Brilliant Barrow Board Meeting

Friday 15 May 2026

Committee Room 4 Barrow Town Hall

Ref	Agenda Item	Time	P/R/V*	By
	Arrival and Refreshments	09.00		
1	Welcome & Introductions (Chair)	09:15	V	SC
2	Minutes and Matters Arising	09:20	R	SC
3	Accountable Body Update **Agenda item 3 Appendices 2 and 3 not for publication by virtue of Paragraph 3 of Part I of Schedule 12A of the Local Government Act 1972, as this report contains exempt information relating to financial or business affairs of any particular person (including the authority holding that information)**	09:30	R	LW
4	Local Regeneration Fund Update	09:50	P	LW
5	Team Barrow Update	10:05	V	TBC
6	Housing Update	10:25	V	GC
7	Communications Update	11:00	V	KC
8	To consider and note Risks & Opportunities update	11:15	R	MW
9	AOB	11:25	V	All
10	Meeting close	11:30		
11	Visit to Earnse Bay *(An optional visit to Earnse Bay is open to all Brilliant Barrow Board Members and Observers following the close of the board meeting. Westmorland and Furness Council officers will be available on site to update on the project. There is no dedicated transport so Board members are asked to consider making their own way to the site, though car sharing will be available and is encouraged.)*	To follow		All

*Presentation / Report / Verbal

Brilliant Barrow Board Meeting

Friday 20 March 2026, 9am-12pm
Committee Room 4, Barrow Town Hall, Barrow

Board Members present:	Steve Cole (SCo), BAE Systems Fred Chatfield (FC), Barrow Town Council Cllr Anne Burns (AB), Westmorland and Furness Council Cllr Andrew Jarvis (AJ), Westmorland and Furness Council	Graham Hadaway (GH), Futures Board Michelle Scrogham (MS) (from 10:30), MP for Barrow and Furness Scott Cubitt (SCu), Furness College
Present:	Liz Watson (LW), Westmorland and Furness Council Karen Houghton (KH), Westmorland and Furness Council Brett Dayton (BDa), Westmorland and Furness Council (online) Karl Conner (KC), Team Barrow	Lolli Fallon (LF), BarrowFull (sub for DT) Matt Williams (MW), Westmorland and Furness Council
Minutes:	Megan Purdham (MP), Westmorland and Furness Council	

1. Welcome & Introductions

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

SCo acknowledged the timing of the Board aligned with the original end date of the programme and noted the programme extension enables continued delivery of some projects within the Brilliant Barrow programme.

2. To consider minutes and actions from the last meeting

The minutes from the Brilliant Barrow Board Meeting on 14 November 2025 were considered and approved.

AB requested an update on Action 2 from the Brilliant Barrow Board Meeting on 14 November 2025 which related to ensuring student representation on the Housing Taskforce. KH advised she was waiting for a confirmed representative from UoC. SCo also welcomed student representatives from Furness College if appropriate.

Apologies for absence were received from:

- Cllr Derek Brook (DB), Westmorland and Furness Council / Furness Locality Board
- Jonathan Brook (JB), Westmorland and Furness Council
- Daniel Tyler-McTighe (DT), BarrowFull
- Peter Hepburn (PH), Spirit Energy
- Alison Hatcher (AH), Westmorland and Furness Council
- David Haughian (DH), Westmorland and Furness Council
- Prof Julie Mennell (JM), University of Cumbria
- Paul Hodgson (PH), Barrow BID
- Suzanne Caldwell (SC), Cumbria Chamber of Commerce
- Dr Lauren Dixon (LD), NHS
- Charlie Thornton (CT), Westmorland and Furness Council
- Janet Garner (JG), BAE Systems

3. To consider and note the Accountable Body update

DRAFT

LW gave the Accountable Body update. This included an update on the funding simplification guidance and the Local Regeneration Fund (LRF). The revised Memorandum of Understanding (MOU) was received by the Council on 17 February 2026 which was signed and returned to MHCLG. This gives the Council additional flexibilities and draws together all former Levelling Up funding into one programme.

The Council continues to work through the revised governance required, and to understand the specific implications for the Brilliant Barrow Board and Town Deal. Whilst changes are permitted and can be locally assured, there is an expectation that current projects continue delivery.

A summary of the recent programme changes was provided, with reflection on the level of change within the programme. This included a minor change to the University which was signed off in line with the approved assurance framework and a summary of draft change controls that are currently being progressed with support from the Council's Accountable Body and Assurance Team.

The Board considered the latest project reporting cycle and particular focus was given to projects where post mitigated risks remain high.

FC queried delivery timescales for Marina Village. It was confirmed that work is being expedited, remediation is underway and a delivery partner has been appointed.

Action 1	Gareth Candlin and appointed delivery partner for Marina Village to attend the next Brilliant Barrow Board meeting to provide an update on Marina Village	MW

It was acknowledged that whilst a change control for Housing Market Renewal has been recently endorsed, significant risks remain in the project. SCo emphasised the need for stability and delivery in the project and requested that the project be considered further at the next Brilliant Barrow Performance Sub-Group.

Action 2	Housing Renewal project to be reviewed at next Brilliant Barrow Performance Sub-Group to feedback to inform the next Brilliant Barrow Board meeting	MW

The Board considered ongoing project risks relating to student experience within the Learning Quarter project and the potential impact this may have on student recruitment and viability of the project legacy. The Board considered the ongoing work to explore accommodation options within the Town Centre and associated difficulties.

Action 3	SCo to meet with Peter Anstiss (Team Barrow) to obtain clarity on housing and accommodation work undertaken to date and plan to mitigate risks raised by the Brilliant Barrow Board relating to accommodation and housing	SCo

Action 4	Update on progress and work of Housing Taskforce to be provided at the next Brilliant Barrow Board meeting	MW

Action 5	Plan visit to Earnse Bay as part of the next Brilliant Barrow Board meeting	MW

The Board:

- Noted the Programme Change Log.
- Considered and noted the project dashboards

4. To consider and note the communications update

KC provided an update on the Barrow Communications Forum which is a multi-agency forum meeting monthly to share insight and amplify key messages and stories.

Action 6	KH to engage with Nicola Parker (Westmorland and Furness Council) to ensure that the previous offer of construction student engagement with Active Travel schemes is taken up and addressed with Furness College	KH

KC provided an update on recent project communications which was welcomed by the Board. SCo acknowledged AB's input at the start of the programme in relation to Community Hubs.

SCo encouraged KC to continue to utilise the Brilliant Barrow Board to enable positive communication and narrative from partners.

The Board:

- Noted the communications update

5. To consider and note the risks and opportunities update

The Board noted the ongoing management of programme and project level risks. The need for de-escalation of project risks was emphasised, and it was agreed that quarterly project reports would be considered at the next performance sub-group in April.

The Board:

- Noted the risks and opportunities update

6. To consider and note the Team Barrow update

KH, Workstream Lead for Economy, Masterplanning and Place, gave an update on Team Barrow including the Social Impact Fund and the Brilliant Futures Fund.

The Board considered the need for adequate transparency, scrutiny and accountability for projects. LW noted the Team Barrow Assurance Framework is currently being updated and will be presented to Westmorland and Furness Cabinet in due course.

The Board welcomed an update from the Team Barrow Workstream Leads at a future Brilliant Barrow Board meeting.

Action 7	KH to coordinate attendance at Brilliant Barrow Board from Workstream Leads at the next Board meeting	KH

The Board:

- Noted the Team Barrow update

7. To consider and note the 'Brilliant Barrow Transition – Learning From Experience' update

The Board noted the 'Brilliant Barrow Transition – Learning From Experience' update.

SCo welcomed comments from Board Members.

AJ emphasised the importance of responsiveness and frequency of the Performance Sub-Group to ensure projects can be monitored in a timely manner to ensure decisions are escalated in an appropriate timescale. It was acknowledged the capacity within Team Barrow was a strength that should ensure this is addressed.

Action 8	Comments on the 'Brilliant Barrow Transition – Learning From Experience' to be provided to Matt Williams	All

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8. AOB

MW provided an update on the High Street Rental Auction consultation which is currently open. The scheme allows Local Authorities to work with landlords and bring properties back into use. Pilot locations were shared. AB emphasised the need to advertise the consultation widely.

10. Meeting close

SCo thanked all for their attendance and contribution.

Meeting closed at 12:00

DRAFT

Brilliant Barrow Board Update

Agenda Item:	3
Date of Meeting:	15 May 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. This report provides an update on the programme to the Board.

A copy of the Programme Change Log is included at **Appendix 1**. This reflects a 'significant' change control in relation to Marina Village, which is attached at **Appendix 2** and of which Board endorsement is sought, as well as 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 4 activity received in mid-April. The information has been used to produce the updated Project Dashboards that form **Appendix 3** to this paper, reflecting the position as of 31 March 2026.

At this stage in the programme, progress continues to be made. 80% of programme expenditure has now been delivered and focus is moving to completion of the remaining projects and ongoing monitoring of outputs and outcomes. Whilst some changes to projects continue to require resolution, key risks have now reduced.

Following the establishment of the Local Regeneration Fund and the incorporation of Town Deal funding within this (with an update on this brought as a separate agenda item), reporting to government is now at programme level with the next monitoring return due on the 29 May 2025.

Recommendations:

It is recommended that the Town Deal Board:

1. Note the Programme Change Log at **Appendix 1**.
2. Consider and endorse the 'Significant' change control relating to the Marina Village project at **Appendix 2.**
3. Consider and note the Project Dashboards at **Appendix 3**, providing any feedback on key issues.

Report

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 current Local Assurance Framework (LAF) that governs the fund in line with 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**. This includes the 'significant' change request to the Marina Village project that has been actioned following completion of the acquisition of the remaining sites. The full change request is included at **Appendix 2**, and the Board is asked to endorse this. The change extends the project duration given delays that were encountered and revises the expenditure profile, with acquisition costs fully utilising the Town Deal grant. Additional costs that were to be met using the Town Deal allocation are now to be met as part of the wider scheme, funded by Homes England.

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.
- **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 4 activity received in mid-April. 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 3**. Formal monitoring returns are now required as part of the Local Regeneration Fund with the next return due by 29 May 2026. This has reduced the outputs and outcomes that are reported from c160 to 28 output indicators. The Accountable Body and Assurance team is therefore undertaking a mapping exercise of all current projects, although local monitoring of additional outputs and outcomes for projects that are underway will continue.

Expenditure continues to progress, with 80% of the programme now defrayed, an increase from 75% last quarter. Key risks are now significantly reduced at this stage of the programme and the focus continues to move to the monitoring of the achievement of the outputs and overall objectives targeted by the projects and ensuring key lessons learned through the programme are fed into the ongoing delivery of the Town Investment Plan and its successor documents.

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	£1,896,306
Housing Market Renewal	£2,066,648	£430,310
Place Development	£816,667	£485,469
Marina Village	£966,667	£555,480**
Cycling and Walking	£1,766,667	£1,684,780
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**	**£19,979,357**

*Subject to final claim verification
**Final claim received post 31 March 2026 which utilises full allocation.

Figure 1 – Percentage of Town Deal Award Defrayed by Project

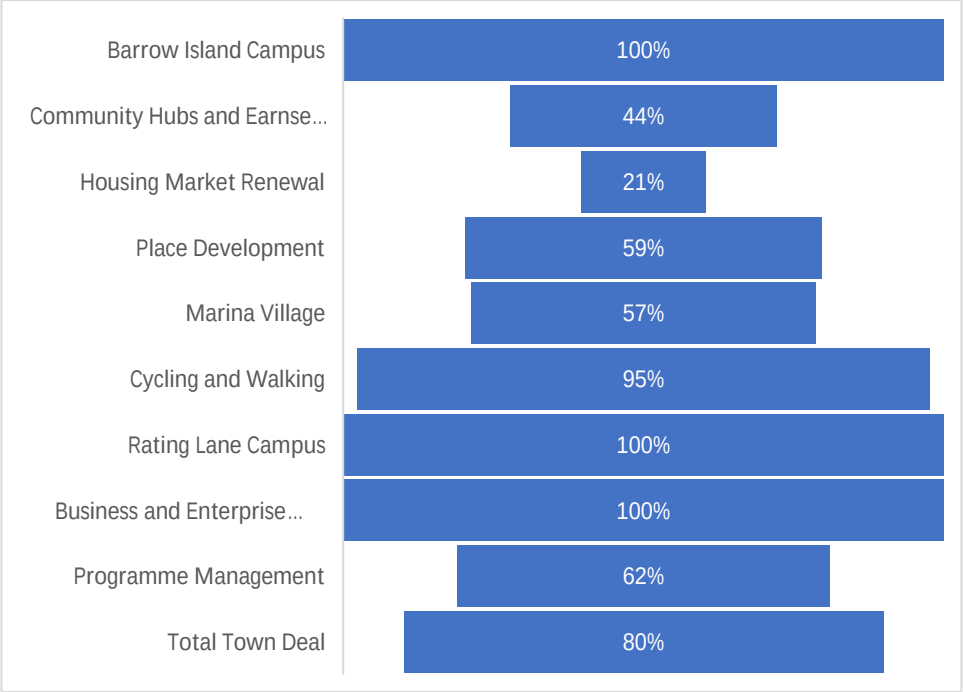


Table 2 – Project Status Overview (Period Q4 25/26)

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 with the Town Deal allocation fully utilised. **Risk:** Some moderate risks remain, although overall outcome forecasting is positive.
Community Wellbeing Hubs and Earnse Bay Outdoor Centre	↔	↔	↓	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On Track **Delivery:** Minor slippage reported but report notes no overall impact. **Spend:** Expenditure demonstrates slippage against the recently agreed change control. **Risk:** The key risk around delivery of the Town Centre Hub now has a planned risk response reflected in the recent change control.
Business and Enterprise Support				**Current Project Delivery Stage & Status:** Project Delivery, Other (withdrawn) **No project overview has been undertaken as the project is withdrawn – PAR approved October 2024**
Housing Renewal Programme	↓	↓	↔	**Current Project Delivery Stage & Status:** Planning and Design, Ongoing – On Track **Delivery:** A minor level of slippage (c 2 months) on the recently revised milestones do appear evident, but are not thought to have an overall impact at this point. **Spend:** Expenditure is on profile. **Risk:** Some risks remain, and a new high risk has been identified in relation to a fire risk which may impact the Town Deal intervention.
Brilliant Barrow Place Development	↔	↔	↓	**Current Project Delivery Stage & Status**: Project Delivery, Ongoing - Delayed **Delivery**: The revenue element of the project has progressed well. There are delays to the capital element of the project due to dependency with the Market Hall scheme and a change control is currently being progressed. **Spend:** There is a variance due to delayed delivery. **Risk:** There are some medium risks associated with the capital element, risk responses are now emerging and will be subject to change control.
Marina Village	↓	↓	↓	**Current Project Delivery Stage & Status:** Complete **Delivery:** Project was completed practically and financially on 09 April, subject to significant change control endorsement. Elements of delivery have been removed from the Town Deal project to be delivered through the wider scheme which is funded through Homes England. **Spend:** The full town deal allocation has been spent. **Risk:** There is no risk remaining as the project has completed with outputs being achieved, and no identified outcomes. The wider scheme will be monitored separately.
Local Cycling and Walking Infrastructure	↑	↔	↔	**Current Project Delivery Stage & Status:** Project Delivery, Ongoing – On track **Delivery:** Project is progressing in line with minor delays (c 3 months) **Spend:** Expenditure is on profile with minor slippage into 26/27. **Risk:** Risks are reducing as in construction phase with proactive stakeholder engagement, although a new risk regarding a design error has been reported and work is underway to resolve.
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.

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)																			AB&A Team working with project team to agree final version of change control. Assurance provided on capital costs, but need to establish preferred approach to remainder of revenue funding (c£10k surplus at end of 2025/26).
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	See Comments																Variation to project GFA required.
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	Significant	09/04/2026	05/05/2026										05/05/2026	05/05/2026		N/A	N/A				To be considered at Brilliant Barrow Board Meeting on 15/05/26.

Brilliant Barrow Board Meeting

Agenda Item:	8
Date of Meeting:	15th May 2026
Title:	Risk Register & Opportunities Update
Reporting Officer:	Matt Williams, 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 1**

3. The significant opportunity presented by the focus on Barrow from central government has begun to be crystallised. The opportunity register can be seen at **Appendix 2**

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.
6. The Accountable Body and PMO continue to work with project delivery bodies to monitor project progress and this ensures any significant changes in project risks can

be reviewed. The submission of formal quarterly project progress reports to the Accountable Body includes updates on the status of key project risks and associated mitigation actions, using a RAG rating format.

Government Risk Monitoring

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

Matt Williams
15th May 2026

Attachment
Appendix - Programme Risk and Opportunities Registers

Brilliant Barrow
Programme Risk Register

Update @ 15 May 2026

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	2 - Medium	10	Regular M&E returns to accountable body, programme team in regular dialogue with project teams, performance sub-group monitoring, schedule of presentations and site visits for board	3 - Medium impact	1 - Low	3	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 regular communication with MHCLG. Communication of serious impact to projects. Escalation if necessary	3 - Medium impact	1 - Low	3	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 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	2 - Low impact	1 - Low	2	4 - Close: next 3 months	Project delivery teams and programme team
	Project risks escalated to programme.											

Brilliant Barrow
Programme Opportunities Register

Update @ 15 May 2026

Opp 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 2025 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 and underway	Investment, employment and residential opportunities	4 - Significant impact	3 - High	12	3 - Approaching: 5 years	Helen Kemp
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 - developer partner now secured	Homes for new recruits, increase in construction and related jobs	4 - Significant impact	4 - Almost Certain	16	4 - Close: next 12 months	Gareth Candlin
7	Local Plan review and site allocations	New local plan is seeking to bring forward new sites for development	Sites unlocked and investment from the private sector	3 - Medium impact	2 - Medium	6	3 - Approaching: 5 years	Helen Houston

Brilliant Barrow Transition – Learning from Experience Discussion

Friday 6th March 2026

Present:

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

Purpose:

- To capture 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

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
- Ensuring that the local community has remained at the heart of the Town Deal's aims and objectives
- A clear governance structure which enabled timely escalation and decision making when required

- Creating an agile work ethos which has enabled effective responsiveness and the ability to adapt readily to change
- Effective monitoring of projects through a Performance Sub Group that has held project managers to account and scrutinised project outcomes, timelines and budgetary control on a regular basis
- Town Deal funding criteria was clearly defined – 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

Learning points moving forward:

- Develop a plan and focus on timeline for delivery. Build in a strong, robust accountability framework with key review times and milestones
- Build and maintain a strong governance structure that embeds accountability into Team Barrow's 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 decisive decision making
- Keep the local community engaged with projects and provide regular opportunities and mechanisms for feedback
- Local MP and Members integral to positive communication and endorsement of vision, objectives and the impact the programme/projects will have for the community
- Collaboration with Council is essential to ensure projects, especially involving changes to town infrastructure, are delivered in a co-ordinated manner

- Clear understanding of the how local authorities and related agencies can support in terms of collaboration and levers over a range of strategic issues including: planning, housing, transport, health and well-being, active travel and public realm improvement
- Importance of developing and maintaining trust and positive relationship with stakeholders and the wider community
- Alignment with the new Cumbria Mayoral Combined Authority essential