

Furness Economic Development Forum

Delivery Plan 2018 - 2023



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Welcome to Furness Economic Development Forum

Furness Economic Development Forum (FEDF) is a public–private partnership. It was established in 2013 following the initiative of John Woodcock MP⁽¹⁾, and the production of the Cumbria Local Enterprise Partnership's *Strategic Economic Plan* (SEP) in 2014.

The Delivery Plan's geographic focus is the Barrow and Furness Parliamentary Constituency. Its main purpose is to stimulate and support the economic growth, resilience and prosperity of the Furness area, improving living standards and social mobility of its residents. FEDF's vision is:

“to use the period of prosperity to create a more diverse, resilient economy enabling all sections of society in Furness to benefit from economic growth”

To realise this vision the *Delivery Plan* focuses on four priority areas shown here:

- **employment, education & skills**
- **infrastructure improvement;**
- **quality of life;**
- **business engagement.**

The intention is to capitalise on the opportunities presented by current growth and key investments in Furness. This approach will help to use a period of prosperity to support a more diverse economy by the early 2030s, built on the growth of small and medium sized companies (SMEs') as well as that undertaken by larger companies, attracting in skilled people, closing gaps in inequalities and bridging gaps to those 'hard to reach' groups within our communities to nurture a legacy of sustainable prosperity that is accessible to everyone.

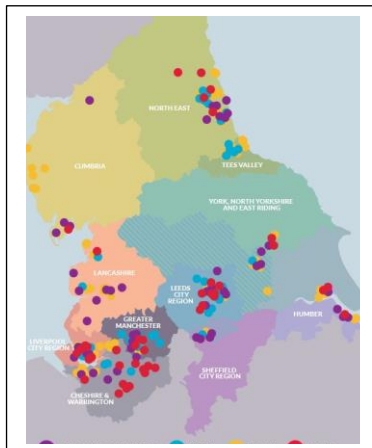
Employment education and skills is the number one priority. If our residents can be equipped with the skills businesses will need they will be able to maximise their contribution to business growth and maximise career choices earnings and wealth creating potential.

In shaping the priority areas and key activities, FEDF has sought to ensure that these are aligned with Cumbria LEP's *Strategic Economic Plan*, its forthcoming *Local Industrial Strategy*, its *Infrastructure Plan* and *Skills Plan* together with current local, county, regional and national strategies, including HM Government's *Industrial Strategy*, *Defence Industrial Policy*. Barrow Borough Council's "*Council Plan*", its new *Local Plan*, South Lakeland District Council's "*Council Plan 2014-2019*" and *Local Plan*, Cumbria County Council's "*Economic Ambition*", government's *Northern Powerhouse Strategy* and Transport for the North's policies have all influenced the content of the *Delivery Plan*.

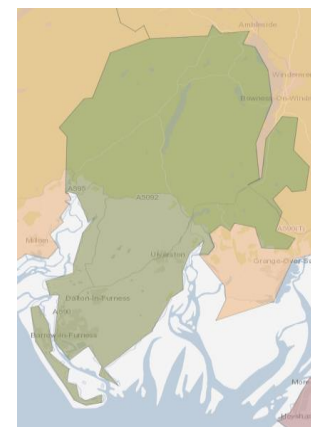
FEDF promotes a proactive and collaborative partnership approach to aid effective delivery of the identified priorities within this Delivery Plan. Members of the Forum will be expected to demonstrate an active commitment to these and the activities of the related Delivery Groups. Members include, but are not limited to, Cumbria LEP, BAE Systems, Barrow in Furness Borough Council, Furness College, Cumbria County Council, South Lakeland District Council, GlaxoSmithKline, Cumbria Chamber of Commerce, NHS Clinical Commissioning Group, and the MP for Barrow and Furness. The Board and the two Delivery Groups can co-opt additional members to help deliver each priority.

1.see <http://cumbriapcp.org.uk/documents/s15562/Towards%20a%20new%20economic%20vision%20for%20Furness.pdf>

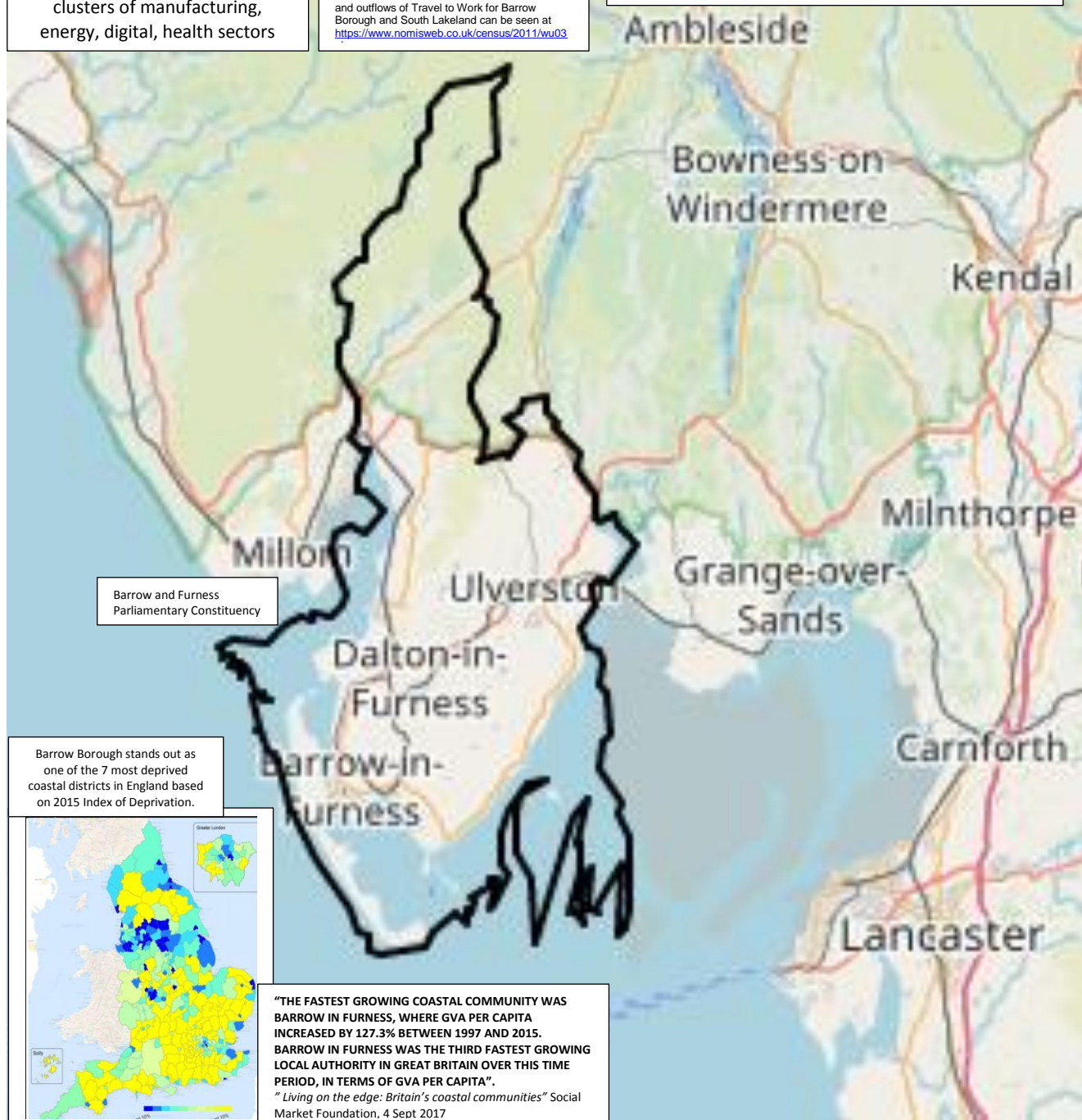
MAP 1 BARROW AND FURNESS: THE AREA FEDF OPERATES IN



Northern Powerhouse Area
clusters of manufacturing,
energy, digital, health sectors



Barrow Travel to Work Area
based on the 2011 Census The inflow
and outflows of Travel to Work for Barrow
Borough and South Lakeland can be seen at
<https://www.nomisweb.co.uk/census/2011/wu03>



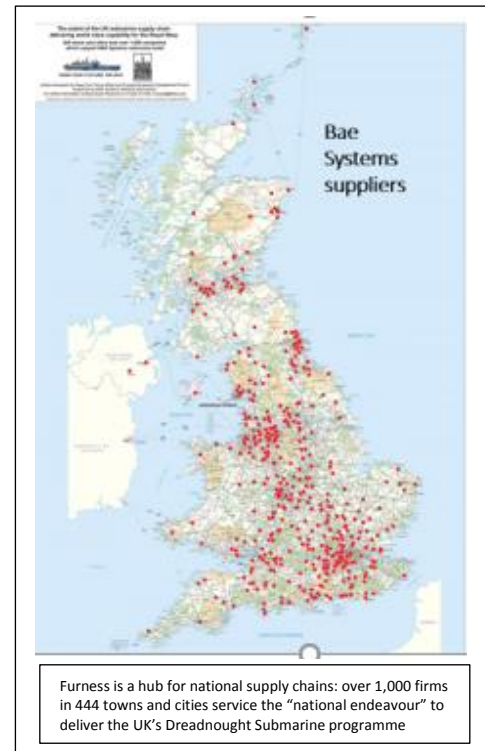
The Furness area's sphere of influence is much greater than SW Cumbria, Cumbria LEP areas or NW England. It is the heart of delivery of a “*national endeavour*” to provide strategic defence capability, a focus for national supply chains, source of energy, gateway for Sellafield reprocessing, for life saving antibiotics exported worldwide and services

Interaction with adjoining areas, nationwide and internationally are crucial to the economic and social success of Furness. They deepen labour markets out into North Lancashire, and Craven District, enhance industry research and development and reflect the supply chain linkages that drive business success and local residents career path development.

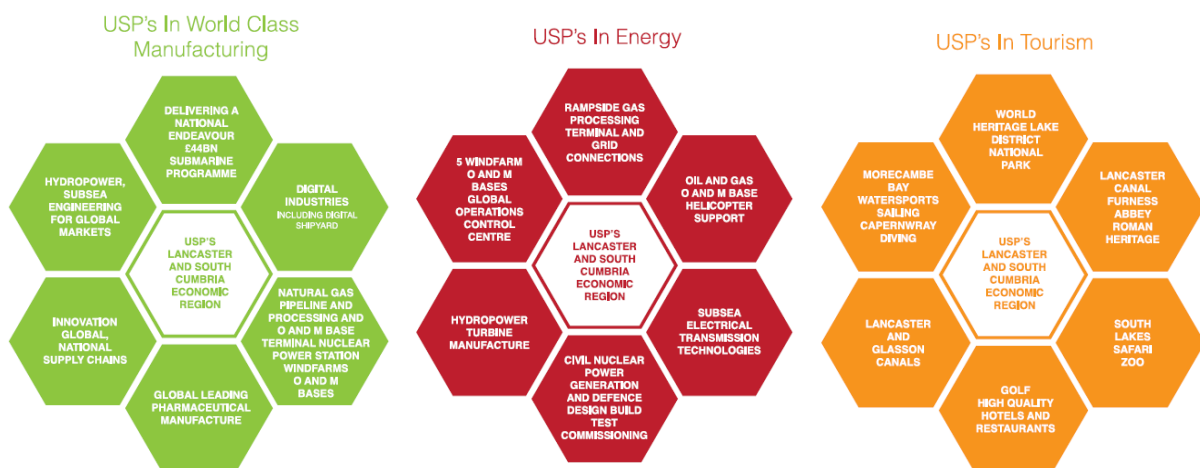
Efficient road, rail sea and air transport hub connections at Lancaster, Preston, Manchester Airport and the port of Liverpool are crucial to day to day business operations as shown in the BAE SYSTEMS supply chain map opposite.

Since November 2017 Barrow Borough Council South Lakeland District Council and Lancaster City Council have evolved closer collaboration to exploit economic synergies between their areas shown below.

Unique selling points (“USP’s”) include three local authorities driving growth together, engaging with LEPS to do so, availability of a world class University at Lancaster supported by others for Cumbria and Central Lancashire, industry and academic based training, a large flow of people into apprenticeships and graduates and industrial strengths in digital technologies, defence capabilities, natural gas, nuclear power, offshore wind and hydropower generation, life sciences, oral antibiotics, food manufacturing, clusters of electronics and fast moving consumer goods and a single health authority.



BARROW, SOUTH LAKELAND AND LANCASTER - THE LANCASTER AND SOUTH CUMBRIA ECONOMIC REGION - strengths, offering potential for “*driving growth together*”



Executive Summary

- i. The foundations for the future of Furness area's prosperity are being laid now during a period of investment unprecedented in a generation, which is likely to last from 2018 until the mid-2030s. It includes an expected injection of £4.2bn of GVA growth from the Dreadnought submarine programme, growth in advanced manufacturing digital, health and energy sectors all of which are Northern Powerhouse and Transport for the North priorities as "prime capabilities". This *Delivery Plan* sets out the vision of Furness Economic Development Forum, its aims and objectives for the next five years and shows how it will assist in the delivery of related local, regional and national plans and policies including Cumbria LEP's forthcoming *Local Industrial Strategy*.

Our Vision

- ii. Our new robust, realistic vision is:

"to use the period of prosperity to create a more diverse, resilient economy enabling all sections of society in Furness to benefit from economic growth."

Crucial Challenges

- iii. Six crucial challenges have been identified, they are:
 - **to use this period of prosperity to create a more diverse economy by the early 2030s;**
 - **bridging the gap that is preventing individuals who are more disengaged from the labour market and companies accessing these huge opportunities – too many people do not have the education and skills they need to be able to command a good wage, a challenge that the Government's Industrial Strategy highlighted in November 2017;**
 - **closing the long-standing gap in educational performance to provide young people with the potential to develop well paid careers in local companies;**
 - **helping people to enjoy a better quality of life through better health, education, employment opportunities, access to affordable modern housing and potential for exploiting their skills;**
 - **facilitating companies breaking into new markets with their supply chain contributions whilst the new intensive investment is underway locally, so that they can go on to establish or cement their positions in the new markets and are less dependent on local large operations for their future prosperity**
 - **Connectivity by road, rail, sea and air to become more resilient reliable and efficient to enable companies to trade nationally and internationally and for labour markets to be deepened to enable the area to attract in and retain the skills it needs from a wider geographic area.**
- iv. The *Delivery Plan* priorities capitalise on the partnership's combined achievements since 2014 which are summarised within Appendix C.

Resulting in Delivery Plan Priorities

- v. To realise the vision and address the crucial challenges a smaller number of priority actions, shown in Table 1, have been identified to form the core of this *Delivery Plan*.

FEDF Delivery Plan Priorities RAG Summary JULY 2018

Priority Focus	TABLE 1 Delivery Plan Priority Projects	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
EDUCATION EMPLOYMENT SKILLS	Deliver of a Skills Summit												
	Furness Education and Skills Partnership transformation												
	Raising understanding and participation in STEM												
	Develop Employability Rubric: Skills Employability Learning Framework												
	Alternative Learning Provision												
	Promoting and healthy and active community												
QUALITY OF LIFE	Improving the local housing offer												
	Regenerating Furness town centres												
	Securing the future of our heritage assets/tourism												
	Encouraging social innovation												
	Alternative learning provision												
	Road rail and port infrastructure												
INFRASTRUCTURE	- Road												
	- Rail												
	- Sea												
	- Air												
	Completing committed schemes Waterfront Business Park												
	- ERDF Managed workspace												
	- Main site												
	Completing committed schemes Waterfront Marina Village												
	- Access												
	- Development strategy**												
	- Developer interest/HIF bid												
	Homes England Innovative Housing Solutions												
BUSINESS ENGAGEMENT	Broadband Coverage Enhancement												
	Business support* attract inward investment, reinvestment, supply chain, Cumbria Growth Hub support, Northern Powerhouse Fund												
	Business Engagement: advocacy and ambassadorial role, trade unions employers FEDF coordinated lobby alliance building												

FEDF Board 1 June 2018 and February 2017. Notes* limited by 4 year contract term **

Notes* these housing priorities are interlinked. ** Including cycling and walking

- vi. Delivery of the priorities will enable the area to maintain its position as the fastest growing local authority area in terms of GVA per capita ⁽³⁾ resulting in a more diverse, vibrant, resilient economy, less reliant on the current larger employers. It will enable the area to cope with the need to adjust by the late 2030s' and beyond to service the changed needs of future defence programmes. It will also reduce disparities, close and bridge gaps for people who form the most deprived and disadvantaged sections of the community ⁽⁴⁾. We cannot risk prosperity by-passing those who live in the inner urban wards of Barrow nor can we let local companies experience a similar situation. The huge investment programmes must become a catalyst for local firms to expand, new highly productive firms to be established and for Furness based companies to supply manufactured goods and services further afield.

(2) DIT is Department for International Trade. CT is Cumbria Tourism

(3) Social Market Foundation, Living on the Edge: Britain's Coastal Communities, September 2017

(4) Mott McDonald report to Cumbria LEP

Having a good fit with Industrial Strategy, Northern Powerhouse Policy, LEP Local Industrial Strategy and Defence Industrial Policy

- vii. The Government's Industrial Strategy and sector deals for nuclear, life sciences and other key sectors relevant to Furness, focus on creating an economy that boosts productivity and earning power throughout the UK. The Delivery Plan clearly contributing to these objectives whilst exploiting potential of the Northern Powerhouse's 4 prime capabilities of advanced manufacturing, digital, energy and health innovation.

Industrial Strategy Relationship with FEDF Delivery Plan

INDUSTRIAL STRATEGY	FEDF DELIVERY PLAN	DETAILED DELIVERY PLAN ACTIONS
PLACES prosperous communities across the UK	QUALITY OF LIFE	A HEALTHY ACTIVE COMMUNITY IMPROVING THE LOCAL HOUSING OFFER REGENERATED TOWN CENTRE SECURED FUTURE FOR HERITAGE ASSETS SOCIAL INNOVATION AND MOBILITY
PEOPLE good jobs and greater earning power for all	EDUCATION, EMPLOYMENT AND SKILLS	FURNESS EDUCATION SKILLS PARTNERSHIP RAISING UNDERSTANDING AND PARTICIPATION IN STEM DEVELOP AN EMPLOYABILITY RUBRIC ALTERNATIVE LEARNING PROVISION
INFRASTRUCTURE a major upgrade to the UK's infrastructure	INFRASTRUCTURE IMPROVEMENTS	ROAD RAIL PORT INFRASTRUCTURE WATERFRONT BUSINESS PARK WATERFRONT MARINA VILLAGE WATERFRONT HOUSING DEVELOPMENT INNOVATIVE HOUSING SOLUTIONS BROADBAND COVERAGE ENHANCEMENTS
IDEAS the world's most innovative economy	BUSINESS ENGAGEMENT	COLLABORATION WITH CHAMBER OF COMMERCE, GROWTH HUB, INNOVATE UK, UNIVERSITIES, COMPANIES, OVERSEAS TECHNOLOGY TRANSFER, CATAPULT CENTRES
BUSINESS ENVIRONMENT the best place to start and grow a business	BUSINESS ENGAGEMENT	AMBASSADORS AND ADVOCACY COLLABORATION WITH CHAMBER GROWTH HUB BUSINESS SUPPORT INWARD INVESTMENT SUPPLY CHAIN AND NORTHERN POWERHOUSE FUND, KEEP OUR FUTURE AFLOAT CAMPAIGN

Northern Powerhouse: 4 Prime Capabilities: Transport for the North 2017

4 PRIME NORTHERN REGIONAL CAPABILITIES	FURNESS STRENGTHS INCLUDE CLUSTERS OF PRIME CAPABILITIES AND...
ADVANCED MANUFACTURING	Fast moving consumer goods; electronics; electrical systems integration; engineering precision fabrication I
ENERGY	Oil gas; hydro; civil nuclear; defence nuclear; tidal; LEDs; Solar; wind offshore/onshore; Smart battery technology
HEALTH INNOVATION	Life sciences, oral antibiotics,
DIGITAL	The digital shipyard; aerospace; printing, cad design

Cumbria Local Industrial Strategy - coming soon 2018 built on??

CUMBRIA LEP PRIORITIES	MAJOR OPPORTUNITIES
Nuclear civil and defence	Delivery of a "national endeavour " Dreadnought defence capability, a 3600mw power generation facility
Backed by Advanced Manufacturing	Fast moving consumer goods; electronics; electrical systems integration, precision engineering, fabrication
Energy	Oil gas, offshore wind, tidal, hydro, civil and defence nuclear, subsea technology, LEDs, smart battery technology
World Heritage Sites	International and UK visitor attractions

Mod: Industry for Defence and a Prosperous Britain December 2017: we can show how Cumbria, Furness, Northwest England are very strong in defence research, design, manufacturing, test, commissioning, through life support, as a supply chain hub and a contributor to exporting due to the considerable skills-base located in Furness.

delivering wider economic value to the local economy	Fostering internationally competitive innovation	Making it easier to do business with defence
Strengthening supply chains	Exporting diversification using defence growth partnership	Supply chain plans and supplier engagement
Cross govt approach to industrial strategy	Securing operational advantage freedom of action	Defence innovation initiative

Working towards a vision which looks like this in the mid-2030s

- viii. FEDF has attempted to look at what Furness will look like once its new vision has been realised. The potential outcomes are summarised in Figure 1 below.

FIGURE 1: A VISION FOR FURNESS IN 2037– WHAT SUCCESS MAY LOOK LIKE

A THRIVING ECONOMY FOUNDED ON ADVANCED MANUFACTURING, HIGH QUALITY SERVICES, SERVING GLOBAL MARKETS THROUGH STRENGTHENED SUPPLY CHAIN PRESENCE OF THE AREA'S COMPANIES

THRIVING ENLARGED TOWN CENTRES NOW A HUB FOR LEISURE AND SHOPPING EXPERIENCES, ALL BENEFITING FROM A £4.2BN PLUS INJECTION OF NEW GROSS VALUE ADDED (DUE TO THE DREADNOUGHT PROGRAMME) AND ATTRACTING MORE VISITORS FROM THE LAKE DISTRICT NATIONAL PARK WORLD HERITAGE SITE AND INCREASED USE OF LOCAL ATTRACTIONS

A LEADING UNIVERSITY AND SERVICE CENTRE LINKED TO MANCHESTER, ITS GATEWAY INTERNATIONAL AIRPORT VIA THE A590 AND M6 MOTORWAY AT JUNCTIONS 33-36 WITH EFFICIENT RELIABLE RAIL SERVICES CONNECTED TO THE WEST COAST MAIN LINE AT LANCASTER, PRESTON AND OXENHOLME

WITH A WELL QUALIFIED WORKFORCE ABLE TO COMMUTE EASILY BY FAST RAIL, DUAL CARRIAGEWAY ROADS FROM AN ENLARGED TRAVEL TO WORK AREA ARE SERVICED BY AN EFFICIENT URBAN AND RURAL BROADBAND 5G NETWORK

THERE ARE CLUSTERS OF HIGH TECH BUSINESSES IN BUSINESS PARKS ON BARROW'S WATERFRONT AND ITS NORTHERN APPROACH WITH ULVERSTON HAVING ATTRACTED PHARMACEUTICAL RESEARCH TO ADD TO ITS ELECTRONICS SUBSEA AND LED STRENGTHS AT EAST ULVERSTON BUSINESS PARK

CONCERTED ACTION TO ENHANCE INNER URBAN AREAS THROUGH A HERITAGE ACTION ZONE, BRINGING MORE PEOPLE TO MARINA VILLAGE AND OPENING THE CAVENDISH DOCK WATERSPORTS CENTRE HAVE ALL HELPED TO DRAMATICALLY REDUCE DEPRIVATION

THE *NORTHERN POWERHOUSE INITIATIVE*'S FOCUS ON IMPROVING BASIC SKILLS, IMPORTING HIGH QUALITY TEACHERS, OFFERING A STRECHING CURRICULUM WITH PARALLEL SUPPORT FOR FURNESS EDUCATIONAL AND SKILLS PARTNERSHIP HAS HELPED CLOSE THE GAP ON EDUCATIONAL ATTAINMENT

SIGNIFICANT PROGRESS ON A SUSTAINABLE LOCAL AND ORGANIC SOCIAL ENTREPRENEUR PROGRAMME HAS HELPED SOME OF THE MOREST DEPRIVED COMMUNITIES TO IMPROVE THEIR HEALTH EMPLOYABILITY AND ASPIRATIONS

MANY OF THE CHILDREN OF DEPRIVED FAMILIES IN THE SECOND DECADE OF THE 21ST CENTURY ARE NOW INSPIRED TO BE HIGH ACHIEVERS IN A MORE DIVERSIFIED GLOBALLY AWARE MARKETPLACE PROVIDING LOCAL FIRMS WITH THE SKILLS THEY NEED

Capable of Tackling Key Issues, Achieving Objectives set out in Council Plans

Table 3 Current Situation	Key Issues	Objectives
<p>DEVELOPING THE LOCAL ECONOMY TO SECURE A LONG-TERM ECONOMIC FUTURE</p> <p>BAE Systems, specialising in submarine construction, is the largest employer in the Furness area with 8,500 employees</p> <p>26.3% of employment in Furness is in manufacturing – this compares with GB's 8.3%.</p> <p>22.3% of people in the Furness area educated to NVQ Level 4 is lower than County and National percentages</p> <p>By 2021 West Cumbria will receive new investment of £20 bn. By 2060 this will equate to a growth of £4.2 bn in Gross Value Added for Barrow – 9% of the target of the Northern Powerhouse Narrative (2016). In 2015 74.8% of the working age population of the Borough were economically active compared to 77.8% nationally</p>	<p>A broader base for the economy, continuing to diversify by business size and sector is required. Develop economic resilience beyond current shipyard programmes. GSK Strategic Review 2017–18</p> <p>Strong investment and employment growth in the local economy with high levels of employment in manufacturing programmes out to the late 2030s</p> <p>Skills shortfalls in some sections of the population. Raising basic skills inspiring young people to live and work locally, attracting skilled labour from a wider catchment area</p> <p>Limited ability to directly deliver economic growth objectives – council needs to influence local, regional and national agencies to achieve its ambitions.</p> <p>Greater understanding of the economic consequences of worklessness and high levels of deprivation</p>	<p>Secure investment and regeneration of 'Waterfront Barrow' and other key sites, including those allocated in Local Plans, by marketing commercial and residential development opportunities, attracting external funding, use, hold and assemble land required for development</p> <p>Lobby for improvements in road and rail infrastructure, as well as digital connectivity, through partnerships with businesses and other public-sector organisations. Use in South Lakeland of Community Infrastructure Levy to help deliver infrastructure</p> <p>Promote Furness in the wider geography of the Morecambe Bay area, harnessing collective strengths and supporting economic growth</p> <p>Work in partnership with others to provide business and supply chain support and advice and increase the skills of the working age population through training and education providers,</p> <p>Continue to support Furness Economic Development Forum programmes to secure economic growth, skills, quality of life and infrastructure improvements</p>
<p>A STRONG AND VIBRANT TOWN CENTRE COMMUNITY</p> <p>Barrow is a significant comparison and convenience destination for areas outside the Borough including parts of Copeland, South Lakeland and the Lake District National Park. Barrow town centre and edge of town shopping faces internet sales and footfall challenges needs better access on foot cycle by car and to attract a mix of leisure retail and other uses. Plans to improve town centre heritage, accommodation, tourism and eventing, including the Tour of Britain, will help start a renaissance</p> <p>The vacancy rate for retail units in Barrow town centre is 11.77%, above the 9.6% GB average. Growth of edge of centre shopping and internet retailing is currently 23% and will impact upon the vitality and viability of town centres. Business Improvement Districts created for Barrow Town Centre and Ulverston can transform both centres</p>	<p>Continuing contraction of Barrow town centre retail offer through impact of online sales and competition from edge of centre retailing</p> <p>High levels of disrepair in pre-1919 terraces on the edge of Barrow town centre and a declining market for these properties.</p> <p>Low demand for small scale residential new build in town centre.</p> <p>Persistent pockets of deprivation around Barrow town centre.</p> <p>Newly created BIDs' leads on regeneration of town centre commercial and retail offers</p>	<p>Improving the leisure, cultural and retail offer in Barrow and Ulverston, assisting new start-ups, supporting events and festivals and town centre initiatives through BIDs and other partners.</p> <p>Diversifying and improving the operation of the night time economy including mitigation of its impact upon residents</p> <p>Deliver a Masterplan for the Barrow town centre</p> <p>Improving quality and choice in the housing offer in town centres.</p> <p>Improvement to infrastructure designed to achieve the safe and convenient movement of vehicles and pedestrians to and within the town centre.</p>

Current situation	Key issues	Objectives
<p>CLOSING THE GAP ON HEALTH INEQUALITIES</p> <p>Male life expectancy at birth in Barrow is 76.9 years, 3.9 years lower than the district with the highest life expectancy, 2.1 years lower than the Cumbria average and 2.5 years lower than the England average. Female life expectancy at birth in Barrow is 81.6 years, 3 years lower than the district with the highest life expectancy, 0.9 years lower than the Cumbria average and 2.1 years lower than the England average. 8 communities within Cumbria are amongst the 3% most deprived nationally this comprises 2.3% of the County population. Half are in Barrow-in-Furness.</p>	<p>The 'health gap' in Cumbria – the difference between those areas with the best health outcomes and those with the worst has stayed constant, health in all areas has improved. Barrow has high levels of coronary heart disease, cancers and lung disease linked, in part, to the legacy of heavy industry in the town. On most of health indicators it has the poorest health outcomes in Cumbria. Delivery of this priority led by the Clinical Commissioning Group, Cumbria County Council, UHMBT, but many of the Borough Council's activities will impact on health outcomes. Housing and leisure are particularly influential.</p>	<p>Encourage greater use of leisure facilities including parks, woodlands and open spaces</p> <p>Engagement in activities to reduce health inequalities</p> <p>Participate in targeted public health campaigns identified by the Locality Health and Wellbeing Forum. Maintaining housing stocks to ensure they meets the decency standard. Agreeing a third sector strategy to improve health and wellbeing in Furness</p> <p>Improving people's financial resilience, taking a joint approach to looking at preventative and mitigating measures for poverty</p>
<p>PROVIDING A GREATER CHOICE OF GOOD QUALITY HOUSING, REGENERATING THE OLDEST AND POOREST QUALITY HOUSING</p> <p>Unlike national trends the population of the Borough fell between 2001 and 2011 particularly in the 20-34 age group.</p> <p>The Borough population has fallen by 4%.</p> <p>House prices in the Borough are relatively low.</p> <p>Government have imposed a compound annual reduction of 1% pa for the next 3 years in public rented sector rents</p>	<p>Creation of more starter homes and affordable homes</p> <p>Local authority housing stock and housing association stock all meet the decency standard</p> <p>There are significant issues of unfitness in the owner occupied private stock, particularly pre-1919 Victorian terraces.</p> <p>Good levels of interest from developers for edge of town and large sites but little interest in the town centre</p> <p>Finance to support comprehensive housing renewal programme in Barrow town centre has been withdrawn and this will prevent future programmes as they will be unaffordable by the council or the private sector</p>	<p>Support improvements to the poorest quality housing, completion of Barrow's central comprehensive housing renewal programme</p> <p>Support development of a Barrow supported special needs housing unit</p> <p>Effective management of Council owned stock.</p> <p>Provide a range of housing sites on a broad range of locations through the Borough <i>Local Plan</i> and support their development, as well as those allocated in the Furness area in South Lakeland's Local Plans</p> <p>Explore development of schemes to support older and disabled residents to remain in their homes</p> <p>Encourage good standards in the private rented sector and help facilitate and enable private sector development</p> <p>Use in South Lakeland of Community Infrastructure Levy to help deliver infrastructure</p>

- viii. FEDF's small Executive Team drawn from Furness Economic Development Forum, BAE Systems Maritime Submarines, Furness College, Barrow Borough and South Lakeland District Council will act as a co-ordinating and implementation team servicing the Delivery Groups and the FEDF Board.
- ix. A series of monitoring and self-evaluation reports will be introduced to enable project leads to identify for stakeholders how each set of actions is progressing and whether any need additional resource or assistance.

1 Introduction

- 1.1 This Furness Economic Development Forum *Delivery Plan* 2018–23 sets out the Forum’s economic development priorities which will be reviewed annually. The *Delivery Plan* is sufficiently flexible to be able to respond to emerging opportunities and challenges and sets out a clear vision for the future which is,

“to use the period of prosperity to create a more diversified, resilient economy enabling all sections of society in Furness to benefit from economic growth”.⁽⁵⁾

- 1.2 **The plan covers the area within the Barrow and Furness Parliamentary Constituency Boundary (See Map 1)** which is an Assisted Area ⁽⁶⁾ until 2020. It includes Barrow Borough one of England’s 20% most deprived districts. The plan builds on FEDF’s previous achievements between 2014 and 2017 (see Appendix C) notably the advanced manufacturing centre at Furness College and better co-ordinated, more effective business support via co-location of Cumbria Growth Hub and FEDF.
- 1.3 Delivery of the plan’s priorities will be the responsibility of four Delivery Groups each reporting to the main FEDF Board and being supported by a small Executive Team. In many cases actions will involve closer collaboration with neighbouring areas, organisations and bodies, such as the NW Manufacturing Forum.
- 1.4 The Cumbria Local Enterprise Partnership (LEP) *Strategic Economic Plan*, its forthcoming *Local Industrial Strategy*, the government’s *Industrial Strategy*, Northern *Powerhouse Strategy* and *Defence Industrial Policy* set the context for FEDF’s *Delivery Plan*. All seek to facilitate investment and growth and realise an ambition to enable Cumbria to have one of the fastest growing economies in the UK. Three of the LEP’s four priorities ⁽⁷⁾ shown below are the most relevant for Furness:
- advanced manufacturing growth;
 - nuclear excellence;
 - a vibrant rural economy.

This ambition is reaffirmed by local policies in the Barrow in Furness *Local Plan*, its *Council Plan* and by South Lakeland District’s *Local Plan*, and its *Council plan* and the Furness Economic Development Forum *Delivery Plan*.

- 1.5 Furness has a window of great opportunity from 2018 to the early 2030s’. A 20-year period of prosperity during which it will benefit from an injection of £4.2bn Gross Value Added (GVA) from the Ministry of Defence’s £44bn investment in submarine programmes described as “*work of unparalleled strategic importance both nationally and internationally, ensuring the security of the UK’s on-going at-sea nuclear deterrent*”⁽⁸⁾. Developments by BAE Weapons UK, exporting to India, further investment by Centrica and Spirit Energy, Orsted, growth of existing companies, divestments by GSK and prospects of Furness benefiting from West Cumbrian investments of £2,000m/year decommissioning at Sellafield⁽⁹⁾, at Drigg Low Level Waste Depository, the planned West Cumbria Mine and a new Moorside nuclear power generation facility, for which the timing is uncertain, will amount to over 10% of the anticipated “*Northern Powerhouse Narrative*” GVA growth by the mid-2030.

(5) This complements Barrow Borough vision “for the Borough is a healthy population, with high aspirations, living in good quality housing with decent jobs in a diverse economy” and South Lakeland District’s to “Make South Lakeland the best place to live, work and explore”.

(6) Assisted Areas are places where additional financial support is offered to businesses under European Commission state aid rules. See <https://www.gov.uk/government/publications/state-aid-assisted-areas-introduction>

(7) The fourth priority relates to strategic connectivity along the M6 corridor see <http://www.cumbrialep.co.uk/wp-content/uploads/2014/03/Cumbria-LEP-final-report-1-April-2014.pdf>

- 1.5 **The Furness areas need to exploit this current period of growth as a foundation for long term prosperity in our communities**, allowing existing and new businesses, to access regional, national and international markets, helping to achieve a more diversified and resilient economy. A substantial increase in entrepreneurship is needed to underpin the area's transition. Skills development, recruitment and retention need to be able to benefit all sizes of businesses as does strengthening supply chain capability. All these are key to future business growth in Furness.
- 1.6 **Furness residents, including those disengaged from the local economy need to have access to excellent learning environments, well paid jobs** and opportunities both to attract the skills companies need to enable existing firms to be competitive and to help individuals, to realise and optimise their potential. Businesses must be able to access and develop the skilled workforce they need, and residents will be supported to access good quality employment opportunities and to progress in work.
- 1.7 **Closing the gap on educational attainment so that local schools match national averages for achieving 5 GCSEs at grades A to C (grades 9 to 4 from 2018-19 in every subject) will help individuals in bridging the gap to jobs** over the next five years and is a key priority for the FEDF Partnership. It is a step towards enabling more young people to achieve successful, high-wage careers. They also need support to recognise the importance of skills requirements in the future world of work and to achieve their potential. September 2017 saw the commencement of a new two-year programme for the Furness Education and Skills Partnership to deliver a step change in the way businesses can interact with schools.
- 1.8 **There is also a business case to encourage more people to join the workforce from the pool of people currently disengaged from the labour market.** There were over 9,300 people economically inactive in Furness in June 2018. 10,600 reside in Barrow. Of these around 9,500 did not want a job 2,400 want a job. By a concerted effort to re-engage 2,400 people who are currently "inactive" in the labour market with work, remunerated at the living wage as their minimum salary, the economic stimulus for Furness would be £76.25m⁽¹¹⁾. FEDF believes there is a strong economic argument for Cumbria LEP and local partners, action to realise this opportunity. Across Cumbria a concerted approach to getting more people reconnected with work would generate a much larger economic stimulus.
- 1.9 **Infrastructure investment is a crucial in creating a more resilient and diverse local economy. Investment in the housing stock** will help attract-in and retain skilled people and improve the quality of life for less well-off residents. A broader choice of more affordable homes, new executive homes, regenerated older Victorian-origin homes located in the inner urban area of Barrow and provision of private rented accommodation solutions are required to meet the permanent and temporary demands that new investment and workforce growth are creating. Homes England and greater Housing Infrastructure Fund resources can help address such needs.
- 1.10 **Residents and businesses to conduct their activities efficiently improvements to road, rail, public transport and broadband are needed.** Furness needs to be able to have good efficient connections all over the UK and internationally prioritised by Transport for the North. This is because it needs to draw in specialist skills and its companies have nationally distributed supply chains. The catchment area for travel to work is restricted by poor public transport.

(9) *NDA 2017-20 Business Plan*, page 20 includes £1,128m decommissioning spend largely in Cumbria

(10) *Towards a New Economic Vision for Furness*, Office of the MP for Barrow and Furness (2012)

(11) based on an assumption 60% new jobs for males 40% for females and wages of £598 and £436 week respectively

- 1.11 Figure 2 shows the strategic connectivity on which the economy depends, and the prime capabilities present in Furness.

FIGURE 2 NORTHERN POWERHOUSE PRIME CAPABILITIES IN FURNESS



- 1.12 The example inside the back cover shows the national distribution and significance of the 1,000-company submarine supply chain located in 444 UK towns and cities ⁽¹²⁾. It is mirrored by 200 firms' national distribution supporting Siemens Subsea Connector business ⁽¹³⁾. Centrica Energy, Orsted and Vattenfall offshore windfarm operations and maintenance hubs at Barrow have since 2008 started to build a young but locally based network of suppliers that is set to increase in size. It will have potential to link with hubs at Liverpool and on the Humber, estuary creating an interrelated network of northern suppliers benefiting from good cross-north communications.
- 1.13 Effective engagement and buy-in with the Delivery Plan by all sections of the community is critical, therefore a communication plan will sit alongside the Delivery Plan essential to ensure its success. There remains a lack of awareness of the opportunities in the local community and so dissemination and engagement to all stakeholders is critical.

(12) Submarine supply chain analysis, Keep our Future Afloat Campaign 2015 to 2018

(13) Siemens Subsea briefing to FEDF, 2017

2 Strategic Overview of the Furness Economy

2.1 Although Furness appears to have a more assured future over the next 15 years (2018–2032) than many parts of both the Northern Powerhouse area or of Northwest of England with potential for the realisation of over £1bn of new investment by 2025 and creation of up to 3,000 jobs, it has a history of experiencing a series of “boom and bust” trends. These have followed cycles of major shipbuilding and submarine construction activity⁽¹⁴⁾ and led to loss of critical capabilities. There is also a sharply contrasting, very challenging set of circumstances that have proven difficult to overcome. Mott McDonald in advising Cumbria LEP in 2014, stated that, *“.....Barrow-in-Furness exhibits the dual economy characteristics in an acute form..... high technology, high wage activities of BAE Systems and a few other firms sit alongside a hidden economy of poor qualifications, low wages and intermittent employment. The huge investment programmes of the major firms offer the potential for local firms to expand and for new highly productive firms to become established within their supply chains. Only supply-side change can re-engage the latter group with the modern economy.”*

2.2 It is essential that all sections of the community can benefit from the anticipated growth and that prosperity can be shared by everyone. Crucial challenges for Cumbria LEP, FEDF and their partners during this timeframe are:

- **to use this period of prosperity to create a more diverse economy by the early 2030s;**
- **bridging the gap that is preventing individuals who are more disengaged from the labour market and companies accessing these huge opportunities – too many people do not have the education and skills they need to be able to command a good wage, a challenge that the Government’s Building an Industrial Strategy consultation highlighted earlier this year;**
- **closing the long-standing gap in educational performance to provide young people with the potential to develop well paid careers in local companies;**
- **helping people to enjoy a better quality of life through better health, education, employment opportunities, access to affordable modern housing and potential for exploiting their skills;**
- **facilitating companies breaking into new markets with their supply chain contributions whilst the new intensive investment is underway locally, so that they can go on to establish or cement their positions in the new markets and are less dependent on local large operations for their future prosperity.**
- **Connectivity by road, rail, sea and air to become more resilient reliable and efficient to enable companies to trade nationally and internationally and for labour markets to be deepened to enable the area to attract in and retain the skills it needs from a wider geographic area.**

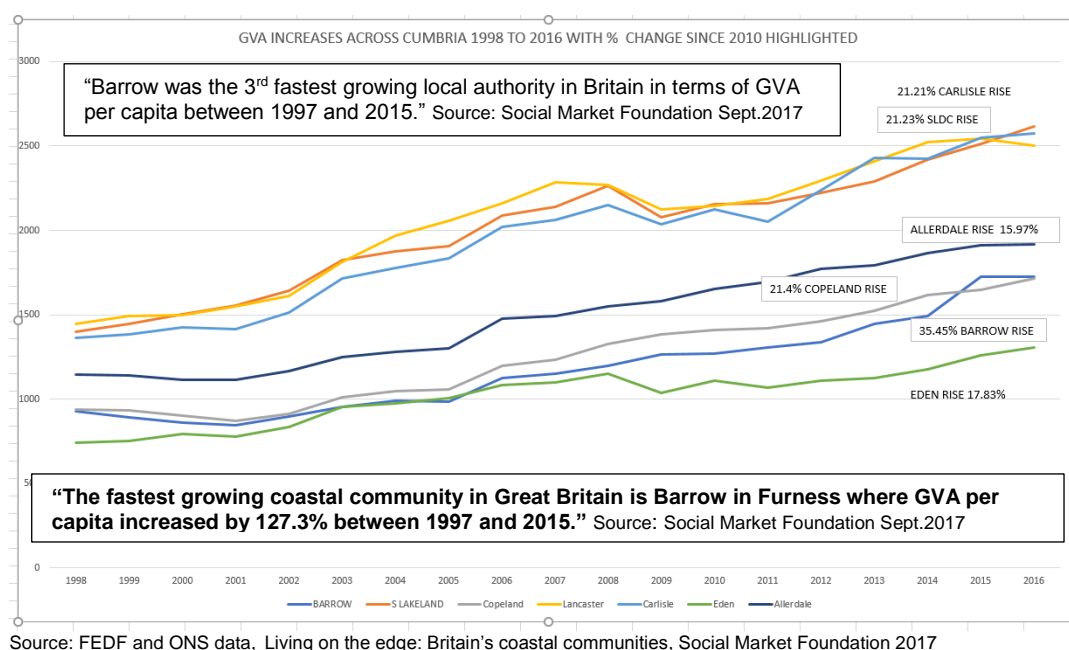
(14) Learning from Experience. Volume 3. Lessons from the United Kingdom’s Astute Submarine Program, Rand Corporation 2011

- 2.3 **Barclays Local Insights suggest that the Furness economy over the past year is performing better than that of Carlisle and Lancaster in many aspects.** Average wages of £36,000 are on a par with the UK average and a higher percentage of Barrow's working population (36%) earns more than the average wage. Consumer spending over the past year is also higher which may, if it continues, help to attract more housing, shopping and leisure investment and other quality of life improvement
- 2.4 **September 2017's "Living on the edge: Britain's Coastal Communities" by the Social Market Foundation places Barrow as the third fastest growing coastal community in Great Britain** based on its GVA per capita growth between 1997 and 2015 of 127.3%. This growth rate exceeding Aberdeen (95.3%) and GB's 78.1%.
- 2.5 **The Barrow Borough and South Lakeland parts of Furness and the two neighbouring districts exhibit different characteristics.** The two areas had a combined population of 171,400 in 2017 arise of 0.46% (800) from 170,600 in 2017. Barrow has 67,100, a drop of 200 on 2016 South Lakeland has 103,300 up 1,000. The fall since 2012 is 4,003 from 175,403. South Lakeland has a more diverse economy. Barrow Borough is heavily dependent on the decisions taken by, and the fortunes of, a few large multinational employers and Sellafield, where a high number of people commute to daily for work. There are risks in having this dependency.
- 2.6 GVA growth is a good indicator of economic performance. ONS data from March 2017 for District Council areas shows that since 2010 Barrow has experienced the largest GVA growth rate which has primarily been driven by manufacturing strength.

Table 3 GVA change since 2010 in £m

District	2010	2011	2012	2013	2014	2015	2016	Change	% Change
Barrow Borough	1272	1308	1339	1446	1493	1726	1723	451	35.4%
South Lakeland	2157	2159	2225	2289	2421	2512	2615	458	21.2%
Copeland Borough	1411	1418	1462	1521	1619	1648	1713	302	21.4%
Carlisle City	2126	2051	2239	2430	2423	2548	2577	451	21.2%
Eden	1110	1070	1108	1127	1178	1259	1308	198	17.8%
Allerdale	1653	1692	1770	1795	1865	1911	1917	264	16.0%

Source ONS 31st March 2017 Note Allerdale change was £201m and Eden £103m



- 2.7 **The longer-term picture of GVA change since 2000 shows Barrow's continuing dependency on its manufacturing strength;** it has not diversified away from its dependency on the building of warships and submarines as much as was envisaged in the 1990s. Then, around 31% of jobs were in shipbuilding; today it is just over 22%. Furness is highly dependent on government and public-sector spending to support over 19,250 jobs in submarine construction, health, education and other public-sector services. For Barrow, manufacturing, distribution and public administration/health are the GVA drivers. South Lakeland has seen largest growth in distribution, manufacturing, public administration/health, real estate and business services.

Table 4 GVA change by sector 2000 to 2015 Barrow and South Lakeland

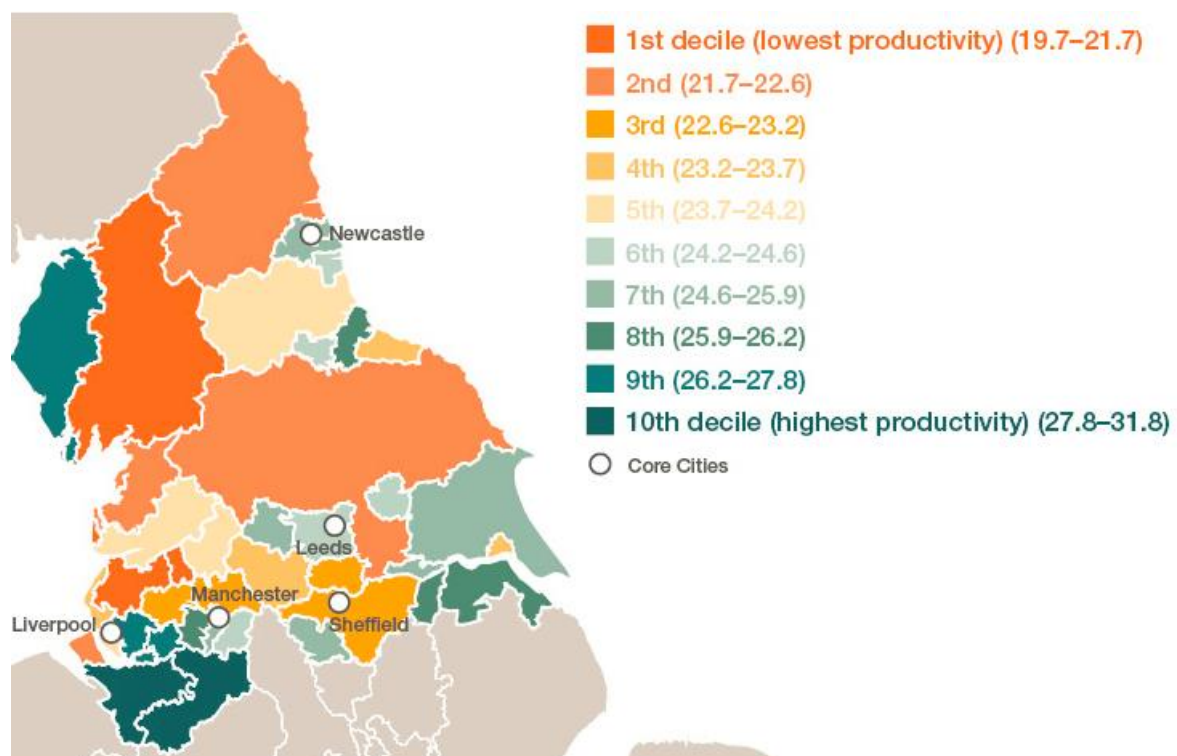
Rate of change	Barrow GVA growth Change from to	Activity/sector	South Lakeland GVA growth change from to	Rate of change
441	239-680	Manufacturing	171-369	198
1	33-34	Other production	28-63	45
49	37-86	Construction	95-150	55
112	117-229	Distribution	350-655	305
7	19-26	Information communications	43-41	-2
11	7-18	Finance	33-34	1
44	73-117	Real estate	260-427	167
55	38-93	Business services	89-175	86
119	144-263	Public administration health	197-393	196
20	17-37	Other services	52-120	68
5	12-17	Agriculture	14-34	20

Source ONS 31st March 2017

- 2.8 **Across many of the area's business sectors there are grounds for economic optimism** and for those such as oil and gas, which have suffered from reduced offshore investment, new business models are helping to support sustainable levels of business. There is every prospect that \$50bbl oil will also provide a competitive advantage for smaller hydrocarbon companies such as those based in Furness who have a lower cost base and can react more quickly to technological and market changes. The following paragraphs illustrate some of the grounds for a positive outlook.
- 2.9 **Renewable Energy and Natural Gas projects are a key driver of growth locally.**
- 2.10 **Orsted's** £2bn offshore Walney Extension (the largest windfarm in the world) Project's construction during 2017 to 2019 will add to the operator's four existing operations and maintenance- base activity and that of Vattenfall. Offshore wind operations and maintenance capability locally are maturing as projects come out of warranty, new construction continues, and employment is rising with scope for this to become a local and international supply chain market opportunity for local firms.
- 2.11 **Centrica Energy is building one of the world's largest (49MW) battery storage facilities** at Roosecote, has launched **Spirit Energy**, is modernising its gas processing assets onshore at Rampside where 204 ha of land are allocated for energy investment. Offshore investment is also underway in the East Irish Sea. The gas grid connection is the unique selling point (USP) for Barrow gas infrastructure. There is future potential for **Port Meridian's** gas imports through a liquified natural gas (LNG) pipeline with offshore mooring point and maybe gas storage offshore in depleted gas fields. Centrica's move towards group, wide procurement creates a local opportunity, as does, potential for deeper offshore drilling and possibly Port Meridian's gas import proposal all designed to exploit Barrow's gas processing infrastructure "USP" the strategic gas grid connection. Siemens, development of 45kv connectors and graphene enhanced polymer seals, through collaboration with Blackpool-based suppliers, show the direction of oil and gas related innovation.

- 2.12 **A government sponsored national nuclear sector deal** is likely to create potential for Furness and west Cumbrian firms and stronger relationships with nuclear investment in south west England and at Derby. The Furness economy and its companies have expertise in defence, nuclear and strong links with west Cumbria's key industries located at Sellafield, the planned 3600mw nuclear generating station at nearby Moorside, the low-level waste repository at Drigg and HM Prison operations at Millom. Each offer to create new employment and supply chain opportunities for people and companies located in Furness.
- 2.13 **The government's *Defence Equipment Plan's* £44bn submarine programme** is the stimulus for the Furness area's largest investment programme which is the £525m modernisation of Barrow Shipyard. This programme alone will deliver £4.2bn of additional GVA into Barrow by 2037 adding to the Furness area's significance as the urban area which since 2010 has the fastest GVA growth 24%, of all Cumbria's major urban centres. The anticipated workload will also benefit around 1,000 companies nationwide in 444 towns and cities, as a truly "national endeavour".
- 2.14 **Life sciences** – the future of the Pharmaceuticals industry in Furness will depend on the ability of GSK to implement its divestment plan in 2018 or 2019 by attracting a new buyer for the site operations and potential to maximise use of the current GSK landholding for future business growth in other sectors.
- 2.15 **There is also scope for new investment in the fast-moving consumer goods sector and electronics sectors** including LED manufacturing by investing in and creating new production capacity.

Figure 4 Cumbria Coast and Regions of the North with the Highest Productivity



Source: <http://www.ippr.org/read/city-systems#the-role-of-small-and-medium-sized-cities>

- 2.16 NESTA's The Geography of the UK's Creative and High-Tech Economies 2015 research shows how Furness and west Cumbria are ranked 6th out of the top 20 parts of Britain in importance for their high-tech industries, this is illustrated in the map and box below.

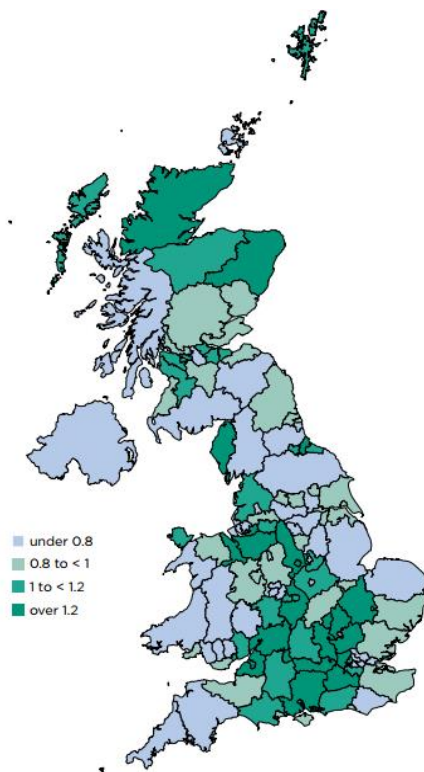


Figure 3 Map and Table Location Quotients for the high-tech economy sorted by the top 6 from the top 20 areas with the highest high-tech economy location quotients UK average 2011-13.

“Employment in high-tech industries as a proportion of areas’ workforces is more evenly distributed, being also relatively prominent in **West Cumbria, (Furness)** Flintshire and Wrexham, Derby, South and West Derbyshire, Caithness and Sutherland, Portsmouth, Hartlepool and Stockton-on Tees, and Warwickshire.

Some of the agglomerations are likely to relate to the supply chains and employment of specific large-scale employers.

In West Cumbria, there are two major employers in the form of the Sellafield Nuclear site (the largest nuclear site in Europe) and BAE systems’ submarine operations in Barrow-in-Furness.”

Source: NESTA *The Geography of the UK's Creative and High-Tech Economies 2015*
<https://www.nesta.org.uk/report/the-geography-of-the-uks-creative-and-hightech-economies/>

TABLE 5 Nuts 3 area	Stem specialists	High tech industry	High tech economy
Aberdeen	2.0	2.3	1.9
Berkshire	2.2	2.0	1.9
Cambridgeshire	2.2	1.7	1.7
Buckinghamshire	1.7	1.6	1.5
Derbyshire	1.2	1.7	1.4
West Cumbria	1.0	1.7	1.4

The geography of the UK's creative and High-Tech Economies NESTA 2015, page 62

TABLE 6 Areas with concentrations of employment in a high-tech economy	High tech only
Aberdeen	1.88
Derby	1.45
West Cumbria	1.44
Hampshire	1.37
Cheshire	1.35
Halton and Warrington	1.31

The Geography of the UK's Creative and High-Tech Economies NESTA 2015, page 62

- 2.17 The Furness area also makes a significant contribution to the prosperity of the UK, a factor highlighted in the July 2018 report “*Growing the Contribution of Defence to UK Prosperity*” through companies such as Oxley Group, Marl International, Bender UK and BAE SYSTEMS.
- 2.18 We have defined the wards where the main concentrations of jobs are found what changes are occurring in those wards and have looked at how the number of jobseeker’s allowance claimants has changed in each ward.

TABLE 7 WARDS WHERE THE JOBS ARE	2013	2015	2016	Change	JSA 2014	JSA 2018	Change	Fall or Increase
Barrow Borough								
Barrow Island	6,000	8,000	8,000	2,000	132	125	-7	- 5.3%
Central	4,800	4,500	3,500	1,300	263	160	-103	-39.2%
Dalton North	1,100	1,750	1,500	650	64	50	- 14	-21.9%
Dalton South	1,000	1,000	1,750	0	91	55	- 36	-39.6%
Hawcoat	2,700	3,000	2,500	-200	24	15	-4	-16.6%
Hindpool	6,900	8,000	7,000	1,100	219	185	-34	-15.5%
Newbarns	1,500	1,250	1,500	0	87	45	-42	-48. 3%
Ormsgill	2,200	2,000	1,750	-450	168	125	-43	-25.6%
Parkside	1,500	1,500	1,500	0	58	55	-3	- 5.2%
Risedale	400	450	500	100	123	135	12	+10.0%
Roosecote	700	600	600	-100	83	20	-63	-76.0%
Walney North	500	500	500	0	89	45	-44	-49.4%
Walney South	500	500	500	0	75	35	-40	-53.3%
Totals	29,800	32,600	31,100	1800				
South Lakeland								
Broughton	800	800	800	0	11	10	1	-9%
Cartmel Grange West	NA	700	800	NA	10	0	0	-100.0%
Coniston Crake Valley	1,100	800	800	-300	0	5	5	+500
Hawkshead	1,200	1250	1,500	300	0	5	5	+500
Grange North	1,500	1250	1,000	-500	10	10	0	0
Grange South		300	300	0	NA	5	5	NA
Holker	600	700	600	0	9	5	4	-44.0%
Low Furness	600	450	450	-150	26	6	21	-81.0%
Mid Furness	NA	700	600	-100	NA	10	10	NA
Ulverston Central	1,200	1250	1,250	50	30	20	10	-33.0%
Ulverston East	1,200	1250	1,250	50	48	30	18	-37.5%
Ulverston North	600	700	800	100	19	10	9	-47.0%
Ulverston South	300	350	300	0	12	10	2	-16.6%
Ulverston Town	1,400	1500	1,750	350	30	20	10	-33.0%
Ulverston West	400	400	400	0	10	5	5	-50.0%
Totals	10,900	11,150	12,600	250				
TOTAS	40,700	43,750	43,700	50				

Source Nomis and Cumbria Intelligence Observatory 2018

- 2.19 The data shows the huge concentration of 20,500 jobs in the Central, Hindpool and Barrow Island wards. These are the most deprived wards in Furness and amongst the most deprived in England. They are also the wards where future business growth will be concentrated. The data serves to emphasise the importance of bridging and closing gaps and improving quality of life for residents in these areas, which are likely to be where future growth is concentrated. The main points from the table are that:
- jobs growth is concentrated in Barrow;
 - in 2018 areas like Barrow Island have seen previously stubborn high unemployment reduce;
 - only Parkside ward experiences increasing JSA claimants;
 - the largest job reductions are in Central ward;
 - since 2015 continued recruitment at BAE Systems will have increased the concentration of jobs in Barrow Island by up to 1000.

- 2.20 Furness has a comprehensive range of health-care facilities available through Morecambe Bay Hospital Trust, primarily at Furness General Hospital, which it is widely recognised should retain its accident emergency and maternity capabilities. £12m of new maternity facilities, due to open in February 2018, will dramatically improve birth-care for residents. Specialist facilities in larger regional hospitals in Blackpool, Preston and Manchester and a £11m Barrow health centre build of which commenced in February 2018 will enable residents to have access to better diagnostic preventative advice intensive or day care.
- 2.21 Patient care is being transformed through recruitment of 275 nurses by March 2018 to help fill the 186.8 vacancies it had at the end of August 2017 and by adoption of new models of health care provision such as the Better Care Together Telemedicine project. Growing our own is the longer-term strategy for University Hospitals Morecombe Bay Trust (UHMBT).
- 2.22 Patient care is also being transformed by the Better Care Together telemedicine project. This seeks to reduce unnecessary journeys made by patients between Millom and Furness General Hospital (FGH) and foresees telemedicine replacing 20% of outpatient activity at UHMBT within 2–3 years, ensuring patients receive the same high standard of care, but in a location, that is more convenient to them. It uses a video-link established between a GP Surgery in Millom, and the Accident and Emergency Department at FGH, enabling triage to be carried out remotely.
- 2.23 In its 27 September Board papers (Page 31) UHMBT states that its “... *fundamental challenge is that it currently costs more to provide the configuration of services in Morecambe Bay than commissioners receive through their annual allocations*”. To address this the UHMBT will for the next three years improve individual and population health, promoting primary, preventative and self-care and reducing the requirement for more costly care, improve the quality, safety and effectiveness of care provision thus improving clinical outcomes, enhance people’s experience of care by providing transformed and integrated pathways of care to make substantial progress towards returning the system to financial balance.
- 2.24 Housing choice needs to be broadened both to meet workforce growth needs of companies which are expanding their activities, to improve the quality of life of residents and to accommodate a significant number of skilled people relocating to work on time limited projects who require temporary accommodation.
- 2.25 A total of 4,374 new homes is provided for in Barrow Borough and South Lakeland, Local Plans to 2031. *The Barrow Borough Local Plan Housing Trajectory 2018* identifies potential for 2,992 dwellings in the Borough to be built over the plan period up until 2031. South Lakeland’s Local Plan suggests 1,382 will be built in Furness. Heavy rented accommodation demands exist on the private rented sector stock which amounts to around 5,000 properties in Barrow. The demand is expected to be sustained through to at least 2025. Currently (22nd July 2018) there are only around 448 bed-spaces available in 219 properties within a 10-mile radius of Barrow. These demands are driving up rents (9.7% since 2014, 5% since 2016 according to Shelter) and stimulating developers innovative provision of rented space .

(15) http://england.shelter.org.uk/professional_resources/housing_databank

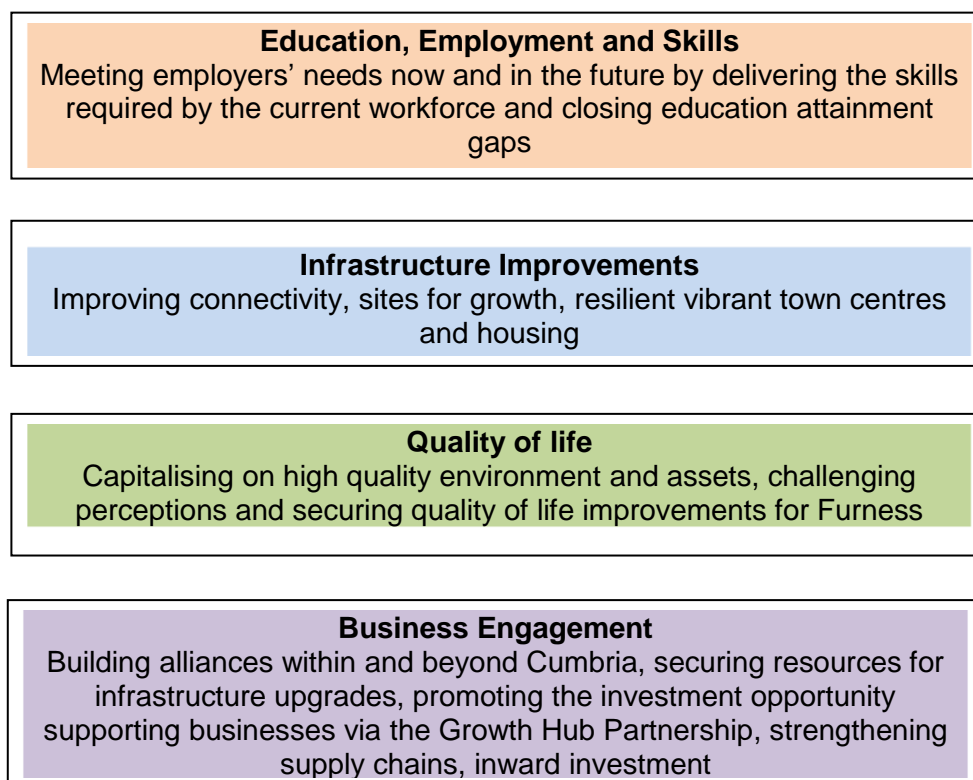
The Furness Economic Development Forum Delivery Plan 2018–2022



3. Key Economic Opportunities and Challenges

- 3.1 This *Delivery Plan* sets out below in Figure 2 the 4 key drivers that will help to deliver economic growth opportunities and deal with the challenges identified in the economic overview.

Figure 4 Four Drivers for Growth



- 3.2 The FEDF Board will with its new Delivery Groups concentrate its financial and other resources on agreed key priorities shown in sections 3.1 to 3.4 on the following pages.

3.1 Education, Employment and Skills - The Skills and Education Challenge

- 3.1.1. Educational attainment is essential to the future economic prosperity and high wage-earning capability of individuals living in Furness. FEDF will work collaboratively to close gaps in educational attainment across Barrow and Furness, to improve the career prospects of young people, adults and to help employers develop highly skilled future workforces by tapping into the local skills-base, attracting in specialist talent. Barrow has the highest apprenticeship take up rate (18%) in England.
- 3.1.2 The life chances of young people not able to access educational opportunities in schools, that are not judged good or better, are often adversely affected by their educational attainment, particularly in English and mathematics. There is a need to raise the quality and scope of the educational offer in Furness. We will use school performance tables and other data to identify gaps in educational attainment and carry out research to identify best practice nationally in closing achievement gaps.
- 3.1.3 The recommendations of the 2016 further education area review of post-16 education in Cumbria have been implemented. Locally, the merger of Furness College and Barrow 6th Form College continues to see positive outcomes for learners. The post 16 offer continues to be developed across the merged college. Young people can also choose to access vocational and academic provision at Ulverston Victoria High School and Millom and from 2018 sample jobs as FEDF/Ogden Trust Interns.
- 3.1.4 Helping young people to develop employability skills is critical to their future success. Proposals for implementation of the Employability Rubric - Skills & Employability Learning Framework (SELF) will provide young people and employer stakeholders with a clear framework to enable them to recognise, reflect on and develop the skills, which will improve citizenship, job and life chances skills.
- 3.1.5 There are expected future increased STEM skills demands around sustainable engineering, life sciences and low carbon energy in the Furness area. Furness Education and Skills Partnership (FESP) will strengthen delivery of its programmes to prepare young people for the world of work, identifying and addressing the future skills gaps in specialist manufacturing, particularly highly skilled and skilled workers and especially STEM technicians, apprenticeships and graduate skills.
- 3.1.6 We must exploit employer links through (FESP) to ensure that young people develop high aspirations for their future and understand the economic environment and the importance of employability skills and STEM-related subjects and careers.. We must provide education provision suitable for all young people and adults and should encourage improvements in educational attainment through FESP and employer engagement with parents and carers who in turn raise their own aspirations.
- 3.1.7 Good careers guidance remains essential and since the government directed schools to adopt new careers guidance in September 2014 there needs to be renewed importance on providing pupils with direct experience of the world of work, such as through internships, a clear view of the labour market and a good understanding of progression routes through education, including apprenticeships and university. Barrow, with 18% of the working age population gaining apprenticeship qualifications, has the highest percentage of people successfully completing apprenticeships in England. The benefits of apprenticeships including higher and degree apprenticeships as a preferred route to well-paid careers, may be supported with bursaries where possible.

3.2 Quality of Life

- 3.2.1 This *Delivery Plan* will capitalise upon the internationally renowned high-quality environment of Cumbria's Lake District National Park, now a World Heritage Site, the outstanding sites of national wildlife conservation value and water sports potential located around the coast, attractions such as Piel Island and Furness Abbey and its cultural heritage.
- 3.2.2 Reducing deprivation and improving the life chances of local residents, securing improvements to, and challenging perceptions of, Furness as a remote location with limited career and job opportunities is crucial, as these remain key barriers to realising the area's full potential, attracting-in high skilled labour and retaining our skilled workforce, which is required to support current and future economic growth.
- 3.2.3 Although the Borough has a world class landscape and industrial heritage with areas of special scientific interest, perceptions of Furness remains one of the major barriers to inward investment, also impacting on the attraction of new businesses to help grow job opportunities and improve job density.
- 3.2.4 Ensuring good connectivity is key to supporting future growth in the areas high tech and other industries and reducing deprivation. The visual impact of the transport corridor approaches to the area, in establishing initial perceptions of the area should not be underestimated. Approaches by rail and road into Barrow, Ulverston and Dalton should be improved to provide good first impressions and, the hospitality and accommodation offer should meet the expectations of visitors.
- 3.2.5 Town centres are important to the quality of life of our existing residents and play an important role in attraction and retention of skilled people. The town centre economy can be boosted by appropriate support for new enterprises, renovations, new developments and reducing above national average number of void shop units. This should include, but not be restricted to, retail properties. It is important that our town centres are considered holistically and all aspects of their vitality and viability acknowledged, enhanced to function effectively as retail and leisure destinations.
- 3.2.6 Improving the quality, choice and availability of housing to meet the needs of existing residents and incoming workers is essential for the regeneration of the area. This includes the modernisation of the housing stock in Barrow, much of which is made up of flats and 50% of which dates from the 19th century. It is critical that the approach to residential development across Furness is carefully managed to ensure that developments complement each other, and regeneration efforts are supported. The balance between Barrow town centre housing improvements, the development of the brownfield Marina Village housing area at Barrow dock, which represents a large opportunity on the south side of Barrow, and the greenfield Croftlands housing site on the south side of Ulverston is delicate and should be considered a single programme of housing improvement for Furness rather than three separate and distinct projects.
- 3.2.7 Cumbria is renowned for its high-quality environment and would therefore benefit from an individual marketing and tourism strategy for the area by using the environment and Cumbria's natural assets to our economic advantage. Such a plan could also explore how green and low carbon construction initiatives can be incorporated into both the planned strategic investments for Furness and measures to sustain the housing and commercial building stock. Reducing emissions may be an additional factor holding the key to ensuring the local companies in our supply chain remain competitive nationally.

3.3 Business Engagement

- 3.3.1 Business engagement will be characterised by cohesive and regular engagement between FEDF, Growth Hub Advisors Cumbria Chamber of Commerce and FSB to deliver targeted outreach to companies. Securing inward investment along with reinvestment will be key building on a new inward investment protocol signed by FEDF, Barrow Borough, SLDC and Cumbria LEP with Department for International Trade (DIT). More companies need to be attracted into Furness and existing firms need continued support to strengthen their supply chain market penetration locally regionally and nationally whilst the continued birth of new businesses and development of a stronger entrepreneurial culture are essential if diversification objectives are to be successful.
- 3.3.2 Enhanced Business Engagement will focus on closer collaboration between FEDF, the Chamber of Commerce and FSB to boost take up of business support advocacy, lobbying, promoting Furness and building wider alliances further afield to benefit Furness. A Business Engagement priority is therefore to support the FEDF Board delivering as an effective business lobbying group working through alliances with trade unions, Cumbria LEP and the Member of Parliament to facilitate more effective advocacy. The aim being to enable the peninsula to receive the right level of resources to support delivery of its priorities. Contributors to this approach will include the Furness Energy Group, Cumbria Chamber of Commerce and the Keep our Future Afloat Campaign.
- 3.3.3 This approach requires a committed group of well briefed, energetic, business and trade union leaders to deliver FEDF's Business Engagement Group priorities. Key advocacy and lobby activities will be to:
- assist the FEDF Board to identify lobbying priorities, deliver focused lobbying to ensure the area secures better transport infrastructure, a fair share of the emerging sector town and place deals;
 - support engagement to build alliances and extending networks in government, Northern Powerhouse Transport for the North, the NW Business Leadership Team and other spheres to deliver a collective powerful advocacy voice for the area locally, nationally and, via Department for International Trade, overseas and to make people aware of the enormous contribution the defence and other industries make to UK prosperity;
 - champion awareness of development, diversification through more entrepreneurship and infrastructure opportunities in Furness to achieve the economic transition required by the 2030s;
 - welcome and encourage potential inward investors to partner local suppliers;
 - promote the strategic role Barrow and Furness based companies have within the Northern Powerhouse area, nationally and internationally.
- 3.3.5 To facilitate economic transition required by the 2030s' FEDF will work with the Chamber of Commerce to deliver them direct to established and incoming businesses in Furness through the Growth Hub and other providers such as Universities. Other priorities will be to support use of Local Development Orders, retention of Assisted Area status beyond 2020, greater engagement with large companies to support their long-term future, participation in life sciences nuclear, construction and defence sector deals.

3.4 Infrastructure Improvements

- 3.4.1 Infrastructure enhancement is a fundamental challenge for the Furness area. It is necessary to facilitate local economic growth, to deepen the Travel to Work Area support efficient export of manufactured items and access to services. Furness needs to make compelling business cases for its share of the new National Productivity Investment Fund of £23bn of resources up unto 2022. The fund helps to deepen and extend labour markets using improved travel links and schemes to reduce journey times. It will also roll out fibre broadband 5G mobile technology and encourage private sector investment. A bid for some of the £5bn *Housing Infrastructure Fund* will seek infrastructure for new homes on sites currently of marginal viability especially the Marina Village. A £1.7bn Accelerated Construction Programme Fund is a further resource to tap into for affordable housing along with a £1.1bn fund for local road improvements.
- 3.4.2 The *Northern Powerhouse strategy* seeks “to improve connections within and between the great towns and cities of the north...joining up towns cities and counties...better connected places have deeper labour markets”. Barrow and Furness will inform and influence Transport for the North (TfN) about the need for better, resilient, flood proof, rail, road and bus connections to enable people to travel in to access the new job opportunities here and to enable more efficient operation of supply chains which underpin the strength of the hi-tech advanced manufacturing economy, facilitate helicopter links to offshore energy sites and to increase tourism in Furness.
- 3.4.3 Although rail passenger usage dropped in 2015 it rose to new highs by 2017 except on the west Cumbria line where it fell; Service delivery challenges in 2017 and 2018 may impact on this trend. It is now unlikely that Rail services will benefit from the new Northern Rail franchise service arrangements until 2019. Introduction of new rolling stock enhanced direct train services to Manchester with eight instead of three daily trains in each direction need to be introduced as soon as possible I 2019. A drastic reduction in frequent cancellation of scheduled services and enhanced timing of services to make them more attractive for commute by rail into Barrow are needed.
- 3.4.4 A590 traffic usage and risk of congestion west of Newby Bridge by 2040 is increasing. New investment to better inform drivers with real-time advice, to improve journey time reliability, supply chain efficiency, safety, create resilience against flood risk are priorities. Cumbria LEP’s *West of M6 Strategic Connectivity Study (2016)* and Growth Deals have led to £5.5m being invested to improve access at Lindal, East Ulverston including the Beehive Business Park. Cumbria LEP has delivered a case for a £6m roundabout at Swarthmoor which services the aspiration for a bypass of Ulverston. Cumbria LEP and Highways England have developed outline business cases for key schemes to be included in Transport for the North’s forthcoming *strategic transport plan*.
- 3.4.5 Resourcing local road improvements such as the new £1m Marina Village access, a plan to improve up to 17 junctions in Barrow, enhanced pedestrian access, parking and sign posting in and around Barrow town centre will also help support creation of a revitalised Barrow Town Shopping Centre.
- 3.4.6 Limited spare electricity supply and a shortage of larger business units over 5,000ft² are constraints on business growth. Waterfront Business Park’s three new plots will deliver 11 hectares of land and a new business centre of 12–18,000ft² to in 2019 to stimulate attraction of growing firms to the Barrow Island site.

3.5 Overview of Priorities

3.5.1 The table below sets out the FEDF Board's strategic priorities. On the following pages for each of the priorities shown in the left-hand column a page describing the proposals, their rationale, key actions, potential sources of funding and timescales over which the actions will be implemented are offered as guidance for the FEDF Board and its two Delivery Groups to implement the priorities by working with key stakeholders.

Table 8 FEDF Delivery Plan Priorities Summarised

FEDF Delivery Plan Priorities Summary JULY 2018

Priority Focus	TABLE 1 Delivery Plan Priority Projects	2018	2018	2019	2019	2020	2020	2021	2021	2022	2022	2023	2023
EDUCATION EMPLOYMENT SKILLS	Deliver of a Skills Summit												
	Furness Education and Skills Partnership transformation												
	Raising understanding and participation in STEM												
	Develop Employability Rubric: Skills Employability Learning Framework												
	Alternative Learning Provision												
QUALITY OF LIFE	Promoting and healthy and active community												
	Improving the local housing offer												
	Regenerating Furness town centres												
	Securing the future of our heritage assets/tourism												
	Encouraging social innovation												
	Alternative learning provision												
	Road rail and port infrastructure												
INFRASTRUCTURE	- Road												
	- Rail												
	- Sea												
	- Air												
	Completing committed schemes Waterfront Business Park												
	- ERDF Managed workspace												
	- Main site												
	Completing committed schemes Waterfront Marina Village												
	- Access												
	- Development strategy**												
	- Developer interest/HIF bid												
	Homes England Innovative Housing Solutions												
BUSINESS ENGAGEMENT	Broadband Coverage Enhancement												
	Business support* attract inward investment, reinvestment, supply chain, Cumbria Growth Hub support, Northern Powerhouse Fund												
	Business Engagement: advocacy and ambassadorial role, trade unions employers FEDF coordinated lobby alliance building												

FEDF Board 1 June 2018 and February 2017. Notes* limited by 4 year contract term **

EDUCATION, SKILLS AND EMPLOYMENT DELIVERY PROGRAMME



Deliver on a Skills Summit

Furness Education & Skills Partnership (FESP)

Raising Understanding and Participation in STEM Subjects and Careers

Development of the Employability Rubric – Skills & Employability Learning Framework (SELF)

Alternative Learning Provision



Deliver on a Skills Summit	
Description:	<p>To deliver a skills summit, bringing together key stakeholders to debate the skills issues locally and help to meet employers, needs now and in the future and close education attainment gaps.</p> <p>Develop and agree a shared vision for skills, working collectively, on behalf of Barrow and Furness, to identify and respond to future skills needs helping to improve aspirations, employability, attracting in skills and helping realise our potential.</p> <p>To deliver the planned summit and deliver on actions arising from the event.</p>
Rationale:	For key stakeholders to work together to agree a shared vision and educational priorities for Barrow and Furness to be able to respond to the growth of employment opportunities through projects including the Dreadnought submarine programme whilst acknowledging, and addressing, the shared challenges in education.
Key Activities:	<p>To use the skills group and the FEDF Board to inform and agree key areas of debate/discussion for the summit.</p> <p>Key topics will include, how do we:</p> <ul style="list-style-type: none"> • Respond to the low achievement levels in schools • Respond to the Maths and English challenges • Attract in the skills we need meeting the high skill needs of our main businesses • Engage 5–16 age groups to improve attainment and raise aspirations • Deliver Information, Advice and Guidance (IAG) focussing on employability skills • Pilot the Skills and Employability Learning Framework (SELF) route to help capture and improve understanding of work and employability skills • Increase supply of high quality teachers/more schools to offer stretching curriculum to improve teaching and learning • Develop an Alternative Learning Provision that ensures that the learning needs of all young people are met
Funding Required:	This will be jointly funded by Furness College and FEDF existing budgets
Timescale	2018-2019

Furness Education & Skills Partnership (FESP)	
Description:	The FESP model is a progressive journey of skills development and learning opportunities within the wider business community, which enable pupils from primary onwards to make links between learning in school and skills for employment whilst raising awareness of the job opportunities locally and further afield. Its work will enable employers to have access to skilled employees now and in the future. Make students more aware of the requirements of the world of work, and to offer real-world applied learning opportunities in all three education phases: primary, secondary and post 16. Events and projects will be delivered to raise the aspirations of local young people and provide information on current or emerging career opportunities locally.
Rationale:	Furness Education and Skills Partnership (FESP) will strengthen delivery of its programmes to prepare young people for the world of work. It will widen its networks and involve more schools and businesses therefore reducing gaps in its offer to improve the impact it can make. The coordinator will contribute to delivery of FEDF and Cumbria LEP skills priorities and will recognise the Government's new policy for developing skills outlined in its Building an Industrial Strategy .
Key Activities:	<p>Employ 2 FESP coordinators employed by the Royal Academy of Engineers; supported by the Coastal Communities Fund resources and Orsted to:</p> <ul style="list-style-type: none"> • Update the FEDF Board on progress towards KPI's and be a critical member of the FEDF Education, Employment and Skills group contributing to the priorities and activities the group agrees should be taken forward; • Understand the work of Cumbria Local Enterprise Partnership (LEP) and ensure FEDF is represented, engaged and has a voice; • Lead and support employers/schools/parents' teachers/pupils providing greater engagement by delivering events and activities designed to boost a homegrown workforce through new and extended local career pathways; • Raise awareness and understanding of the importance and relevance of STEM • Recognise the level of employer and school engagement currently taking place and can show progress and impact they are making; • Demonstrate increased networking and employer engagement activity; • Support and implement the FEDF marketing strategy ensuing the work of FESP and FEDF is evident on digital media platforms; • Represent FESP and FEDF at key local, regional and national events aimed at skills development and economic growth; • Networking nationally to align FESP activities to the national agenda, building a model based upon best local and national practice which remains current and purposeful; • Consider, interpret and analyse government strategies and provide reports on and the implications for FEDF and the Furness area. Strengthen partnerships with INSPIRA, DWP, etc, and secure funding for beyond September 2019 • Build on the work of the employability rubric by running a pilot in a variety of primary, secondary and college settings, to identify and measure the impact this SELF model can have on young people's attitudes, aspirations and learning outcomes; • Champion the importance of attitudes to work, how volunteering can assist in career development and how the employment rubric can be put into practice to progressively develop key transferrable skills.
Funding Required Timescale:	Funding has been agreed through Orsted Community Fund and Coastal Communities Fund for the appointment of two FESP coordinators from September 2017 to August 2019. There is an aspiration to secure additional funds via FESP charitable status to enable long-term STEM business school engagement.

Raising Understanding and Participation in STEM Subjects and Careers	
Description:	Raise participation in STEM subjects and awareness of the job opportunities locally and nationally in STEM related careers helping to raise aspirations of young people Work with employers to provide vocational learning opportunities and events focused on STEM; to raise awareness of STEM careers and drive economic growth.
Rationale:	<p>Raised aspirations and improved attainment underpins our economic growth of the area. Stakeholders will work with schools and families to improve employability skills and desire to participate in learning among family members, who can help reinforce cultures and cycles of aspiration and achievement.</p> <p>Schools have the capacity to engage not only students but with families and learn about the opportunities available in the future.</p>
Key Activities:	<p>Review and establish current activities and through the FEDF skills group consider wider opportunities that need to be established to communicate the messages around the importance of STEM subjects including:</p> <ul style="list-style-type: none"> • Engage with all stakeholders to develop a cohesive STEM strategy for Barrow and Furness; • Improve the quality and purpose of STEM Ambassadors active in schools as role models; • Develop teacher visits to industry to update perceptions of industry; • Maximise on existing events that promote activities e.g. Cumbria Big Bang, Future Engineers events etc; • Create a calendar of STEM related events to map the activity throughout the year, building on FESP initiatives; • Support the FEDF marketing strategy and create case studies of local success stories whilst highlighting good practice and the advanced manufacturing work taking place in the area; • Ensure local students have access to work experience in STEM companies and/or supply chains; • Provide work experience and shadowing opportunities to develop understanding and knowledge of STEM careers; • Encourage SME's, as well as larger employers, to create work placements and internships to raise awareness of opportunities available; • Encourage those in long term unemployment to return to work with work experience schemes for 16–24, 24+; • Develop work placements and mentoring opportunities with those in senior positions; • Engage parents and provide knowledge of career opportunities.
Funding required:	<p>This will in part be covered through Orsted Community Fund and Coastal Communities Funded appointment of two FESP co-ordinators for up to two years from 1 September 2017 and in part by company liaison with schools and colleges through other programmes.</p> <p>There is an aspiration to secure additional funds via FESP charitable status.</p>
Timescale	September 2017 to September 2019 (initial funding period)

Development of An Employability Rubric Skills & Employability Learning Framework (SELF)	
Description:	<p>SELF is a model which maps character and employability skills across six phases of education. It provides young people and teachers with an entitlement framework showing how the skills can be delivered.</p> <p>It will provide a framework for staff in school and colleges to successfully plan and manage learning programmes, the curriculum and careers advice so that all learners are well prepared for the next stage in their education, training or employment. It will help learners to recognise and understand the skills and character traits they need to develop themselves, giving choices about their contribution to society, the next stage of their education, employment, self-employment or training.</p>
Rationale:	<p>SELF will be owned and driven by the individual and will be a 'badge of honour' recognised and endorsed by employers. It will provide a tool to record learning and achievements and to easily access evidence to demonstrate to others (employers, universities) the relevant skills and experience young people have gained during the ages of 5–18</p> <p>It will allow organisations from different sectors to share a common language / system when working with young people to develop character, learning skills and employability skills (education, public, private and 3rd sector organisations).</p> <p>To provide young people with a clear framework to enable them to recognise, reflect on and develop the skills, which will improve their citizenship and life chances skills.</p>
Key Activities:	<p>Driven through FESP work with groups of employers, the voluntary sector, community groups, and key education stakeholders to gather feedback and validate the skills and the model. Running a pilot with a group of primary, secondary schools and colleges to identify and measure the impact the SELF model can have on young people's attitudes, aspirations and learning outcomes.</p> <p>Support schools, colleges and the business sector to make the link between character traits, high order learning skills and employability skills.</p> <p>Provide young people with an entitlement to purposeful experiential learning and a self-evaluation toolkit which will enable them to recognise, reflect on and develop key dispositions and skills, (potentially to feed into the Enterprise Passport currently being developed by the Careers and Enterprise Company) improving their impact as citizens and their future employability.</p> <p>Evaluate the project to establish that through the SELF model young people recognise the importance of key character, learning and employability skills to become successful citizens and employees/employers in the future.</p> <p>The skills include citizenship, resilience, self-management, teamwork effective communication and literacy, innovation and creativity, problem solving, leadership, making ethical decisions, financial capability and numeracy, business understanding.</p>
Funding Required:	Funding may come from ERDF through the appointment of the FESP coordinator funded by Orsted and Coastal Communities Fund.
Timescale	2017–2023

Alternative Learning Provision	
Description:	<p>To offer education and training provision for young people in years 7 to 11 (and possibly pre-year 7) through a discrete dedicated alternative learning curriculum offer which meets the requirements of the DfE whilst engaging young people in a broader education including vocational day-release to college, supervised work-place visits, a focus on social and employability skills, literacy, numeracy and IT skills</p> <p>Young people would remain enrolled with their mainstream school and take part in smaller class sizes and focus on preparing young people to re-enter mainstream provision either at the age of 16, or earlier.</p> <p>Project outcomes include reduced levels of failing in mainstream provision due to difficulties which cannot be managed by effective teaching and learning strategies in schools.</p>
Rationale:	<p>The most recent results for the newly introduced Progress 8 measure (2017) have demonstrated that a significant number of young people are not being well served by the existing curriculum in mainstream schools. It is estimated that around 50 young people in the Furness catchment area would benefit from such provision, in the first instance.</p> <p>Except for the Pupil Referral Unit (PRU), there is no dedicated alternating learning provision in South Cumbria. An ALP would not only ensure that young people who are not thriving in mainstream schools experience an appropriate and engaging curriculum, but also that mainstream schools can focus their resources on the remaining cohort to ensure that they make the progress required in the lead up to Key Stage 4.</p>
Key Activities:	<p>Working with schools and other stakeholders in South Lakeland (Kendal area), write a submission for approval and funding to deliver across South Cumbria (one on Barrow, one in Kendal).</p> <ul style="list-style-type: none"> • Work with schools, colleges, the local authorities and employers to plan and deliver an effective curriculum offer which maximises young people's chances of returning to mainstream provision, either back into schools before the age of 16 or onto college or an apprenticeship/traineeship at the age of 16. • support the governance and management of the bespoke curriculum both through formal membership and participation in the day-to-day curriculum delivery and CEIAG activities.
Funding Required:	<p>It is anticipated that the costs will be borne as follows:</p> <ul style="list-style-type: none"> • start-up funding; • Revenue (pupil) funding - £10,000 per place from the Education Funding Agency, for the first three years, thereafter from CCC and top-up funding – as negotiated • Capital funding through Cumbria County Council
Timescale	2018-23



BUSINESS ENGAGEMENT

**DIVERSIFICATION OF THE BUSINESS BASE,
ENTREPRENEURSHIP AND STRENGTHENING SUPPLY CHAINS
LOBBYING AND ADVOCACY**

Business Engagement, Lobbying and Advocacy	
Description:	<p>Better business engagement building alliances, better regional linkages, working alongside partners such as Cumbria LEP and with neighbouring areas around the Bay are crucial prerequisites to developing the potential of the local economy, to securing a long term economic future for all the community.</p> <p>Bringing together business leaders to act as ambassadors for the area as a place, acting as advocates, lobbyists, championing, promoting Furness will enable the area to address its key challenges and demonstrate to government how through partnership its allocation of resources to the area can deliver growth of national and regional strategic importance. Cumbria Chamber, FEDF and FSB will lead business engagement which will also support the delivery priorities of required Infrastructure, Skills and Quality of Life Groups.</p>
Rationale:	<p>Our vision is for an innovative and powerful network of business and community leaders who have connections with Furness, an interest in the area, representing organisations who believe what is good for Furness is good for business, championing development opportunities, persuading inward investors to establish here, leading lobby/advocacy to secure new infrastructure investment, attract resources for economic growth and building wider alliances with neighbouring areas to achieve common goals.</p> <p>Effective business engagement requires committed, well briefed, energetic business leaders who will champion awareness of opportunities in Furness including diversification opportunities as a way of achieving the FEDF vision, and transition post-2030s'. Such participants may contribute financially, with expertise or with help in kind.</p> <p>FEDF will continue to raise awareness of the strategic role Barrow and Furness has within the Northern Powerhouse area, nationally and internationally.</p> <p>Partners will come together to articulate the FEDF vision and lobby consistently and intelligently for new resources and infrastructure including ways in which business can help to close the education gap, to improve quality of life and healthcare.</p> <p>The Business Engagement Group will also feed into the work of FEDF's Delivery Groups, deliver effective engagement with neighbouring areas, build alliances with organisations such as CONE, NW Business Leadership Team, NW Manufacturing Forum, Transport for the North and MPs'. It will also engage with Cumbria LEP, its Advisory Groups or its main Board and through direct liaison with its Chief Executive to strengthen the economy.</p>
Key Activities:	<p>Business Engagement will involve close collaboration working with Chamber of Commerce, FSB and FEDF to lobby effectively and build better business networks. It will work with the expertise of the trade union and community led Keep our Future Afloat Campaign (Kofac) team's network, together with activities of Choose Cumbria aimed at promotion to retain and attract skills. Better Business Engagement will:</p> <ul style="list-style-type: none"> • assist FEDF Board, the trade unions and community-led Keep our Future Afloat Campaign to deliver a more capable advocacy and lobbying capability focused on key lobby priorities including the importance of the defence and energy sectors • support engagement with and extend networks in government, northern bodies, NW Business Leadership Team and other spheres to deliver a collective powerful advocacy voice for the area locally nationally to attract new infrastructure funding, overseas investment and locally implement Industrial strategy priorities • help identify and deliver FEDF's Board lobby priorities especially in relation to infrastructure improvements from a business perspective; • feed into delivery of better Infrastructure, Quality of Life, Education, Employment and Skills work; • enable FEDF, the Chamber of Commerce to resource business support, supply chain strengthening, access to entrepreneurship growth resources
Funding Required:	<p>2018-2013 Resourced through Cumbria Chamber of Commerce, FEDF, FSB partners initially. working with Dept International Trade, Northern Powerhouse Fund</p> <p>Potential for membership to be explored along with assistance of Choose Cumbria</p>

	Diversification of the Business Base, Entrepreneurship and Strengthening Supply Chains
Description:	<p>Diversification of the business base between 2018–2030s' by encouraging more entrepreneurship and capitalising on a period of relative prosperity and growth on GVA is a major objective if the Furness area is to have a sustainable future through the 2030s' and on to 2050. Providing the infrastructure required to accommodate incoming or expanding local businesses and to service needs of existing industry in the same timescale is also essential sequenced before developments that are still some years away. There is scope to gradually shift focus from supply chain support associated with construction locally in Cumbria to that supporting long term sustainable activities, for example Orsted's O and M activity, the submarine programmes construction and infrastructure nationwide and manufacturing. Increased focus on creating new business activity, new firm formation, diversification, innovation, inward investment and reinvestment that will help absorb skills in the 2030s.</p> <p>2014–17 saw a Growth Hub set up and co-location with FEDF with collaborative working to enable stronger supply chain, new start-up business and Growth Hub support to be delivered to businesses of all sizes.</p> <p>The area now needs to build on that success to address the longer term need to diversify the economy, encourage more entrepreneurship and build on the fact that Barrow and Furness has one of the fastest growth rates measured in GVA per capita over the period 1997 to 2015. At 127.3% it is significantly higher than the GB average of 78.1% and that of Aberdeen the oil capital of UK (95.3%).</p>
Rationale:	<p>The Furness economy is arguably even more dependent on the large, long established industries than ever before. The Submarine programme is making huge demand on the supply chain, labour supply, and is creating a trend where by businesses and industries first choice is to work there, reinforcing this is the prospect of 4.2bn GVA flowing into Furness over the past 20 years creating a period of prosperity. There is a need to ensure that government, Cumbria LEP, the area and its people use this unique set of circumstances for the areas advantage between 2018 and 2030s' to create a more diverse resilient business base of foundations for the future that is flexible and able to operate in national and local markets, in the UK and overseas. There is also a need to attract in new companies, including inward investors and develop the potential offered through entrepreneurship and 4G or 5G for successful businesses to exploit new opportunities and operations, such as, Structural Science Composites – they have shown that completely new diverse expert operations can take 10 years to achieve market presence that delivers a significant revenue retention and employment and the ability to achieve diversification and stronger supply chain presence.</p>
Key Activities:	<ul style="list-style-type: none"> • Continue to deliver a dedicated supply chain support programme locally which has flexibility to tap into forthcoming sector deal initiatives for nuclear, life sciences and advanced manufacturing through close engagement with Cumbria LEP. • Stimulate entrepreneurship, new firm formation, and, through FESP, awareness of opportunity from young people setting up new companies. • Build capability and compelling business cases to attract reinvestment, diverse businesses to 'one of the fastest growing coastal communities in Great Britain' • To work closely with the private sector banks, Northern Powerhouse Fund, Cumbria Growth Hub, Chamber of Commerce for Cumbria, Dept of International Trade, Cumbria LEP, Nesta, universities, innovate UK to enable entrepreneurs and businesses to have access to a suite of business support measures. • Make the business case for Furness to retain assisted area status beyond 2020 and reinstate support for large company investment. • Assist incoming firms to build sustainable resilient new local supplier relationships
Funding Required:	2018-23 Resourced through Cumbria Chamber of Commerce, FEDF, FSB partners initially.
Timescale	2017–22

INFRASTRUCTURE IMPROVEMENTS DELIVERY PROGRAMME



- Road, Rail and Sea Port Infrastructure Priorities
- Completing Committed Schemes: Waterfront Business Park
- Completing Committed Schemes: Marina Village
- Waterfront Development – Housing
- Homes and Communities Agency Innovative Solutions



Air, Road, Rail, Seaport, Infrastructure Priorities	
Description:	<p>People and companies need resilient reliable road (including bus), rail and broadband communications and safe walking and cycling routes to conduct their daily business effectively, efficiently and to enable them to realise their full potential. Companies also need to strengthen supply chains and access to markets in the North, UK, Europe or globally.</p> <p>FEDF will identify and deliver prioritised improvements to land, sea, air or broadband communications links within Furness, and lobby to connect it better with UK wide and global transport gateways to open global supply chains and new markets. Improved access for people to relocate to Furness work opportunities, reduce perceptions of peripherality and to implement <i>Northern Powerhouse Strategy</i> policy to connect Furness “with the great towns and cities of the North” ⁽¹⁾ also creates potential to capitalise on planned HS2 and HS3 rail and enhanced services from Manchester Airport or Liverpool, to exploit the potential of helicopter bases in Furness to service offshore energy developments long-term and take advantage of new investment in the national motorway network electric hydrogen fuelled and self-drive cars and more cycleways.</p>
Rationale:	<p>Furness needs to be a destination of national strategic significance due to its concentration of defence manufacturing and energy industries and the skills they need. Transport for the North working with Northern Powerhouse area stakeholders and Highways England and rail operators need to be persuaded to prioritise effective, efficient strategic transport corridor links for W Cumbria and Furness across the North, linking into planned HS2 and HS3 rail networks. Improved E to W highway linkages together with smart motorway improvements and smart ticketing for public transport.</p> <p>Companies in Furness and west Cumbria depend primarily on road transport connecting supply chains of many of the area’s firms with raw material sources and for finished goods travelling south or to the north east and Scotland. Transport investment needs to be made facilitate growth, to access strategic business and housing locations and town centres in Furness. Catchment boundaries for travel to work are extending but public transport services do not reflect needs and therefore are often not a first choice for travel. Rail’s commuting role for work is not optimised to connect people with jobs in Furness, its inter-city connections to London and Government and access to Manchester Airport the gateway to 210 short/ long haul destinations or Liverpool’s 70. Walney Airport has untapped potential to support offshore energy developments. Nationally rail passenger use is increasing, a slight decline in 2015–16 on the Furness Line may be attributable to reduced direct links to Manchester. Northern Rail and the competing bidders for the west coast main line HS2 franchise need to be influenced to improve connections. Cumbria LEP in association with Highways England has now prepared outline strategic business cases for new highway infrastructure proposals shortlisted in their 2016 <i>W of M6 Strategic Transport Study</i>. These include schemes for that part of the route that the National Infrastructure Plan identifies as at risk of severe congestion by 2040.</p>
Key Activities:	<ul style="list-style-type: none"> • to raise awareness through the Business Engagement Group about how the huge amount of investment underway in Furness, manufacturing’s dependence on a supply chain distributed across UK can benefit from improved transport infrastructure investment which due to the scale of investment occurring generates good value for money in return for transport improvement; • to Influence sequencing and resourcing of strategic transport investment priorities through direct and with Cumbria LEP led inputs to Transport for the North’s <i>Strategic Transport Plan Position Statement</i> consultation, its <i>Initial Integrated Rail Strategic Transport Plan</i>, Highways England’s <i>North Pennines Route Strategy Refresh</i>, Cumbria LEP <i>Infrastructure Plan</i>;

Air, Road, Rail, Seaport, Infrastructure Priorities

	<ul style="list-style-type: none"> • AIR: to facilitate Orsted heli-base at Barrow as an integral part of its O and M windfarm support and to lobby for improved direct rail services to Manchester Airport because it is the area's international gateway to markets; • RAIL--West Coast Main Line: support the Cumbria LEP prospectus to engage with franchise bidders and lobby for effective reliable connections at Lancaster, Preston and increase in services especially those London bound after 18.03; • RAIL--Northern Rail: lobby for introduction of new rolling stock in 2018 on the Furness Line, more direct services to Manchester and service modifications to improve choice for commuting into/out of Furness from the north and east; in the medium term to electrify the Furness Line or bring in dual-power trains and improve staffing of trains to avoid their cancellation; • ROAD – A590: develop the business case for priorities to deal with HM Treasury identified risk of congestion by 2040 via west of M6 Study recommendations implementation. Ensure resilience, effective maintenance, adequate diversionary routes and minimised delay from accidents, roadworks. Deliver schemes at Swarthmoor, to improve E Ulverston access by 2020 and to foster better transport links around the Bay to facilitate its economic growth*; • Road-A595: support widening at Grizebeck and other locations between Dalton A590 junction and Sellafield; • Roads-BARROW: phased implementation of Barrow Traffic Study 2016/Barrow town centre access study recommendations and to encourage more walking and cycling for short journeys; • SEAPORT: with Associated British Ports lobby for Orsted to locate a permanent Walney O and M base here. MoD led Super-flooding proposal at Barrow explore synergies with increasing port traffic, explore multi-modal facility legacy opportunities with National Grid. Address port land issues with Boughton Estates; undertake joint marketing with ABP targeted at securing Port Meridian's new LNG facility. Involve ABP in FEDF Infrastructure Delivery Group. • NW TIDAL GATEWAY: assist the initial development studies to prove viability/ benefits of the concept for improving energy resources and transport links; • BROADBAND: quantify the nature of the challenges faced by most firms and develop solutions such as shallow trenched fibre cable links in roads.
Funding Required:	Transport for the North and Highways England Programmes, rail operator funding for station and service resilience and reliability improvements, developer contributions under section 106 planning legislation, National Grid multi-modal facilities, MoD /Associated British Ports and port users for sea-freight facilities, Cumbria LEP Infrastructure Fund, government's Housing Infrastructure Fund.
Timescale:	2017-December 2018 to influence the Transport for the Highways England, Northern Rail, Orsted priorities. Implementation through to 2025

Note : * LANCASTER DISTRICT HIGHWAYS AND TRANSPORT MASTERPLAN INCLUDES A PROPOSAL TO .."Carry out a Morecambe Bay Connectivity Study to explore the business case for better connections around the whole bay area for all modes of transport. This will also take into account journeys to Cumbria, particularly from Carnforth, to benefit from economic growth potential at the Sellafield and GlaxoSmithKline sites".

Completing Committed Schemes: Waterfront Business Park

Description:	<p>The vision here is to deliver the digitally connected, strategic business growth location of 23 hectares offering a space for 62,069m² of development plots in a high-quality environment capable of attracting internationally mobile and local expanding resilient companies. These would use the Business Park as their base for servicing local or international supply chains and markets providing a range of jobs to suit all skills. The Waterfront is designed to enable the Furness economy to become more diverse, less dependent on a few large employers by 2030. The wider growth and regeneration package it is part of embraces Barrow Island flats refurbishment, £525m shipyard modernisation, growth of operations and maintenance bases at the ABP owned port, Marina Village strategic housing area, and improvements to health care, hotel and apartment provision between Market Street and Duke street on the south side of a planned reinvigorated town centre.</p>
Rationale:	<p>Barrow Waterfront is a strategic site combining the land assets of Associated British Ports, Cumbria County Council and Barrow Borough Council. Between 2006 and 2017 Phase 1 of the Waterfront redevelopment was focused on accommodating windfarm construction, operations and maintenance bases on ABP plc land. There followed site remediation and servicing of Phase 1 of Waterfront Business Park and its sale to BAE Systems for strategic warehousing, resulting in the 320,000ft² Resolution Building occupying the whole site. Phase 2 of The Waterfront Business Park is a strategic investment located adjacent to and between the port of Barrow, its 5 offshore windfarm onshore support bases and the south side of BAE Systems Maritime Submarines 129-acre Submarine Centre of Excellence complex.</p> <p>The Business Park could function as a base for supply chain companies servicing a wide range of business sectors and national or international markets. It delivers 62,069m² of plots accommodating 16,000m² in which to create jobs. With the Furness Business Park Barrow practically developed out. Servicing the site's phase 2, 11 hectares was completed Spring 2018. It is intended to introduce a Local Development Order to give greater certainty over expansion for businesses choosing to locate on the site. Improved signposting and new cycle/walkways will encourage users of the Business Park to connect with and use apartments and shops on Barrow Island thereby stimulating new economic and entrepreneurial opportunities in a deprived ward.</p>
Key Activities:	<p>Phase 2 completion of the remediation and site servicing with two new extension plots by March 2018 through contract let by Cumbria County Council to accommodate B1, B2, B8 land uses</p> <p>Design, finance and build a 12–18,000ft² Business Centre using joint resources from BIFBC, CCC, HCA on 1.7 acres at the west end of the site by end 2019 using ERDF.</p> <p>Deliver new Waterfront Barrow Local Development Order for 2019.</p> <p>Develop collaborative marketing programme involving Department for International Trade and quarterly or six monthly professional agent input (from, for example: CBRE, Lambert Smith Hampton, etc) using a new www.waterfrontbarrowbp.com website and an underway demand survey (July to the end of August 2017) to attract users.</p> <p>Supporting travel plan adoption by potential occupiers which make use of local transport, shops and accommodation.</p>
Funding Required:	<p>Growth Deal Round 2 Cumbria LEP resource in place being drawn down. Cumbria Infrastructure Fund and Coastal Communities Fund, Recycled Homes and Communities Agency related income from properties on Borough Council owned land, savings from restructured programmes reinvested in provision of key note business centre on west side of site.</p>
Timescale:	<p>September 2017 to spring 2018 site servicing remediation and signposting. 2018 marketing website launch with quarterly six-monthly reviews. Build 2019</p>

Completing Committed Schemes: Marina Village

Description:	To deliver Marina Village as one of two strategic housing sites in Furness improving housing choice by offering a mix of modern housing types and tenures to service anticipated workforce growth across Furness, to attract or retain residents. The project is part of a wider Waterfront regeneration scheme involving Waterfront Business Park, flats refurbishment on Barrow Island and investment in new healthcare facilities, apartments and hotels on the south side of Barrow.
Rationale:	<p>Marina Village capitalises on good levels of interest from developers in investing in Furness, seeks to improve house build rates and attract people to live close to the centre of Barrow and Furness in a mix of tenures close to Barrow town centre and untapped waterfront leisure assets. It complements the 35-year growth of Holbeck on the east edge of town, planned houses at Rakesmoor Lane, north edge of Barrow which deliver 197 homes and contribute to a rolling five-year supply of housing land required under planning legislation.</p> <p>Barrow Borough <i>Local Plan 2015-2031</i> sets out proposals to deliver 1,863 new homes, 1,357 of them in Barrow, with three sites delivering 867 (64%) of these. Marina Village is a strategic housing location for Cumbria, a long-term project. It will deliver the largest number of homes, 650 residences, through several phases over 15 years. It will be complemented by housing proposals for Croftlands, Ulverston which could deliver 1,022 homes. Each location, along with smaller locations at Hawcoat and in local villages could provide over 3,000 homes across Furness.</p> <p>Marina Village works now underway are creating an initial access point from Salthouse Road (later to be supplemented by up to two more (yet to be determined) access points. The access will be in place by early 2018. Commissioning of feasibility studies is scheduled by December 2017 and will put in place a strategic framework to deliver the best way of implementing phased remediation and a development strategy for facilitating a phased build out of the site.</p> <p>To optimise this opportunity support of HCA, Housing Infrastructure Fund resources and commitment of several developers to commit is targeted. This will require a demonstration of confidence that investment is set to continue. A comprehensive business case identifying the economic growth and risks the area faces needs to be a part of a planned remediation and development strategy.</p>
Key Activities:	<ul style="list-style-type: none"> • Completion of the £1m first access of Marina Village from Salthouse Road by March 2018; • Identification of 2nd and 3rd access routes, with associated diversion route replacing Cavendish Dock Road access to the south side of Ramsden Dock for Associated British Ports and its tenants; • Phased acquisition of remaining properties; • Commissioning and completion by December 2017 of costed Remediation Strategy and Development Framework for the whole Marina Village site; • Marketing Strategy designed to a) commit HCA to funding the realisation of the opportunity and b) interest multiple developers to offer a choice of tenures and home types in a phased way; • Joint work on the ABP/National Grid to explore potential for integrated housing, leisure and water sports opportunities at Cavendish Dock/ Buccleuch Dock arising from reduced wildlife interest and making use of tunnel spoil to create new landscape;

	<ul style="list-style-type: none"> • To persuade HCA to provide infrastructure for phased development across the strategic site and to undertake financial modelling and packaging using HCA resources and the new housing Infrastructure Fund; • Short canal link at the port entrance to facilitate access to a future marina and for use by Windfarm support vessels; • Harbour Revision Order; • To ensure that there is school capacity close by. These proposals complement improvements to the poorest quality housing in Barrow through its comprehensive housing renewal programmes for the public and private sector housing stock and is part of a wider plan to deliver a range of housing sites in a broad range of locations. It is also part of a plan for supporting older or disabled residents to remain in their homes and to accommodate incoming construction skills in rented property and homes to buy.
Funding Required:	Homes and Communities Agency, Housing Infrastructure Fund, housing developers, ABP Holdings Ltd, National Grid.
Timescales :	January 2017 to April 2018 Marina Access Phase 1 completion January 2018 - December 2018 Remediation and Development Strategy 2019/2021 Remediation Implementation 2022 or 2023 First Housing development infrastructure

Homes England Innovative Housing Solutions (links with Improving the Local Housing Offer)	
Description:	<p>Our vision is for Barrow and Furness to offer a wider choice of housing with more affordable homes and a wider choice of homes built. Land for 3301 homes is allocated in local plans. In Barrow Borough, the current average is for 60 new homes a year to be built, by locally based developers. In South Lakeland District, it is around 260. The <i>South Lakeland Local Plan</i> allocates land for 1,382 homes by 2025 whilst Barrow's <i>Local Plan</i> allocates land for giving a total of</p> <p>There is a need to attract and retain skilled people in Furness to meet the needs of companies which are expanding here. Workforce growth creates a need for more homes to also encourage more people to opt to live and work here rather than commuting from beyond Kendal and Lancaster southwards. Greater housing choice is also needed along with innovative actions to house the large influx of professional and contract workers involved in the area short and long-term from now until 2022. Regenerating the oldest, poorest housing in the more deprived wards of Furness is required to enhance quality of life for residents many of whom are on low incomes.</p>
Rationale:	<p>Unlike many parts of Cumbria, Furness is one of the few areas where workforce growth is driving housing demand. Apart from conversions of underused buildings to apartments it is proving a challenge to attract developers to vacant housing sites in inner urban Barrow. Currently, Barrow has more homes for sale than any other of Cumbria's main towns within a 10-mile radius. The supply of private rented accommodation is limited. Local people compete with contract workers for apartments and flats. Rents are rising, but house prices are very competitive compared with other areas of Cumbria. New housing is being built at Thorncliffe, Holbeck, Flass Lane in Barrow and Stonecross, Ulverston. A five-year supply of housing land allocation in local plans offers sites at Marina Village, Holbeck, Hawcoat, Walney and Croftlands Ulverston – there is a mix of brown and green field sites coming forward across the area including solutions in villages such as Scales. Fewer homes have been built in Barrow and Furness over the past decade than in the previous two, suggesting that it is developer commitment that is a constraint rather than land availability. Almost half of the housing stock in Barrow is of Victorian age. Much of it is concentrated in Barrow Island, Hindpool and Central wards, three of the most deprived in England. This stock needs to be upgraded to prolong its life, and attractiveness or be replaced with modern affordable alternatives as at Rawlinson Street.</p> <p>The November 2017 Budget sets a new framework for getting more homes built using innovative housing solutions. Arguably Homes and Communities Agency involvement should focus on stimulating difficult to realise locations, such as Marina Village, Barrow through partnership with the Borough Council. The Agency has a key role to play in making brownfield strategic sites developable at Marina Village, Barrow and in enabling Victorian era housing stock replacement or refurbishment in inner urban sites such as Arthur Street Barrow as part of a revitalisation of the deprived wards.</p>
Key Activities:	<ul style="list-style-type: none"> - To present a comprehensive business case to Home and Communities Agency for long-term investment in remediation and site servicing of Marina Village site, Barrow to create a new waterfront 'garden village serviced using now enlarged to £5bn Housing Infrastructure Fund resources; - To secure adoption of <i>Barrow Local Plan</i> in 2018 to act as a framework for housing growth in the right places and to identify priorities for infrastructure support through the Cumbria LEP Housing Strategy; - To support development of special needs housing and to support investment to allow older/disabled residents to remain in their homes; - Explore innovative factory-built housing solutions, support housing associations to build more homes, and explore local authorities led build solutions, including through accelerated construction schemes on public sector land; - Encourage institutional investment in the private rented sector.
Funding Required:	Homes England Funding; Housing Infrastructure Funds, Housing Association and new local authority or private sector funds
Timescale	2017-23

Broadband Coverage Enhancement	
Description:	<p>The Government's Digital Strategy sees digital connectivity as a utility. It advocates, "<i>no part of the country should be without adequate connectivity</i>". FEDF has a vision for Furness to have eliminated 4G blind-spots to be at the forefront of the roll out of the new 5G services, for "service blind-spots" to be reduced or eliminated over the next three and for fibre optic cable in local roads using the Broadband for the Rural North model to be behind 4 clear priorities, to:</p> <ol style="list-style-type: none"> 1. facilitate greater global connectivity, access to enhanced business competitiveness, healthcare, learning, use of big data in our area; 2. identify where broadband reception is poor now; analyse the way in which digital infrastructure (or skills) is holding back the area's overall prosperity, company growth, entrepreneurship, individual's development, access to higher wages or opportunities for young people to get on, and offer solutions; 3. work with partners to improve quality of life through digital access via to improve digital competencies and capacity in the business community, in education, healthcare and for residents; 4. deliver next generation fit for purpose digital communications infrastructure by developing the business case for the potential of 4G roll out's completion and 5G ultrafast broadband introduction at an early stage
Rationale:	<p>The Government Digital Strategy of 1 March 2017 supports communication infrastructure roll out of 4G broadband by 2020. "Connecting Cumbria" will enable 95% of Cumbria's population to have access to broadband by 2020. Connectivity challenges caused by remoteness, topography and buildings exist. Arguably in Cumbria the principal infrastructure priority should be to have the best quality broadband coverage. Businesses and residents need high capacity, reliable, resilient, secure, affordable and fast broadband to transfer complex large amounts of data quickly to do business efficiently. Whilst, at Greenhaume, Sowerby Woods Business Park, in central Barrow and at Walney Island coverage is not optimised, at locations on Abbey Road it is better than in parts of London. Furness has the best average ranking for access to broadband speed in Cumbria, but it needs to be on a par with Morecambe ranked 95th in UK and closer to the best ranked areas. As the emergence of completely new services, applications and devices occurs additional demands on future networks for big data, video, educational, healthcare, cloud services applications/resources, smart towns, and smart electricity networks will arise. By 2025 5G networks will be deployed in the UK. Furness needs to be at the forefront of this roll-out so its companies can trade effectively and efficiently by capitalizing on the new technology and to transform residents access to healthcare or learning.</p>
Key Activities:	<ul style="list-style-type: none"> - to support the introduction of the Universal Service Obligation ⁽¹⁾ giving every industrial business and public premises across the county the right to request affordable high-speed broadband connection; - to identify business communities which have poor or financial costly broadband constraints, support community based fibre optic shallow trench burial in roads solutions to facilitate better connectivity, to offer universal free wi-fi on buses/trains servicing Furness; - to ensure there is a business case for early 5G introduction and roll-out in south Cumbria enabling the community to capitalise on its capabilities; - to access public funding for the roll out of "full fibre" broadband networks in partnership with local authorities; - to enhance access to digital skills training through the work of FEDF Education, Employment Skills Delivery Group.
Funding Required	Use the £2.5m Industrial Challenge Fund allocated to improve remote south Cumbria connectivity implement the Cumbria LEP Growth Deal Round 3 settlements for broadband improvement, access National Productivity Investment Fund allocations for 5G roll out and a new Digital Infrastructure Investment Fund.
Timescale	2017 – 2023

QUALITY OF LIFE DELIVERY PROGRAMME

**Promoting a Healthy & Active Community
Improving the Local Housing Offer
Regenerating Furness Town Centres
Securing the Future of our Heritage Assets
Encouraging Social Innovation
Hold a Quality of Life Summit**



Promoting a Healthy and Active Community	
Description:	A healthy and active community is less likely to suffer from health problems, better able to engage in community life, more able to benefit from local education and employment opportunities and more likely to contribute to the local economy.
Rationale:	<p>Connecting people within the area to local economic opportunities can help to address issues of deprivation, poverty and poor health, particularly within the more deprived wards, such as Central, which has a high number of households that have annual incomes of less than £10,000 and 47.5% of children living in poverty (this compares to a Cumbrian average of 22.5%).</p> <p>There is a clear desire to close the gap between those areas that have the greatest levels of health deprivation and the national average. Bridging the gap, by reconnecting those unable to work due to health reasons, with employment opportunities is the first step to closing the existing poverty and health inequalities gap. There is also potential for future transition from diesel and petrol fuelled vehicles to those fuelled by hydrogen or electricity to help improve urban and rural health and air quality.</p> <p>The Cumbria Health and Wellbeing Board at its September 2017 meeting* highlighted the following issues:</p> <ul style="list-style-type: none"> - High levels of unhealthy lifestyles are leading to the development of longer term health conditions such as diabetes and heart disease; Support to promote healthy lifestyles and help people to take more responsibility for their own health and wellbeing, focusing on healthy eating, moderate alcohol intake and increased physical activity will have a positive impact on health and wellbeing and will enable adults in Cumbria to lead healthy and fulfilling lives; - There is a need to improve healthy life expectancy and reduce rates of premature mortality by the early identification and effective management of the main causes; - There is a need to promote mental wellbeing and emotional resilience; - There is a rise in long term and complex health needs due to the needs of Cumbria's ageing population; <p>Note* Source: Integrated and Better Care Narrative Plan 2017-2019 page 72.</p>
Key Activities:	<ul style="list-style-type: none"> • Promotion of a healthy lifestyle and sporting activity including more “<i>cycling, walking as a normal activity for all and “the natural choice for shorter journeys”</i> in line with the April 2017 Department for Transport’s <i>Cycling and Walking Investment Strategy</i>” “<i>designed to double participation by 2025</i>” and to help support and improve health aspirations; • Supporting and promoting sporting and leisure facilities and organisations; • Understanding future healthcare demands and how these will be met; • Targeting those unable to work for health reasons, with opportunities to become re-engaged with the local economy; • Identify mechanisms to promote and support improvements to private sector rented accommodation that will improve health outcomes;
Funding:	University Hospitals Morecambe Bay Trust (UHMBT), NHS, Cumbria Health and Wellbeing Committee, Cumbria County Council Highways England; Sustrans, Natural England
Timescale	2017-22

Note:** <https://www.gov.uk/government/publications/cycling-and-walking-investment-strategy>

Improving the Local Housing Offer (links with Homes England Innovative housing Solutions)	
Description:	Ensuring that we have sufficient housing of the right types, quality and quantity, in the right locations is essential in providing for existing residents, helping retain skills and attracting those skills that we need to support existing and future local economic growth.
Rationale:	<p>South Cumbria has a diverse housing market with supply and demand issues varying significantly within a relatively small geographic area. Housebuilding rates have tended to be low for Barrow in comparison to Ulverston, which has been driven to some extent by the extensive amount of brownfield land in Barrow.</p> <p>Issues of quality, choice and affordability are interlinked, with Barrow struggling with many flats and Victorian terraces and South Lakeland (which Ulverston is part of) wrestling with issues of affordability.</p> <p>These areas cannot be treated as two separate housing markets as they fall within one travel to work area. To treat them as such risks long term damage, not just to the housing market, but to the broader economy.</p> <p>A balanced approach to housing across Furness is essential to ensure housing development is complementary and can help support and sustain long term workforce growth across all of Furness.</p> <p>The above complements the rationale highlighted above under the following priorities:</p> <ul style="list-style-type: none"> - Homes England and Innovative Solutions; - Completing Committed Schemes: Marina Village.
Key Activities:	<ul style="list-style-type: none"> • Development of a <i>comprehensive Housing Policy Approach statement</i>, setting out the agreed approach to the development and marketing of key sites across Furness, including the mechanisms by which they will be brought forward, the quantity and type of housing that will be provided, how this will be phased and how local people will be able to benefit. • Identify relevant stakeholders/partners and funding streams that could be utilised to take forward this approach e.g. relevant local authorities and agencies such as the Homes England, the Northern Housing Consortium and explore merits of a housing summit to facilitate a baseline of actions for new housing investment. • Explore the potential for mechanisms such as Asset Backed Vehicles, development corporations and community interest companies to help bring forward suitable housing development on long standing undeveloped brownfield sites e.g. Marina Village and Arthur Street.
Funding:	Homes England, local authorities, private sector, Housing Infrastructure Fund
Timescale:	2017–23

Regenerating Furness Town Centres	
Description:	Town centres are the heart of local communities. They are multi- use areas often incorporating homes, shops, office, leisure and community space and uses. They are an important local resource and are critical in attracting and retaining skills. They can act as an indicator of local prosperity or decline, as the vitality and vibrancy of a town centres is normally evident.
Rationale:	<p>Supporting and enhancing our town centres in Barrow and Ulverston is essential in ensuring a viable and vibrant resource for existing residents and businesses. Its influence in attracting and retaining skills and investment cannot be overstated.</p> <p>Although Barrow town centre has had significant investment in the past, it has suffered extensively over recent years, and this is now clear in the condition of many of the buildings, vacancy rates and retail offer.</p> <p>Short term 'fixes' should be avoided and a long term, sustainable approach to the regeneration of town centre areas, which addresses all aspects and uses should be proactively sought.</p>
Key Activities:	<ul style="list-style-type: none"> • Actively promote and support a 'town centre first' approach to retailing • Explore the opportunities to create larger footprint retail units within the town centre or adapt to changes in footfall and trends towards more purchasing via the internet • Improve town centres accessibility by bus, car, cycling and walking • Seek out and support initiatives for long term investment and sustainable, innovative, entrepreneurial ventures within the town centre area • Seek opportunities to secure improvements to the existing town centre terraced housing • Encourage improvements to shared open space, particularly where this can provide open, accessible green space • Explore the potential for mechanisms such as Asset Backed Vehicles, development corporations and community interest companies to help deliver development and improvements in the town centre area
Funding	Barrow Business Improvement District and Ulverston Business Improvement District, National Non-Domestic Rate (NNDR) levy, annual income streams, Cumbria County Council Local Area Highways Committee budget.
Time Scale	(started 2017) 2018–23

Securing the Future of our Environmental and Heritage Assets/tourism	
Description:	South Cumbria has a rich built and natural heritage. Nowhere is this more evident than in Barrow Borough which is recognised as the No.1 location in Britain for its landscape and natural heritage, No.3 location for built heritage and in the top 7% for its industrial heritage in the RSA Heritage Index 2016 (www.thersa.org/heritage). South Lakeland is also in the top 2% of areas for its landscape and natural heritage. The area has much to offer all those who live, work and visit. In addition to this, Barrow is steeped in its industrial heritage, much of which is apparent in the built environment, but an arguably larger proportion is held with the people and therefore the community.
Rationale:	Ensuring that these assets are fully appreciated, enjoyed, celebrated and protected for future generations is vitally important. Not only because of the intense pride that the local community associated with this heritage but also because it provides an opportunity to secure improvements that cut across quality of life, including health, priorities. For example, our natural heritage assets present an opportunity to encourage access by cycling and walking and other physical activity in a high-quality environment for the benefit of both physical and mental health. To engage more with Cumbria Tourism to facilitate growth. Securing improvements to the built heritage assets within the town centres including Conservation Areas could form part of a broader plan to help regenerate them. There is a need to make more of these assets as Barrow Borough is in the lowest 8% of local areas for activities associated with its landscape and natural heritage and in the the lowest 9% of areas in terms of activities associated with its industrial heritage.
Key Activities:	<ul style="list-style-type: none"> • Ensure landscape, natural, urban and rural built, industrial and cultural heritage assets are celebrated and protected wherever possible; • Seek opportunities to make local heritage assets accessible to the local community, by electric vehicles, by cycling and walking particularly where this would result in positive outcomes; that cross-cut FEDF priorities; • Explore the possibility of creating a community interest company that could lead on the renovation of local heritage assets; • Explore the potential for mechanisms such as Asset Backed Vehicles and development corporations to help deliver development, improvements and renovation of local heritage assets. • Assisting diversification of the economy through development of more business and leisure related tourism and attractions
Funding:	Through FEDF, Coastal Communities Fund Rounds, Heritage Lottery Fund, Heritage England's Heritage Action Zone Funding.
Timescale:	2018 workshop depending on availability of delegates. 2018 conservation area studies 2018–23 development of initiatives including heritage strategy.

Encouraging Social Innovation	
Description:	This plan is intended to stimulate and support the local economy to ensure that local communities and businesses can take maximum benefit from national, regional, county and local opportunities, growth and prosperity. This must be an inclusive approach, ensuring that our most deprived and disengaged groups are able to benefit.
Rationale:	<p>Sustainable, inclusive growth and prosperity that brings opportunity and benefits for all is difficult to achieve, particularly in an area like Furness, which depends heavily on a single large employer. Strengthening the supply chain, encouraging diversification, connecting deprived communities to opportunities and supporting local investment and development are important, however, getting to grips with the most entrenched social problems to achieve real, lasting change is essential.</p> <p>A 'top down' approach has proved to result in, at best, unsustainable, temporary improvements for a limited number of individuals/families. At worst it has created voluntary/charity 'sticking plasters' that effectively perpetuate the problems.</p> <p>An innovative 'bottom up' partnership approach based on bridging the gap with these sectors of the community and enabling the development of initiatives, projects and programmes built around sound business principles is advocated instead.</p>
Key Activities:	<ul style="list-style-type: none"> • Hold an 'Encouraging Social Enterprise/Entrepreneur' workshop to explore the possible mechanisms for identifying, engaging with and enabling the most deprived and 'hard to reach' within our community
Funding:	Through FEDF Coastal Communities Fund
Timescale:	2018 -2019 workshop depending on availability of delegates

Hold a Quality of Life Summit	
Description:	<p>To hold a Quality of Life summit, bringing together key stakeholders to debate local quality of life issues identified by the Delivery Plan including how take up of regular cycling and walking can be encouraged more.</p> <p>Develop and agree a shared vision for local Quality of Life, working collectively to identify and respond to current and future needs of the local area.</p>
Rationale:	Sustainable improvement to local quality of life issues require key stakeholders to commit to working collaboratively to agree a shared approach to delivering agreed priorities, whilst acknowledging the significant barriers and challenges that exist.
Key Activities:	<ul style="list-style-type: none"> • To debate and discuss the agreed Quality of Life Priorities • To Identify key stakeholders to take the agreed priorities forward
Funding:	Through FEDF Coastal Communities Fund
Timescale:	2018 - 2019 depending on availability of delegates

4. Communications and Engagement Plan

4.0 Effective communication with all stakeholders is crucial to the success of the *Delivery Plan*. Key audiences include:

- government, government agencies responsible for infrastructure and initiatives funding, regional bodies such as Transport for the North, Rail North NW Business Leadership Team, NHS, its ICC, local authorities, Cumbria Local Enterprise Partnership (LEP) plus its focus groups on topics such as advanced manufacturing, skills and business support
- Cumbria Chamber of Commerce, Federation of Small Businesses (FSB) and trade associations such as Road Haulage Association
- Companies operating in Furness and those seeking new locations
- residents of all ages living and working throughout Furness;
- Members of Parliament.

4.1 The purpose of the plan will be to raise awareness of the work of the partners involved nationally and locally and to influence Cumbria LEP, Northern Powerhouse, Transport for the North, government and its agencies, especially when they are considering applications for new resources, understanding how resources have been used effectively.

4.2 The communications plan will have aims and objectives in support of achieving the *Delivery Plan*, identifying target audiences expected results outcomes and prioritised communications channels to be used. Its high-level purposes will be to:

- inform businesses and communities about activities and opportunities locally;
- showcase investment coming into Furness, highlighting supply chain potential associated with it;
- encouraging new inward investment and reinvestment;
- Influencing infrastructure investment prioritisation supporting the new business engagement lobby group;
- championing diversification and entrepreneurship and the community's support to achieve a more diversified economy by the 2030s'.

4.3 A full suite of marketing channels will be used to build awareness and familiarity with FEDF, to then stimulate buy in to its priorities and secure both company and community leaders participation. These will include use of:

- events regional and national;
- journals magazines newspapers;
- broadcast by video radio tv u-tube twitter;
- websites www.fedf.co.uk;
- social media;
- PR (national, trade, international);
- using where appropriate *choose cumbria* resources.

under each delivery priority clear objectives, methodologies target audiences, key messages, preferred media platforms, means of delivery, timing and scheduling. Measures of success will be identified for the Board to evaluate effectiveness of the *Delivery Plan Communications Programme*.

5.0 Financial Resourcing the Plan

5.1 Table 9 below illustrates the anticipated investment programme.

TABLE 9 FEDF DELIVERY PRIORITY	RESOURCE	VALUE £M
EDUCATION, EMPLOYMENT AND SKILLS		
APPRENTICESHIP BURSARIES	Coastal Communities Fund led bursary scheme	£0.05m
DELIVER A SKILLS SUMMIT	FEDF, Furness College, Coastal Communities Fund	£not yet identified
FURNESS EDUCATION AND SKILLS PARTNERSHIP (FESP)	Dong Energy, Coastal Communities Fund, Royal Academy of Engineering, Ogden Trust	£0.04m
RAISING UNDERSTANDING AND PARTICIPATION IN STEM SUBJECTS AND CAREERS	Dong Energy, Furness College, Primary and Secondary Schools, Academies, Employers, Coastal Communities Fund, Royal Academy of Engineering, Ogden Trust	£not yet identified
DEVELOPMENT OF AN EMPLOYABILITY RUBRIC EMPLOYABILITY LEARNING FRAMEWORK	Furness College	£not yet identified
ALTERNATIVE LEARNING PROVISION – COOMBE HOUSE BARROW	Furness College, Secondary Schools, Education Funding Agency, Cumbria County Council	£7.5m County wide*
INFRASTRUCTURE		
ROAD, RAIL, SEAPORT, AIR INFRASTRUCTURE		
A590 CORRIDOR IMPROVEMENTS, A590SWARTHMOOR ROUNDABOUT	Transport for the North, Highways England Pinch point schemes, Cumbria County Council, Cumbria LEP	£67.0m
A595 IMPROVEMENTS	Cumbria County Council, Cumbria LEP	£not yet identified
ACCESS TO EAST ULVERSTON	Transport for the North, Highways England, Pinch point schemes, Cumbria County Council, Cumbria LEP	£4.5m
BARROW JUNCTION AND NORTH ROAD IMPROVEMENTS AND JUBILEE BRIDGE	Cumbria County Council, Cumbria LEP	£1.5m £4.5m
TOWN CENTRE TRAFFIC AND PEDESTRIAN ACCESS IMPROVEMENTS	Cumbria County Council, Cumbria LEP, Barrow Business Improvement District	£not yet identified
COMPLETING COMMITTED SCHEMES: WATERFRONT BUSINESS PARK: PHASE 2 MANAGED BUSINESS CENTRE WITH PORT OF BARROW OFFICES INDUSTRIAL DEVELOPMENT SPACE	Growth Deal 2, Barrow Borough Council and Cumbria County Council resources, ERDF, Associated British Ports	£1.5m
COMPLETING COMMITTED SCHEMES: MARINA VILLAGE HOUSING	Growth Deal 2, Homes England, Housing Infrastructure Fund	£10m+

FEDF DELIVERY PRIORITY	RESOURCE	VALUE £M
HOMES AND COMMUNITIES AGENCY INNOVATIVE SOLUTIONS	Homes and Communities Agency, Housing Infrastructure Fund	£not yet identified
CONNECTIVITY BY BROADBAND	ERDF Growth Deal	£2.5m
BUSINESS ENGAGEMENT AND SUPPORT		
BUSINESS LOBBYING AND ADVOCACY	Cumbria Chamber of Commerce, FEDF, FSB, local authorities, Cumbria LEP, Member of Parliament, Unite and GMB unions (Keep Our Future Afloat Campaign)	£0.02 m
DIVERSIFICATION OF THE FURNESS BUSINESS BASE, ENTREPRENEURSHIP AND STRENGTHENING SUPPLY CHAINS	Coastal Communities Fund, South Lakeland District Council, Barrow Borough Council, Cumbria Chamber of Commerce, Cumbria Growth Hub, ERDF	£0.4m £0.1m
QUALITY OF LIFE		
PROMOTING A HEALTHY AND ACTIVE COMMUNITY, INCLUDING CYCLING AND WALKING	Cumbria Health and Wellbeing Board, NHS, ICC, Companies, third sector organisations, Charities, Barrow Food Bank	£not yet identified
IMPROVING THE LOCAL HOUSING OFFER	Housing Infrastructure Fund, Homes England, Private Developers, Housing Associations, South Lakeland District Council, Barrow Borough Council	£not yet identified
REGENERATING FURNESS TOWN CENTRES, DALTON, PLUS BARROW AND ULVERSTON BUSINESS IMPROVEMENT DISTRICT (BID) RESOURCES	Retail and leisure developers, private and local authority landowners. Additional NNDR rate levied on businesses in the Bid area	£0.2m
SECURING THE FUTURE OF OUR ENVIRONMENTAL AND HERITAGE ASSETS, HERITAGE ACTION ZONE	FEDF, Coastal Communities Fund Round 4, Heritage England, Heritage Action Zone bid, property owners, Barrow Borough Council	£1.0m
ENCOURAGING SOCIAL INNOVATION	University of Lancaster, FEDF, Barrow Borough Council, South Lakeland District Council	£not yet identified
QUALITY OF LIFE SUMMIT: DELIVERY	FEDF, Coastal Communities Fund, BAE Systems	£not yet identified
COMMUNITY LEISURE FACILITIES ULVERSTON	GSK led funding, Sport England, Leisure operator, South Lakeland District Council	£4.0m
COMMUNICATIONS & ENGAGEMENT PLAN		
MULTI MEDIA PROMOTION OF FURNESS	Partner organisations working through the Business Engagement group and with Choose Cumbria	£not yet identified

Note: * Cumbria County Council "Alternative Education Provision Proposals and Inclusion Strategy Update 14 June 2018"
<http://councilportal.cumbria.gov.uk/documents/s76047/Alternative%20Provision%20and%20the%20Wider%20Inclusion%20Landscape.pdf>

6. Next Steps

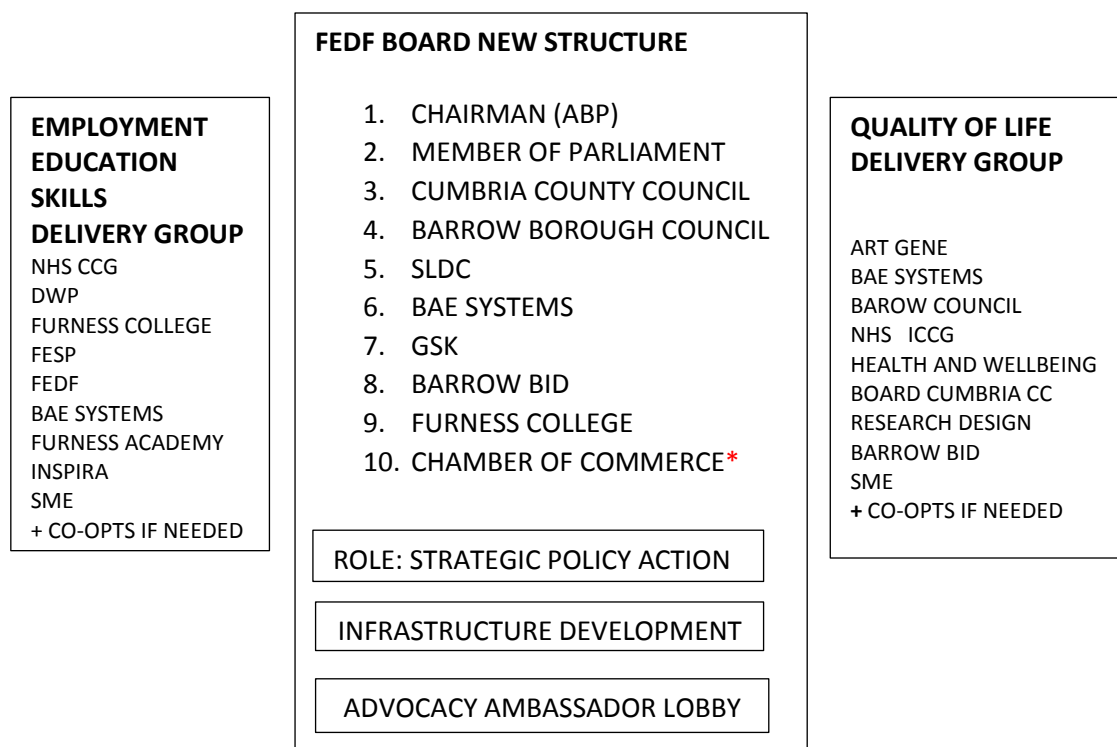
- 6.1 The FEDF members are committed to this plan's implementation with a rolling annual review of the planned priorities and progress against them. In addition, the Board will develop a new culture and approach designed to accelerate and monitor progress at its Board meetings.
- 6.2 The key deliverables in this plan will strengthen and complement existing activities and projects and will seek to engage with stakeholders to maximise impact by:
- establishing *Delivery Groups* for *education employment and skills* and *quality of life* priorities and with the main Board assuming responsibility for infrastructure delivery advocacy and business engagement issues. Delivery Groups will utilise the expertise from a range of key organisations, using this knowledge and intelligence to inform the key objectives and priorities for growth;
 - capitalising on the expertise of the Cumbria Chamber of Commerce, FSB and FEDF to foster Business Engagement [Delivery Group](#) to influence and inform the development and delivery of projects and to champion the priorities to all relevant stakeholders;
 - agreeing a plan for delivery of Year 1 projects and defining individual 'delivery action plans' for prioritised initiatives;
 - agreeing the communication and engagement plan;
 - implementing reporting and monitoring structures, tools and processes to ensure the key objectives and priorities for growth are SMART (specific, measurable, achievable, relevant and timely);
 - identifying the anticipated funding requirements and existing and potential sources of funding;
 - examining the most appropriate form of delivery management for physical infrastructure, business engagement and lobbying activities.
 - Developing core funding to support the small delivery team.

7 Governance

7.1 On 3rd February 2017 FEDF Board agreed to restructure, it completed the arrangements in June 2018. This came after a review which commenced at the beginning of November 2016. A more influential, dynamic, agile, committed and refreshed and streamlined Board of 10 organisations with fewer meetings is seen as essential for the area to be able to seize emerging opportunities, operate and execute initiatives effectively.

7.2 Figure 5 shows the new Board structure as of 26 June 2018.

FIGURE 5 NEW BOARD STRUCTURE



7.3 The structure is aimed at realising a clear vision

“To use the period of prosperity to create a more diversified resilient economy enabling all sections of society in Furness benefit from economic growth”

7.4 All partners shown below are working together in the interests of the Furness and South Lakeland economy to ensure the economic vision can be realised. The new structure for 2017-2022 has the following characteristics:

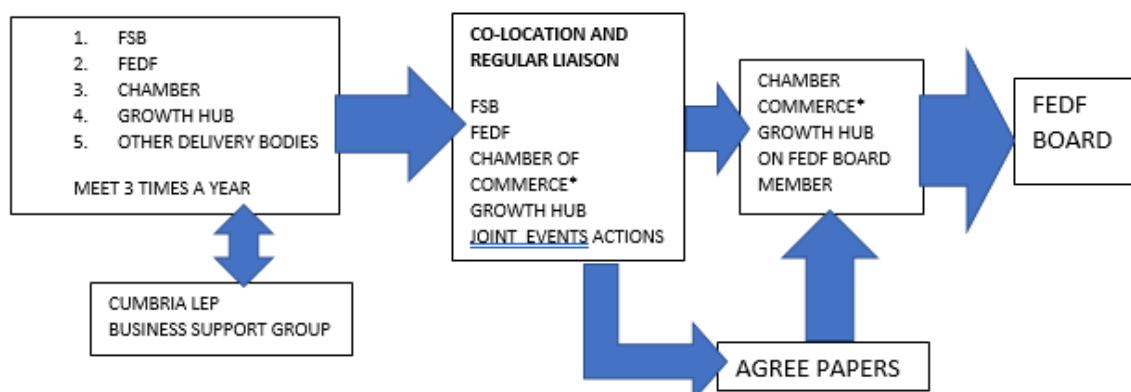
- strengthened strategic leadership/representation of the Furness area’s priorities and needs to Cumbria LEP in so doing to influence Cumbria LEP, Northern Powerhouse, government policies and the allocation of their funding sources;

- streamline governance with a reduction of the numbers of Board members whilst improving capability of the Delivery Groups with in some cases existing Board members taking a new role in those Groups.
- a focus on stronger engagement with businesses, use of round table events or summits to focus on key opportunities;
- make best use of existing networks and resources;
- only committing to actions for which funding can realistically be available and timely bidding for new funds;
- concentrating on harnessing the enthusiasm and commitment of an ambassadorial group of committed business leaders.

7.5 The restructured Board comprises a network of influential people drawn from all sectors who aim to raise the profile of Furness as a key part of the Northern Powerhouse region, nationally and internationally implementing widely supported, prioritised actions, advocacy and marketing. The Board Structure is summarised below.

- **FEDF Board:** its members are committed to a more active role across the delivery priorities. It has a core membership with a significant addition in Associated British Ports given its importance, as large landowner and role in the southern part of Barrow. The Board's remit is to manage governance of all FEDF activities, oversee preparation/ implementation of the *Delivery Plan*, strategic vision, set the terms of reference for the Delivery Groups, approving Delivery Group chairpersons, guidelines for operation. The Board will identify and prioritise actions, available budgets, review progress using a RAG system and target prospective funding bidding opportunities. It will also coordinate any advocacy/lobbying using its expertise and that of business and local political leaders and MPs.
- **Delivery Groups:** there are two - Education, Employment and Skills and Quality of Life. Governance for each to be modelled on Education, Employment and Skills Group. Membership to be a core group as shown in Figure 5 but flexible depending on issue addressed and committed to a more active role across the delivery priorities. Each "Delivery Group" to decide on 3 or 4 delivery priorities. Roles: to progress existing projects, develop new projects with supporting evidence base, assess possible innovative funding sources, work up scalable bids for resources, unblock funding and project delivery issues and build links with for example the LEP's Employment and Skills Commission. Delivery Group Chairpersons will report to the main Board.

FIGURE 6 HOW BETTER BUSINESS ENGAGEMENT WILL OPERATE



- Business Engagement will be channelled through more intensive joint working between FEDF Executive Cumbria Chamber of Commerce and FSB. Roles will be to act as a sounding board and feed into the work of the Board/Delivery Groups to ensure their actions respond to and meet business needs.
- 7.6 FEDF Board following away days with Brathay 's facilitation has committed to work together by adopting the following principles of honesty, openness in relationships, clear accountability for progress, and reporting on progress, concentrating on joint delivery planning, with greater control of sub groups, and Communicating joint intelligence initiatives to community, stakeholders, target firms It will meet more frequently, potentially every eight weeks.
 - 7.7 The two Delivery Groups will meet regularly to identify and progress priorities.
 - 7.8 An Executive Engine Support Team using expertise drawn from BAE Systems Maritime Submarines, Barrow Borough Council, Furness College, FEDF, will be enhanced by representation from Cumbria County and South Lakeland District Councils. It will meet twice monthly. It will support the Board and Delivery Groups and generate more effective day-to-day liaison with Cumbria LEP's Executive's Team, organisations such as Cumbria Chamber of Commerce, Cumbria Growth Hub, Federation of Small Businesses and Department for International Trade.
 - 7.9 Delivery Priorities will include a continuation and completion of existing priorities and initiation of some new priorities. All are geared towards making the most of the opportunities coming available by 2023 supporting diversification and addressing challenges for Furness emerging beyond 2030 when it will face a transition towards a lower level of employment in its major employer as existing production programmes adjust to a lower level of output and a need to attract a wider range of business activity
 - 7.10 The FEDF Board may also arrange "Round Table Discussions" or "Summits" to address specific themes and accelerate the area's growth ambitions. Issues to be considered may be skill needs of employers which arguably underpins the remaining three priority areas, or transport improvements. Invitees will include engagement with regional national and regional bodies (for example: Transport for the North), ministers or shadow ministers and trade union leaders.

APPENDICES

- A New Planned Major Projects
- B Economic Insight into Furness
- C FEDF Achievements 2014–2017
- D Stakeholders with Potential to Help Facilitate Delivery

THE OPPORTUNITY AND CHALLENGES FACING FURNESS, A LOCAL AUTHORITY VIEW

“In 2017 Barrow Borough is experiencing the best of times and worst of times. The local economy is booming as never before as a result of the Astute and Dreadnought Submarine Programmes, offshore energy developments and investment by local companies. Beyond the Borough planned investment at GSK and Moorside contribute to a once in a generation economic opportunity.

However, public sector resources and the ability to provide high quality public services have reduced significantly as has the public sectors ability to influence and shape the economic growth mentioned above. Increasingly, public services in the Borough are shaped by providing the acceptable not the desirable.”

These two trends present the Borough with a unique set of challenges which can only be addressed through partnership, collaboration and alliances with others, bringing fresh thinking and new approaches to bear on long standing problems, being prepared to ‘think the unthinkable’ and lobbying consistently and intelligently for the resources our community needs.”

Introduction to Barrow Council Plan, June 2017

APPENDIX A New Planned Major Projects

TABLE A1 PROJECTS / TIMING	2018	2019	2020	2021	2022	2023	2025	2030	2035	2040
ENERGY										
Offshore Wind Farms Operations and Maintenance										
Ormonde Wind farm Operations/Maintenance, Vattenfall										
Barrow Operations/Maintenance, Orsted										
Walney 1 and 2 Operations/Maintenance, Orsted										
West of Duddon Operations/Maintenance, Orsted										
Walney Extension, Operations/Maintenance, Orsted										
Babcock MCS Helicopter operations 5-year contract										
GSK Ulverston site investment										
Centrica Younicos Morrison Utility Services 40MW Battery Storage										
Centrica Gas power generation 49MW										
Amec Foster Wheeler, Spirit Energy Contracts										
Spirit Energy, Terminal various 3+2-year contracts onshore/offshore										
Port Meridian Gas Facility possibility			?	?	?	?	?	?	?	?
Reach Coal Seam Gas Ltd: Shale Gas possibility			?	?	?	?	?	?	?	?
E. Irish Sea 30 th Offshore oil-gas licensing round Blocks 109/110/112/113 exploration and development										
Nugen Moorside Civil Nuclear Generating station				?	?	?	?	?	?	?
National Grid 400kv powerline upgrade				?	?	?	?	?	?	?
Electricity NW 132KV system upgrades				?	?	?	?	?	?	?
Sellafield and Drigg LLW sites investments										
INDUSTRIAL										
BAE SYSTEMS £525m Shipyard Modernization										
Ministry of Defence £44bn Submarines programmes										
Bae Global Weapons: M777 manufacture for India										
Bae Systems Walney Airport facilities										
Siemens Sub-Sea, next generation 45kv. Connector manufacture										
United Utilities, Ulverston investment										
HEALTHCARE										
UHMBT Maternity Facility at Furness General Hospital										
NHS Alfred Barrow Health Centre at Duke Street										
LARGE SITE DEVELOPMENTS										
Marina Village Access Barrow										
Waterfront Barrow Business Park Extension										
Beehive Business Park, Lightburn Road Ulverston										
Premier Inn, Barrow, Extension										
Holiday Inn Express, Hotel Market Street, Barrow										
Aldi Retail Hollywood Park Barrow										
Burlington Stone Quarry Expansion Kirkby										
OTHER										
Housing schemes in Furness										
Manufacturing Growth by various companies										
Office / Services growth, various firms										

Key To Table: supplier opportunities supporting operations New projects Project Timing yet to be clarified ?

Note: in addition to the listed projects there are many potential supplier opportunities with or supporting established company operations and in markets out-with Cumbria that Cumbria Growth Hub in association with FEDF can assist companies to evaluate

APPENDIX B: ECONOMIC INSIGHT INTO FURNESS

1. This Appendix summarises the economic characteristics of Furness. It details facts and figures about the economy to help underpin the evidence base for the actions contained in the *Delivery Plan*.
2. As indicated in Section 2 of the main report, over the period to 2037 the area is anticipated to see huge investment by established companies to deliver nationally significant defence and energy projects which may deliver around 3,000 jobs and will need an influx of people. There is at the same time a need to take a long-term view to use this sustained period of prosperity to:
 - invest in greater diversification of the Furness economy by attracting in more businesses;
 - enable its companies to reach out into new regional, national and international markets;
 - support innovation by companies and creation of more entrepreneurial start –up businesses;
 - avoid the risk the emerging opportunities could bypass the residents and disadvantaged groups living in the deprived wards of the heart of Barrow town centre, Barrow Island, Ormsgill and Risedale wards where unemployment and worklessness remain stubbornly resilient. Bridging that gap is therefore a priority.
3. Furness is part of the larger designated Cumbria Assisted Area (until December 2020) for the purposes of attracting inward investment and reinvestment.
4. This diagram shows the cluster of major opportunities that will influence the Furness area's future economic success.

Figure B1 A Cluster of Major Opportunities in Furness



POPULATION

5. In 2017 the combined population of Barrow Borough (67,100) and South Lakeland District (104,300) was 171,400. Population fell 2.3% (4,003) from 175,403 in 2012, whilst nationally population growth averaged 3.6%. Furness has a workforce of 52,600, its population is estimated to be just under 100,000 with that of Barrow and Furness constituency containing 70,877 people aged over 18. British Land in its retail assessment of Barrow refer to population of 120,000 within a 30-minute drive time.
6. Together the Furness, South Lakeland around the Bay and Lancaster City population total is 313,900 with a working age workforce of 190,700.
7. With an average population density of 878 people per square km, Barrow Borough is the most densely populated district in the county and much more densely populated than the national average (Cumbria 74 people per square km, England & Wales 375 people per square km). 33% of the district's residents live in rural areas, compared to 53% across Cumbria and 18% across England & Wales. The South Lakeland part of Furness is largely rural and contains the market towns of Ulverston (pop 12,000) and Dalton had a population of over 8,125 at the 2011 census.
8. There are a greater proportion of social grade C2 and D and E (27.2%) and nearly 32% more than England's averages of around 21% and 25% respectively. 25% of Barrow Borough's population is rated as living in ACORN category 5 (urban adversity). This is double the Cumbria average.

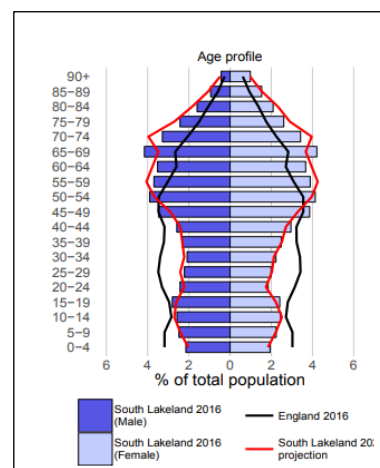
AGE STRUCTURES OF THE BARROW AND SOUTH LAKELAND AREAS.

97.1% of the Borough of Barrow in Furness population is British. The total for England is 86.2% and for Cumbria 96.3%. Only 2.6% of residents are black or ethnic minorities compared with England's average of 19.5%. 19.9% of Barrow's population is aged under 18, and 17% of South Lakeland District's.



TABLE B1 PROPORTION OF PERSONS BY BROAD AGE GROUP	0-15	16-64	65 +
BARROW	17.7	62.0	20.3
SOUTH LAKELAND	15.0	59.0	26.2
COPELAND	16.8	62.7	20.5
ALLERDALE	16.6	61.1	22.3
CARLISLE	17.1	63.2	19.6
EDEN	15.8	60.4	23.8

Source: ONS 2017 and Public Health England 2017



9. The age profiles of the people living in the wards in Barrow-in-Furness Borough vary considerably. The highest concentration of young people aged under 15 is found in Central and Risedale wards. 6.5% in Barrow-in-Furness, 15.4% in Cumbria and 17.7% in England & Wales. Inversely, Hawcoat ward in northern Barrow has the greatest proportion of residents aged 65+ (37.3%) which is a much higher percentage than any other ward in the Borough where the average is 20.9% compared with Cumbria 23% and England & Wales 17.9%.
10. The town of Barrow in Furness is the most densely populated urban area in Cumbria. The inner urban wards density of Central Ward is 56 persons per hectare. This ranks well above Barrow's 9.4 average, or England's 4.26. They are comparable with Hong Kong's 65, Shanghai's 38, Amsterdam's 37 and Paris 8. Central Ward experienced a population decline of 18% from to between 2001 and 2011 falling from 5,584 to 4,583, whilst Hindpool Ward experienced 6% growth from 5,515 in 2001 to 5,851 by 2011. Barrow Island's population of 2,616 makes it England's 9th most populated island.
11. There is a much wider travel to work area than a decade ago because of people choosing to commute from places such as Preston, Lancaster, Tebay and Kirkby Lonsdale. Changes to working practices mean that in some cases companies permit employees to work longer weekday hours and travel home Thursday evenings or Friday lunch time. This is reflected in contractors and professionals needs for rented accommodation and need for better communications.
12. A significant number of Barrow based individuals work on offshore installations with it being the 4th largest source of outward commuting after travel to work in Copeland, South Lakeland and Carlisle. In South Lakeland the biggest inbound travel to work is from Lancaster, Barrow, Eden. The biggest outflow is to Barrow and Furness then Lancaster.
13. Experian's Jobs Led Scenario projects that Cumbria's population will increase by 17,100 persons (+3.4%). All districts except Copeland are projected to experience population increases. The greatest increase is projected for Barrow-in-Furness (+6.8%). Copeland's population is projected to decrease by 2.6%.

THE SIZE OF THE WORKFORCE

14. Barrow and South Lakeland offer a workforce of 100,900 (2017) with 41,000 in the Borough and 59,900 in South Lakeland this represents 33.9% of Cumbria's total of 297,700. The area can also call on a wider potential workforce of 190,700 "around the Bay" if the Lancaster City Council area is included. The Workforce structure for Furness is summarised in Table B2 below.

Table B2 Employment by Occupation	Furness Number	Furness %	Barrow Number	Barrow %	North west %	Great Britain %
Soc 2010 major group 1-3 Managers Professional Occupations Associate professional and technical	19,200	47.1	13,800	43.9	42.6	45.6
Soc 2010 major group 4-5 Administrative secretarial skilled trades	7,200	17.7	6,400	20.2	20.9	20.7
Soc 2010 major group 6-7 Caring, Leisure, other services, sales and customer services	5,900	14.5	5,000	15.8	18.3	16.7
Soc 2010 major 8-9 Process plant machinery operatives, Elementary occupations	8,500	20.8	6,300	20.1	11.3	6.9
Totals	40,800		32,100			

Source NOMIS December 2017/January 2018

15. Barrow's medium-term employment growth of 7.9% is above the national average of 7% and for 2014-15 employment growth was three times the national average of 2%. In this timeframe it was also three times faster than at least three other Cumbrian districts growth^(B1). Cumbria and Furness need more key skills to deliver the growth planned over the next 5 to 10 years, as identified in the Cumbria LEP *Skills Plan* which indicated only 30% of demand may be achievable from within Cumbria.
16. The resident workforce population of Furness (aged 16–64) is 52,600 (2016). Its 2018 economically active population totals 41,300 with 40,000 in employment, of which 36,600 (73.4%) are in employed work and 3,500 (7.1%) are self-employed. Self-employment is a full 2.3% points below the northwest of England's 9.4%. The inactive population totals 8,300 (16.9%). 7,300 of whom do not want a job, suggesting demand for up to 1,000 new jobs. The economically active population is 4.7% higher than the national average and 6.3% above the North-west region.

UNEMPLOYMENT AND ECONOMIC INACTIVITY

18. Furness had 1,090 people claiming Job Seekers Allowance in June 2018. 985 of these (90.4%) were residents of Barrow. Economic inactivity is particularly high in Barrow.. Millom has more claimants (100) than Ulverston (95). 9,840 individuals across the two districts are in receipt of out of work benefits.
19. Youth unemployment (16–24) has decreased by 47.5% from 505 (2012) to 265 (April 2018) in Barrow, South Lakeland also saw a decrease of 58%, now 60 from 155. Barrow's youth unemployment is concentrated in Central, Barrow Island, Hindpool, Ormsgill and Risedale wards. Together with South Lakeland it accounts for 325 (25.7%) of Cumbria's total youth unemployment of 1,265.

TABLE B3 Economic Inactivity	Furness	%	Barrow Borough	South Lakeland	North west	Great Britain
Inactive people	8,300		7,500	6,200		
Percentage	16.9%		18.6%	11.3%	23.2%	21.6%
People who don't want jobs	7,300	88.7	6,600	5,900	79.0%	77.5%

Source: NOMIS March 2018

20. Companies are continually looking to recruit from within and outside of the Furness area to fulfil their demands for skills. Labour market catchment areas are extending eastwards to Tebay, Ingleton and Lancaster or further afield.
21. A crucial issue for the economy is how to inspire more people to become involved. Job postings over past three months in Barrow Borough than in any other district with Barrow accounting for only 8.6% of all 5,112 job postings across Cumbria, South Lakeland having 22% and Carlisle 36%.
22. Unemployment is concentrated in Barrow. In June 2018, only 985 people were seeking work, there has been a fall of 120 in the full year. The inner urban level of unemployment in the five most deprived wards of Barrow – Central, Barrow Island, Hindpool, Ormsgill and Risedale Wards (725) was 61% of the peninsula's total and much more than that of the combined total for all 14 wards covering the South Lakeland part of Furness and Millom areas (225).

B1.Source: http://www.cumbriaobservatory.org.uk/wp-content/uploads/2017/04/EconomyEmployment_Briefing_EmploymentBRES_Cumbria_September2016.pdf

23. At ward level in June 2018 unemployment in Barrow is falling in all but Newbarns and Hawcoat Ward areas, the greatest falls over the past three years being in Newbarns (49%) Central (41%) Roosecote (76%). However, in locations where the main concentrations of manufacturing are situated jobseeker totals have fallen by modest amounts over the past year as follows: Hindpool(-20), Central(-5), Ormsgill(-5), Barrow Island (-30) and in Parkside(-15) and Risedale(-10). This suggests that there is limited connectivity between main employment areas and the concentration of the unemployed. In South Lakeland there are 130 people seeking work(out of the District's total of 365), with 90 doing so in Millom to Bootle(District total 1,315).

WORKFORCE QUALIFICATIONS

24. Qualification levels of the population are important factors in ensuring that it can access well paid jobs. A relatively low proportion of the local working age population (Barrow 21.6% level 3 and 22.5% level 4+) may be qualified to take advantage of the advanced manufacturing jobs projected to emerge over the next 10 years. The NVQ 4 qualified workforce has increased from 7,900 in 2015 to 10,400 at the start of 2018. NVQ 3 qualified rose from 18,700 to 19,400 NVQ 2 from 27,000 to 28,200 but NVQ 1 fell from 37,100 to 35,400

TABLE B4 Qualifications	Furness	Percentage (%)	Barrow Borough	Percentage (%)	South Lakeland	Percentage (%)	Great Britain
Level 4 or above	15,300	30.2	10,400	25.5	23,700	43.3%	38.6%
Level 3	26,700	52.7	19,400	47.6	37,200	47.6%	57.2%
Level 2	36,200	71.5	28,200	68.9	44,300	68.9%	74.7%
Level 1	44,400	87.7	35,400	86.7	49,000	86.7%	85.4%
No Qualifications	3,600	7.1%	3,400	8.9	2,700	4.9%	7.7%

Source: NOMIS 2017/18 data as at December 2017

25. 7.1% have no qualifications in Furness, compared with 8.9% in Barrow and 6.2% in South Lakeland. There are 24% only qualified to NVQ Level 1 in Barrow in comparison to 11.5% within South Lakeland.
26. There is an educational attainment gap, particularly in the 11–16 age group in secondary schools that needs to be closed.
27. This contrasts with the fact that Barrow has the highest rates of apprenticeship take up across the Northern Powerhouse area. Barrow is ranked No.1 at 8.4% with adjacent Copeland No.2 at 5.6% as the districts with the highest percentage of people with apprenticeship qualifications.
28. The qualification levels achieved by the population drive income levels for families and all residents.

WAGE RATES IN FURNESS ARE SOME OF THE BEST IN BRITAIN

29. Employees in Barrow Borough and Copeland earn some of the highest average salaries in Britain. In Barrow employees earn on average £647.8 week which is 125 above the GB average. Those in neighbouring Copeland earning £761.5 which is 48% above the GB average and 33% higher than Barrow. Commuting to work in Copeland is attractive for this reason. The average wage in Barrow is £36,000 per year, according to *Barclays INSIGHT* it is the same for South Lakeland. Tables B5 and B6 illustrate the typical wage rates in Furness.

30. CACI Ltd suggest that its Modelled Index of Annual Household Income calculates a median income per household for Barrow in 2016 at £22,623, South Lakeland's is £31,189, Cumbria's is £26,192. Barrow is the lowest and compares with £28,700 for UK (2015). 32% jobs pay under the living wage. For South Lakeland, it is higher at £33,245.

Table B5 Earnings by Place of Residence	Furness Peninsula* (£)	Barrow Borough (£)	South Lakeland (£)	Copeland Borough (£)	North West (£)	Great Britain (£)
Gross Weekly pay	600.00	606.0	536.9	755.7	514.5	552.7
Males Weekly pay	679.80	669.0	579.8	801.6	550.9	594.2
Females Weekly pay	523.30	523.2	479.8	706.2	464.6	494.4

Source: NOMIS Earnings by Place of Residence, December 2017. Note: *Barrow and Furness Constituency

Table B6 Earnings by Place of Work	Furness Peninsula* (£)	Barrow Borough (£)	South Lakeland (£)	Copeland Borough (£)	North West (£)	Great Britain (£)
Gross Weekly pay	547.80	568.6	478.4	827.7	503.2	540.2
Males Weekly pay	646.60	690.0	482.9	881.8	541.7	580.6
Females Weekly pay	466.40	472.8	427.9	729.9	455.8	480.4

Source: NOMIS Earnings by Place of Work 2017. Note: *Barrow and Furness Constituency area

31. In Furness there are stark differences between those earning some of the highest incomes in England average incomes being £36,000 a year and at the other extreme situations where 14.9% of Barrow families are surviving on under £10,000 a year. This rises to 26.2% in the Hindpool ward where the median income is £16,971. In Central Ward median income for 2017 was £17,583 and nearly 23.5% of households earned under £10,000. Low incomes are reflected in high use of the Queen's Award for Voluntary Service Winning Barrow Food Bank's network of facilities.

EMPLOYMENT STRUCTURE

32. There are 3,765 business units in Furness. Barrow-in-Furness has most of these 2,535 (68%). The South Lakeland part of Furness has 38% (1,210).

Table B7 Number of Businesses	Furness	(%)	Barrow Borough	(%)	South Lakeland part of Furness	North West (%)
Micro	3,155	83.8	2,070	82.0	1,065	88.3
Small	515	13.7	375	14.9	125	9.6
Medium	80	2.1	65	2.6	15	1.7
Large	15	0.4	10	0.4	5	0.4
TOTALS	3,765		2,525		1,210	

Source: NOMIS 2017 Note: Furness data is for the Barrow and Furness Constituency Area

33. There are 41 multinational firms and 120 leading manufacturers. Manufacturing accounts for 27.8% jobs in Barrow. By far, the largest employer is BAE Systems. In quarter 3 2017 it has almost 8,500 based in Barrow with additional contractor and supplier personnel totalling a further 3,500 there. The operation is double the size of the next 20 largest manufacturers in the area and closely follows Sellafeld with its 11,000 jobs. Around 705 commutes from Barrow to Copeland to work. 61.5% of manufacturing companies export
34. Job density (a measure of the number of jobs in an area divided by the resident population aged 16-64) in Barrow Borough is 0.83 and in South Lakeland it reaches 1.01. (a job density of 1.0 as in South Lakeland means that there is one job for every resident aged 16-64).

35. 19,500 jobs in Furness (almost half the jobs) are dependent on Government public sector spending priorities. Manufacturing (9,000 jobs) health (5,000 jobs) and the public sector dominate a narrow employment base in Barrow. this is best illustrated in the table shown on the next page which illustrate the more diverse nature of South Lakeland District 's economy.
36. The female self-employment rate of 10.1% is 45 above the northwest of England average of 6% and 35 above the national average of 7.1%. Male self-employment is however 3.5% below the national average of 14.1% and 1.9% below the Northwest of England's average of 12.5%.

Table B8 Top 6 Sources of Employee Jobs	Furness	(%)	Barrow Borough	(%)	South Lakeland	(%)	Great Britain (%)
Manufacturing	10,000	27.0	9,000	29	5,000	9.6	8.1
Health and Social	6,000	16.2	4,500	15	6,000	11.5	13.3
Wholesale retail	5,000	13.5	4,000	13.3	9,000	17.3	15.3
Education	3,500	9.5	3,000	10	5,000	9.6	8.9
Accommodation food	3,000	8.1	2,000	6.7	11,000	21.2	7.5
Professional Scientific	2,250	6.1	1,750	5.8	3,000	5.8	8.6
TOTAL	29,750		24,250		39,000		

Source Nomis 2018 Employee Jobs 2016 table

Table B9 Top 6 Sources of Jobs in Barrow Borough and South Lakeland	Number		Number
Barrow Borough		South Lakeland	
Manufacturing	9,000	Accommodation food	11,000
Health	5,000	Retail	9,000
Retail	4,000	Health	6,000
Accommodation food	1,900	manufacturing	5,000
Education	1,600	education	5,000
Construction	1,600	Professional technical	3,000
TOTAL	23,100	TOTAL	39,000

Source: Nomis 2017

THE BUSINESS BASE AND ENTREPRENEURSHIP

37. Between 2010 and 2016 the business base in Barrow went up from 1,945 to 2,195 over which time a total of 1,700 new businesses were formed in Barrow. The 2016 yearly total was 85% above that of 2010. In South Lakeland the change was different, going from 5,695 to 5,465 before rising to 5,705.

Figure B2 Change in counts of Business in Barrow Borough and South Lakeland 2010 to 2016

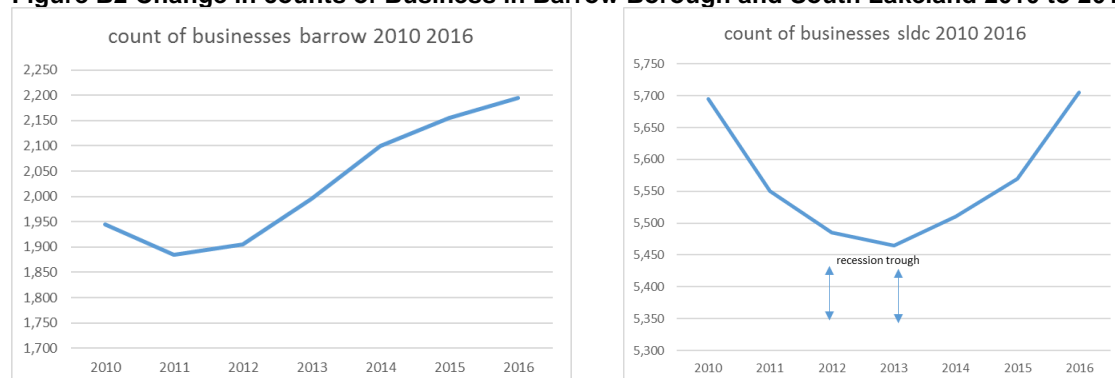


Table B10 shows that the business birth rate in the Borough increased 129% between 2010 and 2014 at the same time as the area's main employer had increased its workforce. A fall in the business birth-rate of 20% occurred in 2015

but it then rose 2% in 2016. In South Lakeland there was a 51% increase in new business formation up until 2015 then a slight reduction of 2% in 2016 from 500 to 490.

Figure B3 Changes in Business Birth-rate 2010 to 2016

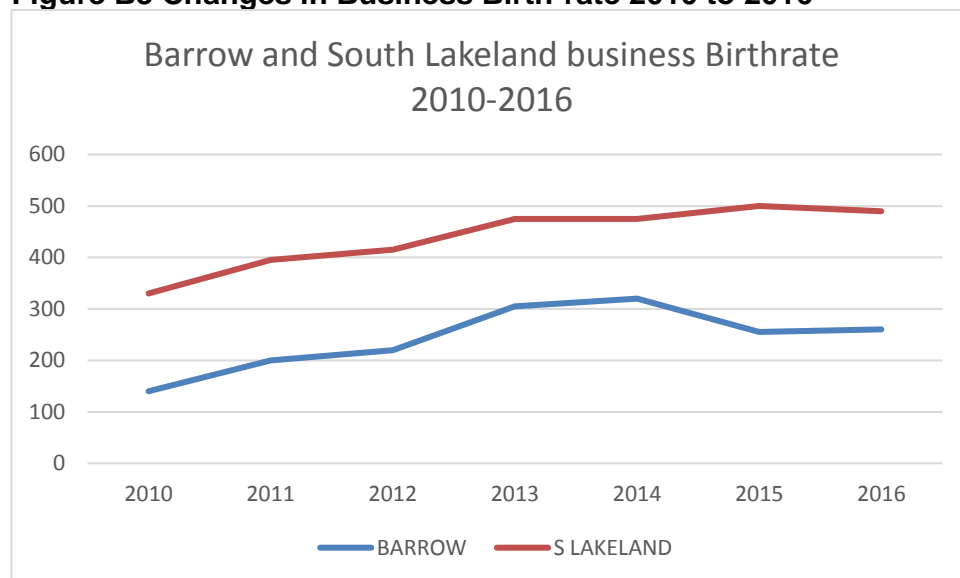
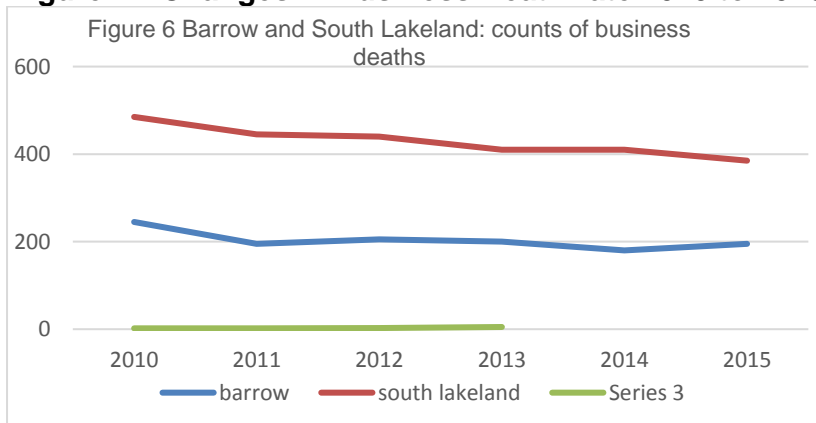


Table B10 Counts of Births of New Enterprises	2010	2011	2012	2013	2014	2015	2016	Total
BARROW	140	200	220	305	320	255	260	1700
S LAKELAND	330	395	415	475	475	500	490	3080
CUMBRIA	1340	1585	1705	2190	2280	2000	1980	13080

Source: Nomis 2017 <https://www.ons.gov.uk/businessindustryandtrade/business/activitysizeandlocation/datasets/businessdemographyreferencetable>

38. The annual start-up business rate for Barrow Borough is 14.5 per 100 enterprises¹⁶, the highest in Cumbria. There is a significant drop appearing after 2014 potential for more start-ups to help address diversification objectives, but the continued growth of large firms is a potential deterrent to persuading individuals to set up their own companies. The figure below show trends in business death rates.

Figure B4 Changes in Business Death-rate 2010 to 2016



¹⁶ Sources: Cumbria Labour market intelligence report page 21 November 2017
<http://www.cumbria.gov.uk/eLibrary/Content/Internet/536/671/4674/17217/17224/43054111141.pdf>

Table B11 Business Survival Rate Trends

	Births	1-year survival	1-year per cent	2-year survival	2-year per cent	3-year survival	3-year per cent	4-year survival	4-year per cent
Barrow-in-Furness	200	190	95.0	155	77.5	125	62.5	105	52.5
South Lakeland	395	380	96.2	330	83.5	280	70.9	235	59.5
ENGLAND	232,460	216,315	93.1	175,405	75.5	140,350	60.4	118,170	50.8
UK	261,370	243,340	93.1	197,515	75.6	158,140	60.5	133,260	51.0

39. Diversification and greater innovation are crucial components of the Delivery Plan.

Diversification can be achieved through, for example,

- supply chain strengthening
- enabling more local firms to access contract opportunities beyond the local area,
- by securing greater locally based supplier content in future defence submarine programmes,
- by attracting inward investment and
- by creating a wider range of entrepreneurial new businesses.

The shipyard currently accounts for around 8,700 jobs, which is equivalent to just over 1 in 4 of the Borough's 32,000 jobs using 2015 figures and 1 in 5 of all jobs in Furness.

LOCATION QUOTIENTS

40. On the next page are two tables illustrating the business sectors in SW Cumbria. Location quotients can be interpreted as a local measure of geographical concentration of industries. They are calculated as the quotient between the local share of employee jobs in a specific industry and the local share of national employee jobs. Location quotients can also be interpreted as a local measure of industrial specialisation for local areas. They compare for each industry, the industry's share of local area employee jobs with its share of total employee jobs. The Location Quotient diagrams below show the high reliance on manufacturing in Barrow Borough when compared with South Lakeland District's more diverse economy.

Table B12 Location Quotients Barrow Borough and South Lakeland District

LQ	BARROW TOP 5 SECTORS	TOP SIX	SOUTH LAKELAND TOP 5 SECTORS	LQ
3.43	MANUFACTURING	1	ACCOMMODATION, FOOD, SERVICE	2.69
1.21	HEALTH, SOCIAL WORK	2	ARTS, ENTERTAINMENT, RECREATION	1.73
1.07	ELECTRICITY, GAS, ENERGY	3	HUMAN HEALTH, SOCIAL WORK	1.34
1.04	CONSTRUCTION	4	OTHER SERVICE ACTIVITIES	1.46
1.02	TRANSPORT, STORAGE	5	MANUFACTURING	1.25
0.94	WATER SUPPLY	6	EDUCATION	1.01

Source: Location quotients for 2015 for NUTS 1 regions, NUTS 2 areas and local authorities in Great Britain.

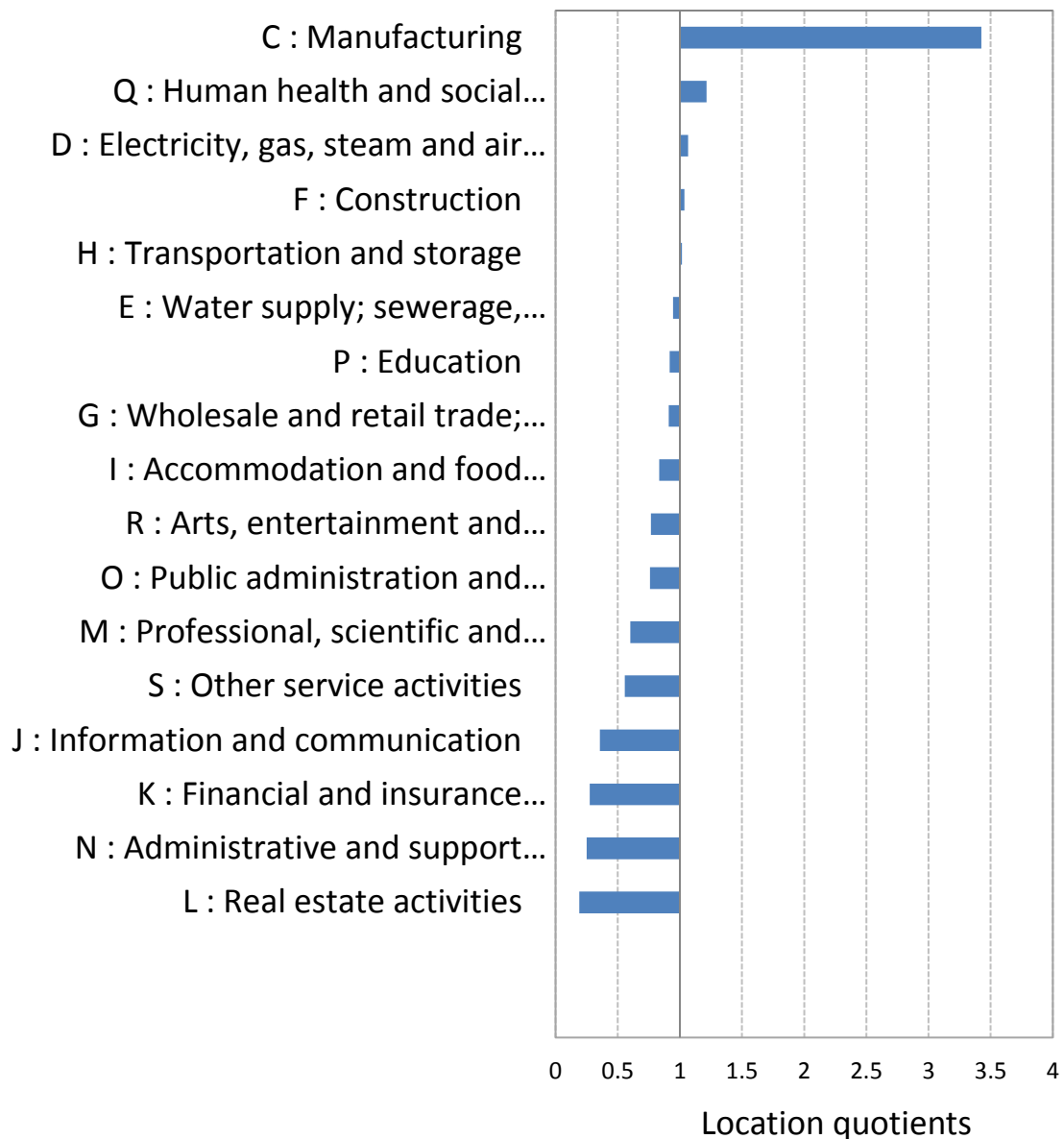
<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/locationquotientdataandindustryalspecialisationforlocalauthorities> 28 March 2017

Table B13 Top Location Quotients in Cumbria County

Activity	Location Quotient
Water transport M	5.44
Paper Products M	4.23
Accommodation	3.46
Forestry Logging	2.90
Rubber plastic M	2.07
Manufacturing M	2.04
Beverages M	1.86
Food M	1.82
Electrical equipment M	1.78
Veterinary care	1.57
Residential care	1.49

Source: Location quotients for 2015 for Cumbria Note M=manufacturing

FIGURE B 5 - BARROW BOROUGH LOCATION QUOTIENTS BY INDUSTRY

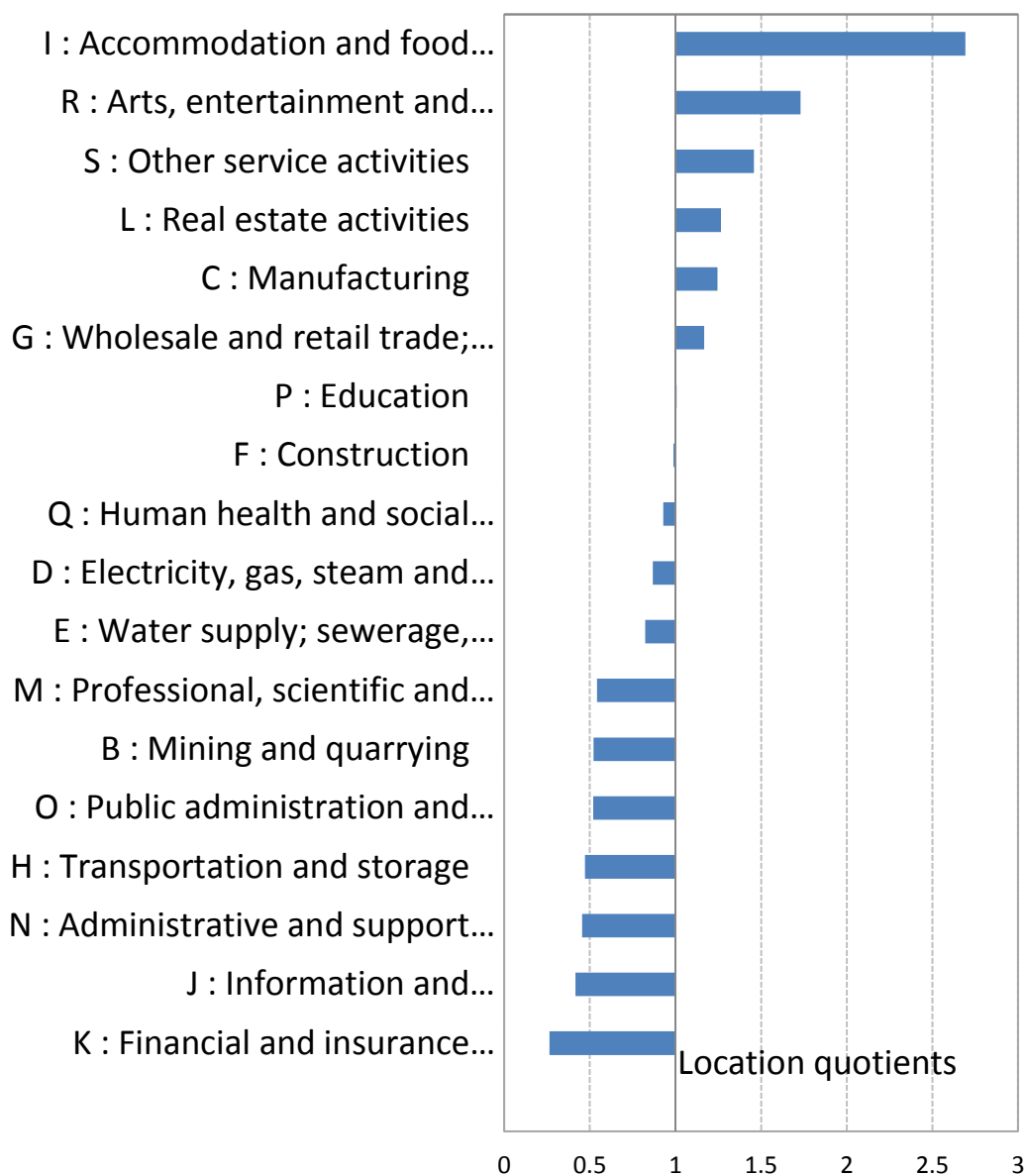


Sources: local authority location quotient by industry specialization, 28 March 2017

Barrow Borough,

nationally, at 3.5 has the third highest nationally location quotient for manufacturing, only Flintshire 3.45 and Pendle at 3.7 are higher. For water transport Barrow has a location quotient of 5.4 and nationally is second only to the Highlands and Islands at 7.1

FIGURE B 6 - SOUTH LAKELAND DISTRICT LOCATION QUOTIENTS BY INDUSTRY



Sources: local authority location quotient by industry specialization, ONS 28 March 2017

South Lakeland District,

has the 4th highest location quotient (2.4) for accommodation and food service activities after Isles of Scilly 3.2, West Somerset 3.1 and Eden 2.9.

SKILLS, EMPLOYMENT AND EDUCATION

41. The skills profile of Cumbria – based on the levels of qualifications held by its working age population – is broadly like that of the North West and England, although a smaller proportion of the workforce in Cumbria has higher level skills. However, over the past 10 years, there have been significant reductions in the number of people with no or low-level qualifications. Barrow-in-Furness does, however, remain above the national average for residents 16 and over who have no qualifications; the chart illustrates educational achievement ranging from those with no qualifications to those that have Level 4 or above.

Table B 14 Highest Level of Qualification

QS501EW - Highest level of qualification <small>ONS Crown Copyright Reserved [from Nomis on 12 February 2014]</small>			
population	All usual residents aged 16 and over		
units	Persons		
date	2011		
rural urban	Total		
Qualification	Barrow-in-Furness	Cumbria	England
No qualifications	26%	24%	22%
Level 1 qualifications	14%	14%	13%
Level 2 qualifications	16%	16%	15%
Apprenticeship	9%	5%	4%
Level 3 qualifications	13%	12%	12%
Level 4 qualifications and above	19%	25%	27%
Other qualifications	4%	4%	6%
Totals	100%	100%	100%

42. It is anticipated that the number of school leavers will continue to fall until the end of the decade. Ofsted ratings of secondary schools and colleges around the Bay are shown below, with the majority in Furness being rated as good.

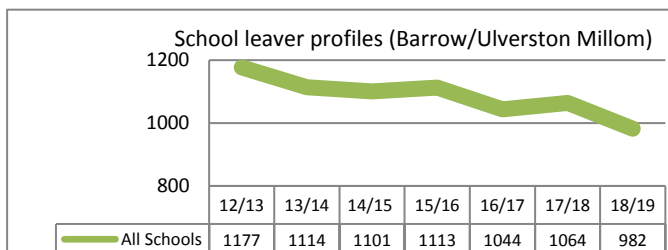


Figure B 7 School Leaver Profiles 2012 to 2018–19

Table B15 Ofsted ratings secondary schools and colleges

TABLE OFSTED RATING OF SCHOOLS AND COLLEGES

Outstanding 5 16.6%	Good 17 56.6%	Need Improvement 3 10%	Inadequate 5 16.6%	Not rated 7
QUEEN ELIZABETH KIRKBY LONSDALE	Kirkbie Kendal 2	Lakes Windermere 3	Queen Catherine Kendal 4	Casterton prep school
Bleasdale Carnforth	Dallam 2	Chetwynde 3	Walney 4	Sedbergh
LANCASTER GIRLS GRAMMAR SCHOOL	Settlebeck Sedbergh 2	Lancaster and Morecambe College 3 FE	Heysham high sports college 4	Windermere
LANCASTER ROYAL GRAMMAR SCHOOL	Cartmel Priory 2		Morecambe Community High School	Oversands Witherslack
RIPLEY ST THOMAS	John Ruskin Coniston 2		Wennington Hall	Jamea Al Kauthar
	Carnforth high 2			Crooke Hall
	Kendal college FE			Hornby Campus
	Furness Academy			
	Furness College FE			
	St Bernards			
	Dowdales			
	Millom			
	Ulverston Victoria high			
	Our Lady Catholic College			
	Central Lancaster High			
	Loyne Specialist School			
	Morecambe Road			

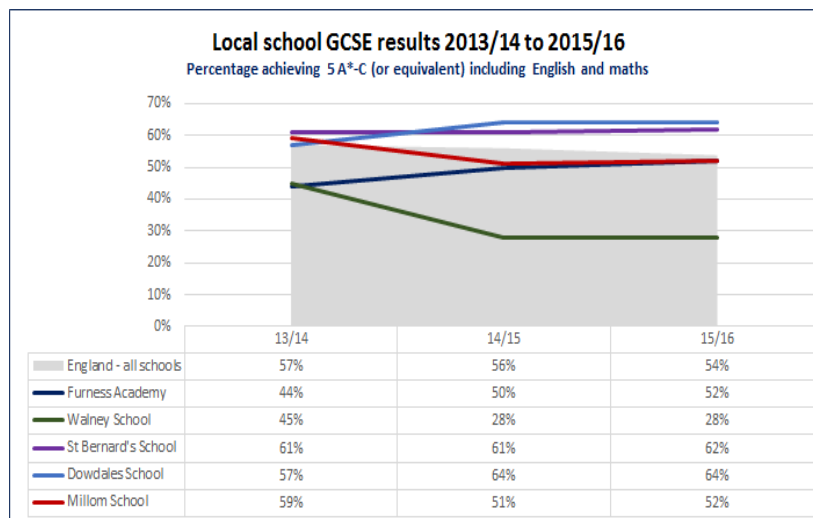
Sources <https://www.compare-school-performance.service.gov.uk/?radius=15&schoollevel=1&secondary&schoollevel=1&Post16&searchtype=search-by-location&keyw=Kendal%2C+UK&LocationCoordinates=54.32800599999999%2C-2.0080059999999999>

KEY TO TABLE

BARROW	SOUTH LAKELAND	LANCASTER
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43. GCSE results within three of the feeder schools are below the national rate of 56% whilst 2 schools are performing above the national rate. A universally agreed objective is to lose the gap so that all schools perform at the national average.

Figure B 8 Local School GCSE Results 2013–2016



44. Apprenticeship take-up has been growing steadily in Cumbria. Delivery in the Furness area is above the national average and is supported by many training organisations who deliver apprenticeships and traineeships which act as pre-apprenticeship programmes. The college is the largest provider of apprenticeships within Barrow (apprenticeships include those delivered under its SFA contract and those delivered in partnership with key employers such as BAE, Centrica, and Siemens, etc.).
45. The 2011 Census data demonstrates Barrow's ability to deliver on apprenticeships when compared to the rest of England and Wales (see Table B12 – snapshot of top 13 areas comprising Ward/County/Region). As a percentage of the working age population, Barrow-in-Furness ranks 1st with 17.7%, with Copeland ranked 2nd with 12.2%.
46. A large amount of provision falls within STEM (science, technology, engineering and maths). STEM accounts for 75% of provision in higher education (HE). Similarly, STEM in workplace learning has grown from 50% to 66% over the last 3 years whilst classroom learning has grown from 63% to 78%. Success rates in engineering are consistently very high and in 2013–14 were 93%. Progression into jobs related to engineering is also very high with 95% of the very large cohort gaining employment through apprenticeships.
47. Since October 2016 FEDF has been offering discretionary apprenticeship bursaries of between £1,000 and £2,500 and is supporting the growth of apprenticeship in LEP priority areas. A distinct set of criteria were established to determine eligibility for the business to access the grant, with stipulations that the business must increase its apprenticeship intake because of the funding. The key objective of the project is to create 50 new apprenticeships, operating in the supply chain or selected sectors, in the Furness coastal area

Table B16 Apprenticeships by District

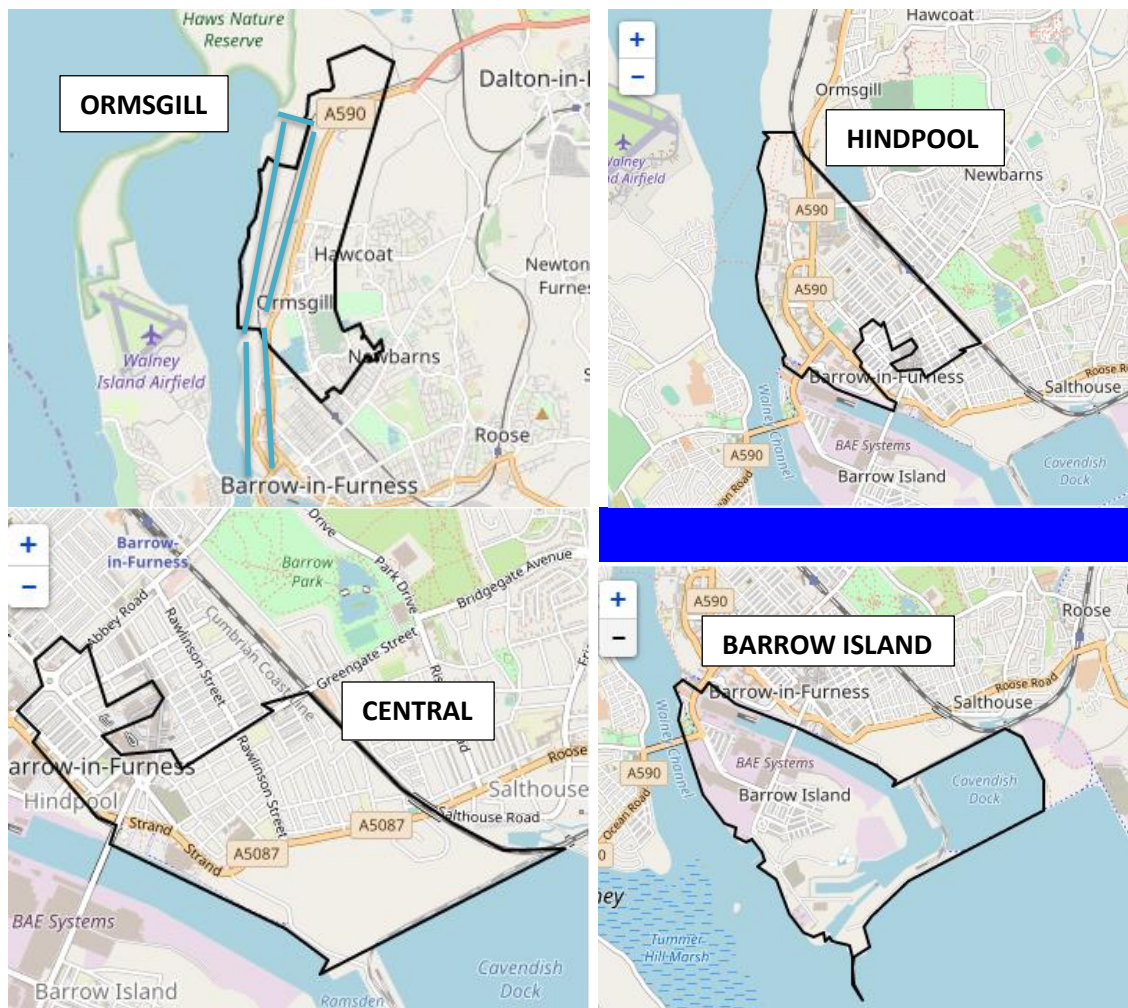
	% Apprenticeship gained	All usual residents aged 16 and over
Barrow-in-Furness	17.7%	56,796
Copeland	12.2%	58,613
Fareham	11.2%	92,153
South Ribble	11.0%	89,163
South Tyneside	10.6%	122,200
Redcar and Cleveland UA	10.4%	111,011
Rugby	10.3%	80,689
Cumbria	10.2%	416,359
Eastleigh	10.1%	101,482
Stockton-on-Tees UA	10.0%	154,503
Gosport	10.0%	66,402
South Gloucestershire UA	10.0%	212,837
Weymouth and Portland	10.0%	54,306

48. The private sector is investing in new world class training facilities. The Secretary of State for Defence earlier this year started the build of a new £25m training facility at BAE Systems Submarines is a positive step for students and for the town. The central training facility will ensure existing students will benefit from further skills training once they have completed their college courses. The college continues to work in partnership with BAE Systems to deliver apprenticeship training with students going on to learn company-specific skills in the new centre. It will provide seamless progression for college students as they move through their apprenticeship into their careers with BAE Systems.
49. At nearly 8,000m², the new Central Training Facility will provide a bespoke learning environment for the almost 1,000 craft and technical apprentices that are currently in training. These include those in mechanical, steelwork and electrical disciplines. It will also serve as a training centre for its wider workforce.
50. The new facility will provide a modern learning environment to supplement the training our apprentices already receive. This is a once in a lifetime investment in skills with £50million invested at Furness College and £25m by BAE Systems and is positive for the town and for future employment prospects for local people.
51. Furness based companies have access to 12 universities in NW England. Many of the multinationals here will go nationwide or international for their support from higher education BAE Systems for example uses Southampton and Warwick. Small or medium size companies such as Structural Science Composites use Lancaster University.
52. Locally HE at Furness College represents 14% of its annual income and is proportionally one of the highest deliverers of HE among further education colleges. The college has well established relationships with Lancaster University, the University of Central Lancashire and the University of Cumbria. All engineering HE programmes are accredited by the Institution of Engineering and Technology (IET) and/or the Institution of Mechanical Engineers (I MechE).
53. There is both need to grow our own skills and to attract more people to live and work in Furness to facilitate broadening of the areas travel to work catchment, which means better public transport connections and promotion of the scope for families to find jobs for partners, good schools and further education.

QUALITY OF LIFE

Deprivation

54. Almost 40% of Barrow's residents live in the most deprived parts of Barrow of Barrow 19% live in the least deprived parts England average is 40%. Barrow has six Lower Super Output Areas (LSOA) that are classed as being amongst the 3% most deprived nationally, three are in Central ward one each in Barrow Island, Hindpool and Ormsgill. Thirteen LSOAs are in the worst 10% nationally.
55. The concentration of deprivation, especially in Barrow, in wards of Hindpool, Central, Barrow Island and Ormsgill sits side by side with the locations of the main concentrations of new development, businesses and wealth creation on business parks, in the town centre and at the port. See Appendix E.



56. Continued deprivation and depopulation of deprived wards is an issue. Central ward and part of Hindpool ward, two, most deprived wards within the Borough have a combined population of 10,704 in 2013 which is a fall of 3.5% since 2001. Central Ward has experienced a marked 18% population fall (equal to one in six).
57. Although Deprivation had fallen by 12.5% in ten years between 2006 and 2015 – in 2015 3,840 fewer people were living in deprivation than in 2006 the deprivation levels remain some of the most acute in Cumbria and England.
58. The three most deprived wards, and most vulnerable communities, Central, Hindpool and Barrow Island wards account for 12,500 (64%) of all 32,000 jobs in Barrow.

59. Bridging the gap to help more people access opportunities on their doorstep in these locations is a central aim of the FEDF *Delivery Plan*. However, in some families' residents may not be aware of or have the qualifications or aspiration to seek the jobs available. In some cases, there will be a need to develop a more concerted effort to help young people in these deprived areas to aspire to secure good quality jobs through studies of STEM subjects.
60. Life expectancy is low and "urban adversity" affects many – over 87% of households in Central ward, nearly 83% in Hindpool ward and 7 out of 10 on Barrow island. There is a concentration of poor skill levels and low wages amongst residents of the inner urban wards of Barrow.

TABLE B17 PERCENTAGE HOUSEHOLDS LIVING IN ADVERSITY	% Households in the ward living in urban adversity	TABLE Life expectancy (2017)	Age
CENTRAL	87.4	Central	70.2
HINDPOOL	82.8	Hindpool	72.2
BARROW ISLAND	71.3	Barrow Island	74.3
RISEDALE	51.6	Borough	77.2
ORMSGILL	50.5	National	78.9
BOROUGH	27.9		
CUMBRIA	12.5		
NATIONAL	17.8		

61. The recession had a major impact on people in deprived wards. The recession nationally has seen household incomes fall on average 5%, in Cumbria the average is 7%. In the more deprived part of Barrow it reached 10% in Central ward and 14% in Hindpool ward. This reduction in spending power impacts on retail vitality and further exacerbates the already high levels of poverty in Barrow.
62. There is however wide income disparity. 16.4% of the Borough's households had an income under £10,000 in 2016.
63. For residents of Central and Hindpool wards median income is only £16,153 and £15,489. 28.7% of Hindpool households and 25.7% of Central ward and 25.4% of Barrow Island households earn under £10,000 annually.
64. Over 40% live in fuel poverty and 28% of the Borough's population live in urban adversity designated postcodes which is double the county's average.
65. Barrow Foodbank data shows 645 of its users live in the most deprived wards. Usage is increasing with recent figures suggesting demand is driven by four main factors accounting for 84% of all support.

Table B18 Drivers of Foodbank Use and Where Users Reside

Drivers of foodbank use	% use	Where foodbank users live	% use
Benefit delays	22%	Hindpool	29.5%
Benefit changes	28%	Central	23%
Family breakdowns	29%	Ormsgill	19%
child holiday meals	20%	Risedale	15%
		Barrow Island	13%

Source: FEDF/Barrow Foodbank 2018

66. Deprivation and low incomes have potentially the biggest impact on young people, both can impact on their future life chances. In Barrow's Central ward nearly one in every two (48.4%) children live in poverty. In the Borough one in every five do (20.4%) which is higher than the England average of 18.6%. Across the Borough some 2,570 children now live in low income families. Although this has fallen by a third in a decade since 2006 it is still too high, however the trend downwards is encouraging. Since 2014 child poverty statistics for Barrow showed a fall of 10% (290) from 2,820.
67. Lack of a job or sickness benefit dependency is a further factor impacting on ability of local people to realize their potential.
68. Barrow has some of the lowest numbers of job vacancies advertised in Cumbria through Job centers. Recent figures suggest that these on average are running well below the levels seen in Carlisle. The Borough's Jobseekers allowance claimant total is 985 (2.4%) it has fallen 10.9% in the past year. A full 1.9% better than Cumbria. includes Cumbria's third highest male rate at 3.3%. 4.9% of 18–24s (255) remain without work Cumbria's third highest total. A bigger issue is that 52.2% of those out of work are aged 18-34
69. Unemployment remains stubbornly high in the inner urban wards of Barrow despite their being adjacent to the greatest amount of economic activity being experienced in a generation. Central ward has a 5.5% unemployment rate affecting 150 people. Hindpool's rate is 5.5% (195 people). Together these areas account for 35% of the Borough's jobseekers, up 2% since early 2018.

Natural and Built Environment

70. Furness has a unique range of semi-natural landscapes, agricultural, fishing and other resources which are managed by organizations such as Holker Estate and other major land owners including the National Trust.
71. Of 274 listed buildings in the Borough of Barrow-in-Furness about 70% are in Barrow-in-Furness itself. The 2015 Heritage Index published by the Royal Society of Arts and the Heritage Lottery Fund placed the Borough as seventh highest of 325 English districts with an especially high score relating to industrial heritage assets. Barrow comes top of all 325 English boroughs for the quality of its landscapes and the number of its nature reserves in a 2016 survey by the Royal Society of Arts and Industry commissioned by the Heritage Lottery, but its ranks 162nd for how its communities use their landscape.

Crime

72. Crime rates are highest in the inner urban wards although it has been falling in recent years. In the year to March 2015 crime level rose 2.4% on the previous year. 17.8% of all crime occurred in the borough of Barrow in Furness. Barrow had the lowest level of theft from vehicles. Burglary fell 50% in 2014–15 giving the area the lowest crime rate per 100 population of all six Cumbrian Districts.
73. Cumbria's crime and community safety strategic assessment for Barrow and South Lakeland districts (October 2015) contain very good summaries of local crime prevention policies and statistical trends

Health

74. A healthy population is a key objective of ensuring a prosperous area. The health of people in Barrow-in-Furness is generally worse than the England average. Health Priorities in Barrow-in-Furness include reducing smoking, reducing alcohol misuse, and reducing obesity in children.
75. Life expectancy for residents varies considerably depending on where you live in Furness. Life expectancy for both men and women in Barrow Borough is lower than the England average. Male average life expectancy in Furness is 76.9 years (England 79.5 years). For women it is 80.8 years compared to England's 83.1 years. In Central ward life expectancy is only 72.6 years the second lowest life expectancy for all wards in Cumbria. Life expectancy is 11.6 years lower for men and 8.7 years lower for women in the most deprived areas of Barrow-in-Furness than in the least deprived areas.
76. Premature mortality is 51% higher than expected. Moving through the rankings, mortality declines, the least deprived areas having significantly lower rates of premature mortality. The Table below shows trends in health indicators.

TABLE B14 Quality of Life Indicators and Trends 2006-2017

Year	2006		2008	2010	2015		2017		2018	England
Criteria	No.	%	No.	No.	No.	%	No.	%	No./%	%
People living in deprivation	30,680	42.6	30,479	30,483	26,840	39.6		31.4	31.4%	21.8
Poor quality housing	73	2.5								
Children living in poverty	3,653	24.4	3,391	3,392	2,635	21.4	2,570	21.4	2,165	20.1
Violent crime	1,927	27.3	1,654	1,468	1,114	16.3	1,444	21.4	1,506	17.2
Percentage of physically active adults	NA		10.9	13.5		49.9		52.6	66%	57.0
Obese Children	NA		64	100	134	20.5	162	21.9	163	19.8
Teenage pregnancies	198	45.8	65	61	37	30	34	29.3	36	20.8
Smoker prevalence adult	NA	24.6	26.1	22.6		23.4		16.2	18.1	15.5
Smoker deaths	453		148	142	150	368.5	430*			283.5
Early deaths heart/stroke	300	123.1	83	71	64	98.9	188	94.6	95.2	74.6
Early deaths cancer	352	146.9	121	111	107	164.6	304	153.8	156.8	138.8
Infant mortality	11	5.1	3	3	2	2.7	11	4.9		3.9
Killed seriously injured on roads	83		28	21	14	20.5	55	27.1	77	38.5
Obese adults	NA	21.8	24.4	27.0	124	22.7		66.8	68.2	64.4
Diabetes	NA		NA	2,961	3,810	6.5	4,318	7.6		6.4
Life expectancy males	73.9		75.4	76.4	76.9		76.9		76.9	79.5
Life expectancy females	80.1		80.7	80.8	81.6		81.2		80.8	83.1
Long term unemployed					428	10.2	317	7.6		3.7
Statutory Homelessness			NA	82	19		8		6	
5 Grade A-C GCSE achieved	489	53.7	544	433	402		374	49.5	374	
Older people supported at home	6,825	73.6								

Notes* 2016 figure; England values taken from column covering England values

Source: Public Health England Health Profiles : 2006,2008,2010, 2015,2016, 2017 for Barrow in Furness

77. Key health issues worth noting include:
- the mortality rate for under 75's from cardiovascular causes (96.3) is also above the England average (73.5);
 - Deprivation means that around 2,600 (21.4%) of children live in poverty;
 - Breastfeeding initiation (48.8%) is substantially lower in Barrow than the

country (74.5%). Barrow's rate is close to that of the worst in England;

- Admission episodes for alcohol-specific conditions (under 18s) in Barrow (98.5%) are substantially above those of the country (34.2%); The rate of alcohol-specific hospital stays among those under 18 was 96.5*, worse than the average for England;
- In 2012, 22.7% of adults are classified as obese;
- The proportion of physically active adults (52.6%) is below that of the country (57.0%) but Barrow's adult over age 16 population takes part in more sport than the England average. With those participation in sport three or more times a week runs at 26% compared to England's average of 22%;
- Hospital stays for self-harm and alcohol-related harm are also above average. The rate of self-harm hospital stays was 387.4*, worse than the average for England;
- Recorded diabetes in Barrow (7.6%) is also above UK average (6.4%);
- 21.9% of all children are obese, the trend is rising;
- 22.7% adults are obese, both higher than England averages. Excess winter death rates are higher than average. Alcohol specific stays amongst under 18s is ranked 90.2 worse than England's average equivalent to 12 stays per year;
- Across the Borough rates of diabetes are rising sharply (2,245 in 2006 to 4,318 in 2016) ;
- Under 18 conceptions are falling;
- percentage of adults who smoke is falling;
- The rate of smoking related deaths was 368*, worse than the average for England. This represents 150 deaths per year;
- There have also been downward trends in premature deaths from cardiovascular and cancer causes;
- Estimated levels of adult physical activity are worse than the England average. Rates of sexually transmitted infections, people killed and seriously injured on roads and TB are better than average;
- The 2011 Census suggested that the percentage of residents in Barrow-in-Furness rating their health as 'very good' was less than the national average;
- The percentage of residents in Barrow-in-Furness rating their health as 'very bad' was more than the national average, suggesting that the health of the residents of Barrow-in-Furness is generally worse than in the average person in England.

77. To help improve the population's access to better health care facilities UHMBT is investing in new facilities and new approaches to delivery of healthcare.
78. Furness has a comprehensive range of healthcare facilities available, centered around Furness General Hospital and access to specialists at regional facilities in Blackpool Preston and Manchester.
79. Medical care has made great strides forward and new models of provision are emerging. There is a wide spread consensus that accident, emergency and maternity care at Furness General Hospital should be at the heart of future health provision with new facilities and improved access provided in the main communities, for example the £12m Health Centre being built at Duke Street, Barrow.

Retail and Town Centre Shopping

80. Over the past year consumer spending in UK has fallen 5.4%, internet sales are at 23%. In Barrow Borough spending has fallen by 6.1%, and here internet sales account for 23% of retail purchases. In Kendal spending has reduced 10%, in Lancaster it has fallen 3.3%. Internet sales in Kendal are at 20% and 25% in Lancaster. In Barrow 52% of electrical goods, 50% of general merchandise, 41% of clothing and 24% of pharmacy and cosmetics products constitute internet sales according to Barclays Local Insights.
81. Spending increases over that time span have focused on leisure, travel and personal needs. Those aged under 30 are spending up to 7% more than a year ago, for 30-59 age groups it is between 11% and 15%, with a fall of 2% by over 60s. In income bands those earning under £15,000-year increased spending by 10% whilst those in the £16–50,000-year salary range are cutting back up to 5-6%. Earners of over £50,000 increased their spending by 11%.
82. Barrow retains over 90% of its comparison shopping expenditure and 98% of convenience shopping expenditure. It has over 100 national retailers if those concessions in Debenhams at Barrow are included, otherwise the total on the high street and in edge of town locations is 92. 63 of the 92 are in Barrow town centre. 29 are sited in edge of town locations. A *Retail and Town Centre Uses Study* by Nathaniel Lichfield and Partners in 2013 for Barrow in Furness Borough Council forecasted growth in comparison spending of £32m by 2018, by £78.3m in 2023 and by £125.9m in 2028 with scope to increase comparison goods sales floorspace in Barrow by up to 4,801m² by 2028.
83. The number of retail outlets has reduced significantly in recent years, but the floorspace has increased by 16%. On average one new shop a month has opened in the town centre over the past 2 years. The vacant shops rate in July 2017 of 11.77% compared to 9.6% nationally. The vacancy rate was as high as 25% in 2011 and 19% in 2015. To achieve the national average a further 7 shops would need to re-open. Attracting franchises like *Fatface* may be a focus for growth.
84. 59,751ft² of edge of town retail space out of an estimated 700,000ft² is vacant. Commitments to reopen 3 stores will reduce this to 32,982ft². Barrow town centre has 51,006 ft² of vacant space in 32 units. Portland Walk has an 18.6% vacancy rate in 6 units. When national retailers assess whether to invest in a town they will look at town centre and edge of town retail sites, seek a minimum of 2,152ft² or more on a single floor. As of 25th August 2017, eight units of this size were available with 5 located in Dalton Road and 3 in Portland Walk. Only five offered 3,000ft² to 6,449ft² of space.
85. Retailing has suffered the effects of households cutting back on spending since 2007. Increasingly retail success in Furness may be based around providing an internet-based service as well as refining its high street 'offering' whilst focussing on personal service. It also requires efficient local access to public transport, for car borne shoppers and to click and collect service points. A town centre traffic management review is to provide a framework for efficient movement of traffic into out of and through the town centre and to improve its environmental quality.

86. Barrow BID's programme to revitalise the town centre has retail priorities to fill Portland Walk and Dalton Road South large units using a Retail and Services Prospectus and to secure long-term presence of Debenhams, New Look, WH Smiths in the town centre beyond 2019 and 2021 when current leases are due to expire. In Ulverston the BID focus is on the whole town.

INFRASTRUCTURE

Transport Overview

- 87 By road the centre of Barrow is 34 miles by the A590 Trunk Road from the M6 motorway and 100 miles from Manchester. Although geographically isolated it is Cumbria's second largest urban area after Carlisle which is 90 miles to the north. Transport for the North has identified potential for connecting the energy coast of the north east with those in Cumbria and Lancashire and there is a national imperative to ensure there is resilient, reliable road and rail links between Furness and the 1,000 companies located in 444 UK towns and cities which support the "national endeavour" to deliver the UK submarine programme.
- 88 The MP is leading a *Cumbria Better Connected* drive within FEDF to focus effort to secure resilient reliable, improved road and rail communications that people and productive businesses in Furness need to go about their daily lives and operations. Businesses need good road, rail, air and sea communications to international airports and port gateways especially at Manchester and Liverpool. These enable business leaders and technical experts to interact, operate efficiently with customers or suppliers' chains, receive raw materials develop new products, to deliver finished products and through-life support operations in markets nationally or around the world.
- 89 Companies increasingly operate on a national basis and draw workforces from a wider commute and catchment. Businesses operating in a peripheral location need to be efficient and minimise travel costs and travel time to major markets. Transport plays a key role in boosting competitiveness and productivity whilst also supporting nationally strategic industries. There is a need to deliver resilient road and rail links avoiding situations such as December 2015 when both road and rail links were flooded and the Furness area was cut off for nearly 36 hours.
- 90 Increasingly there will be potential to both exploit the synergies between the Barrow, Kendal and Lancaster areas and play to the strengths Furness has when teaming up with adjoining parts of Cumbria, the North west and the Northern Powerhouse areas The prospect of a combined population of 312,000 with an economically active labour pool of 153,000, 25,800 self-employed operations and 8,800 seeking work is a resource that the whole bay area can use provide communications can be adapted to either enhance commuting or facilitate greater use of homeworking, and more intensive marketing can be adopted

Rail – Links to Regional Centres, Gateway Airports and for Commuting

- 91 Rail service operators need to deliver inter-city and commuting services better attuned to the needs of businesses enabling greater supply chain efficiency and their workforces to be drawn from wider areas through access to reliable services. Rail operators can also encourage more business and leisure travel to and from Furness to international gateways such as Manchester Airport and the cities of the north and London Edinburgh and Glasgow. Setting a clear date for restored 8 services a day direct to Manchester from May 2018 being an essential first step in meeting this objective.
- 92 Passenger usage as shown in Table B15 has increased at all Furness stations since 2013 but fallen since 2014 at Millom.

TABLE B15 RAIL PASSENGER USAGE AT STATIONS	2013-14	2014-15	2015-16	2016-17	CHANGE	% CHANGE
Barrow	631,062	649,828	631,364	653,310	22,248	3.5%
Dalton	53,786	61,222	67,056	76,690	22,904	42.5%
Ulverston	266,922	267,570	270,122	301,818	34,896	13.1%
Askam	63,186	63,652	63,440	65,752	2,566	4.1%
Millom	219,554	213,346	193,676	194,766	-24,788	- 8.7%

Office of Rail and Road, December 2104 to December 2017 Note: service disruptions in 2018 may impact on growth rates

- 93 Cumbria LEP has established a Cumbria Coast Line working group which is focused on rail link improvements between Barrow and Carlisle. Ideally this group should extend its remit to include the Furness Line connecting links to West Coast Main Line services and through trains to Manchester. Energy Coast Rail Upgrade proposals will work best if delivered in an integrated programme that makes efficient West Coast Main Line / HS2 connections at Lancaster, delivers regional links to Manchester, its airport and includes elimination of frequent service cancellations and improvement to service frequency on the Furness line.

Figures B 9 to B11 data for the three main stations in Furness are shown below

Figure B 9 Data for Barrow Station Passenger Usage

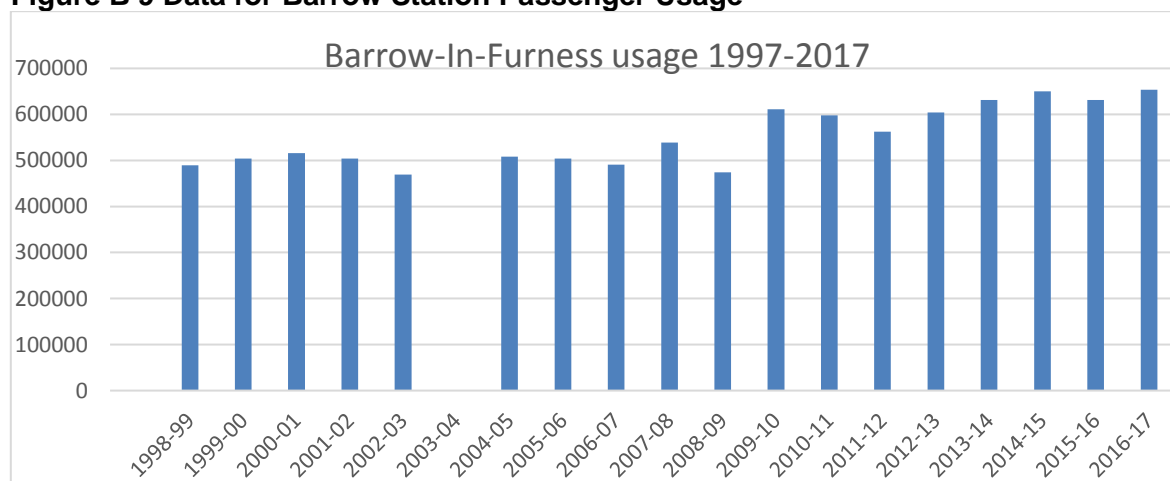
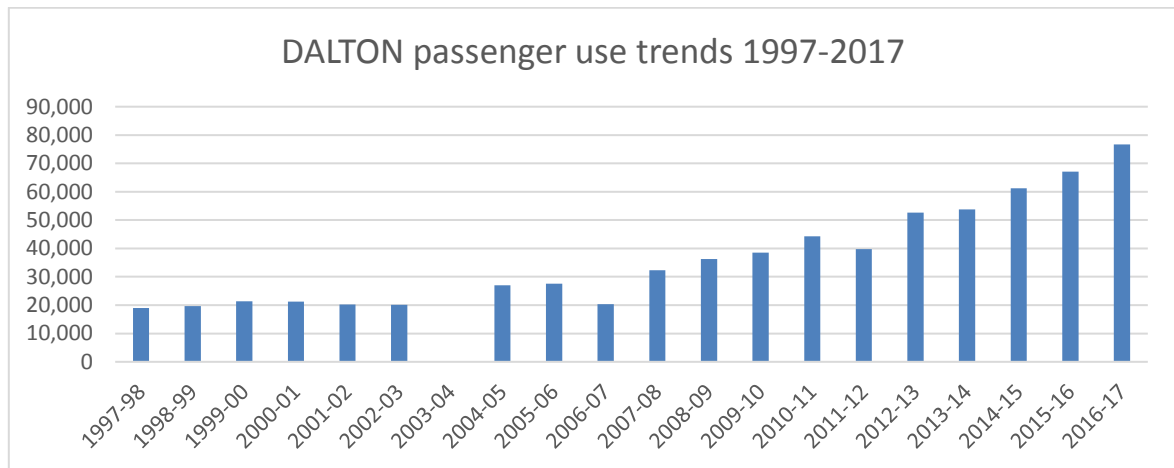
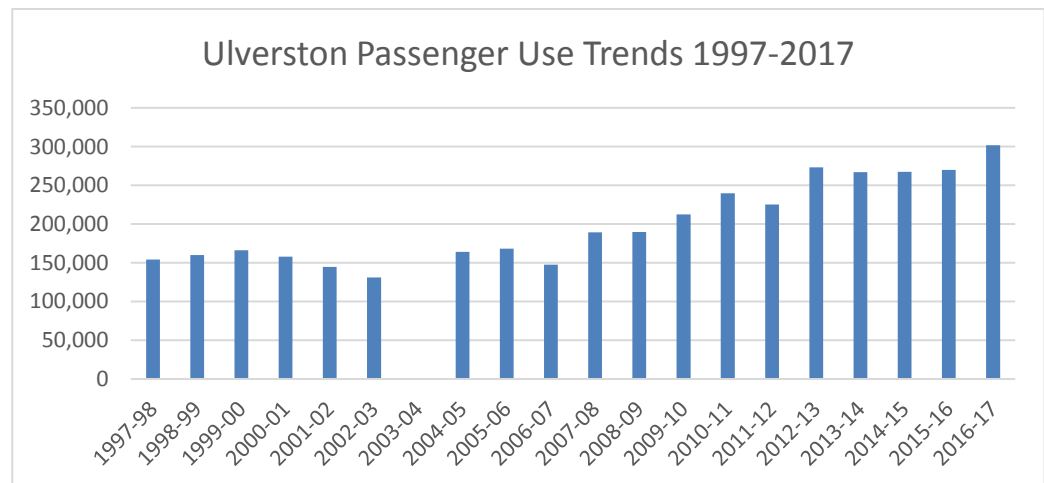


Figure B 10 Dalton Station Passenger Usage



Sources: Office of Rail and Road, Passenger usage of stations statistics 1997-2017

Figure B 11 Ulverston Station Passenger Usage



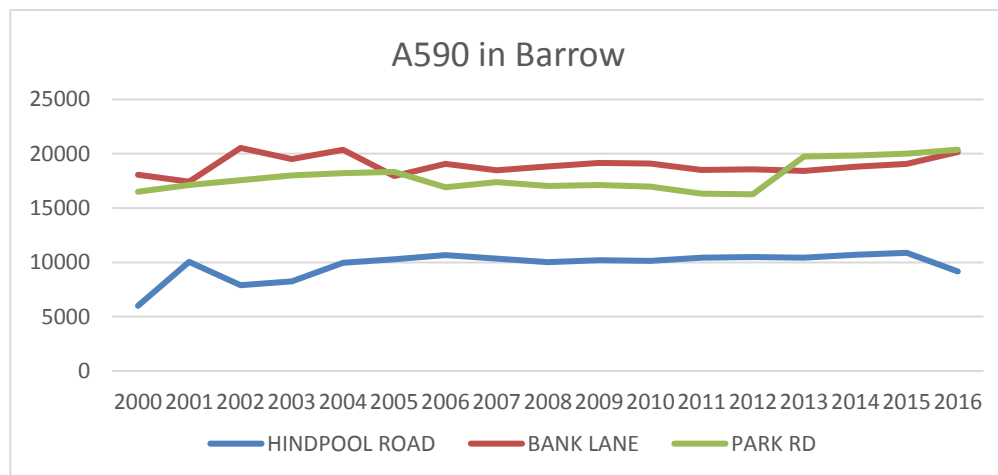
Sources: Office of Rail and Road, Passenger usage of stations statistics 1997-2017

Road Communications – Lifeline for the Industrial Areas around Barrow

- 94 **The A590 along with the M6/M60/M62/A66, gives access to the Northern Powerhouse area and international gateways at Manchester and Liverpool for access routes to global markets.** Most people and companies in Furness rely on transport by road. The A590 is the only link Furness has with the Motorway network. The A590 also leads into the A595 links to Millom and West Cumbria's strategic nuclear decommissioning and power generation opportunities. Larger and sme sized firms operating in Furness rely on a huge network of nationally dispersed specialist suppliers and the area's services and retailers depends on being serviced from road served regional distribution hubs.
- 95 There remains much variability in the A590 route. Standard travel times to the M6 vary from 36 to well over 45 minutes. The last significant improvement to the A590 was in 2008 when the High-Newton by pass opened. Since 2014 Cumbria LEP's

Growth Deals and Highways England have invested in new variable message signing, junction improvements in Ulverston and a further £1m was invested in a flood relief scheme on the A590 at Lindal in Furness. As shown below, since 2012 the A590 at Bank Lane and Park Road in Barrow has enjoyed its highest ever traffic flows.

Figure 12 A590 Traffic Flow Changes at Park Road Barrow 2000 to 2016



- 96 Strategic road improvements on the A590 identified within the West of M6 Strategic Connectivity Study Final Report and the August 2017 West of M6 Strategic Outline Business Case A590 Corridor need to be prioritised by Transport for the North and the Northern Powerhouse with resources identified for a phased implementation to deal with improving supply chain efficiency, international connectivity, journey time reliability, relieving congestion, improving all weather resilience and removing the need for lengthy road closures or long diversions.
- 97 Strategic road improvements on the A590 identified within the 2016 *West of M6 Strategic Connectivity Study Final Report* and the August 2017 *West of M6 Strategic Outline Business Cases* each show proposals to spend over £67m on each of the A595/A66 and A590 corridors by 2025 with scope for additional schemes beyond then. Both corridor benefits appraisals need to be based on identical levels of detail to deliver the correct prioritisation and resource justification for a phased bring forward of the schemes.

TABLE B16 TRANSPORT USER BENEFITS APPRAISAL A595 A66 A590 CORRIDOR IMPROVEMENT SCHEMES	A590 £k PV	A595 A66 £k PV
Consumer Users (commuting)	£86,824	£59,614
Consumer Users (Other)	£6,845	£10,861
Business Users and Providers	£17,598**	£57,167*
Indirect Taxation Revenues	-£2,142	-£1,681
Greenhouse Gases	-£1,129	£901
Total Initial Present Value Benefits	£109,039	£126,862
Total Present Value Costs (PVC)	£68,540	£68,954
Initial Benefit Cost Ration (BCR)	1.6	1.8

Note:*/** these figures are substantially different due to a more complex model being available for the A66/A595

TABLE B17 A590 Intervention priorities by 2025	2017 Prices (£000k)
New Road scheme between Ulverston and Dalton-in-Furness	£36,436
A590 2+1 (overtaking lane) – Newby Bridge to Ayside	£ 6,790
A590 Dualling – Town End to Levens	£23,882
Total	£67,108

TABLE B18 A66 and A595 Intervention priorities by 2025	2017 Prices (£000k)
A66/A596/Ramsay Brow Junction Improvements/ Widening	£ 2,754
A66 Scales/ Troutbeck Climbing/ Overtaking Lanes	£17,881
A595 Bothel Capacity Improvement	£ 7,065
A595 Moota Capacity Improvement	£ 6,564
A595 Pelican Garage/ New Road Junction Improvement	£ 6,810
A595/ Inkerman Terrace Junction Improvements	£ 1,402
A595/ Homewood Road Junction Improvements	£ 870
A595 Bigrigg Bypass	£10,417
A595 Egremont Junctions Improvements	£ 1,682
Grizebeck Bypass	£12,064
Total	£67,509

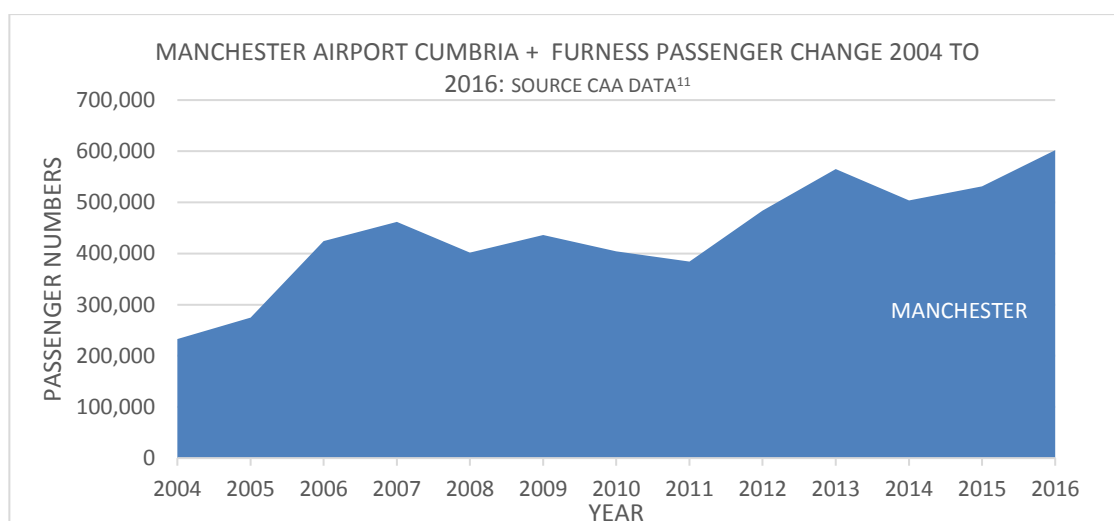
Sources :CUMBRIA LEP: West of M6 study 2017

- 98 The outcomes of new investment in the A590 and A595 will reduce costly time consuming diversionary routes, improve supply chain connectivity, journey time reliability, deal with improving resilience address the persistent problem of road closures and long time consuming costly diversions, using inadequate A roads, and need to be complemented by smarter VMS capability that combines strategic information with local road condition data across south Cumbria.
- 99 Increasingly there is a need for better commuting by rail and public road transport as travel to work catchments increase out to Shap. Kirkby Lonsdale and south of Lancaster. Here the challenge is to persuade rail operators to run more, better timed services west bound to Barrow at morning peaks and to deliver better east and southbound connectivity after 6pm to replace long service gaps.

Air Transport - Connecting with Global Markets

- 100 Manchester Airport is the international gateway for locally based multi-national and exporting small and medium sized businesses and residents in Furness. It is also a gateway for visitors taking holidays in the area and for domestic UK flights. Civil Aviation Authority data⁽¹¹⁾ of passenger origins shown below illustrates that the airport is attracting an increasing patronage from Cumbria / Furness.

Figure B13 Cumbria originated Passenger Usage change Manchester Airport



11. Passenger Survey reports 2004-2016 Civil Aviation Authority at <https://www.caa.co.uk/Data-and-analysis/UK-aviation-market/Consumer-research/Departing-passenger-survey/Survey-reports/>

- 101 Usage rose from just over 240,000 a decade ago to 462,000 in 2007 before the recession resulted in a reduction to 384,000 in 2011. Successive rises since then took the total up by 56% to 602,000 in 2016¹¹. This remarkable growth emphasises the importance of securing investment in good frequent direct rail links to Manchester Airport from Furness to service both business and leisure users and to help achieve the area's vision and long-term diversification objectives.
- 102 Walney Airport functions as a dedicated facility in support of Bae Systems submarine programme and other users by arrangement. The company intends to invest in delivery of new air traffic control, safety and aircraft hangarage facilities in 2018 as it increases the size of its operational fleet.
- 103 Centrica Energy and Orsted are increasing use of helicopters to support improvements in the efficiency of their offshore energy operations and maintenance. There is potential locally for this to deliver a long term new type of business activity and high-quality jobs for up to 25 years starting from 2018.

Port of Barrow – an International Gateway

- 104 The port is an international gateway for companies such as INS, PNTL Sellafield, Bae Systems, Centrica, Orsted and Vattenfall. Over the past decade 2006 to 2015 according to Department of Transport Figures Barrow handled 2,212,000 tonnes of cargo and Workington handled 1,930,000 tonnes. Traffic since 2010 is shown below.

Table B 19 Cumbrian Ports freight tonnage handled

Year	Barrow	Silloth	Workington
2015	142	124	252
2014	234	166	278
2013	169	181	238
2012	394	184	196
2011	298	208	172
2010	320	228	126
TOTALS	1,157	1,091	1,262

Source: Department for Transport Port Statistics, 2010-15

- 105 Shipping movements are often a better gauge of port activity. Barrow shipping movements currently average around 27 – 32 a day, Workington six or seven. Barrow's figure reflects the intensity of windfarm support, civil nuclear, condensate export and shipbuilding work.
- 106 There are now five offshore wind farm operations maintenance or construction bases at the port of Barrow with four operated by Orsted and 1 by Vattenfall. Orsted's policy is to develop Barrow as one of its west coast offshore wind support hubs, complementing the hub roles it has established at Liverpool for the southern Irish Sea and Grimsby for the east coast.
- 107 The port of Barrow's owner, Associated British Ports Holdings Ltd is developing a *Master Plan* for the port. It will help the company to respond to an anticipated new "golden age of activity", maximise the revenue earning potential of its estate, and contribute to community objectives. Anticipated future port traffic potential and investment projects could include multi-modal cargo – handling traffic, increased helicopter movements, more diverse ranges of cargo handling, ship-building, nuclear fuel handling, security related initiatives, water sports and energy generation.

- 108 The port owned land is increasingly being developed out and discussions have opened with adjoining landowners about how the port's operations can contribute to wider objectives to deliver and optimise the potential of Marina Village housing, Waterfront Business Park with a potential Local Development Order, energy generation, new water sports and natural habitat conservation. It is anticipated that negotiating for land acquisitions to extend the port on to adjoining land will form part of the infrastructure improvement Delivery activities in this Plan.

Better Broadband Connectivity

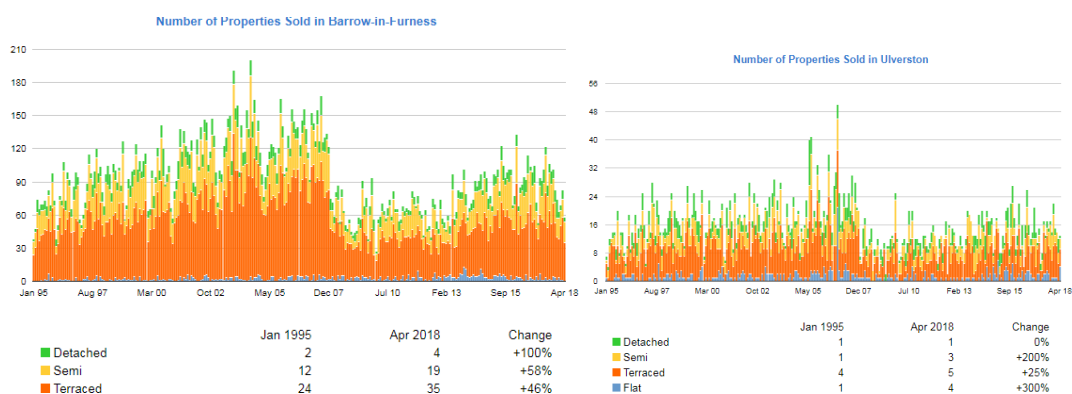
- 109 Governments 5G strategy for the UK and its proposals in the 2017 *Industrial Strategy* sets out a case for encouraging supporting areas to deliver local mobile connectivity offering to allocate funds to local projects to deliver local fibre and 5G.
- 110 Although there are some 'gaps' in both mobile fibre and broadband coverage in Barrow-in-Furness, it is currently the best-connected district/ parliamentary constituency area in Cumbria, although still well below the local benchmark of Morecombe and Lunesdale as shown in the table.
- 111 Better access to broadband has sometimes required use of innovative local solutions. For example, Furness Internet has assisted Morgan Sindall to overcome a signal blind spot. Looking ahead through 2017–2020 development of 5G technology and its roll out from 2020 onwards means the area and its companies need to prepare now for the flexibility and opportunity that 5G will bring to firms to help support their everyday work. 5G has potential to support improved transport, logistics, production, manufacturing, robotics and everyday consumer experiences in for example Industrial productive maintenance, retail, logistics, traffic and waste management through smart grids precise efficient farming and to assist targeted health through wearable sensors monitoring health risks of older people and those at risk of heart attack. It could also facilitate innovative ways of learning through interactive video.
- 112 Deployment of 5G in Furness should be prioritised as part of a roll out in Cumbria and North Lancashire. In addition, the area should seek to emulate Morecambe's coverage and action should be taken to access the digital Infrastructure fund to invest in the new technology to help support SME growth and global trading.

Housing

- 113 Housing challenges and opportunities include:
- limited choice of stock especially in relation to modern affordable homes and executive homes;
 - 3,301 homes provided for in land allocations in Local Plans covering Barrow Borough and the South Lakeland District part of Furness;
 - large influx of professional and contract workers creating new opportunities for the private rented sector to offer new homes with anticipated demand likely to last to the mid-2020s;
 - high initial costs involved in bringing forward brownfield major development opportunities due to high initial site remediation and servicing costs and in some cases, need for new offsite infrastructure for drainage and road junction improvements;
 - poor state of some of the private rented sector accommodation in Barrow inner urban deprived wards;
 - the number of empty homes;
 - reduced resources for local authorities to undertake comprehensive housing renewal;

- Barrow Borough Council's 2,627 homes in its ownership;
- Challenges in securing commitment of Homes and Communities Agency (HCA) to invest heavily in realising the potential of Marina Village.

114 Barrow's housing stock totals 33,289 with around 5.2% of these vacant (1,670 homes) and 50% of these are 19th, century terraced homes. On average 113 new homes have been completed annually since 2003 whilst at the same time there are around 782 homes for sale on the open market in Barrow and within 10-miles radius 1,441. In South Lakeland District the build rate is higher at 260 a year. Interestingly house-building rates across Cumbria have fallen significantly in each of the last three decades. Property sales trends for Barrow and Ulverston are shown below



- 115 The average house price in 2017 was £133,000 compared with Cumbria's £139,900 and average mortgage payments are £609 month. The affordability ratio at Barrow Island ward is 3.0 and at Hawcoat 6.7.
- 116 There were 1,910 Empty homes from Millom to Barrow and Ulverston in June 2017. 1,562 of these were in Barrow 198 in Millom and 97 in Ulverston with 53 in Dalton and rural areas.
- 117 *Barrow Borough Local Plan 2016-2031*, sets a requirement for delivery of 1,785 homes need to be provided by 2031 in Barrow to meet growth needs. By 2025 over 1,382 need to be delivered in Ulverston and rural Furness with a further 607 in the Grange and Cartmel peninsula which is within easy commuting distance of Furness. These give a total potential for 3,774 new homes.

Business Parks and Business Premises – for growing entrepreneurial firms

- 118 Barrow Waterfront Business Park, including new developments on Associated British Ports owned land at the port of Barrow and Ulverston's Beehive Business Park at Lightburn Road are the main business park developments underway in July 2018 to meet the needs of growing local or incoming businesses. Barrow Borough Council's new Local Plan also allocates a large area of 204 hectares of land southeast of Barrow for energy development. South Lakeland District Council's Local Plan update will act as a framework for GSK Ulverston site's development potential.

- 119 Barrow Borough Council and Cumbria County Council have applied for ERDF resources to develop a new 13,000ft² managed business centre costing around £3.2m at Harding Rise “gateway” as the initial development on Waterfront Business Park. With managed business space take up in Barrow at 95.4% of the 198,500ft² available there is a clear demand for this type of space in the town. The preferred site is situated midway between the cluster of offshore energy sector activity at the port and the BAE Systems shipyard, it may therefore generate interest from companies operating in supply chains servicing these uses.
- 120 There is around 594,376ft² of business space to let or buy in Furness. Available office space totals 146,011ft² with 448,362ft² being industrial space. Most of the available space (82.9%) is concentrated in industrial buildings of under 5,000ft² in size. There is one building of 40,000ft² of 1960’s origin at Bank Lane, a 10,000ft² 1990’s, origin building on Furness Business Park and a 7,000ft² unit at Premier Business Park. In Ulverston space is only on offer in units of sizes between 583ft² and 2,884ft².
- 121 Managed business space availability is even tighter, given the 96.4% take up recorded by survey in July 2017. In Ulverston the availability is slightly better because take up there is 77%. The Borough *Local Plan* also indicates land is available off Park Road at Sandscale Park, (30 acres) South of Bank Lane, (7 acres) at Haws View Business Park (7.5 acres) and Ironworks Road (4 acres).
- 122 South Lakeland *Local Plan* identifies proposals for 13 hectares of industrial land at Canal Head (2.1 hectares) Beehive Business Park (3.1 hectares) and 1.19 hectares on local industrial sites. Future provision of business space in Ulverston may depend on the future of the GSK Ulverston site. It could be that part of the land of which only around 50% is operational could be developed for use by other companies at some time in the future and the site could become a follow-on site once Lightburn Road is developed out. Smaller sites are also available off North Lonsdale Road (2.2 acres).
- 123 In Barrow Borough, the Council is committed to increasingly use its extensive land and buildings portfolios in an innovative way to support regeneration and third sector organisations who help it to deliver the Council’s objectives.

Tourism

- 124 The tourist visitor economy has business and a leisure tourism segments. In Furness it is heavily dependent on business visitors that help sustain the hotel and leisure and attractions. In addition, the Furness area’s proximity to the World Heritage Site Designated Lake District National Park presence of South Lakes Safari Zoo Park, The Dock Museum, Ulverston’s festivals, facilities for kite and windsurfing as well as sailing act as opportunities for possible UK and international visitor growth. Investment interest in new hotels and other forms of apartment and overnight accommodation is also increasing with FEDF and Cumbria Growth Hub working with groups of accommodation providers through an Accommodation Hub network committed to helping companies realise such development possibilities.

APPENDIX C FEDF 2014-2017 Achievements

Employment, Education and Skills

- £4.2m advanced manufacturing centre built and equipped at Furness College to enable a further 1,500 students to engage with advanced engineering qualifications and deliver 440 jobs with £20m GVA;
- Apprenticeship bursaries awarded to companies;
- Furness Education and Skills Partnership: Funding secured for 2017–2019 through Dong Energy Community Fund and Coastal Communities Fund;
- Securing £8.5m of EU funding for skills development of existing employees, apprenticeship bursaries.

Infrastructure

- Waterfront Business Park phase 2 remediation site servicing of 10 hectares to pave the way for up to £49m of new GVA
- Waterfront Business Park Phase 1 320,000ft² investment on 4.9 hectares of land for BAE Systems secured as anchor user
- Marina Village £1m access road designed and commenced for autumn 2017 completion
- A590 Variable Message Signs (VMS) £0.8m installed to better inform road users
- A590 Lindal in Furness £1m flood relief scheme
- South Ulverston traffic improvements costing £4.5m generating 543 jobs £26mGVA
- *West of M6 Connectivity Study* identifies schemes to improve A590 and A595
- Barrow Town centre traffic pedestrian movement study completed
- Barrow traffic study completed, scheme for North Road widening developed
- Investing in new Beehive Business Park, Lightburn Road, Ulverston to attract a more diverse range of businesses into the town;

Business Support

- Cumbria Growth Hub opens Barrow office at Trinity Enterprise Centre;
- FEDF and Growth Hub Co-locate at Units 1 and 4 of Trinity Enterprise Centre to deliver a comprehensive suite of business support supply chain and economic development work;
- Barrow Borough Council and Cumbria Chamber of Commerce develop service level agreement supply chain strengthening in existing, new and incoming businesses using Coastal Communities Funds (CCF);
- Secured significant Regional Growth Fund and Growth Deal funds;
- Effective continued lobbying for *Dreadnought* class submarine programme leads to October 2016 “first cut of Steel” and earlier July parliamentary vote (with a larger majority to proceed with the project).

Environment

- Barrow Business Improvement District launched in October 2016;
- Heritage Commitments by Barrow Borough Council;
- Barrow Island flats regeneration scheme financed through Empty Homes Fund and associated Heritage Lottery funded landscaping works.

APPENDIX D Stakeholders with Potential to Help Facilitate Delivery

Infrastructure Improvement	Quality of Life
<ul style="list-style-type: none"> - Department of Transport - Highways England - Transport for the North - Cumbria LEP - Associated British Ports - Network Rail - Northern Rail - National Grid - Centre for Nuclear Excellence - United Utilities - Environment Agency - Freight Transport Association - Electricity Northwest - FEDF - Cumbria County Council - Barrow Borough Council - South Lakeland District Council - BAE Systems Maritime Submarines 	<ul style="list-style-type: none"> - FEDF - University Hospitals Morecambe Bay Trust - Cumbria Health and Wellbeing Board - NHS Clinical Commissioning Group - MP for Barrow and Furness - Art Gene - Morecambe Bay Partnership - Barrow Business Improvement District - Ulverston Business Improvement District - Cumbria Tourism - Poverty Commission, Barrow - Housing Associations - Housing developers - Private letting agents - Community Groups - ICC
Employment, Education, Skills	Business Engagement
<ul style="list-style-type: none"> - Cumbria LEP - Furness College and FEDF - BAE Systems Maritime Submarines - Furness Education and Skills Partnership - Royal Academy of Engineering - Orsted - Inspira - Ogden Trust - STEM Cumbria - Women in Engineering - Private sector training providers - University of Cumbria - University of Lancaster - UCLAN, Preston - Princes Trust and Young Enterprise - Furness Schools and colleges - Skills Funding Agency - Higher Education Funding Council - Dept Work and Pensions (DWP) 	<ul style="list-style-type: none"> - Cumbria Chamber of Commerce - Cumbria Growth Hub - FEDF - Cumbria LEP - Department for Business Energy and Industrial Strategy - GSK Ulverston - NW Manufacturing Forum - Trittech International - Member of Parliament, Barrow and Furness - Centrica Energy/Spirit Energy - Orsted - Associated British Ports - NW Business Leadership Team - NW Manufacturing Forum - CBI - Federation Small Businesses - Cone (Centre for Nuclear Excellence) - Keep our Future Afloat Campaign - Barrow Borough Council - South Lakeland District Council - Cumbria County Council

APPENDIX E Deprivation Summary of main wards

SUPPORTING THE ERDF MANAGED WORKSPACE BID DEPRIVATION DATA																
Central	No.	4583	Hindpool	No.	5851	Barrow Island	No.	Risedale	No.	Ormsgill	No.	5 wards total	% of Barrow	Barrow	No.	ENGLAND
population								2616		6294		6033	25377 this is 37%	100%	69,087	53m
average age								39.9		37.4YR		38.5	39 NA		41.3 NA	39.3
population density (HECTARE)								9.1		66.7		13.2 range 9.1-66.7	NA		8.9	4.1
households								1746		2878		2885	15676	47.42	100%	33058
homes occupied	91.70%	2155	92.70%	3021				1465	95.60%	2751	96.10%	2772	12164	38.96	94.50%	31224
vacant homes	8.30%	194	7.30%	238				281	4.40%	127	3.90%	113	953	51.96	5.50%	1834
terraced homes	74%	1739	73.90%	2409				725	61.60%	1772	49.30%	1423	8068	51.50	47.40%	15664
private rented homes	31.90%	684	29.70%	897				547	15.20%	418	10.50%	292	2838	63.89	14.20%	4442
social rented	18.20%	393	18.70%	566				243	16.80%	462	23.30%	691	2355	68.18	11.10%	3454
no central heating	14.40%	311	13.70%	413				378	8.40%	232	6.70%	187	1521	62.34	7.80%	2440
economically active	59.60%	1976	66.60%	2730				1307	21.80%	1371	33.10%	1505	8889	26.22	66.30%	33897
economically inactive	40.40%	1337	33.40%	1631				779	35.30%	1601	66.90%	3038	8386	48.74	33.70%	17206
no adults in employment in household	45.60%	983	46.40%	1403				682	39.50%	1087	38.30%	1061	5216	60.78	41.00%	8582
children	20.50%	946	18.50%	1081				394	21.80%	137100.00%	19.40%	1111	4903	39.89	17.80%	12291
one person households	42.80%	1555	43%	1050				943	39.70%	950	35.40%	982	5480	30.73	31.40%	17832
ethnicity white	97.40%	4465	97.30%	5693				2588	98.30%	6189	97.40%	5947	24882	36.62	98.30%	67940
born UK	95.10%	4358	95.90%	5609				2538	97.60%	6142	97.30%	5870	24517	36.55	97.10%	67073
with UK passport	60%	2751	64.10%	3749				1813	67.20%	4229	72.20%	4355	16897	32.42	75.40%	52118
no passport	37%	1708	33.40%	1954				769	31.80%	2670%	26.70%	1611	6042	37.59	23.30%	16072
good health	68.90%	3157	70.80%	4145				1850	74.50%	4693	74.20%	4475	18320	34.96	75.90%	52403
day to day activity lot limited	9.50%	436	16.30%	559				211	8%	504	7.80%	468	2178	51.83	6.10%	4202
bad health	12.50%	570	12.10%	606				280	10.10%	635	9.60%	581	2672	46.18	8.40%	5786
no car	53.40%	1150	54.70%	1652				755	36.60%	1007	34.80%	964	5528	59.15	29.90%	9345
lone parent households	17.70%	381	48.20%	1455				103	34.50%	950	13.90%	384	3273	95.39	11%	3431
pt time employed lone parent households	32.70%	97	33.30%	110				37	33%	112	36.30%	101	457	51.46	37.50%	888
ft employment lone parent	18.20%	38	16.40%	54				14	21.20%	72	18.30%	51	229	42.96	22.50%	533
pt time employed	15.20%	504	16.40%	715				312	17.30%	787	17.20%	781	3099	36.59	16.60%	8470
full time employed	28.80%	953	32.10%	1398				694	33.40%	1515	36.10%	1641	6201	33.12	36.60%	18723
self employed	5.50%	183	4.60%	200				31	5.60%	254	5.20%	236no	668	21.17	6.20%	3155
% in employment	49.50%	1640	53%	2313				1097	56.30%	2556	58.50%	2658no	7606	25.06	59.40%	30348
source of job manufacturing	15.40%	260	16.20%	385				250	20.80%	548	20.80%	571(NO)	1443	21.96	21%	6570
source of job retail	19%	319	19.90%	474				190	17%	446	15.60%	427no	1429	30.22	15.10%	4728
source of job hotels (education*)	12.10%	204	10.40%	248				113	6.50%	171	7.10%	179 no	736	37.51	6.30%	1962
source of job health	13.10%	220	13.70%	326				136	15%	394	14.80%	406no	1076	23.71	14.50%	4539
source of job construction	7% 118 NO		6.80%	162				94	7.50%	197	7.50%	206no	453	18.98	7.60%	2387
source of job top 5 as%	66.60%		67.00%					70.60%	66.80%		65.80%	5137		65.50%	20186	

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Waterfront Business Park, Barrow and the port of Barrow estate



Waterfront Business Park, Managed Business Centre proposal



A590 Lindal Hill

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