Brilliant Barrow Board Meeting

Friday 20th March 2026, 09.00 – 12.00
Barrow Town Hall
Committee Room 4

Ref	Agenda Item	Time	P/R/V	By
	Arrival and refreshments	09.00		
1	Introduction and welcome	09.15	V	SC
2	Minutes and actions from last meeting	09.25	V	SC
3	Accountable Body Programme update Appendix 1 - Programme change log Appendix 2 - Project dashboards log	09.40	R	LW
4	Communications update	10.10	P	KC
5	Risks and opportunities	10.40	R	KH
6	Team Barrow update	11.00	V	KH
7	Brilliant Barrow Transition – Learning from experience	11.20	R	SC
8	Any other business	11.50	V	All
	Meeting close	12.00		

Brilliant Barrow Board Meeting

Friday 14th November, 9:30am
Drawing Room, Barrow Town Hall, Barrow

Board Members present:	Steve Cole (SCo), BAE Systems Jonathan Brook (JB), Westmorland and Furness Council Cllr Fred Chatfield (FC), Barrow Twon Council Cllr Derek Brook (DB), Westmorland and Furness Council / Furness Locality Board Scott Cubitt (SCu), Furness College Julie Mennell (JM), University of Cumbria	Cllr Andrew Jarvis (AJ), Westmorland and Furness Council Michelle Scrogham (MS) (from 10:40), MP for Barrow and Furness Paul Hodgson (PH), Barrow BID Graham Hadaway (GH), Futures Board
Present:	Peter Anstiss (PA), CEO Team Barrow (until 10:25) Simon Case (SCa), Chair Team Barrow (until 10:25) Liz Watson (LW), Westmorland and Furness Council Charlie Thornton (CT), Westmorland and Furness Council (online) Karen Houghton (KH), Westmorland and Furness Council / Team Barrow Nicola Parker (NP), Westmorland and Furness Council	Lolli Fallon (LF), BarrowFull (sub for DT) Helen Houston (HH), Westmorland and Furness Council Matt Williams (MW), Westmorland and Furness Council Karl Conner (KC), Team Barrow Claire Aindow (CA), University of Cumbria
Minutes:	Megan Purdham (MP), Westmorland and Furness Council	

1. Welcome & Introductions

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

2. To consider and note Team Barrow progress update and discussion of Brilliant Barrow role

SCo welcomed PA and SCa to provide a Team Barrow progress update. SCo summarised the background of the Brilliant Barrow Board, whose primary role has been to develop and deliver the vision and strategy of the Town Investment Plan that resulted in the securing of the £25m Town Deal. Substantial progress has been made with projects within the Town Deal, and the evolution of the programme now forms part of a wider endeavour for Barrow. SCo referenced the need to continue to monitor and evaluate delivery of Town Deal projects, whilst also considering how the strength of experience and lessons learned by the Brilliant Barrow Board could be built upon to become a single focussed programme, positively contributing to the wider partnership.

PA responded by acknowledging Team Barrow are benefitting from the foundations laid by the Brilliant Barrow Board. PA referenced recent key engagements and events, including the King's Visit, and noted the significant level of interest in Team Barrow, both nationally and internationally, with a Defence Select Committee scheduled for 26 November 2025. PA reflected that holding the previous day's Barrow Delivery Board meeting in the recently opened University of Cumbria Barrow Campus was a testament to the Brilliant Barrow Board's achievements.

SCo acknowledged the strength of the Brilliant Barrow Board lay in its broad and cross-cutting membership, with the Board benefitting from the insight and expertise across sectors and all tiers of local government as key stakeholders. Building on these strengths to continue progress as a coherent programme was crucial.

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PA advised that the Team Barrow programme will be undergoing a programme 'reset' and therefore acknowledged the opportunity to utilise expertise within the Brilliant Barrow programme and build relationships to work at the best of the combined ability to deliver the Plan for Barrow at pace, to realise the benefits for the town.

SCa also acknowledged the key role Brilliant Barrow have played in the development of 'Team Barrow' and reflected that whilst £200m was a significant investment, it was not enough to achieve the overall ambition. The Barrow Delivery Board were therefore at a point where critical prioritisation was required and additional leverage from both other government departments as well as the private sector would be sought.

SCa noted that going forward the Plan for Barrow set out three main strands: inward investment and business support; housing and infrastructure (in the context of place making) and public sector reform. The programme 'reset' would consider streamlined governance built around these three priorities, with a focus on delivering at pace.

JM and SCu noted the importance of the Learning Quarter and building on successes to drive ambitions and expectations for the future. SCu also raised the importance of aligning skills offers at different further education institutions and ensuring skills pipelines are well considered and parents/carers are well informed. PA noted early conversations are ongoing to consider the potential to develop a skills academy for construction. PA also noted the need for wide curriculum offers at universities and to ensure there is investment for those topics too, not just STEM subjects.

SCo noted that a proposal was required to formalise the 'sunset' arrangements for the Brilliant Barrow Board, led by Westmorland and Furness as Lead Council and in the context of the recent funding simplification guidance in relation to Town Deals, and in collaboration with the Barrow Delivery Board. An update will be brought to the next Brilliant Barrow Board.

Action 1	Proposal for 'sunset' Brilliant Barrow Board arrangements to be developed	SCo, LW, MW & Jim Perks (Barrow Delivery Board PMO)

SCo thanked PA and SCa for their time.

3. To consider minutes and actions from last meeting.

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

Apologies for absence were received from:

- Daniel Tyler-McTighe (DT) – BarrowFull
- Peter Hepburn (PH) – Spirit Energy
- Dr Lauren Dixon (LD), NHS
- Alysha Moore (AM), Futures Board
- Suzanne Caldwell (SC), Cumbria Chamber of Commerce
- Angela Jones (AJ), Westmorland and Furness Council
- Neil Lauderdale (NL), Team Barrow
- Bryan Davies (BD), Associated British Ports
- Phil Drane (PD), Team Barrow
- Helen Kemp (HK) Team Barrow

SCo noted PD had recently moved to a new role and formally thanked him for his useful contributions to the Board, which had been much appreciated.

4. To consider and note Cycling and Walking update

Nicola Parker, Senior Programme Manager for Active Travel at Westmorland and Furness Council presented the Cycling and Walking project update.

NP updated members on the progress of the project, including specific progress on the different phases of the project.

NP updated the Board on the stakeholder engagement group and advised that communication materials have been developed, including a dedicated mailbox and educational videos to improve awareness for motorists.

SCu acknowledged the benefits for construction students to engage with local infrastructure projects via site visits or industry placements. NP noted this would be considered and acknowledged the importance of engagement with young people.

MS acknowledged the change in national guidance to floating bus stops and queried whether targeted communication would be circulated to increase awareness on how to use the new infrastructure. NP noted the team have been engaging with Active Travel England regarding floating bus stops and they have been advised the scheme meets requirements and referenced the provision of educational videos.

FC queried whether signage will be installed. NP confirmed that all relevant requirements and standards have been adhered to.

PH requested Barrow BID are engaged where there are changes to the programme, referencing recent feedback from local businesses with regards to communication on programme updates. NP recommended businesses contact the dedicated project mailbox with any queries and noted that there will be a project update in December which will include bespoke communication to relevant businesses.

The Board considered and noted the Cycling and Walking update.

5. To consider and note the University of Cumbria Barrow Campus update

Claire Aindow, Co-Vice Chancellor Growth and Development University of Cumbria presented the University of Cumbria Barrow Campus update.

CA noted the campus is now open and welcomed all partners to view the campus.

CA advised Board members of the programmes offered and their respective student numbers.

CA referenced the strong links developed with Furness College, and acknowledged the benefits now being realised for the wider Learning Quarter project. CA noted the wider innovation activity underway, and wider partnership working that is now being realised.

AJ acknowledged that requirements for skills require interventions from a wide range of education institutions. It was acknowledged that Furness College, as part of the Learning Quarter, will be a key enabler for the implementation of the Team Barrow Delivery Plan.

MS acknowledged the need for an integrated and coherent accommodation plan to avoid development of sporadic accommodation in the Town Centre.

KH welcomed involvement from the University and Furness College with the Team Barrow Housing Taskforce, to enable student involvement with the programme. CA acknowledged the student voice was critical and welcomed the invitation for involvement. SCo suggested the Futures Board also contribute to the taskforce.

Action 2	Housing Taskforce to incorporate representation of the student voice	KH

The Board considered and noted the University of Cumbria Barrow Campus update.

6. To consider and note the Accountable Body update

LW gave the Accountable Body update. This included an update on the funding simplification guidance, with the Council continuing to work through the revised governance to be put in place to ensure efficient and effective management of the Local Regeneration Fund (LRF). This will also be done in the context of the Team Barrow progress update and discussion of the Brilliant Barrow role, earlier in the agenda.

A summary of the recent programme changes was provided, with reflection on the significant level of change within the programme. SCo thanked the Accountable Body and Assurance team for their support and expertise in successfully guiding the Board in the management of the programme with a focus on delivery whilst continuing to achieve the original outcomes and objectives of the investment.

The Board considered the latest project reporting cycle and the reduction in key risks, both in the context of the stage of delivery and the increased flexibility provided by the LRF. It was acknowledged that the programme was starting to realise significant benefits through the achievement of outputs and outcomes.

MS noted concerns around the timescales of delivery and questioned how we could incorporate the lessons learned to ensure quicker delivery in future programmes, particularly in the context of the Housing Renewal project.

Action 3	Housing Renewal project to be reviewed at next Brilliant Barrow Performance Sub-group to feedback to inform the next Board meeting	MW & LW

JB reflected on the upcoming 'reset' of Team Barrow and that a summary of key 'lessons learned' in terms of governance of the Brilliant Barrow programme may be useful.

Action 4	Summary of key governance recommendations for future programme delivery to be provide to Team Barrow ahead of the completion of the reset	LW

The Board:

- Noted the Programme Change Log.
- Noted the 'Significant' change control relating to the Community Hubs and Earnse Bay project which formalises the changes endorsed by the Board at its meeting on 12 September 2025.
- Considered and endorsed the 'Significant' change control relating to the Housing Renewal Programme.
- Considered and noted the project dashboards, requesting a review of the Housing Renewal project at the next Brilliant Barrow Performance Sub-group to feedback to inform the next Board meeting, recognising the complex nature of the project.

Agenda items 6.3, 6.4 and 6.5 are 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)

7. To consider and note the risks and opportunities update

The Board noted the ongoing management of programme and project level risks.

8. To consider and note the communications update

The Board noted the Communications Update, reflecting on activity across the programme since September 2025. The Board welcomed KC, who has recently commenced as a Communications

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and Engagement Officer to support 'Team Barrow' and requested a further update on this work at the next Board meeting in February 2026.

9. AOB

SCo thanked BD for his support at the Board, which had been much appreciated. SCo welcomed MP, who would be taking over given the cross-directorate nature of LRF going forward. SCo also thanked HH for her significant contributions and support, reflecting that the Board had benefitted substantially from HH's passion, knowledge and expertise. He welcomed MW, who would be taking over as HH moved into a new role in the Council in the new year.

10. Meeting close

SCo thanked all for their attendance and contribution.

Meeting closed at 12:00

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Brilliant Barrow Board Update

Agenda Item:	3
Date of Meeting:	20 March 2026
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).

This report provides an update on the programme to the Board, following the update provided by e-mail to members on the 20 February 2026.

The Council received a revised Memorandum of Understanding in relation to funding simplification of former Levelling Up Funds, including Town Deal, on 17 February 2026 and returned a signed copy to the Ministry of Housing Communities and Local Government (MHCLG) on 05 March 2026. The Council therefore continues to work through the revised governance to be put in place to ensure efficient and effective management of the Local Regeneration Fund in the context of the revised guidance and an update will be shared with Board members as soon as possible.

A copy of the Programme Change Log is included at **Appendix 1**. This reflects the 'significant' change controls endorsed by the Board at its meeting on 14 November 2025 in relation to the Community Hubs and Earnse Bay project, and the Housing Renewal project and a 'minor' change in relation to the Barrow Island Campus. The Programme Change Log also includes details of draft change controls currently being progressed with support from the Council's Accountable Body and Assurance Team.

Projects continue in the established regular reporting cycle with the latest reports relating to Quarter 3 activity received from mid-January. The information has been used to produce the updated Project Dashboards that form **Appendix 2** to this paper, reflecting the position as of 31 December 2025.

The latest reporting shows significant progress continues to be made against expenditure. At the previous Board meeting it was noted that key risks had reduced reflecting progress in delivery and the context of the additional flexibility provided through the funding simplification guidance. Some changes are still be resolved, and the focus continues to move to the monitoring of the achievement of the outputs and overall objectives targeted by the projects, as well as ensuring that key lessons learned through the programme are fed into the ongoing delivery of the Town Investment Plan and its successor documents.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the Programme Change Log at **Appendix 1**.
2. Consider and note the Project Dashboards at **Appendix 2**.

Report

Funding Simplification – Local Regeneration Fund

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 2025. Subsequently, as reported to the Board at its meetings in September and November, 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, the guidance outlined that Town Deal funds would be combined with Levelling-up Funding as a single funding pot to be known as the Local Regeneration Fund (LRF). For Westmorland and Furness Council, this includes the funding received under Barrow Town Deal, and Levelling Up Funds for Barrow, Kendal and Penrith. Key points within the revised guidance are:

- 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. Previously, it was not possible to introduce new projects to the Programme.
- Funds must be defrayed by **March 2028**, although there is recognition that delivery (utilising match funding) may continue beyond this date. Previously, funds had to be defrayed by March 2026 – March 2027 (dependent upon programme).
- 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.
- 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.

A revised Memorandum of Understanding (MoU) was received on 17 February 2026, and the Council returned a signed copy to MHCLG on 05 March 2026. The Council continue to work through the revised governance to be put in place to ensure efficient and effective management of the LRF in the context of the revised guidance and an update will be shared with Board members as soon as possible.

Project Contracting

Grant Funding Agreements (GFAs), or internal agreements 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 LAF and government requirements. Varying these agreements where relevant is an ongoing piece of work which is reviewed in line with the agreed Change Control process as set out in the LAF.

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

The Programme Change Log reflects the 'significant' changes endorsed by the Board at its meeting on 14 November 2025, in relation to the Community Hubs and Earnse Bay project, and the Housing Renewal project and a 'minor' change to the Barrow Island Campus project reflecting an expected delay to financial completion by approximately 1 month (now September 2026).

The Programme Change Log also includes details of draft Change Controls, currently being progressed with support from the Council's Accountable Body and Assurance Team, in relation to the following projects:

- **Place Development:** Change required to consider delivery options for the public realm capital element of the project, in alignment with the wider Heart of Barrow scheme, which would require an extension to project delivery timescales and changes to the expenditure profile.

- **Marina Village:** Change to reflect an updated position of timescales for remaining site purchases, requiring an extension to project delivery timescales (the original completion date has now passed). The forecast financial completion date is currently March 2026, but there is potential for further slippage.
- **Barrow Learning Quarter - Rating Lane Campus:** Minor change to reflect a delay to financial completion of approximately 7 months (achieved in January 2026). Subject to ongoing discussions with Furness College, an extension to the completion date for project outcomes may also be requested, to support achievement of contracted targets.

These change controls are being progressed in line with the LAF and in the context of the revised MHCLG guidance.

Programme Monitoring & Evaluation Reporting

Projects continue in the established reporting cycle with the latest reports relating to Quarter 3 activity received from mid-January. Information from the latest project reports has been used to provide an overview of project and programme progress below in **Tables 1 and 2** and **Figure 1**, as well as the more detailed project dashboards at **Appendix 2**. A formal monitoring return is not required at this time, with the next return anticipated to be due in April 2026 and commissioning of this by MHCLG awaited. This is anticipated to reduce the c160 outputs and outcomes across the LRF Programme to 45, so a mapping exercise to align currently contracted outputs and outcomes will be required.

Expenditure continues to progress, with 75% of the programme now defrayed, an increase from 70% last quarter. As previously reported, 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 approved in November for the Community Hubs and Earnse Bay project, and the Housing Renewal project. Some changes are still be resolved, and the focus of the Programme continues to move to the monitoring of the achievement of the outputs and overall objectives targeted by the projects. There was discussion at the previous Board meeting regarding ensuring key lessons learned through the programme are fed into the ongoing delivery of the Town Investment Plan and its successor documents, and this is on the agenda as a separate item.

Table 1 – Town Deal Award Defrayed by Project*

Project	Total Town Deal Award	Total Town Deal Defrayed
Barrow Island Campus	£13,043,762	£13,043,763
Community Hubs and Earnse Bay	£4,266,667	£1,345,322
Housing Market Renewal	£2,066,648	£402,523
Place Development	£816,667	£457,991
Marina Village	£966,667	£555,480
Cycling and Walking	£1,766,667	£1,165,600
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**	**£18,853,928**

*Subject to final claim verification

Figure 1 – Percentage of Town Deal Award Defrayed by Project

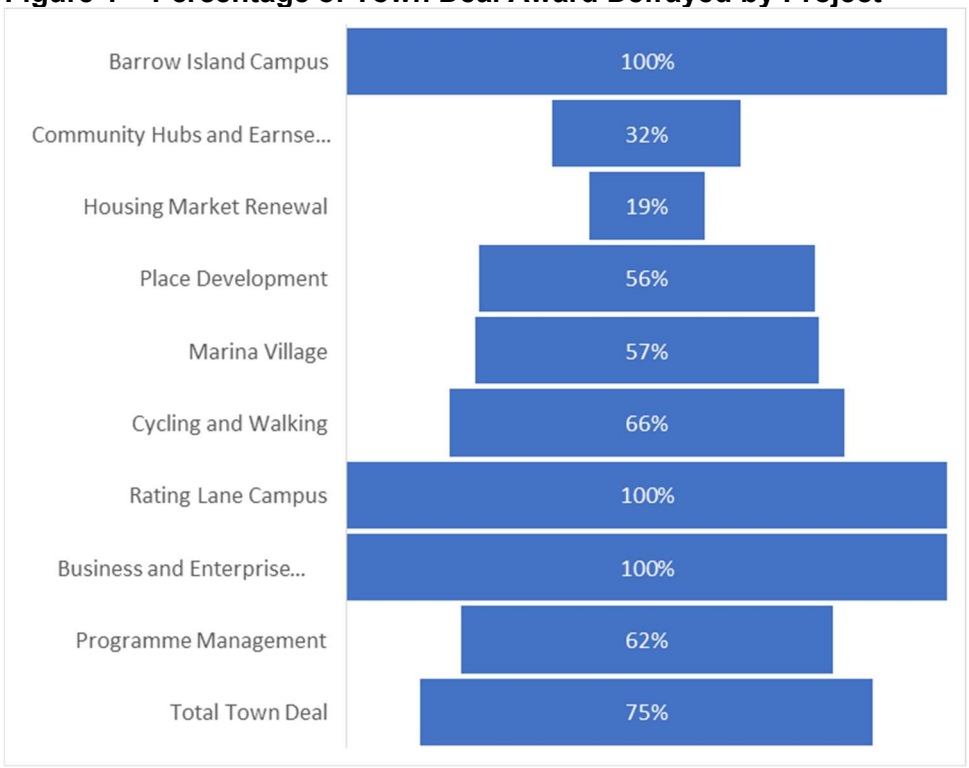


Table 2 – Project Status Overview (Period Q3 25/26)

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:** Overall, the risk has reduced with completion of the facility. One risk is considered high relating to the provision of student accommodation, and this will impact upon the key risk going forward which will be benefits realisation – this will continue to be monitored.
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 implemented in Q3 25/26. Slippage on the recently revised milestones do appear evident from the most recent report and an update is being sought prior to the next Board. **Spend:** A change control has been recently agreed, and the most recent report suggests slippage into 26/27 – an update is being sought prior to the next Board. **Risk:** The key risk around delivery of the Town Centre Hub now has a planned risk response reflected in the recent change control, but this has yet to be implemented.
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 – On Track **Delivery:** Issues causing delays have now been reflected within change control implemented in Q3 25/26. A minor level of slippage on the recently revised milestones do appear evident, but are not thought to have an overall impact at this point. **Spend:** A change control has been recently agreed, and the most recent report suggests minor slippage. **Risk:** The key risks have reduced following approval of the recent change control, although 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 emerging and will be subject to change control.
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 currently forecast that financial completion will be achieved in Q4 25/26. **Spend:** There is variance due to delayed delivery and increased costs on budgets headings meaning expenditure will need to be re-profiled. **Risk:** The ongoing risk around probate for two of the sites has reduced, with confirmation that probate has been granted. However, recent communications with the solicitors have not received a response so the risk is not yet fully mitigated.
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. Whilst some delays have been reported, this does not impact Town Deal expenditure. **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:** Outcomes Monitoring, Ongoing – On-track **Delivery:** Project practically and financially complete. Now in outcomes monitoring phase. **Spend:** Full Town Deal allocation paid and project is financially complete. **Risk:** Project risks reduced following practical and financial completion. Remaining risk relates to achievement of project outcomes and an update has been requested.

Appendices

Appendix 1 – Brilliant Barrow Programme Change Log (13 March 2026)

Appendix 2 – Project Dashboards (13 March 2026)

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	2.0a	Liz Watson	CC Approved	Purchase of flexible events infrastructure equipment under current budget heading.	Minor	01/09/2025	19/11/2025	19/11/2025																	Change considered minor other than impact on financial profile (slippage across financial years). This minor change has been approved, with the cumulative impact to be captured in Change Control 2.0.
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.	Significant	01/09/2025 (DRAFT)																			ABB&A Team provided feedback. Project Team currently updating details to demonstrate alignment with wider Heart of Barrow scheme, and to provide assurance on forecast capital costs.
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	10/11/2025	12/09/2025	N/A	N/A	11/11/2025	TBC	TBC	Approved changes to be reflected in Internal Grant Funding MOU (full MOU not variation).
BB004	Housing Renewal	4.0	Megan Pearson	CC Approved	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	06/11/2025										06/11/2025	10/11/2025	14/11/2025	N/A	N/A	18/11/2025	TBC	TBC	Variation required to Project MoU.
BB003a	Barrow Learning Quarter - Barrow Island Campus	4.0	Megan Pearson	CC Approved	Change to project duration (extension of financial completion date to cover delayed contractor retention date).	Minor	29/10/2025	13/03/2026	13/03/2026																	
BB003b	Barrow Learning Quarter - Rating Lane Campus	2.0	Megan Pearson	CC Being Reviewed	Change to project duration (extension of financial completion date to cover delayed contractor retention date).	Minor	29/10/2025 (DRAFT)																			Query raised by AB&A Team on potential need for extension to outcomes completion date (currently March 2027) to enable contracted targets to be met. If College agree, Change Control will be amended to include this request (would change variation type to Notable or Significant).
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. 4. Removal of some project activities, which are now being addressed through a separate project funded by Homes England	Notable	29/10/2025 (DRAFT)																			Draft reviewed by AB&A Team. Assurance being sought on forecast delivery timescales, as Change Control forecasts completion by 31/03/2026.

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Barrow Island Campus

Key Project Objectives:

- To develop a workplace-focused and relevant higher education offer that prepares graduates for success in future employment.
- To improve progression from secondary to higher education in a town where opportunities to go to university are well below those nationally.
- To increase the HE participation rate so it moves towards the England average, improving the future prospects of individuals, especially young people, growing up and living in Barrow.

RAG Progress Summary

	Previous Quarter	This Quarter
Delivery	1	1
Spend	1	1
Risk	2	2

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
Agreed TD Financial Profile	265,036	289,874	762,467	11,726,386	0	0	0	**13,043,763**
Forecast Previous Quarter	265,035	289,874	762,467	6,704,721	5,021,666	0	0	**13,043,763**
Current Forecast	265,035	289,874	762,467	6,704,721	5,021,666	0	0	**13,043,763**
Actual Spend	265,035	289,874	762,467	6,704,721	5,021,666	0*	0*	**13,043,763**

*Change Control in process to extend the project financial completion date however Town Deal funding has been fully utilised.

Quarterly Activity

Previous Quarter	Current Quarter
• The campus is now being utilised by different groups to hold meetings, including Brilliant Barrow / TEAM Barrow, business groups, NWAA and W&F council.	• Contractor completing outstanding works: including floor buffing and sealing and the replacement of roof-mounted air handling unit (scheduled late Jan 2026) • University signage (internal and external) to be installed in February • BarrowFull commissioned to design/install two murals with staff, students, and community (workshops Feb–Mar)

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Barrow Island Campus

• Local schools have been invited to the university for a variety of activities including taster sessions, engineering days and nursing/health talks • The Deputy Vice Chancellor and our Pro Vice Chancellor in Growth & Development have established regular meetings with the new interim Principal of Furness College and the Deputy Principal - Quality to ensure that the original intentions of the Barrow Learning Quarter can be achieved. Mappings of pathways and routes from FE to HE are in progress.	• Catering improvement options being explored with current provider and local alternatives • Decisions will be informed by student/staff feedback and student number forecasts • Contractor's final account expected mid–late January • Final budget will support the procurement of remaining operational items and additional equipment for curriculum delivery • Official opening of the campus is still in the planning stages, with no official date approved yet, however likely to be late spring / early summer 2026. **BAES Works** • Phase 2 enabling works nearly complete including bollards installed and the remaining street furniture to be installed in January • Buccleuch Dock Road upgrade progressing, due for completion March/April 2026 **Academic Provision, Recruitment & Marketing** • Report includes data on current student numbers and new course enrolments • Applications for Sept 2026 entry ongoing • Offer Holder Day scheduled for **20 March** • Upcoming focus: conversion activity & BAES scholarship promotion • Additional engineering CPD opportunities in development **Campus Operations & Student Experience** • Operations team progressing procurement and acting on student feedback • Student focus groups scheduled for February to review Semester One • Weekly coordination calls with BAES continue • Joint operating model review planned for January

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Barrow Island Campus

Outputs and Outcomes

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
New Skills Facilities Created	1	1	0	1	1
No. of temporary FTE jobs supported during project implementation	34	57.7	0	57.7	34
No. of learners / trainees / students enrolled at new education and training facilities	390	0	127	127	390
No. of learners enrolled in new education and training courses	245	0	63	63	245
Amount of capacity of new or improved training or education facilities	445	498	0	498	498
No. of closer collaborations with employers	1	1	0	1	1
No. of learners / students / trainees gaining certificates, graduating, or completing courses at new or improved training or education facilities, or attending new courses	365	0	0	0	365

Key Project Risks

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
Buccleuch Dock Road Upgrade	The upgrade works are required for university access. There is a risk that the opening of the campus will be delayed if access and road upgrades are not completed.	The road upgrade planning application has been approved. Contractor has commenced work, likely to complete March 2026. Works closest to the campus have been prioritised. Improvement works to the cycleway still to be concluded, 3-month extension granted by the council. BAES have granted access rights to the UoC. Any disputes to this are to be handled by BAES.	4- Low	↔
Negative student experience / satisfaction	Could result in low Module Evaluation Survey score, NSS results relating to Barrow, lower student outcomes, reputational	Operating models in place for UoC and joint UoC/BAES, staff induction training complete.	6 - Medium	↔

	damage and students leaving the University.	Phase 2 enabling works to be complete in late Oct/early Nov. Work ongoing with BAES, W&F council and other groups to establish connections within Barrow and raise university profile. Discussions starting to take place with property developers after initial approaches. Draft UCSU plan developed, campus operations group established and campus forums to be scheduled to capture student voice. Strategic Engagement group formed, to refocus on community engagement to start momentum, to also include events, BAU activities to identify opportunities for collaboration and greater impact. Welcome week and student inductions delivered successfully, overall positive feedback received from students.		
There is a risk that campus operations become unviable	If the course offering is not attractive to potential applicants, student numbers may not be achieved which could result in closure of the campus, financial and reputational impacts.	Marketing, student recruitment and outreach plans reviewed and improved based on 24/25 learning. Continuous improvement of plans to remain a focus, ensuring we are responsive and flexible to local needs. 25/26 enrolments to UG courses: - 8 Mechanical Engineering - 4 Adult Nursing - 12 Computer Science Further course developments with BAES have been successful, with Nuclear	3-Low	↔

Period: Q3 25/26

Barrow Learning Quarter: Barrow Island Campus

		Security, Business Acumen and other CPD courses being recruited to. Initial applications from UCAS have increase significantly from last year. Focus on conversion to ensure student numbers achieved.		
There is a risk that student accommodation in and around Barrow is not appropriate for students	Students may be unable to secure accommodation, leading to unacceptable travel times and a low percentage of offer acceptance. Student satisfaction may be impacted, leading to reputational damage and potential retention issues.	Barrow accommodation supervisor in place to support students. UoC have fed into Team Barrow future accommodation requirements ask. Local estate agents / letting agents are approaching UoC staff, contact details are being shared with EB (protocols to be discussed to progress these). Discussions have progressed with landlords.	6-Medium	↔
Quality concerns raised by the Clerk of Works are not addressed in a timely manner	Poor quality workmanship may result in a substandard end product and delays to building completion	Defects identified as high risk were resolved prior to practical completion, minor defects now being worked through with any new defects to be captured through existing processes. Any significant works are to be scheduled outside of teaching time to reduce disruption. Close liaison between UoC and contractor ongoing.	2-Low	↓

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	RIBA Stage 3 design	02/03/2022	Achieved.	
2	Planning Application submitted	04/04/2022	Achieved.	
3	Site Heads of Terms agreed	20/01/2022	Achieved.	

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Barrow Island Campus

4	Planning decision notice	10/03/2023	Achieved.	
5	RIBA Stage 4 design	06/04/2023	Achieved.	
6	Issue Invitation to Tender	21/04/2023	Achieved.	
7	Award contract	15/01/2024	Achieved.	
8	Site clearance: Building Decant / Asbestos Removal / Demolition / Site Clearance	05/10/2023	Achieved.	
9	Pre-commencement planning conditions discharged	08/02/2024	Achieved.	
10	Construction activities commence	08/01/2024	Achieved.	
11	Completion of construction activities	15/08/2025	Achieved 12/09/2025	
12	Commissioning, handover and fit out complete	15/08/2025	Achieved 12/09/2025	
13	Facility Go-Live date	18/08/2025	Achieved 15/09/2025	
14	Retention Payment	15/08/2026	Practical completion of the campus was achieved on the 12th September 2025, thus a 12 month retention period ends on 12/09/2026.	12/09/2026

Barrow Town Deal Project Summary

Period: Q3 25/26

Community Hubs & Earnse Bay

Key Project Objectives:

- To put residents at the centre of public service delivery
- To reduce deprivation and improve the physical and mental health and well-being of our community
- To equip people with the skills and confidence to achieve their potential to take full advantage of opportunities

RAG Progress Summary

	Previous Quarter	This Quarter
Delivery	2	2
Spend	2	3
Risk	2	3

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	Total
Agreed Financial Profile	113,563	165,144	86,179	238,438	2,917,988	745,355	**4,266,667**
Forecast Previous Quarter	113,563	165,144	86,179	238,438	3,663,343	-	**4,266,667**
Current Forecast	113,563	165,144	86,179	238,438	1,716,788	1,946,555	**4,266,667**
Actual Spend	113,563	165,144	86,179	238,438	741,998*	-	**1,345,322***

*Subject to change through verification of Q3 2025/26 claim

Quarterly Activity

Previous Quarter	Current Quarter
Ormsgill Community Hub: • Regular activities have continued including the Warm Hub, coffee mornings, youth club, wellbeing group, bingo sessions, and the community fridge. • Delivered a wide range of community events including Halloween and Christmas celebrations (Barrow AFC players and the CEO visited to hand out presents), a memorial evening, and opened FareShare welcoming over 130 families to access food provisions.	**Ormsgill Community Hub:** • Progress Licence to occupy with legal and assets colleagues. • Capital improvement works to be progressed during the upcoming quarter (delays experienced through framework contractors). **Bram Longstaffe:** • Award of contract and commencement of construction works • Agreement for lease and leases progress to completion and signing.

Barrow Town Deal Project Summary

Period: Q3 25/26

Community Hubs & Earnse Bay

- In 2025 the centre welcomed a total of 8,423 visitors and successfully saved 33,299kg of food from landfill.
- 15 local residents have been supported digitally to help them access utilities and the children attending the youth club are regularly using tablets to support learning and leisure activities, enhancing digital inclusion.
- DWP have continued their parent returner sessions and the Family Hub team continue to develop the activities offered at Ormsgill.

Bram Longstaffe:

- Regular activities including Bram HAF programme, ESOL Adult learning, Baby Clinic, Youth Group, Food Programme, Family Hubs, The Well, and the Bike Programme have all continued.
- Warrior Down partnership continue to deliver their programmes 6 times a week with 18-20 participants.
- Youth provision has been re-established with 12-14 people accessing provision.
- 9 new volunteers recruited to support the community garden developments and another 2 volunteers supporting the hubs food programme.
- Discussions are ongoing between legal teams to agree and award the lease(s). Procurement of the capital works has been carried out with a preferred contractor identified. Contract will be awarded and sealed upon receipt of a signed Agreement for Lease from FOB.

Town Centre Hub:

- The change control was formally approved during Q3 and criteria has now been developed to support the launch of the fund. No activities have been undertaken during Q3 and therefore no outcomes or outputs to be reported.

Earnse Bay:

- Construction works are underway and progressing.
- Playground designs have been developed with two local schools incorporating the earnse branding icons and colours influenced by the pupils.
- Work with the project delivery partner to develop a communication plan and key messages to coincide with planned capital works and next steps for the project

Town Centre Hub:

- Launch of the Capital Investment Fund.

Earnse Bay:

- Website Design underway.
- Associated workstreams aligned to the procurement of an operator/partner for the campsite/café.
- Support NE with resubmission to the NLHF.
- Engagement with partners and internal colleagues re opening and launch activities.

Barrow Town Deal Project Summary

Period: Q3 25/26

Community Hubs & Earnse Bay

• Approach to the operational strategy for the site has been agreed, an internal group has been established to oversee procurement for a partner to manage one or more aspects of the site. • Website design continues. • Following changes to the funding allocation from DEFRA, NE have revised their design scope, impacting on their building timeline.	

Outputs and Outcomes

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
Temporary FTE jobs supported during project implementation	7	10	0	10	10
Number of improved community/sports centres	2	1	0	1	2
Number of new community/sports centres	4	0	0	0	4
Amount of public realm improved (m^2)	700	0	0	0	700
Amount of existing parks / greenspace / outdoor space improved (m^2)	32,500	0	0	0	32,500
Full-time equivalent (FTE) permanent jobs created	7.5	1	0	1	7.5
Estimated carbon dioxide equivalent reductions as a result of support (TCO_2)	1.27	0	0	0	1.27
Biodiversity net gain (%)	10	0	0	0	10
Additional learners gaining basic qualifications	265	147	17	164	265
Reduction in people who are digitally excluded	500	152	15	167	500
People volunteering	130	115	0	115	130

Barrow Town Deal Project Summary

Period: Q3 25/26

Community Hubs & Earnse Bay

Key Project Risks

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
Town Centre Hub Delivery	There is a risk that the alternative approach to delivering a community hub in the town centre may not identify suitable locations or partners that are able to deliver. Should this materialise, this would lead to the non-delivery of a town centre hub.	Early engagement and mapping of assets and partners to test the suitability of the proposed alternative delivery method ahead of the agreement of the change control process. The change control has been agreed, alongside draft criteria to support the investment fund launch.	8 - Medium	New
Bram Longstaffe Capital Works	Delay to the procurement of the contract impacts upon the window of delivery as this needs to be undertaken through a phased approach to ensure the hub site is able to maintain an operational nursery.	Discussions are underway with the project delivery partner and legal colleagues to sign the Agreement for Lease ahead of works commencing. Procurement activity has been completed with a successful contractor poised to be appointed in early Q3	3 – Low	→
Earnse Hub – Operating Model	There is a risk that a suitable operator/ partner may not come forward through the tender process posing delays to the operations or one or more aspects of the site. Should this materialise, this would impact the deliver of the outputs and outcomes associates with the Earnse hub, along with significant delays to the opening of the café and campsite provision without an identified operator.	Undertake a soft market testing activity with VCFSE/SMEs who previously expressed an interest in the site. Co-design terms and operational requirements to ascertain red lines from both an organisational and partner perspective. Conduct a two-phase process to ensure the best outcomes for the site. Hub partner procurement working group established with key workstreams underway.	6- Medium	New
Earnse Hub – Completion and Opening	There is a risk that delays will be experienced with completion and handover of the site due to external factors beyond the control of the project team. Should this materialise, the project may experience a delay to the opening and launch of the site.	New programme timelines discussed and agreed contractors. Additional works to be undertaken onsite through the modular build contractor to prevent further delays and minimise overall project delays and site handover.	6- Medium	New

Barrow Town Deal Project Summary

Period: Q3 25/26

Community Hubs & Earnse Bay

Earnse Project – Natural England Collaboration	There is a risk that Natural England are unable to secure Capital and Revenue match funding required for the application to the NLHF that supports the broader Earnse project that will be delivered and hosted from the site. This would limit delivery from the site and the range of broader activities and events that are under consideration.	Works are underway to deliver the WFC led elements of the scheme with a decision now taken on the best approach to be taken with regards to the operational model. NE progressing with revised designs for the beach school ahead of the revised NLHF submission.	6- Medium	New

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	Scheme Design Completed - Ormsgill Hub	30/04/2021	Achieved	
2	Scheme Opens - Ormsgill Hub	31/05/2021	Achieved	
3	Procurement Completed - Bram Longstaffe Hub (Design)	30/09/2022	Achieved	
4	Scheme Design Completed - Bram Longstaffe Hub	03/03/2023	Achieved	
5	Planning Permission Received - Earnse Bay	15/03/2023	Achieved	
6	Procurement Completed - Earnse Bay (Design and Build)	06/06/2024	Achieved – NB procurement for design element only was achieved. New delivery strategy is for separate contracts for design and construction. Procurement for both construction and modular contract for Earnse Hub went live at the end of January 2025. Anticipate contract award in March and on-site for April.	
7	Scheme Design Completed - Earnse Bay	01/12/2024	Achieved	
8	Procurement Completed - Bram Longstaffe Hub (Construction)	31/10/2025	Whilst the procurement was completed within the expected timeframe the contract is still to be signed. The contract award is subject to the leases for both the community hub and nursery demises being signed and sealed. Delays have been experienced with	06/02/2026 (further delayed from 31/10/2025)

Barrow Town Deal Project Summary

Period: Q3 25/26

Community Hubs & Earnse Bay

			agreeing terms however this is expected to be concluded in Q4.	
9	Town Centre Hub Investment Programme: Launch of Programme	05/01/2026	Future – On Schedule	NB: It is understood that these are delayed and an update is being sought from the project team
10	Town Centre Hub Investment Programme: Deadline for Expressions of Interest	02/02/2026	Future – On Schedule	NB: It is understood that these are delayed and an update is being sought from the project team
11	Second Stage Improvement Works Completed - Ormsgill Hub	30/06/2024	Tender exercise has been undertaken and a preferred contractor agreed. Award of contract is subject to legal sign off which has impacted upon the timeline for the capital works. Expected to commence in Q4.	Revised forecast date not provided as part of Q3 2025/26. Previously reported 19/12/2025
12	Construction Completed - Bram Longstaffe Hub	01/11/2024	Please refer to milestone 8.	Revised forecast date not provided as part of Q3 2025/26. Previously reported 13/02/2026
13	Scheme Opens - Bram Longstaffe Hub	08/11/2024	Please refer to milestone 8.	Revised forecast date not provided as part of Q3 2025/26. Previously reported 20/02/2026
14	Town Centre Hub Investment Programme: Announcement of Investment Decisions / Commencement of projects	09/03/2026	Future – On Schedule	Anticipated to be delayed in line with milestone 9
15	Construction Completed - Earnse Bay	15/04/2026	Future – On Schedule	
16	Scheme Opens - Earnse Bay	27/04/2026	Future – On Schedule	
17	Completion of additional enhancement works – Earnse Bay	30/09/2026	Future – On Schedule	
18	Town Centre Hub Investment Programme: Construction completed at all Town Centre Hub sites	29/01/2027	Future – On Schedule	
19	Town Centre Hub Investment Programme: All Town Centre Hub sites open and available for use	01/03/2027	Future – On Schedule	

Period: Q3 25/26

Community Hubs & Earnse Bay

20	Revenue Support Ends / Project Evaluation Completed	31/03/2027	Future – On Schedule	

Barrow Town Deal Project Summary

Period: Q3 25/26

Housing Market Renewal

Key Project Objectives:

- Improvement of conditions of housing stock in Barrow.
- Delivery of more energy efficient homes.
- Positive health and wellbeing impacts for the residents of the intervention areas.
- To improve residents, businesses and visitors' perceptions of the intervention areas.

RAG Progress Summary

	Previous Quarter	Current Quarter
Delivery	3	3
Spend	3	3
Risk	4	3

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
Agreed TD Financial Profile	18,911	65,000	22,122	106,373	278,644	431,940	1,143,658	**2,066,648**
Forecast Previous Quarter	18,911	65,000	22,122	106,373	1,854,242*	0	0	**2,066,648**
Current Forecast	18,911	65,000	22,122	106,373	236,289	651,908	966,045	**2,066,648**
Actual Spend	18,911	65,000	22,122	106,373	190,117	0	0	**402,523**

*Reflected change control requirement to re-profile

Quarterly Activity

Previous Quarter	Current Quarter
• Project has now formally had approval to change scope to look at urgent works to 15 flats. The project team have identified 15 that they would look to complete the works on based on a selection rationale; and would include replacing between 1 and 4 windows across these flats. Following checks, this will be sent through to the architect by end of January to start putting together the specification and tender pack. • The public realm design has been finalised and is ready for submission to the National Highways casework team for processing of the S278	• Intention to go out to tender for public realm without the S278 Stopping Up order or TRO in place - The consultants are intending to retender the project following a value engineering exercise should the project not come in within the budget, so this will also act as a spot to pause should there be objections to the Stopping Up order. The TRO does not need to be in place to carry out the work, as a TTRO can be issued to suspend existing parking bays to allow works to start.

Housing Market Renewal

stopping up order. Submission for the TRO consultation is awaiting confirmation from BAE Systems that they are willing to transfer a 1.5m strip of land.	

Outputs and Outcomes

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
Temporary FTE jobs supported during project implementation**	11.5	2	0	2	11.5
Residential units improved/refurbished	15	0	0	0	15
Residential units with green retrofits completed	15	0	0	0	15
Public Realm Improved (m2)	3,426	0	0	0	3,426
Estimated carbon dioxide equivalent reductions (Tonnes)	5	0	0	0	5

Key Project Risks

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
Cost: Materials	If the cost of materials increases and the project is over budget, it would not be deliverable.	New scope looking at carrying out works on 30 isolated windows, easy to value engineer and omit one or two windows and still meet project outputs.	8- Medium	↓
Timescales: S247 Approval	Significant impact on project programme, potential need to take through Magistrates Court	New programme scope allows extension of programme to March 2028, this allows sufficient additional time (around 15 months) should the project get held up due to unavoidable objections.	6 - Medium	↔
Timescales: Traffic Regulation Order	Failure to meet timescales to allow for statutory approval of the TRO	Early Feb wider Barrow Island TRO being sent out for statutory consultation. Awaiting confirmation from BAE on whether land will be donated - whether or not this happens will impact on TRO design. Multiple Council officers chasing BAE contacts. If not possible in timescales,	6- Medium	New

Barrow Town Deal Project Summary

Period: Q3 25/26

Housing Market Renewal

		either amend design to wholly within Council land, or go out for separate TRO just for Egerton Court. New programme following approval of extension to March 2028 allows time to resolve these statutory highways issues.		
Structural Damage	Cracks identified in tenement blocks, loose concrete to soffits/landings, etc	Surveys completed, biggest areas of concern around delaminating concrete to landings and outrigger internal soffits, and drainage. Building Control have attended and deemed buildings are not "dangerous structures" under the Building Act. Issues to be dealt with through housing enforcement powers.	6- Medium	New
Resident participation	Low levels of resident participation in scheme	Residents have been reasonably well engaged in early stages but it has been a while since engagement has taken place. Update leaflets on public realm design being produced to be distributed and a engagement event planned following return of tenders to influence any value engineering exercise.	6- Medium	New

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	Appointment of Project Manager & Housing Officer	31/07/2024	Achieved 18/10/2024	
2	Appointment of consultants	31/07/2024	Achieved 18/10/2024	
3	Survey work commences	09/08/2024	Achieved 04/11/2024	
4	Engagement with tenants and community commences	31/08/2024	Achieved 07/07/2024	
5	Survey reports completed & drawings produced	31/08/2024	Achieved 31/07/2025	
6	Housing Officer surveys of properties completed (report on units requiring intervention of enforcement action)	10/12/2027	Future- On schedule	
7	Engagement completed with residents to influence iterative design process	30/11/2024	Achieved 13/03/2025	

Barrow Town Deal Project Summary

Period: Q3 25/26

Housing Market Renewal

8	Designs completed	31/03/2026	Future- On schedule	
9	Submission of planning / listed building consent for tenements	31/12/2024	Achieved 16/05/2025	
10	Submission of any TROs, S278 for public realm works	28/11/2025	**Delayed -** TRO to be submitted as part of wider Barrow Island TRO consultation, due end of January/early Feb 2026, to allow it to go to April Locality Board. Submission dependent on transfer of BAE land. S278 ready to submit	06/02/2026 *Delayed from 19/12/2025 Reporting at project meeting suggests further delay to late Feburary.*
11	Send out tenders to contractors	08/05/2026	Future on Schedule	
12	Appointment of contractor	26/06/2026	Future on Schedule	
13	Planning / listed building consent for tenements received	31/03/2025	Achieved 11/07/2025	
14	Mobilisation of tenements contractors & decamp tenants (where necessary)	03/07/2026	Future on schedule.	
15	Start on site - tenements	17/07/2026	Future on schedule	
16	Start on site - public realm	12/03/2027	Future on schedule.	
17	Completion of tenements works	27/08/2027	Future on schedule.	
18	Completion of public realm works	21/12/2027	Future on schedule.	
19	Post occupancy surveys completed and feedback reported	02/02/2028	Future on schedule.	
20	Project Ends	29/02/2028	Future on schedule.	

Barrow Town Deal Project Summary

Place Development

Period: Q3 25/26

Key Project Objectives:

- Building the profile of Barrow as a tourism destination
- Raise the profile of Barrow as an attractive place to live, work, study, invest and visit.
- Enhance the culture and leisure offer to support quality of life and retain local spend.

RAG Progress Summary

	Previous Quarter	This Quarter
Delivery	4	4
Spend	4	4
Risk	3	4

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
Agreed TD Financial Profile	9,444	99,171	258,346	398,375	51,331	0	0	**816,667**
Forecast Previous Quarter	9,444	103,009	158,797	155,085	390,332	0	0	**816,667**
Current Forecast	9,444	103,009	158,797	155,085	143,669*	246,663*	0	**816,667**
Actual Spend	9,444	103,009	158,797	155,085	31,656**	0	0	**457,991****

*Current forecast requires finalisation of Change Control, to extend delivery timescales and move funding into 2026/27.

**Subject to verification of expenditure in Q3 project report

Quarterly Activity

Previous Quarter	Current Quarter
The previous quarter included the busy Festive period, with numerous events taking place within the Town Centre. The annual "Christmas What's On in and around Barrow" marketing campaign included social media activity, leaflets and the project worked in partnership with Barrow BiD to delivery a variety of events including Town Centre Christmas	The project will begin the procurement of the public realm work at The Dock Museum **(subject to approval of a Project Change Control which is currently being progressed)** as well as the completion of the projects Evaluation report which is being completed by an independent evaluator.

Barrow Town Deal Project Summary

Period: Q3 25/26

Place Development

Stamp Trial and ice rink, weekend of the Santa Express Train and Barrow Christmas Market. Due to the closure of the Forum Theatre and Conference Centre, Barrow Town Hall hosted a number of festive activities to promote the venue as a central location for events, tourism and community activity, including a Festive Quiz Night, big screen showing of the film Jack Frost, Town Hall tours and Santa's Grotto.	A change control is still in development to address several changes to the project and this will be complete this quarter. This will be presented to the Brilliant Barrow Board for approval when complete.

Outputs and Outcomes*

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
Temporary FTE jobs supported during project implementation	3.8	3.8	0	3.8	3.8
New cultural facilities	2	1	0	1	1
Public realm improved (sqm)	1,230	0	0	0	1,230*
Residents/visitors attending arts, cultural and heritage sites across Barrow	42,200	360,740	30,000	390,740	392,740
Residents/visitors with better place perceptions	51,600	35,200	30,000	65,200	67,200
Year on year monthly change in footfall (%)	6	The most recent year on year footfall comparison for December 2025 shows a **1%** increase in footfall compared to December 2024			6

*Current forecast requires finalisation of Change Control, to extend delivery timescales and move funding into 2026/27.

Barrow Town Deal Project Summary

Period: Q3 25/26

Place Development

Key Project Risks

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
Closure of Forum & Market	Reduced capacity for large events which affect town centre economy	Heart of Barrow business case in development.	6 – Medium	→
Reputational risk	Damage to Brilliant Barrow programme if project outcomes not met.	Work with Barrow Rising / Heart of Barrow project to utilise remaining funds to achieve project objectives. Regular meetings with stakeholders and Barrow Rising to ensure momentum isn't lost.	2 – Low	→
Transformation Fund Activity Delay	Future plans delayed through challenges of tri partite governance	Regular meetings with stakeholders and Barrow Rising to ensure momentum isn't lost.	2- Low	→
Project Evaluation Negative Findings	Negative feedback identified in independent project evaluation which would result in reputational damage to the programme.	Ensure evidence and data are collated and shared with independent evaluator. Heart of Barrow business case in development. Heart of Barrow business case in development.	4 - Low	→
Project 26/27 delay	Delay in synergising Place Project Capital work into the Heart of Barrow Programme	Work with Barrow Rising / Heart of Barrow project to utilise remaining funds to achieve project objectives in line with HOB Objectives	2 – Low	New

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	Tender for Feasibility Study	31/03/2022	Achieved	
2	Commission Feasibility Study	30/04/2022	Achieved	
3	Events Programmed for season 22/23	31/05/2022	Achieved	
4	Footfall Counters installed	31/07/2022	Achieved	

Barrow Town Deal Project Summary

Period: Q3 25/26

Place Development

5	Let contract for Design - Amphitheatre	31/07/2022	Achieved	
6	Recruitment of Project Officer	01/08/2022	Achieved	
7	Undertake survey and pre-commencement assessments	30/09/2022	Achieved	
8	Consultation on Public realm Projects	31/12/2022	Achieved	
9	Public realm works detailed design completed – Amphitheatre	28/02/2023	Achieved	
10	Events Programmed for season 23/24	01/03/2023	Achieved	
11	Completion of Feasibility Study	31/03/2023	Achieved	
12	Submission of Planning Application – Market Square	31/03/2023	Achieved - Planning advice received states that this is classed as permitted development.	
13	Public realm works commence on site – Amphitheatre	31/03/2023	Achieved 10/01/2024	
14	Public realm works detailed design completed – Market Square	01/05/2023	Delayed - Change control submitted for capital spend transfer to Dock Museum public realm project	TBC
15	Let contracts for capital works - Amphitheatre (Note: milestone relates to all relevant contracts having been let, some will be let sooner hence the earlier date for works starting on site)	31/05/2023	Achieved 18/01/2024	
16	Planning Permission received - Market Square	01/07/2023	Achieved as planning advice received states that this is classed as permitted development.	
17	Completion of capital works - Amphitheatre	01/09/2023	Achieved 04/04/2024	
18	Tender for capital works - Market Square	01/09/2023	Achieved 29/01/2024	
19	Let contract for capital works – Market Square	01/11/2023	Delayed - Change control submitted for capital spend transfer to Dock Museum public realm project	TBC
20	Public realm works commence on site – Market Square	15/11/2023	Delayed - Change control submitted for capital spend transfer to Dock Museum public realm project	TBC
21	Events Programmed for season 24/25	15/01/2024	Achieved 31/01/2024	
22	Completion of capital works – Market Square	31/05/2024	Delayed - Change control submitted for capital spend transfer to Dock Museum public realm project	TBC
23	End of defects period and release of retentions - Amphitheatre	01/09/2024	Achieved 31/03/2025	
24	Events Programmed for season 25/26	15/01/2025	Achieved	

Place Development

25	End of defects period and release of retentions – Market Square	31/05/2025	Delayed - Change control submitted for capital spend transfer to Dock Museum public realm project	TBC
26	Evaluation and Feedback of Project / Project Financial Completion	31/03/2026	Evaluation: On Schedule – Currently in progress. Financial Completion: Delayed (subject to approved of Project Change Control in relation to Dock Museum public realm)	

Barrow Town Deal Project Summary

Period: Q3 25/26

Marina Village

Key Project Objectives:

- Secure public ownership across the Marina Village site, with the acquisition of 3 specific plots
- Agree a strategy for the relocation of the waste depot currently located at Marina Village
- Secure planning consent for remediation of plots brought into public ownership

RAG Progress Summary

	Previous Quarter	This Quarter
Delivery	3	3
Spend	3	3
Risk	3	2

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
Agreed Financial Profile	19,945	194,055	566,000	186,667	0**	0	0	**966,667**
Forecast Previous Quarter	19,945	35,847	0	499,688	411,187	0	0	**966,667**
Current Forecast	19,945	35,847	0	499,688	411,187**	0	0	**966,667**
Actual Spend	19,945	35,847	0	499,688	0	0	0	**555,480**

**A proportion of this spend may be profiled into future years as a result of the change control which is in development

Quarterly Activity

Previous Quarter	Current Quarter
Plot 12 was successfully purchased previously Acquisition of Plots 7 and 10 Cavendish Dock Road is now progressing. Probate has now been granted for Plots 7 and 10. The sale/purchase is expected to conclude before 31 March 2026. Further to the report approved by the Westmorland and Furness Cabinet in October 2025, which considered the potential need for a Compulsory Purchase Order (CPO) to complete the land and rights assembly for the Marina Village	As probate has now been granted, the Council's Property & Legal Teams will progress the purchase of Plots 7 and 10. Contracts for the purchase of Plots 7 & 10 are expected to be signed week commencing 09 March 2026. A change control will be finalised and presented to the Brilliant Barrow Board for approval. This change control will address a number of changes to the project. These changes include an extension to the project, removal of milestones which are no longer relevant to the project and revision of project activities which are now being addressed by a separate project funded by Homes England.

Marina Village

scheme, it is now considered unlikely that a CPO will be required. However, legal advisors continue to review and consider all available options.	

Outputs and Outcomes

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
Number of sites acquired	3	1	0	1	3

Key Project Risks

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
Delay in acquiring Plots 7 & 10	The delay in acquiring the property may delay the ability to deliver infrastructure works. There may be an impact on the wider project, with land acquisition being a key milestone.	The Council are awaiting the sale of Plot 7 & 10 which is expected in March 2026.	2 - Low	↔

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	Complete Waste Depot relocation feasibility study	31/07/2022	This activity has been transferred to Homes England Marina Village project.	-
2	Conclude negotiations with landowners	31/12/2022	Achieved	19/04/2024
3	Submit report to Council to confirm CPO	31/12/2022	The Council has agreed the acquisitions by Private Treaty. The Council are considering CPO options with legal advisors, but this is now deemed not to be likely.	-
4	Submit documents for CPO to Secretary of State	31/03/2023	See response to 3 above.	-
5	Take possession of the sites and pay compensation (if no CPO required)	31/03/2023	Compensation will only be due to business tenants of Plots 7 & 10. Requisite Landlord and Tenant Act notices cannot be served until plots have been acquired.	-

Barrow Town Deal Project Summary

Period: Q3 25/26

Marina Village

6	Submit planning application for site remediation works	30/07/2023	Achieved- The activity has been transferred to the Homes England funded Marina Village project but has been completed.	30/07/2023
7	Take possession of the sites and pay compensation (if CPO required)	31/03/2024	See response at 3 above.	-
8	Planning permission for site remediation works granted	31/10/2023	This activity has been transferred to Homes England Marina Village project.	-
9	Demolition and clearance works contractor procured	30/06/2024	This activity had been transferred to the Homes England Marina Village project	-
10	Demolition and clearance works commence	30/09/2024	his activity has been transferred to Homes England Marina Village project.	-
11	Demolition and clearance works complete	31/12/2024	This activity has been transferred to Homes England Marina Village project.	-

Barrow Town Deal Project Summary

Period: Q3 25/26

Cycling & Walking

Key Project Objectives:

- Secure the walking, cycling, local highway and public transport improvements to help people better access jobs, training, services and visitor destinations.
- Reduce deprivation and improve the physical and mental health and well-being of our community.
- Be a physically accessible town supporting walking, cycling and public transport.

RAG Progress Summary

	Previous Quarter	This Quarter
Delivery	1	1
Spend	1	1
Risk	2	2

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	Total
Agreed TD Financial Profile	156,000	40,497	56,803	44,575	1,468,792	0	**1,766,667**
Forecast Previous Quarter	156,000	40,497	56,803	44,729	1,468,638	0	**1,766,667**
Current Forecast	156,000	40,497	56,803	44,729	1,468,638	0	**1,766,667**
Actual Spend	156,000	40,497	56,803	44,729	867,571*	0**	**1,165,600***

*Subject to change through verification of Q3 2025/26 claim

**Although the project has been extended to allow delivery in 2026/27, project is forecasting to utilise all Town Deal funding in 2025/26. The remainder of match funding will be utilised in 2026/27.

Quarterly Activity

Previous Quarter	Current Quarter
• Works are progressing well and remain on track to be complete in Summer 2026. • At Ramsden Square, the new cycle lanes and parallel crossings have been completed, with all surfacing and the majority of lining works now finished.	• From early January, completion of final works around Ramsden Square, including traffic management to be reinstated in this area to allow Thomas Armstrong to complete the remaining works. These include works in the vicinity of the ticketing office and the installation of new heritage-style street lighting columns.

Barrow Town Deal Project Summary

Period: Q3 25/26

Cycling & Walking

• Recent progress in Phase 2 includes the installation of the raised table at the Bath Street junction. • New traffic signals at the Dalkeith Street junction, and completion of soil placement and seeding for the grass verge strips on both sides of the road.	• Remaining tasks in Phase 2 will be finalized, while works in Phase 3 are already underway. • Progress is expected to move into Phase 4 in February as contractors continue advancing the project.

Outputs and Outcomes

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
Total length of new cycle ways (km)	1.1	0	0	0	1.1
Total length of pedestrian paths improved (km)	1.1	0	0	0	1.1
Temporary FTE jobs supported during project implementation	10	0	0	0	10
Strategic cycle routes created	1	0	0	0	1
Estimated carbon dioxide equivalent reductions (tonnes)	30.44	0	0	0	30.44
Additional cycle trips per year (%)	13	0	0	0	13
Additional walking trips per year (%)	5	0	0	0	5

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
New Streetlighting Columns required in Ramsden Square	There is a risk that the requirement for new streetlighting columns in Ramsden Square could result in a delay to the project.	New columns have been ordered with a 12 week lead time. This is being monitored. Nal sockets will prevent construction delays to the program	2 -Low	→
Negative Complaints	Backlash has been received from the public in regard to the scheme which could result in reputational damage to the scheme.	Regular updates continue via social media and other platforms which has resulted in a significant reduction in the number of complaints.	2 -Low	→
House of Lords unsafe structure / closing of the footpath	House of Lords unsafe structure, footpath could be closed outside the property.	Remaining structure has been removed and is being monitored. Unlikely that footpath will be required to be closed.	2- Low	→

Barrow Town Deal Project Summary

Period: Q3 25/26

Cycling & Walking

Basic Asset Protection Agreement (BAPA)	The requirement for a Basic Asset Protection Agreement could result in a delay in the delivery of the works in Phase 4.	A different phase of works will be undertaken if BAPA is not in place in time. Currently no reply on BAPA.	6 - Medium	NEW
Electricity North West Limited (ENWL) Works	The planned works on Abbey Road by ENWL could result in a clash of works, and new infrastructure installed being dug up.	To undertake works after ENWL have completed. Meeting to review programmes and work with ENWL to take place.	6 - Medium	NEW

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	Design - Public consultation preparation completed	19/05/2023	Achieved	
2	Design - Public consultation and engagement completed	09/06/2023	Achieved	
3	Design - Abbey Road preferred option selected	12/07/2023	Achieved	
4	Design - Public consultation report completed	14/07/2023	Achieved	
5	Design - Preliminary design completed (Abbey Road)	29/02/2024	Achieved	
6	Design – Preliminary design completed (Roose Road corridor)	31/03/2024	Achieved	
7	Procurement - Award detailed design contract (Abbey Road)	01/05/2024	Achieved	
8	Design – Detailed design completed (Abbey Road)	28/03/2025	Achieved	
9	Construction – Award construction contract (Abbey Road)	09/05/2025	Achieved 30/06/2025	
10	Construction – Abbey Road works completed	19/05/2026	Delayed	19/08/2026
11	Monitoring & Evaluation - Completion of Project Outcomes monitoring	30/06/2027	Future - on schedule	N/A

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Rating Lane Campus

Key Project Objectives:

- To develop a workplace-focused and relevant higher education offer that prepares graduates for success in future employment.
- To improve progression from secondary to higher education in a town where opportunities to go to university are well below those nationally.
- To increase the HE participation rate so it moves towards the England average, improving the future prospects of individuals, especially young people, growing up and living in Barrow.

RAG Progress Summary

	Previous Quarter	This Quarter
Delivery	1	1
Spend	1	1
Risk	2	2

Financial Profile

	2021/22 (£)	2022/23 (£)	2023/24 (£)	2024/25 (£)	2025/26 (£)	2026/27 (£)	2027/28 (£)	Total
Agreed TD Financial Profile	1,666	132,271	932,059	315,375	18,629	0	0	**1,400,000**
Forecast Previous Quarter	0	39,878	788,818	571,304	0	0	0	**1,400,000**
Current Forecast	0	39,878	788,818	571,304	0	0	0	**1,400,000**
Actual Spend	0	39,878	788,818	571,304	0	0	0	**1,400,000**

Quarterly Activity

Previous Quarter	Current Quarter
This project is now complete, all works have been finalised and the final invoice paid.	Ongoing monitoring of project outcomes.

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Rating Lane Campus

Outputs and Outcomes

Indicator	Project Target	Previously Achieved	Achieved This Quarter	Total Achieved to Date	Final Forecast
New Skills Facilities Created	1	1	0	1	1
No. of temporary FTE jobs supported during project implementation	12	18	0	18	18
No. of learners / trainees / students enrolled at improved education and training facilities	1,165	442	131	573	1,165*
No. of learners enrolled in new education and training courses	210	76	0	76	210*
Amount of capacity of new or improved training or education facilities	650	430	0	430	650*
No. of learners / students / trainees gaining certificates, graduating, or completing courses at new or improved training or education facilities, or attending new courses	1,165	538	0	538	1,165*

* The most recent final forecasts were provided in Q2. Discussions are ongoing with Furness College to determine if an additional year of reporting will be required to maximise achievement against the project targets for learner numbers (currently reporting will end in March 2027).

Key Project Risks

Risk	Impact	Mitigation	Post-Mitigation Score	DOT
Student Numbers	If young people continue to opt for apprenticeships rather than A-Levels, this could mean that student numbers will not be realised at the levels anticipated.	Focussed engagement with schools is planned for 2026/27 and beyond. Increased activity within schools to provide advice and guidance and greater focus on college events. Future students kept actively engaged. Clear plan in place which will be executed and monitored during the academic year.	4 – Low*	↔*

* The most recent update provided for this risk was in Q2.

Barrow Town Deal Project Summary

Period: Q3 25/26

Barrow Learning Quarter: Rating Lane Campus

Key Milestones

	Milestone	Target Achievement Date	Progress	Revised Forecast Date (if applicable)
1	Success of Further Education Capital Transformation Fund (FECTF) bid announced	22 June 2022	Achieved	
2	RIBA Stage 4 detailed design	16 December 2022	Achieved	
3	Procurement start date	30 September 2022	Achieved	
4	Return of Tenders	7 December 2022	Achieved	
5	Contractor appointment	17 January 2023	Achieved	
6	Works commence onsite	13 March 2023	Achieved	
7	Works completed	30 June 2024	Achieved 13/09/2024	
8	End of defects period and retention released	30 June 2025	Achieved 18/12/2025	

Brilliant Barrow Board Meeting

Agenda Item:	5
Date of Meeting:	20th March 2026
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 project risks are falling, and for this board meeting no project risks have been 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. Risk profile is falling as projects progress towards milestones.

Escalating Project Risks & Issues

5. 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

6. 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
20th March 2026

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	2 - Low impact	1 - Low	2	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	2 - Medium	8	Clear strategies to be put in place, identification of issues through M&E and escalation where possible	2 - Low impact	1 - Low	2	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									

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	Peter Anstiss/David Haughian
3	Team Barrow Spatial Development Framework	Spatial Development Framework developed, strategic growth strategy commissioned abd underway	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	5 - Imminent: next 6 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	4 - Close: next 12 months	Helen Houston

Brilliant Barrow Board Meeting

Agenda Item:	7
Date of Meeting:	20th March 2026
Title:	Brilliant Barrow Transition – Learning from Experience Discussion

Purpose

This paper captures the lessons learnt from the Brilliant Barrow Town Deal as we reach the end of the programme and look forward to its transition into the wider Team Barrow work. This report summarises a discussion which took place on 6th March 2026.

Attendees

Steve Cole – Chair, Brilliant Barrow

Janet Garner – BAE Systems / Team Barrow

Prof Julie Mennel – University of Cumbria

Karen Houghton – Team Barrow

Matt Williams – Economic Development & Regeneration, Westmorland and Furness Council

Charlie Thornton – Economic Development & Regeneration, Westmorland and Furness Council

Liz Watson – Accountable Body & Assurance Team, Westmorland and Furness Council

Kevin Little – Accountable Body & Assurance Team, Westmorland and Furness Council

Key Principles of Brilliant Barrow

- Brilliant Barrow had a collaborative vision before any money was allocated to it. The projects brought together under the Town Deal were part of this vision and were of a level which matched government expectations in terms of objectives and outcomes
- Improving the town's economy and prosperity, linked to the shipyard, were at the heart of the Town Deal proposals
- Health & well-being and education & skills were key intended outcomes of the Town Deal programme

Strengths of Brilliant Barrow

- Strong and consistent leadership and sense of purpose, headed by the Chair
- Ability of the Board to communicate clearly the vision and objectives of the Town Deal to the community and achieve strong support through collaboration

- Visible and accountable Board that linked Town Deal directly to the community through a broad representation of local council and community-based organisations
- Representation from key stakeholders in both the private and public sector, including all tiers of local government
- A clear governance structure which enabled timely escalation and decision making when required
- Town Deal funding criteria was clearly defined – this allowed the Board to develop and deliver projects with clear outputs that met government expectations

Reflections of specific Brilliant Barrow projects

Learning Quarter

Excellent example of public / private sector collaboration and close working between the University and College towards shared objectives. Project demonstrated that engagement proved valuable to ensuring project goals and impacts were correctly focussed and aligned with needs of the community and businesses. Important that this continues now the facility is delivered and in operation.

Earnse Bay

Positive project with clear identified need, supported by the local community. Public engagement has been effective and well managed.

Cycling and Walking Scheme

Good project, delivered on time and on budget due to capabilities and experience within Westmorland and Furness Council. Public engagement process had room for improvement however, i.e. how public's views were gathered and considered. There was sometimes felt to be a disconnect between project's purpose and what the public wanted.

Housing Market Renewal

One of the most challenging elements of the Town Deal programme. One key issue has been the scale of the intervention required relative to the funding available, and delay on agreement by stakeholders as to how to best approach the intervention. Another challenge has been how the project was / is being delivered. There is a view that bringing the private sector in to lead on the project earlier may have improved delivery outcomes.

Key Learnings

- Develop a plan and focus on timeline for delivery. Build in a strong, robust accountability framework with key milestones and review points
- Build and maintain a strong governance structure that embeds accountability into future work programmes
- Value of having a structure in economic programmes with clear accountability which allows for regular scrutiny and review
- Roles and responsibilities need to be clearly defined to enable good and timely decision making
- Importance of developing and maintaining trust and positive relationship with stakeholders and the wider community
- Keep the local community engaged with projects and provide regular opportunities and mechanisms for feedback
- Local MP and Members integral for positive communication within community and endorsement of vision, objectives and project benefits

- Collaboration with different tiers of local government essential to ensuring projects are delivered in a co-ordinated, transparent manner
- Clear understanding of the how local authorities can support through levers such as planning, housing, transport, health and well-being, active travel and public realm improvements.
- Alignment with the new Cumbria Mayoral Combined Authority going forward is essential