55am	P	NP
5	To consider and note University of Cumbria Barrow Campus Update	10.55-11.10am	P	UoC TBC
6	6.1 To consider and note Accountable Body Programme update 6.2 To consider and note Brilliant Barrow Programme Change Log 6.3 To consider and note Hubs and Earnse Bay Change Control 6.4 To consider and note Housing Renewal Change Control 6.5 To consider and note BTD Project Summary **Agenda items 6.3, 6.4 and 6.5 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information)**	11.10-11.30am	R	LW
7	Risks and Opportunities	11.30-11.40am	R	KH
8	Communications Update	11.40-11.50am	V	HH and KC
9	Any other business	11.50am - 12.00pm	V	All
	Meeting close	12.00pm		

* Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Friday 12th September 2025 at 10am
Cookes Studio (Signal Film & Media), Abbey Road Barrow

Board Members present:	Cllr Jonathan Brook (JB), W&F Council - Chair Graham Hadaway (GH), Futures Board Phil Drane (PD), W&F Council/Team Barrow Cllr Derek Brook (DB), W&F Council Furness Locality Board Cllr Fred Chatfield (FC), Barrow Town Council Lolli Fallon (LF), BarrowFull (sub for DT)	Natalie Goodman (NG), Spirit Energy Paul Hodgson (PH), Barrow BID Scott Cubitt (SCu), Furness College Suzanne Caldwell (SCa), Cumbria Chamber of Commerce Helen Bayley (HB), BAE Systems (sub for JG)
Present:	Helen Houston (HH), W&F Council Liz Watson (LW), W&F Council Charlie Thornton (CT), W&F Council	David Haughian (DH, W&F Council Caroline Wagstaff (CW), W&F Council Kelly Alty (KA), W&F Council (until 12pm)
Minutes:	Brett Dayton (BD) / Megan Purdham (MP), W&F Council	

Welcome & Introductions

JB thanked all for their attendance and asked the Board and observers to introduce themselves. All Board members and observers introduced their name and organisation.

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

The minutes of the February 2025 Board meeting were considered and approved.

There were no matters arising not covered in the Agenda.

Apologies for absence were received from:

- Steve Cole (SC), BAE Systems – Chair
- Prof. Julie Mennell (JM), University of Cumbria
- Cllr Andrew Jarvis (AJ), W&F Council
- Peter Hepburn (PH), Spirit Energy
- Alysha Moore (AM), Futures Board
- Janet Garner (JG), BAE Systems
- Michelle Scrogham, MP
- Neil Lauderdale (NL), Team Barrow
- Bryan Davies (BD), Associated British Ports
- Fraser Robertson (FR), W&F Council
- Karen Houghton (KH), W&F Council
- Peter Anstiss (PA), Team Barrow
- Daniel Tyler-McTighe (DT), BarrowFull
- Dr. Lauren Dixon (LD), NHS

2. To consider and note the Team Barrow & Heart of Barrow update

PD provided the Board with a verbal update with regards to Team Barrow, focussing upon the Heart of Barrow scheme. PD noted apologies from PA.

An SOBC for the Heart of Barrow has now been considered and approved by the Barrow Delivery Board, with the implications of this for the LUF scheme that was previously being delivered in The Forum and The Market Hall. He noted some challenges in recent years with regards to increasing cost of materials and discovery of asbestos.

It was noted that a phased approach is being adopted for Heart of Barrow, considering potential meanwhile uses whilst maintaining footfall and also considering what a future, long-term scheme may look like. Work is currently underway regarding partner engagement and to produce outline business cases for the two phases.

PD advised the Board of the phases:

Phase 1 – bring together land assembly, demolition and construction to enable future uses, whilst maintaining a range of meanwhile;

Phase 2 – understand what the long-term scheme will look like, including travel patterns, and links to the Town Hall.

The Heart of Barrow Programme Board is now established and met for the first time recently. A number of working groups, such as the Housing Task Force, have also been established.

JB thanked PD for their presentation, and acknowledged the complexity of TB and Heart of Barrow scheme, noting it would be positive to see more outward facing communications regarding the programme to inform and educate the general public on the programme and its progress.

FC queried local representation on the Heart of Barrow Delivery Board and noted a perceived lack of visibility and engagement. PD noted this would be considered and that currently that Cllr JB was on the Board .

DH noted that engagement previously undertaken as part of the LUF scheme was extensive, the outcomes of which continue to be taken into account when developing the future schemes. DH noted an engagement officer is being recruited which will sit within the Barrow Community Development Team. This was noted to be a key role to embed community engagement. DH noted the importance of community, resident, and Town Council engagement moving forward.

3. To consider and note the Accountable Body update

Agenda item 3 Appendices 3 and 4 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)

LW gave the Accountable Body update. The Board noted the letter received by the Chief Executive of Westmorland and Furness Council from the Ministry of Housing, Communities and Local Government regarding funding simplification.

The proposed approach with regards to funding simplification will see Town Deal funding consolidated with other levelling-up funding of which local authorities are in receipt, and be known as a single funding scheme known as Local Regeneration Fund (LRF). Technical guidance has been issued, which is being worked through by Officers to understand the full impact. Key emerging points in relation to Barrow Town Deal were noted, which will give areas greater flexibility.

LW noted therefore that the proposed updates to the Local Assurance Framework considered at the previous Board meeting would now be presented to the Board in November. The Board noted this approach.

The Board also noted the Programme Change Log and endorsed the change control relating to the Cycling and Walking project. Key changes include:

- Change of scope of project activity, removing the Duke Street 'signing and lining' delivery element.
- Changes to details and dates of Project Delivery Milestones, including a later date for practical completion and monitoring of Project Outcomes
- Change to match funding amount from the Active Travel Fund 3 (ATF3) grant and change to total project budget.
- Changes to the profile of project funding to reflect the updated expenditure profile, changes to project delivery milestones and changes to match funding amounts.

The Board also noted the Project Dashboards, and that further updates in relation to projects where changes had been identified as being required were to be received as later items on the agenda.

HB advised that Board that the University campus was to open to students next week [week beginning 15th September 2025].

4. To consider and note Community Hubs update

Kelly Alty, Strategic Lead at Westmorland and Furness Council, attended to present the Community Hubs and Earnse Bay project update and detailed some proposed changes to the project.

KA reminded the Board that the Community Hubs scheme is in fact four projects in one: Orsmgill Community Hub, Bram Longstaffe, the Town Centre Hub, and Earnse Bay. KA acknowledged that there have been challenges, but that significant progress is being made, including:

- Demolition of changing rooms at Earnse Bay;
- Commencement of ground works;
- Imminent installation of barriers;
- Construction of modular buildings in factory.

KA updated members on the progress of the project, including the recent application to the National Lottery Heritage Fund, noting a decision is expected in November. This will look to deliver an enhanced educational offer. Provision delivered as part of Barrow Town Deal is able to open and deliver in advance of a decision on this funding being received.

KA provided an update on the training and education offer at the Community Hubs, including safeguarding training, ESOL training, and digital exclusion reduction.

KA noted the following outcomes and outputs:

- 147 learners have gained basic qualifications, including ESOL;
- 127 people have received digital access support;
- 102 volunteering opportunities;
- 1.0fte permanent job.

SCu recognised the links between adult learning provision delivered by Westmorland and Furness Council and Furness College. KA advised that the contractors on site had engaged with Furness College and were making efforts to engage students in a variety of different topics.

HB queried whether work was being undertaken to ensure there are links and harmonisation between the work of this project within the Town Deal, and any future work undertaken by Team Barrow. This was acknowledged, and it was noted that any work undertaken by Town Deal may be developed and strengthened further by Team Barrow.

KA then detailed the proposed changes to the project, which are in the context of the impact that the revised Heart of Barrow scheme will have on the original proposal for the Town Centre hub.

Proposed changes include the establishment of a community hub capital investment scheme aimed at targeted organisations and existing community assets to support a town centre hub offer, movement of funding between the project expenditure headings and reprofile capital and revenue expenditure and achievement of outputs and outcomes to extend into 2026/27.

DB asked whether the addition and changes to funding would affect building or add-ons.

KA confirmed it would affect add-ons that were not reliant on buildings, adding that that there would be no barriers or challenges in this area.

SCu asked whether Furness College was involved in the scheme's Adult Education.

KA confirmed that this was being delivered by the council's Adult Education provision.

DH added that the Adult Education was being delivered through the library, but that there was an opportunity for the college to link up.

SCu noted that delivering adult education outside larger institutions, such as a college or university, would offer a more welcoming, less intense, atmosphere for people returning to education.

KA agreed that there would be social value benefits to the college being involved.

SCu highlighted the potential for construction students being involved in social housing, and also gave the example of Friends of Barrow Park.

The Board noted the update and endorsed the proposed changes to the project and agreed that the next steps would be that these will be set out in a formal change control in line with the agreed change control process.

5. To consider and note Housing Market Renewal update

Agenda item 5 content 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)

David Haughian, Assistant Director for Community Infrastructure and Caroline Wagstaff, Assistant Director for Housing presented the Housing Market Renewal project update and outlined some options for proposed changes to the project.

DH noted the following achievements to date:

- Damp and mould surveys have been undertaken;
- Work is progressing to ensure private housing meets the same Safety and Quality Standard as social housing;
- Activities have been undertaken to better understand what tenants are dealing with.

CW provided an overview of the positive work undertaken by the Housing Officer in the project, and the positive engagement undertaken with residents in the local area. CW advised the Board that structural, drainage, and fire surveys have all been undertaken, and work with stakeholders including freeholders, leaseholders, the fire service, insurance companies, and United Utilities continuing.

CW provided the Board with details on the complexities experienced in the project, which are only now understood in greater detail due to the level of surveys and engagement undertaken through the project, which were acknowledged and noted by the Board.

CW advised the Board that TTROs (Temporary Traffic Regulation Order) are in place to allow for construction to begin.

New TRO for wider Barrow Island Parking Strategy is going to January 2026's Locality Board.

The Board noted the update and considered options for the way forward for the project, in the context of the issues and complexities identified to date. The Board endorsed that proposals should prioritise immediate impact across as wide a number as possible of current residents, and noted that the proposals would be refined and set out in a formal change control in line with the agreed change control process.

JB thanked CW and DH for their presentation, noting that the additional time [following the defrayment extension] would also be of help to the project.

6. To consider and note Place Development update

David Haughian, Assistant Director for Community Infrastructure presented the Place Development project update and outlined some options for proposed changes to the project.

DH provided an update on recent events facilitated recently, including Dino Day and Brilliant Barrow Weekend which have been well received and resulted in an increase in footfall. PH emphasised the significant increase in social media reach and engagement for Barrow BID which was noted to be positive.

Due to the impact that the revised Heart of Barrow scheme will have on an element of the public realm works currently in scope of the Place Development project, options for proposed changes to the project were outlined. This included other areas identified for public realm improvement to support the meanwhile uses for the Heart of Barrow, as well as equipment purchase to support agile events in the town centre. It was noted that these proposed changes had been developed before the greater flexibility through the funding simplification had been known.

FC asked whether parking at the Dock Museum would be addressed.

DH confirmed that parking would be reviewed, including the potential of entering into partnerships to address the parking issue, for example using college park at weekends.

JB emphasised the need to safely store any equipment purchased. This was acknowledged, and a plan was in place to work collaboratively with partners to explore all options. DH confirmed that they were working with partners to identify possible locations.

The Board noted the update and endorsed that proposals should support the wider place-making in the context of the revised Heart of Barrow scheme. The Board noted that the proposals would be refined and considered in the context of the greater flexibility now available, and set out in a formal change control In line with the agreed change control process.

KA, DH and CW left the meeting.

7. To consider and note Risks and Opportunities update

The Board noted the ongoing management of programme and project level risks. The Board also noted the red risk post mitigation actions for the Housing Market Renewal and Community Hubs projects. It was acknowledged that these risks will be reviewed as part of any project changes agreed.

The Board acknowledged that the risk and opportunities update was drafted prior to the Funding Simplification update from Ministry of Housing Communities and Local Government referenced as

part of Agenda Item 3. Any impact of this on the risks and opportunities will be considered and presented to the next Brilliant Barrow Board in November 2025.

8. To consider and note Communications Update

The Board noted the Communications Update, reflecting on activity across the programme since August 2025.

HH presented Comms for Earnse Bay works, Brilliant Barrow Summer of Fun programme, the Cycling and Walking scheme, and visits to the new campus at University of Cumbria.

FC asked what the feedback was to Earnse Bay's article.

HH replied that feedback was positive, with some comments around planning.

PH reported a 20% increase in visitor attendance for larger events.

HH advised the Board that a stakeholder group has been established to manage feedback from the Cycling and Walking works. A drop-in area has been set up in the library for community comments and discussion.

FC asked whether the entrance to the University of Cumbria campus was finished.

HB replied that the fence was coming down imminently.

JB asked how many students there were at this stage.

HB replied that students were on site for adult nursing, mechanical engineering, computer science, and 12 BAE staff for the nuclear security course.

HH provided the Board with an update on behalf of the University of Cumbria regarding their strategic phased approach to the Barrow campus launch.

Board noted update and look forward to continued communications from projects.

9. AOB

GH provided an update on behalf of the Futures Network. The group continue to meet with key stakeholders and engage in meaningful conversations. The benefit of the group was acknowledged, and it was noted that Jim Perks, Operations Director for Team Barrow had agreed to take on a role as mentor for the group. It was noted that formal Terms of Reference will be developed and agreed as part of the Local Assurance Framework updates planned for November.

HH requested an update on behalf of the Chair, SC, at the next meeting from NHS or representative from Furness General Hospital regarding services following recent media coverage.

Action 1	Seek NHS involvement through Team Barrow workstream.	

10. Meeting close

JB thanked all for their attendance and contribution.

Meeting closed at 12:20

Brilliant Barrow Board Meeting

Agenda Item 3 – 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	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
February 2025	Update project outcomes and impact.	KH/HH		Open
February 2025	Arrange inaugural meeting of Futures Network and agree Terms of Reference	SC,JM,AM,GH, HH		Open
May 2025	Phil Drane to provide the Brilliant Barrow Board with an update on the Stadium Feasibility Study	PD		Open
May 2025	Board Members to send updated Declarations of Interest forms and profile forms to BDa	All	As soon as possible	Open
September 2025	Seek NHS involvement through Team Barrow workstream.			Open

Brilliant Barrow Board Meeting

Agenda Item:	6
Date of Meeting:	14 November 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).

Following guidance received in September regarding funding simplification, the Council continue to work through the revised governance to be put in place to ensure efficient and effective management of the Local Regeneration Fund, which includes Town Deal. A revised Memorandum of Understanding (MoU) is anticipated from the Ministry of Housing, Communities and Local Government (MHCLG) before the end of the calendar year which will further inform requirements.

Amendments to the LAF will then be considered, which may also include the incorporation of any previously proposed amendments considered by the Board in May 2025, with an update to be brought to a future Board meeting.

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

A copy of the Programme Change Log is included at **Appendix 1**. This reflects the 'significant' change request from the Community Hubs and Earnse Bay project, the principles of which were endorsed by the Board at its meeting on 12 September 2025 and have now been formalised. It also reflects a 'significant' change request from the Housing Renewal Programme which has been prepared following the consideration of options and the identification of a preferred approach in the context of the funding simplification guidance and is now presented for Board endorsement. The Project Change Log also notes progress of draft change requests from the Place Development and Marina Village projects, as well as minor change controls required for the Barrow Learning Quarter – Rating Lane Campus and Barrow Island projects. These are being progressed in line with the LAF and in the context of the revised guidance.

Projects continue in the established regular reporting cycle with the latest reports relating to Quarter 2 activity received from mid-October. The information has been used to produce the updated Project Dashboards that form **Appendix 4** to this paper, reflecting the position as of 30 September 2025.

The latest reporting shows significant progress continues to be made against expenditure and key risks are reducing reflecting progress in delivery and the context of the additional flexibility provided through the funding simplification guidance. Whilst some changes are still be resolved, most key issues now have responses planned. The focus continues to move to the monitoring of the achievement of the outputs and overall objectives targeted by the projects.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the Programme Change Log at **Appendix 1**.
2. Note the 'Significant' change control relating to the Community Hubs and Earnse Bay project at **Appendix 2** which formalises the changes endorsed by the Board at its meeting on 12 September 2025.
3. Consider and endorse the 'Significant' change control relating to the Housing Renewal Programme at **Appendix 3.**
4. Consider and note the Project Dashboards at **Appendix 4**, providing any feedback on key issues to inform future Board meetings.

Report

Funding Simplification and Local Assurance Framework Updates

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). This was established in June 2021 as a requirement of the funding and sets out the key governance arrangements and processes in place for the Barrow Town Deal. It is a document that is publicly available, ensuring transparency for the management of the funding. The last review was in November 2023.

It has been identified for some time that amendments to the LAF are required to reflect the evolution of the programme, with the Board agreeing proposed amendments at its meeting in May. Subsequently, as reported to the Board at its last meeting in September, the Council received funding simplification guidance from the Ministry of Housing, Communities and Local Government (MHCLG). As well as being designed to improve local decision making and flexibility, this will see Town Deal funds combined with Levelling-up Funding as a single funding pot to be known as the Local Regeneration Fund (LRF).

The Council continues to work through the revised governance to be put in place to ensure efficient and effective management of the Local Regeneration Fund. A revised Memorandum of Understanding (MoU) is anticipated from MHCLG before the end of the calendar year, which will further inform requirements, and the first formal monitoring return is expected to be April 2026.

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.

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

At the time of the last Board meeting in September, proposed changes to the Community Hubs and Earnse Bay project were considered and endorsed by the Board. Subsequently, this has been formalised through a change control in line with the agreed process, and this is included for noting by the Board as **Appendix 2**. The key changes are:

- **Change in the scope of project delivery** – as a result of the alignment with the wider Market Hall scheme, the establishment of the Town Centre Hub as planned was no longer viable. The capital budget for this of £747k has been reduced by £288k to £459k and will now be delivered as a grants programme to support existing community assets and partners to facilitate a community hub offer. The capital budget for Eanse Bay has increased by a corresponding amount, £288k, to provide additional works that will enhance accessibility and the visitor experience.
- **Changes to outputs** – An increase in 'new community centres' from 2 to 4 and removal of the 10m2 of 'new office space', reflecting the change in scope

- **Change in project duration and milestones** – A change to milestones, including the completion date of the project from 31 March 2026 to 31 March 2027
- **Change to expenditure profile** – a change to the profile of the expenditure to reflect the changes outlined above as well diverting £39k revenue funding between budget headings, from 'Revenue Support: Town Centre Hub' into 'Revenue Programme Management Costs'. This diverted funding will enable additional capacity for the management of the Town Centre Hub Investment Programme, which will be required due to the additional complexities of managing grant funding agreements with the third-party owners of the selected assets.

Also at its last meeting, the Board received an update on the Housing Renewal programme and considered options for the way forward for the project, in the context of the issues and complexities identified to date. The Board endorsed that proposals should prioritise immediate impact across as wide a number as possible of current residents, and noted that the proposals would be refined and set out in a formal change control in line with the agreed change control process and in the context of the funding simplification guidance.

A change control has now been progressed and is included at **Appendix 3** for Board consideration and endorsement prior to Accountable Body approval. The key changes are:

- **Change in the scope of project activity** – A change to shift away from delivering exemplar models in 6-8 properties to direct improvements to approximately 15 residential properties, a reduction in the area of public realm to be improved to preserve the quality of design within the funding envelope
- **Changes to outputs and outcomes** – An increase in residential units to be improved from 6 to 15 and a reduction in public realm improved from 4,890m2 to 3,426m2 and estimated carbon dioxide equivalent reduction (tonnes) from 9.5 to 5, reflecting the change in scope.
- **Change in project duration and milestones** - A change to milestones, with general slippage reflecting the complexities to date and revised approach, including the completion date of the project from 28 February 2026 to 29 February 2028
- **Change to expenditure profile** – a change to the profile of expenditure to reflect changes outlined above with some minor shifts between budget headings.

The latest Programme Change Control Log also includes the receipt of a draft change control for the Place Development project which continues to be progressed and is anticipated to be brought to a future Board meeting. The Marina Village is also in development and is awaiting an anticipated update from the project delivery team in November regarding timescales. Minor change controls are also being progressed for the Rating Lane Campus and Barrow Island Campus projects to reflect final financial completion dates.

Work continues to establish or update contracts where relevant. The ongoing level of change in the programme is causing delays whilst information is finalised and reviewed in the context of the very recent change in guidance, with the previous parameters of the funding constraints shifting. The status of contracting for each project is summarised below in **Table 1**. To provide a snapshot of the level of change within the programme since its commencement in 2021, **Figure 1** and **Table 2** have also been included for the Board's information.

Table 1 – Project Contracting Status

Project	Current Status	Next Steps
BLQ – Barrow Island Campus	GFA (Amendment) in place	N/A – Delivery underway Minor change control required (financial completion date).
BLQ – Rating Lane Campus	GFA in place	N/A - Practical completion achieved and compliance monitoring undertaken. Outcomes monitoring now underway. Minor change control required (financial completion date).
Place Development	MoU in place	Change control and amendment required to revise expenditure profile and to consider delivery options for public realm capital element and alignment with wider Heart of Barrow scheme.
Business & Enterprise Support	GFA in place	N/A – Project closed and ongoing obligations managed through compliance monitoring
Housing Market Renewal	MoU in place	Change control (this agenda) to be considered and implemented through amendment to MoU.
Community Hubs & Earnse Bay	IFA in place – Change Control approved	MoU required
Marina Village	MoU in place	Change control and amendment required to revise timescales and expenditure profile and consider budget requirements in context of wider Marina Village scheme.
Local Cycling & Walking Infrastructure	IFA in place Change Control approved	MoU required

Figure 1 – Programme Profile Variance

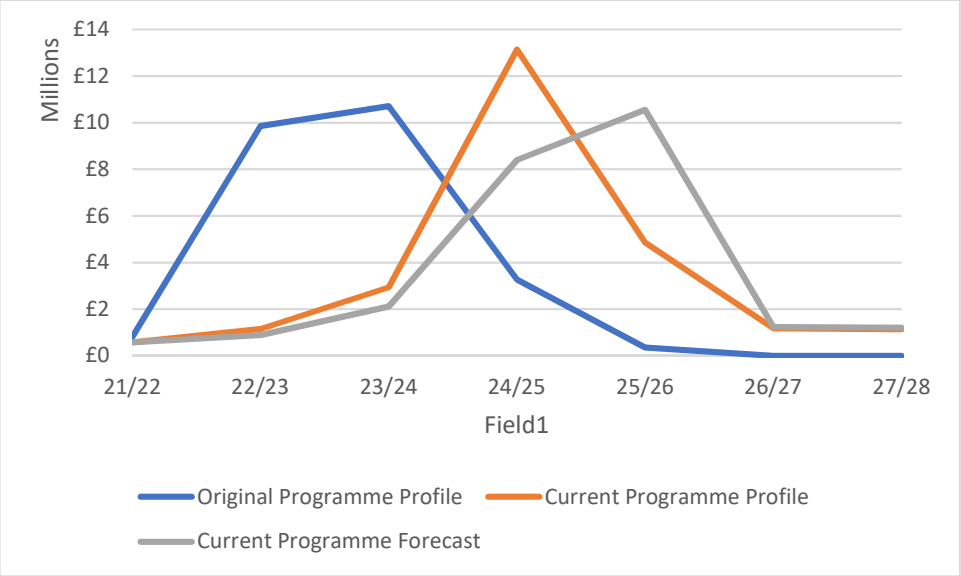


Table 2 – Overview of Key Project Changes

Project	No. of Change Controls	Original TD Allocation	Current TD Allocations	Original Completion	Current Completion
Barrow Island Campus	4	£8,966,667	£13,043,762	11/11/2025	15/08/2026
Rating Lane Campus	2	£1,400,000	£1,400,000	30/06/2025	31/10/2025
Community Hubs & Earnse Bay	3	£4,266,667	£4,266,667	31/03/2026	31/03/2027
Business & Enterprise Support	3	£500,000	£172,924	31/12/2025	31/03/2024
Housing Market Renewal	4	£3,616,667	£2,066,648	30/08/2024	29/02/2028
Place Development	2	£816,667	£816,667	31/12/2025	TBC
Marina Village	2	£966,667	£966,667	30/04/2024	31/03/2026
Cycling & Walking	3	£3,966,667	£1,766,667	31/03/2026	31/03/2027

Programme Monitoring & Evaluation Reporting

Projects continue in the established reporting cycle with the latest reports relating to Quarter 2 activity received from mid-October. Information from the latest project reports has been used to provide an overview of project and programme progress below in Tables 3 and 4 and Figure 2, as well as the more detailed project dashboards at **Appendix 4**. A formal monitoring return is not required at this time to MHCLG, in line with the funding simplification guidance. The next return is anticipated to be due in April 2026.

Expenditure is now progressing at pace, with 70% of the whole programme now defrayed, an increase from 58% last quarter. Key risks have significantly reduced following the funding simplification guidance, which included confirmation that expenditure may continue until March 2028 and greater flexibility on funding decisions. Whilst the focus has been on maintaining the momentum on delivery, the revised guidance has allowed for a considered approach to change controls that focusses on achieving the best outcomes without previous key constraints. This has been reflected in the two change controls included in this agenda item – Community Hubs and Earnse Bay and the Housing Renewal. Further development is required on the approach to Place Development which continues to align with the wider Market Hall scheme, and it is anticipated that a change control addressing this will be brought the next Board meeting for consideration. An updated position on timescales for the Marina Village scheme is anticipated to be available this month, and therefore the change control for this project is also anticipated to be progressed following this.

Table 3 – Town Deal Award Defrayed by Project*

Project	Total Town Deal Award	Total Town Deal Defrayed
Barrow Island Campus	£13,043,762	£12,757,585
Community Hubs and Earnse Bay	£4,266,667	£888,290
Housing Market Renewal	£2,066,648	£364,946
Place Development	£816,667	£447,057
Marina Village	£966,667	£555,480
Cycling and Walking	£1,766,667	£491,955
Rating Lane Campus	£1,400,000	£1,400,000
Business and Enterprise Support	£172,924	£172,924
Programme Management	£499,998	£310,326
Total Town Deal	**£25,000,000**	**£17,308,603**

*Subject to final claim verification

Figure 2 – Percentage of Town Deal Award Defrayed by Project

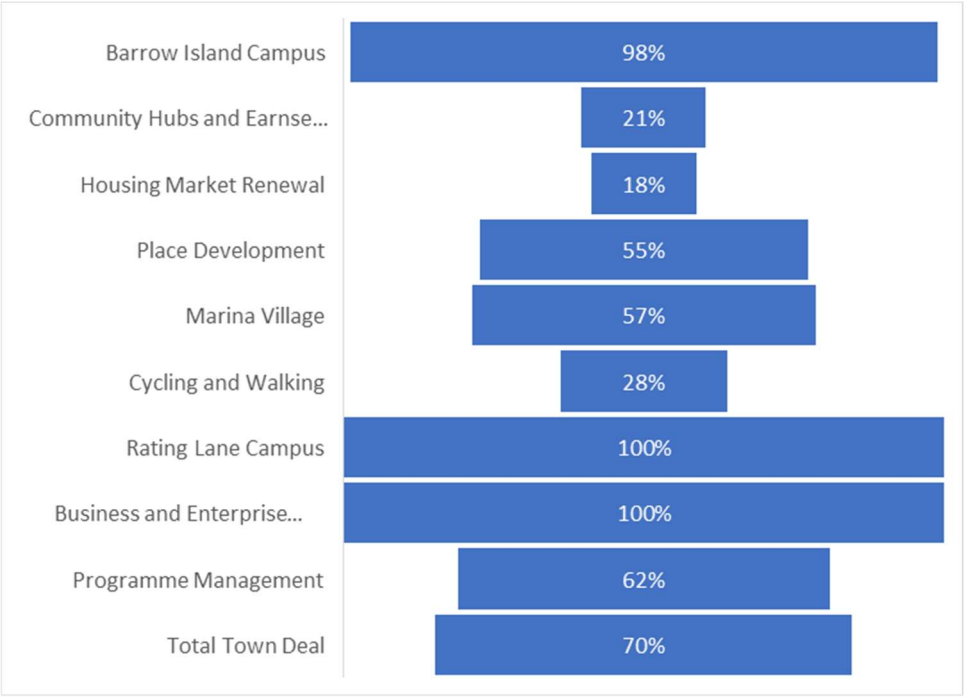


Table 4 – Project Status Overview (Period Q2 25/26)

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 to schedule, with the facility opening in September 2025 and key outputs being realised. **Spend:** The expenditure is in line with the profile. **Risk:** The risks are now relatively low level. The key risk going forward will be realising the outcomes in relation to learner numbers.
Community Wellbeing Hubs and Earnse Bay Outdoor Centre	↓	↓	↓	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On Track **Delivery:** Issues causing delays have now been reflected within change control and this will be implemented in Q3 25/26. **Spend:** Expenditure is now in line with the most recent change control.. **Risk:** The key risk around delivery of the Town Centre Hub now has a planned risk response reflected in the recent change control..
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, although a revised timescale will be reflected through change control. **Spend:** There is a variance due to delayed delivery, although a revised profile will be reflected through change control. **Risk:** The project is considered to have significant risks, whilst a revised approach is reflected through change control, some risks remain.
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 due to dependency with the Market Hall scheme. **Spend:** There is a variance due to delayed delivery. **Risk:** There are some medium risks associated with the capital element with risk responses not yet fully identified, but are emerging.
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, it is anticipated that more detail on timescales will be known in November 2025. **Spend:** There is variance due to delayed delivery and increased costs on budgets headings meaning expenditure will need to be re-profiled. **Risk:** Whilst one site has completed 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 – On track **Delivery:** Project is progressing in line with recent change control. **Spend:** Expenditure is on profile. **Risk:** Risks are reducing as in construction phase with proactive stakeholder engagement.
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:** Project has fully spent Town Deal allocation. **Risk:** Project risks are low likelihood, with responses planned and implemented. These have reduced with the practical completion of the project.

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 updated.
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	01/04/2025	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.
Change Controls considered following receipt of Funding Simplification Guidance (02/09/2025) removing requirement for PARs																										
BB007	Local Cycling & Walking	3.0	Kevin Little / Liz Watson	CC Approved	1. Change to amount of match funding (reduction) 2. Change to scope of project activity 3. Change to total project budget (reduction) 4. Change to project duration (extension) 5. Changes to profile of expenditure and funding	Notable	06/05/2025	20/05/2025			20/05/2025	23/05/2025	12/09/2025	N/A	12/09/2025	N/A - See Comments	N/A - See Comments									MoU to be established.
BB001	Place Development	2.0	Kevin Little	CC Being Reviewed	1. Change in scope: Removal of Market Square event space and alternative activities including 'flexible' equipment purchases to support events delivery and additional public realm. 2. Changes to project milestones including extension to March 2027. 3. Changes to financial profile. 4. Changes to outputs and outcomes.		01/09/2025 (DRAFT)																			Draft change control received. AB&A team reviewing and providing feedback. Change Control type to be confirmed. **Project team asked to review requested changes in the context of Funding Simplification guidance received from Government on 02/09/2025.**
BB005	Community Hubs & Earnse Bay	3.0	Kevin Little	CC Approved	1. Change to scope: Alternative delivery model for Town Centre Hub activities. 2. Transfers between budget headings (capital and revenue). 3. Changes to project milestones. 4. Changes to project expenditure profile. 5. Changes to profile of outputs and outcomes achievement.	Significant	03/09/2025	05/11/2025										05/11/2025		12/09/2025	N/A	N/A				
BB004	Housing Renewal	4.0	Megan Pearson	CC Being Reviewed	1. Change to scope: change to delivery of tenement improvement works 2. Change to project milestones to include an extension to project timescales 3. Changes to project output and outcomes and the profile for their achievement 4. Transfer of funding between eligible expenditure headings 5. Changes to the profile of defrayment of eligible expenditure	Significant	15/10/2025 (DRAFT)	06/11/2025										06/11/2025								
BB003a	Barrow Learning Quarter - Barrow Island Campus	4.0	Megan Pearson	CC Being Reviewed	1. Change to project duration (extension of financial completion date to cover delayed contractor retention date)	Minor	29/10/2025 (DRAFT)																			
BB003b	Barrow Learning Quarter - Rating Lane Campus	2.0	Megan Pearson	CC Being Reviewed	1. Change to project duration (extension of financial completion date to cover delayed contractor retention date)	Minor	29/10/2025 (DRAFT)																			
BB006	Marina Village	2.0	Megan Purdham	CC Being Reviewed	1. Change to project duration 2. Changes to project milestones, including removal of milestones which are no longer relevant to the project 3. Revised expenditure profile, with expenditure now profiled in 2026/27 4. Removal of some project activities, which are now being addressed through a separate project funded by Homes England	Notable	29/10/2025 (DRAFT)																			

Brilliant Barrow Board Meeting

Agenda Item:	7
Date of Meeting:	14th November 2025
Title:	Risk Register & Opportunities Update
Reporting Officer:	Karen Houghton, Westmorland & Furness Council

Executive Summary & Introduction

This paper outlines risk and opportunities to support effective management and transparency for the board.

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 no risks have been formally reported, but spend against profile is low and risks in general remain high for the Housing Market Renewal project, so this has been escalated to the programme risk register

Report

1. The effective management of risk at both project and programme level is key to ensuring the successful delivery of the Brilliant Barrow Town Investment Plan and the associated outcomes. 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. Team Barrow colleagues will provide an update to the board.

4. Housing Market Renewal has not reported any risks this quarter and are in the process of a change request. The spend against profile, as identified in the Accountable Body

report is low (18% of total budget spent to date) There remain a series of risks around the project, and so this has been escalated to the programme level.

5. 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

6. 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

7. 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
14th November 2025

Attachment
Appendix - Programme Risk and Opportunities Registers

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 now monitoring, schedule of presentations and site visits for board	4 - Significant impact	1 - Low	4	4 - Close: next 3 months	Project delivery teams and programme team
2	Failure to comply with MHCLG requirements	Failure to comply with MHCLG guidance or submission deadlines	MHCLG withholding grant. Project delays, reputational damage	5 - Major impact	2 - Medium	10	Accountable body in communication with MHCLG. 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	Match funding packages now identified. 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.		Project risks escalated to programme									
PR1	Housing Market Renewal	No risks reported as change control request being progressed	Risks remain high	4 - Significant impact	3 - High	12	Project manager engaged on value engineering and seeking match funding, but spend profile is low and risks high	5 - Major impact	3 - High	15	3 - Approaching: Next 6 mnths	Project delivery teams

Brilliant Barrow
Programme Opportunities Register

Update @ 14 November 2025

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, Plan for Barrow now launched	Varied and significant employment, regeneration, health and community benefits will accrue	6 - Critical impact	4 - Almost Certain	24	5 - Imminent: next 6 months	Janet Garner
2	Team Barrow - Heart of Barrow	Barrow Delivery Board approved significant funding for Heart of Barrow at August board	Significant investment with community benefits to accrue	6 - Critical impact	3 - High	18	3 - Approaching: 5 years	Ka
3	Team Barrow Spatial Development Framework	Spatial Development Framework developed, strategic growth strategy being commissioned	Investment, employment and residential opportunities	4 - Significant impact	3 - High	12	3 - Approaching: 5 years	Karen Houghton
4	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
5	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	Bryan Davies
6	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	4 - Significant impact	4 - Almost Certain	16	4 - Close: next 12 months	Gareth Candlin
7	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