# Brilliant Barrow Board Meeting

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

| Ref | Agenda Item | Time | P/R/V | By |
|---|---|---|---|---|
| | Welcome & Introductions (Chair) | 10:00am | V | JB |
| 1 | Minutes and Matters Arising | 10:10am | V | JB |
| 2 | Update from Team Barrow & Heart of Barrow | 10:20am | V/P | PA |
| 3 | Accountable Body Update<br>**Agenda item 3 Appendices 3 and 4 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)** | 10.35am | R | LW |
| 4 | Update on Community Hubs | 11:05am | V | KA/DH |
| 5 | Update on Housing Market Renewal<br>**Agenda item 5 content not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or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)** | 11.20am | V/P | CW/ DH |
| 6 | Update on Place Development | 11:35am | V | DH |
| 7 | To consider and note Risks & Opportunities update | 11:50am | R | KH |
| 8 | Communications Update<br>• Launch of University of Cumbria Barrow Island Campus | 12:00pm | V/P | HH |
| 9 | AOB | 12:10pm | V | HH |
| | Meeting close | 12:15pm | | |

* Presentation / Report / Verbal

**Brilliant Barrow Board Meeting**

**Friday, 16th May 2025 at 10:00am**
**Town Hall, Barrow**

| | | |
|---|---|---|
| Board Members present: | Steve Cole (SC), BAE Systems – Chair<br>Phil Drane (PD), W&F Council/Team Barrow<br>James Perks (JP), BAE Systems (sub for JG) – online<br>Nicola Cove (NC), Furness College<br>Prof. Julie Mennell (JM), University of Cumbria – online<br>Graham Hadaway (GH), Futures Board – online | Cllr Andrew Jarvis (AJ), W&F Council<br>Cllr Derek Brook (DB), W&F Council<br>Furness Locality Board<br>Cllr Fred Chatfield (FC), Barrow Town Council<br>Lolli Fallon (LF), BarrowFull (sub for DT) |
| Present: | Helen Houston (HH), W&F Council<br>Liz Watson (LW), W&F Council<br>Charlie Thornton (CT), W&F Council | Megan Purdham (MP), W&F Council<br>Nicola Parker (NP), W&F Council |
| Minutes: | Brett Dayton (BDa), W&F Council | |

**Welcome & Introductions**

SC thanked all for their attendance, and as new guests were present, asked the Board and observers to introduce themselves. All Board members and observers introduced their name and organisation, including new to meeting LF and NP.

SC recognised the recent event facilitated by the University of Cumbria at Abbey House Hotel, reflecting on the journey and ambitions for the University, College and wider town. SC, on behalf of the Board, noted the university's efforts in bringing this event together. Reflected that the event provided a platform for a number of stakeholders to engage and reflect, considering the emergence of exciting plans with Team Barrow and Barrow Rising.

SC emphasised the need for the Board and all partner organisations to support and advocate on behalf of all projects.

JM noted that the event was a fantastic example of how the Brilliant Barrow Board work collaboratively , demonstrating the strategic partnership at its best. JM gave credit to all partners involved in the event.

SC added that it was important to recognise and reflect on progress to build confidence. SC also highlighted another recent example to of the Abbey Road active travel launch event attended by the Chair.

SC gave thanks to KH and LW plus team for their efforts with the Performance Sub Group, and noted the importance of maintaining focus and close monitoring of the projects to focus on mitigation risks and identifying opportunities.

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

The minutes of the February 2025 Board meeting were considered. The following amendments were requested:

- Under Agenda item 3, replace 'data to measure outputs' with 'data to measure additional longer term outcomes'

- On page 5, replace there being 'no overlap' with Team Barrow with 'limited or restricted overlap'.

There were no matters arising not covered in the Agenda.

Apologies for absence were received from:

- Cllr Jonathan Brook (JB), W&F Council - Vice Chair
- Peter Hepburn (PH), Spirit Energy
- Alysha Moore (AM), Futures Board
- Daniel Tyler-McTighe (DT), BarrowFull
- Paul Hodgson (PH), Barrow BID
- Chris Clouter (CC), Associated British Ports
- Janet Garner (JG), BAE Systems
- Dr. Lauren Dixon (LD), NHS
- Natalie Goodman (NG), Spirit Energy
- Neil Lauderdale (NL), Team Barrow
- Bryan Davies (BD), Associated British Ports
- Fraser Robertson (FR), W&F Council
- Karen Houghton (KH), W&F Council
- Angela Jones (AJ), W&F Council
- Peter Anstiss (PA), Team Barrow
- Suzanne Caldwell (SCa), Cumbria Chamber of Commerce

**2. To consider and note update on Cycling & Walking Scheme**

NP gave a presentation on the Cycling & Walking Scheme.

Using Active Travel England and Brilliant Barrow funding, NP noted the upgrades will provide a safe and secure route for all users of the scheme. It was noted that 64% of residents of Barrow live within 5km of Barrow Town Centre, and 36% live with 2km of Barrow Town Centre. NP added that distances of 5km can typically be covered in 20 minutes by bike and distances of 2km can typically be covered in 25 minutes on foot. NP noted that Barrow as a town has the most potential to get people active in Cumbria.

NP highlighted the five features of the scheme:

- Segregated route from carriageway
- Enhanced pedestrian crossings
- Enhanced traffic signal visibility
- Tree lined boulevard
- Active travel promotion

NP presented a cross-section slide. The slide showed the 2m walkway, separated from a uni-directional cycleway by a delineation kerb. Between the cycleway and carriageway, there will be a buffer zone of trees in a 'boulevard' style.

SC commended the look of the cross-section and queried whether there would be any compromise on the four-lane width. NP replied that this was subject to public consultation in 2023, and the public and members preferred the option to provide cycleway within the footpath space without impacting the lane width. Therefore, on the main route there would not be any compromise, and that the four-lane width will remain. However, NP added, at junctions some reduction may be required so that traffic could be fed into the junction safely. With a view to reduction of lanes at junctions, NP advised that transport modelling had been conducted to ensure effective movement of traffic.

NP presented a Ramsden Square slide. NP highlighted the bi-directional cycleway, stating that this was so that cyclist could take the most direct route around the square to their destination. NP also highlighted the parallel crossing space so that pedestrians and cyclists can cross parallel to one another.

SC underlined the importance of ensuring community understanding of how this all works, adding that this should be important for drivers, as well as cyclists and pedestrians. SC queried plans to engage with cyclists to inform them of bi-directional to uni-directional cycleways. NP noted that

Active Travel educational literature and videos will be launched online to support the promotion or route features which is in line with other projects and builds on best practice. NP informed the Board of the new Active Travel website (https://travelactively.co.uk/).

SC suggested that it would be useful for the Board to use their established channels with members of the community that they serve (particularly business partners) to aide the project. SC encouraged members to consider how active travel can be encouraged amongst the workforces.

JM recognised the technical support and development required to enable the scheme to be developed to this point. JM acknowledged the priority of cyclists and pedestrians at crossing points and queried whether consideration had been given to the potential negative impact on road traffic being held up. JM queried how much leeway there was in terms of increasing the number of cyclists and pedestrians before it negatively impacts. NP noted that extensive research and modelling shows that traffic will still flow.

AJ asked whether cyclists had right of way over cars at parallel crossings. NP confirmed that the Highway Code changed two years earlier to give priority to all active travel users and this is embedded into the design of the scheme.

AJ asked what would be used to differentiation the pedestrian and cycle lanes and queried whether the lanes would be clearly marked. AJ added that in other areas, there can be a lack of clear markings.

NP replied that the delineation kerb will be a physical separation between the two lanes, and markings – similar to those in the slide – will be used on the lanes. Paving will be retained on the pedestrian lane, and the cycle lane will be a smoother surface. NP noted that if there was a conflict point that materialised, more markings can be added to the scheme.

SC added that the cycle lane is always nearest the road as this makes natural ergonomic sense.

DB commended the scheme and noted the significant infrastructure designed for cyclists in Manchester.

LF queried whether lighting had been considered along dark spots on the route. NP confirmed a lighting survey was conducted, and any lights would be upgraded in line with the findings of the survey.

NP presented aerial plans for the route. NP highlighted the following three locations: Emlyn Hughes House, the junction of Ainslie Street/Abbey Road, and the junctions of Stafford Street/Abbey Road. NP advised the Board that little will change round Emlyn Hughes House due to landscaped setting, whilst stating that Ainslie Street is too tight for all parallel crossings in the same shared space, and that there is too much distance at Stafford Street for parallel crossings.

NP advised the Board that educational videos would be released to demonstrate how cyclists, pedestrians and drivers would be affected by the route.

NP finished their presentation by reminding the Board that construction starts on 30th June, with works expected to take 12 months. Construction will commence at Ramsden Square, and the team will be working closely with the contractor on traffic management.

SC thanked NP for their presentation. NP left the meeting.

**3. To consider and note update from Team Barrow**

PD provided the Board with an update on Team Barrow.

- Peter Anstiss has been appointed as Chief Executive for the Team Barrow partnership.

- The Barrow Rising website has been launched. There is a diagram on the site (Vision - Our transformation journey - Barrow Rising) that sets out where Brilliant Barrow and Team Barrow sit in relation to Barrow Rising, and the website sets out the high level vision for the partnership. .
- The Team Barrow Delivery Board has now met four times in the previous six months, chaired by Simon Case
- Plan for Barrow is being launched at UKREiiF next week as part of the Invest in Cumbria Pavilion (20th-22nd May).

PD shared the presentation that will be used at UKREiiF. PD advised the Board that the key messages will be: 'this is the opportunity' and 'this is the unique partnership'.

PD outlined the following six strategic objectives of Barrow Rising that link to the two core outcomes: thrive, prosper, flourish, invest, connect, and learn. More information can be found on the website here: Our plan for Barrow - Barrow Rising.

SC advised that the Board are all supporting of Team Barrow and Barrow Rising, especially the taking ownership of objectives.

SC enquired as to how we are addressing a culturally rich town, and asked PD how the six objectives could connect to the cultural offer of Barrow?

PD replied that there was a broad connectivity and agreed that culture needs to sit across all six objectives. PD encouraged the Board to challenge where cultural opportunities can be met.

SC emphasised the importance of understanding population growth and housing forecasts projection data. SC added that it was important that the stats and data present the narrative.

SC suggested that Team Barrow was the joint ambition of all partners, and that it is important that all subscribe to and support the delivery of Team Barrow.

PD advised that it was important that Brilliant Barrow and Team Barrow continue to engage with one another to identify and support future opportunities.

FC asked what the happening with housing in the area. PD replied that there have been discussion with many interested developers, especially for the Marina Village development. FC replied that because of fluctuating housing prices, rent increases, and the proliferations of HMOs there is a need for extra provision of housing in Central Barrow.

SC agreed that plans should be inclusive, emphasising the Board's responsibility to advocate for the community.

**4. To consider and note amendments to Local Assurance Framework**

LW gave an update to obtain the Board's comments regarding the proposed amendments the Local Assurance Framework (LAF). LW noted that the assurance framework is a requirement of the Barrow Town Deal funding and has been in place since 2021. The Board noted the requirement to ensure there was a degree of differentiation between the Boards to enable them to fulfil their roles sufficiently.

It was agreed that these would be reflected in an updated Local Assurance Framework (v4.0) which will be approved by Westmorland and Furness Accountable Body in line with the agreed governance process.

GH gave an update on the Future's Network. The group met on Monday 12th May. There were representatives from a wide range of local businesses/partners. The group are looking to invite

Brilliant Barrow Board members to next Futures Network meeting in June. Moving forward, GH stated that meetings will be monthly.

***Item 5 - Not for publication or onward sharing by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information)***

**5. To consider and note Accountable Body update**

LW gave the Accountable Body update.

The Board noted the change log at Appendix 1. They endorsed the M&E Performance Return to be submitted to Government by the 27th May 2025 deadline. They received and noted the project dashboards at Appendix 2. Key areas of note were:

- It was considered prudent to identify potential areas for reallocation of any funding that may become available as risks may be realised
- It is expected that a number of change controls will be received in the upcoming quarter to extend project delivery. The performance sub-group will provide an appropriate mechanism to provide scrutiny on these change controls where appropriate.

SC recognised the overall progress that was being made in relation to project delivery and spend in the programme.

**6. To consider and note Risks & Opportunities update**

The Board noted the ongoing management of programme and project level risks, some of which have already been discussed earlier in the meeting. The Board also noted the red risks post mitigation actions.

**7. To consider and note Communications update**

HH gave the Communications update.

- Marina Village:
    - HH advised the Board that three press releases have been issued for Marina Village.
    - SC noted how dramatically different the site was looking now compared to before the remediation work. SC suggested an opportunity to visit the site if safe.
    - HH has had discussions about site visits and Redstart NW has suggested a viewing platform so that students and others can engage with the development.
    - HH advised the Board that the SPD was approved by the cabinet in April. This was reported by Radio Cumbria which included some really positive feedback.
- Community Hubs:
    - Press releases have been issued, but it is expected that more traction will be gained when work starts and photographic images are available.
- Place Development:
    - Summer Events Leaflets have been sent out to distribution points.
- Cycling & walking:
    - NP covered this in their presentation. Press imminent on recent launch event.

SC noted that it was good to see progress through comms and highlighted the importance of being present and accountable.

SC thanked FR and the Comms team at W&FC, and NL for their work.

SC noted that there will be a strong Barrow Rising presence at UKREiiF and is looking forward to hearing the outcomes of the event.

## 8. AOB

It was suggested that the Board could visit the Barrow Island Campus in June, prior to it opening to students. It was agreed that the invite would be extended to the Futures Network and key Team Barrow colleagues.

SC noted the visit was an opportunity to celebrate the success of the Rating Lane Campus also.

AJ highlighted the importance of getting the date arranged soon as there is significant diary demand on all attendees.

SC advised the Board that PA was joining as a permanent member.

LF advised the Board of The Bridge launch event on the 6th and 7th June. There will be activities, including virtual reality activities, silent disco, and performances. Public comms are soon to be launched.

SC enquired as to when we can check in on the Stadium Feasibility Programme. PD advised he would report back to the Board.

| | | |
|---|---|---|
| Action 1 | Phil Drane to provide the Brilliant Barrow Board with an update on the Stadium Feasibility Study | Phil Drane |

SC noted that Chris Clouter is retiring from ABP after being with the organisation for 40 years, and therefore will be stepping down from the Board. On behalf of the Board SC thanked CC for their contributions to Brilliant Barrow from the outset and long service.

SC reminded the Board to send their updated Declarations of Interest (DoI) and profile forms to BDa.

| | | |
|---|---|---|
| Action 2 | Board Members to sent updated Declarations of Interest forms and profile forms to BDa | All |

## 9. Meeting close

SC thanked all for their attendance and contribution.

# Brilliant Barrow Board Meeting

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|---|---|
| Agenda Item: | 3 |
| Date of Meeting: | 12 September 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).

At its meeting in May, the Board considered proposed amendments to the LAF, reflecting the evolution of the programme. These were agreed and it was anticipated that these amendments would be made resulting in an updated LAF v4.0.

On 02 September, the Chief Executive of Westmorland and Furness Council received a letter from the Ministry of Housing, Communities and Local Government (MHCLG) outlining changes to Town Deal funding. A copy of the letter is provided at **Appendix 1**. Simplification of the funding, designed to improve local decision making and flexibility, will see Town Deal funds consolidated with any other Levelling Up Funds of which local authorities are in receipt to a single funding pot known as the Local Regeneration Fund. Comprehensive technical guidance on the changes have been released and are being worked through by officers to fully understand the impact.

Subsequently the proposed updates to the Local Assurance Framework have been put on hold until they can be considered fully in the context of the changes, to ensure that efficiencies and opportunities are maximised to achieve the best possible outcomes. A further update will therefore 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 change control process.

A copy of the Programme Change Log is included at **Appendix 2**. This reflects the change request from the Cycling and Walking project, which was being reviewed at the time of the last Board and is now presented for endorsement as a 'notable' change at **Appendix 3**. Following this a Memorandum of Understanding will be established to formalise the agreed project. The Programme Change Log also logs receipt of draft change requests from the Community Hubs and Earnse Bay and Place Development projects. A change request is also anticipated from the Housing Market Renewal programme. As with the LAF, these now need to be reviewed in the context of the revised guidance.

Projects continue in the established regular reporting cycle with the latest reports relating to Quarter 1 activity received from mid-July. The information has been used to produce the updated Project Dashboards that form **Appendix 4** to this paper, reflecting the position as of 30 June 2025.

The latest reporting shows significant progress continues to be made against expenditure, although there are some changes required, predominately because of dependencies with the Market Hall scheme (Place Development and Community Hubs and Earnse Bay) as well as issues realised through delivery (Housing Market Renewal). Whilst there are some significant risks identified, these also now need to be

considered in the context of the revised guidance. Careful monitoring at this critical time of delivery continues, with the focus now on the achievement of the outputs and overall objectives targeted by the projects.

**Recommendations:**

It is recommended that the Town Deal Board:

1. Note the letter received by the Chief Executive of Westmorland and Furness Council from the Ministry of Housing, Communities and Local Government regarding funding simplification at **Appendix 1**, and consider and comment upon the potential impact of this on the Town Deal Programme, with a further update to be brought to a future Board meeting.
2. Note the Programme Change Log at **Appendix 2**.
3. Consider and endorse the 'Notable' change control relating to the Cycling and Walking project 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.

At its meeting in May, the Board considered proposed amendments to the LAF, reflecting the evolution of the programme. These were agreed and it was anticipated that these amendments would be made resulting in an updated LAF v4.0.

On 02 September, the Chief Executive of Westmorland and Furness Council received a letter from the Ministry of Housing, Communities and Local Government (MHCLG) outlining changes to Town Deal funding. A copy of the letter is provided at **Appendix 1**. Simplification of the funding, designed to improve local decision making and flexibility, will see Town Deal funds consolidated with any other Levelling Up Funds of which local authorities are in receipt to a single funding pot known as the Local Regeneration Fund. Comprehensive technical guidance on the changes have been released and are being worked through by officers to fully understand the impact. This will take some time due to the level of the changes, although key points in relation to Barrow Town Deal Funding are:

- The funds the Council is in receipt of for LUF (Barrow, Kendal and Penrith) and Town Deal (Barrow) are being combined into a single funding pot known as the Local Regeneration Fund. A revised MoU is expected towards the end of 25/26.
- There is an expectation that projects that are underway will continue, but changes are possible with the expectation that they continue to provide benefit for the area that originally stood to benefit.
- Funds must be defrayed by **March 2028**, although there is recognition that delivery (utilising match funding) may continue beyond this date.
- Assurance will take place at local level and be subject to s151 approval. Whilst value for money is expected to be achieved there is no requirement to evidence a BCR or for a PAR process. Separate assurance activity will continue using a similar model (including local authority assurance reviews), with monitoring to continue for 3 years post closure.
- The next monitoring return date is April 2026, with simplified reporting requirements.
- There is no specific requirement to retain Town Deal Boards, although there is encouragement to continue to utilise strong local governance structures in existence.

Subsequently the proposed updates to the Local Assurance Framework have been put on hold until they can be considered fully in the context of the changes, to ensure that efficiencies and opportunities are maximised to achieve the best possible outcomes. A further update will therefore be brought to a future Board meeting.

The Board are asked to consider this, and to provide comment.

**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 and reviewed in the context of the very recent change in guidance, with the previous parameters of the funding constraints shifting.

At the time of the last Board meeting in May, a change request for the Cycling and Walking project had been received, but not yet reviewed in line with the LAF. This review has now been completed with the

change request approved by the Council as Accountable Body. The change request is attached as **Appendix 3** and the Board are asked to endorse this with the key changes being:

- Reduction in the amount of match funding
- Reduction in total project budget
- Change in the scope of project activity
- Extension to the project duration
- Changes to profile of expenditure and funding

Following endorsement by the Board an MoU will be established that will formalise the agreed project and its Monitoring and Evaluation plan.

The latest Programme Change Control Log is included for noting at **Appendix 2**. The status of contracting for each project is summarised below in **Table 1**.

**Table 1 – Project Contracting Status**

| Project | Current Status | Next Steps |
|---|---|---|
| BLQ – Barrow Island Campus | GFA (Amendment) in place | N/A – Delivery underway |
| BLQ – Rating Lane Campus | GFA in place | N/A - Practical completion achieved and compliance monitoring undertaken. Outcomes monitoring now underway |
| Place Development | MoU in place | Change control and amendment required |
| 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 and amendment required |
| Community Hubs & Earnse Bay | IFA in place | Change control and MoU required |
| Marina Village | MoU in place | Change control and amendment required |
| Local Cycling & Walking Infrastructure | IFA in place | Change control included for endorsement and MoU required |

Table 1 demonstrates that several changes have been identified that require change controls, and an overview of the key issues is summarised in Table 2.

**Table 2 – Change Control Overview**

| Project | Change Control Required? | Key Issues |
|---|---|---|
| BLQ – Barrow Island Campus | No | N/A |
| BLQ – Rating Lane Campus | No | N/A |
| Place Development | Yes | Revisions to revenue profile<br>Consideration of delivery option for public realm capital element – a separate update is being provided to the Board meeting |
| Housing Market Renewal | Yes | TBC – a separate update is being provided to the Board meeting |
| Community Hubs & Earnse Bay | Yes | Utilisation of revenue funding re-profiled to March 2027 given delays to capital delivery<br>Consideration of delivery option for Town Centre Hub – a separate |

| | | |
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| | | update is being provided to the Board meeting |
| Marina Village | Yes | Extension to timescales given delays, currently anticipated to be October 2025<br>Revision of funding within budget headings<br>Identified overspend |
| Local Cycling & Walking Infrastructure | Yes | See Appendix 3 |

**Programme Monitoring & Evaluation Reporting**

Projects continue in the established reporting cycle with the latest reports relating to Quarter 1 activity received from mid-July. 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 1**, as well as the more detailed project dashboards at **Appendix 3.**

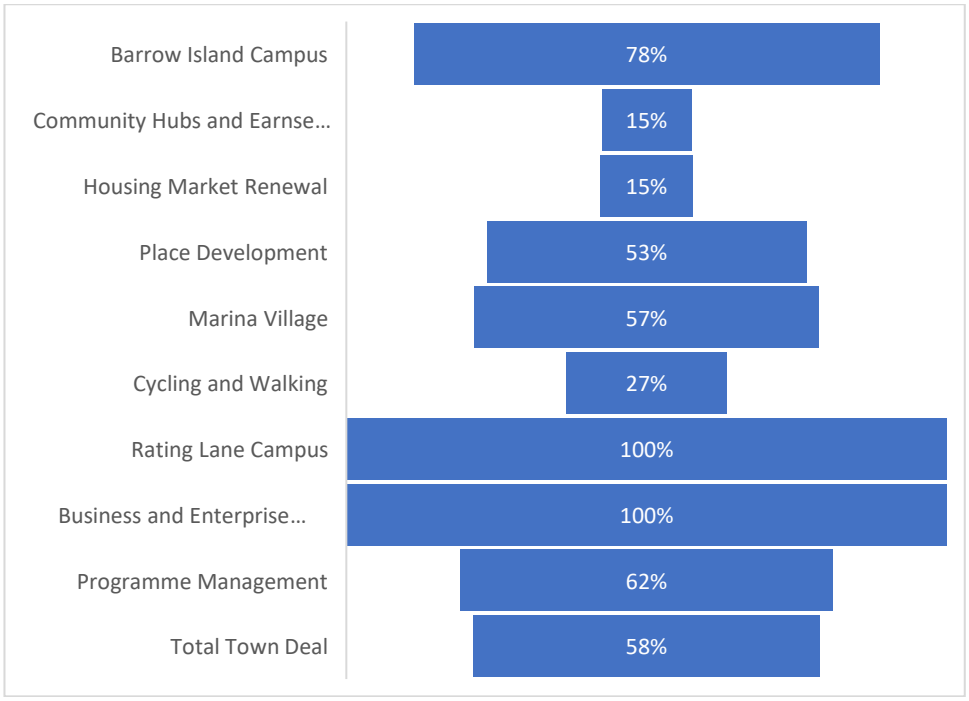
Overall, the reporting demonstrates that whilst progress continues to be made in terms of the financial profile of the programme, with 58% of the whole programme now being defrayed – an increase from 48% at the time of the last quarter, it remains that 42% of the programme remains to be spent as the programme. Whilst some key risks continue to reduce, issues being realised have also increased the risk of some projects within the programme – although these now need to be considered in the context of the recently revised guidance with the increased flexibility reducing the overall Programme risk. For two schemes (Place Development and Community Hubs and Earnse Bay) the issues relate to elements of the projects that were aligned with the wider Market Hall development, whilst with Housing Market Renewal issues identified as a result of the delivery require consideration. Separate updates on all three projects are being provided to the Board.

**Table 3 – Town Deal Award Defrayed by Project***

| Project | Total Town Deal Award | Total Town Deal Defrayed |
|---|---|---|
| Barrow Island Campus | £13,043,762 | £10,113,914 |
| Community Hubs and Earnse Bay | £4,266,667 | £641,185 |
| Housing Market Renewal | £2,066,648 | £318,332 |
| Place Development | £816,667 | £435,254 |
| Marina Village | £966,667 | £555,480 |
| Cycling and Walking | £1,766,667 | £471,335 |
| 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** | **£14,418,750** |

*Subject to final claim verification

**Figure 1 – Percentage of Town Deal Award Defrayed by Project**



## Table 4 – Project Status Overview (Period Q1 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<br>**Delivery:** The project is delivering mainly in line with the recently revised schedule, with some minor delays due to contract placement.<br>**Spend:** There is some minor slippage which is partly being managed through the front loading of Town Deal funding.<br>**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<br>**Delivery:** There are issues causing delays. Project has noted that there is a significant risk to the completion of the project and realisation of benefits without an agreed extension.<br>**Spend:** There is slippage in line with the above delays.<br>**Risk:** The project continues to have 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)<br>**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<br>**Delivery:** There are some issues causing delays.<br>**Spend:** There is a variance due to delayed delivery.<br>**Risk:** The project is considered to have significant risks, with no clear response yet in place. |
| **Brilliant Barrow Place Development** | ↑ | ↔ | ↑ | **Current Project Delivery Stage & Status**: Project Delivery, Ongoing - Delayed<br>**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.<br>**Spend:** There is a variance due to delayed delivery.<br>**Risk:** There are some medium risks associated with the capital element with risk responses not yet identified. |
| **Marina Village** | ↔ | ↔ | ↔ | **Current Project Delivery Stage & Status:** Project Delivery, Ongoing - Delayed<br>**Delivery:** Whilst key milestones are delayed by more than 6 months, significant changes to the overall project are not anticipated at this point. Project has seen some positive progress in the last quarter. This is continuing to be monitored.<br>**Spend:** Significant spend defrayed this quarter and forecast to fully spend allocation.<br>**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<br>**Delivery:** Project is progressing in line with recent change control.<br>**Spend:** Underspend now forecast following confirmation of construction contract cost.<br>**Risk:** Risks are reducing as in construction phase. |
| **Barrow Learning Quarter – Rating Lane Campus** | ↔ | ↔ | ↔ | **Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On-track<br>**Delivery:** Project has practically completed and entered snagging, with a minor delay to completion date. Project is on track to deliver outputs.<br>**Spend:** Project has fully spent Town Deal allocation.<br>**Risk:** Project risks are low likelihood, with responses planned and implemented. These have reduced with the practical completion of the project. |

**Alex Norris MP**
*Parliamentary Under Secretary of State for Building Safety, Fire and Local Growth*
2 Marsham Street
London
SW1P 4DF

Ministry of Housing, Communities & Local Government

To: Local Authority Chief Executives

2nd September 2025

Dear Chief Executives,

**Funding Simplification: Levelling Up Fund, Towns Deals and Simplification Pathfinders Pilot**

I am writing to you with exciting news on changes to the MHCLG Levelling Up Fund, Town Deals and Simplification Pathfinders Pilot that will reduce the administrative burden on local authorities and maximise your freedom and flexibility.

We have listened to your feedback on wanting less bureaucratic micromanagement, and more local control and I am delighted to inform you that we are consolidating the MHCLG Levelling Up Fund, Town Deals and Simplification Pathfinders Pilot Fund together into a single funding pot. This reform will increase your flexibility to adapt schemes to local needs allowing you to focus on getting spades in the ground. Where previous governments made unfunded promises to places they couldn't keep, we will fulfil those promises.

In consolidating this funding please be assured that we will continue to honour the funding awarded via the constituent funds. This new fund will be called the **Local Regeneration Fund.**

As set out in the Devolution White Paper released in December 2024, this Government was elected on a manifesto that promised a partnership approach with local authorities, resetting the relationship between central and local government and supporting local leaders to drive growth. This consolidation takes another step towards that goal.

The decision to bring together these three funds into one will reduce the burden on local authorities in a number of ways:

1. Significantly reduced reporting requirements more aligned to our Government Missions: reduction of indicators down from 150 to 45 to be reported at a portfolio level, so that we are looking at the place and not the individual projects.
2. Reducing the Project Adjustment Request process, giving greater powers and flexibility to local authorities to move funding between schemes, overcome barriers to progress caused by changing conditions as projects have developed and maximising the benefits of this investment in communities.
3. Simplified and combined CDEL payments at set intervals providing greater certainty for local authorities to plan.
4. A single user-friendly digital platform to reduce the administrative efforts of Local Authorities.

We want this new flexibility to enhance delivery. It is our firm expectation that projects already underway will be completed, for the benefit of local residents. In the small number of cases where projects are no longer viable, our consolidation means that money can still be used to deliver change. We expect that councils will rescope their plans and use the funding available for a new project in the area that originally stood to benefit, so local residents can feel the improvements to their everyday lives that they have been promised within the timeline of the fund.

The simplification detailed in this letter relates to local authorities in receipt of the aforementioned MHCLG funds. It does not include other Levelling Up Fund schemes previously announced due to their different delivery mechanisms e.g. non-local authority applicants in Northern Ireland or Major Culture projects announced in February this year, nor any funding provided by other government departments e.g. Department for Transport led Levelling Up Fund. For these projects the existing procedures will still apply.

My officials will contact the lead contacts in your organisation shortly with technical guidance on the new fund's operation and answer any queries they may have. We previously informed you that the next monitoring round would be commissioned for October. However, to give you time to consider how this news may impact your projects, we have decided to cancel this reporting round. The first monitoring reporting round will therefore be in April 2026.

I look forward to your support in ensuring that through new ways of working together between central and local government, on funds like these, we can deliver impact and growth for the people and communities we serve.

Yours sincerely,



**ALEX NORRIS MP**
Parliamentary Under-Secretary of State for Building Safety, Fire and Local Growth

## 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.<br>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.<br>2. Movement of funding between expenditure headings.<br>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.<br>2. Movement of funding between expenditure headings.<br>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.<br>2. Movement of funding between expenditure headings and creation of new expenditure heading.<br>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<br>2. Reduction in scope of project in line with reduced funding<br>3. Changes to outputs<br>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<br>2. Change to non-procured cost methodology due to delivery review and change of personnel<br>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.<br>2. Increase in total project cost and changes to match funding.<br>3. Minor change to outputs.<br>4. Revised financial profile due to changes to project budget and slippage.<br>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).<br>2. Reduction in outputs due to impact of inflation.<br>3. Extension of end date from 30/09/2025 to 01/02/2026 to allow for updated programme refined as part of scheme design.<br>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<br>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.<br>2. Changes to details & dates of milestones.<br>3. Changes to profile of expenditure & funding.<br>4. Changes to expenditure headings.<br>5. Reduction to overall length of cycle ways & footpaths to be created/improved.<br>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.<br>2. Changes to profile of expenditure & funding.<br>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.<br>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.<br>2. Changes to details & dates of milestones.<br>3. Reduction of Town Deal funding<br>4. Changes to profile of expenditure & funding.<br>5. Changes to expenditure headings.<br>6. Reduction to outputs<br>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.<br>2. Changes to details & dates of milestones.<br>3. Increase in Town Deal funding.<br>4. Changes to profile of expenditure & funding.<br>5. Changes to expenditure headings.<br>6. Increase to outputs.<br>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. |
| BB007 | Local Cycling & Walking | 3.0 | Kevin Little / Liz Watson | CC Being Reviewed | 1. Change to amount of match funding (reduction)<br>2. Change to scope of project activity<br>3. Change to total project budget (reduction)<br>4. Change to project duration (extension)<br>5. Changes to profile of expenditure and funding | Notable | 06/05/2025 | 20/05/2025 | | | 20/05/2025 | 23/05/2025 | **On agenda for 12/09/2025 Board** | | | | | | | | | | | | 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. |
| 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.<br>2. Changes to project milestones including extension to March 2027.<br>3. Changes to financial profile.<br>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 Being Reviewed | 1. Change to scope: Alternative delivery model for Town Centre Hub activities.<br>2. Transfers between budget headings (capital and revenue).<br>3. Changes to project milestones.<br>4. Changes to project expenditure profile.<br>5. Changes to profile of outputs and outcomes achievement. | | 03/09/2025 (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.** |
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# Brilliant Barrow Board Meeting

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| Agenda Item: | 7 |
| Date of Meeting: | 12th September 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 there is one red risk post mitigating actions for the Housing Market Renewal
3. Note that there is one red risk post mitigating action for Community Hubs

## 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 5**
3. The significant opportunity presented by the focus on Barrow from central government, has begun to be crystallised and Team Barrow has now launched the Plan for Barrow and agreed spending for the next three years, as well as approving significant investment in the town centre for the Heart of Barrow project. A verbal update on this will be provided to the Brilliant Barrow board meeting by Team Barrow representatives.
4. Housing Market Renewal has one red risk in terms of cost escalation, and the project manager continues to value engineer and seek match funding from private owners

5. Community Hubs and Earnse Bay has one red risk post mitigation. The schedule for the Town Centre Hub is behind programme with a need to relocate the Hub, and a risk to spending on the revenue programme, in relation to the delays to the Levelling Up Funded project at the Forum and Market.

6. Risk management will be increasingly critical as projects progress towards milestones, particularly in relation to ensuring successful statutory consents, acquisition and in relation to managing cost escalation.

**Escalating Project Risks & Issues**

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

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
12th September 2025

Attachment
Appendix 5 - 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 | 2 - Medium | 8 | 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 | Cost inflation | Project will need descoping if not resolved | 4 - Significant impact | 3 - High | 12 | Project manager working with design team on value engineering and seeking match funding from private owners | 5 - Major impact | 3 - High | 15 | 3 - Approaching: Next 6 mnths | Project delivery teams |
| PR2 | Community Hubs and Earnse Bay | Town centre hub schedule | Delay | 4 - Significant impact | 3 - High | 12 | Alternative approach being developed to support third-sector community organisations | 4 - Significant impact | 3 - High | 12 | 3 - Approaching: Next 6 mnths | Project delivery teams |

## Brilliant Barrow
## Programme Opportunities Register

Update @ 12 September 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 too accrue | 6 - Critical impact | 3 - High | 18 | 3 - Approaching: 5 years | Phil Drane |
| 3 | Team Barrow Spatial Development Framework | Spatial Development Framework developed for Team Barrow identifying development opportunity areas for investment | 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 |