



WATERFRONT GATEWAY MANAGED BUSINESS CENTRE – AN ERDF SUMMATIVE ASSESSMENT

WATERFRONT BUSINESS PARK, BARROW-IN-FURNESS. LA142TF



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AUGUST 2022

INTRODUCTION (Section 1)

P1. WATERFRONT GATEWAY MANAGED BUSINESS CENTRE



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A Summative Assessment Report (SAR) is an evaluation requirement of all European Regional Development Fund grant offers. The Report was commissioned by Barrow Borough Council. It is based on a *Summative Assessment Plan* and a logic model set out in the full ERDF application on 21 May 2018.

It “tells the story” of how Barrow-in-Furness Borough Council set out in 2017 to build of a 1,494m², (16,081.28ft²) Waterfront Gateway Managed Business Centre on the brownfield Plot 1 of Waterfront Business Park at Harding Rise, Barrow. The building was designed by Kendal Mellor Architects for small and medium sized enterprises (smes) to use up to 29 office spaces of 18m² to 74m²(197ft² to 517ft²).The offices could also if required be leased as larger multiple offices suites to a smaller number of businesses. It was the first plot to be constructed on Waterfront Business Park Phase 2 site at Barrow Island

The project qualified for assistance by being in a EU identified *Transitional Region* in Northwest England. The Council bid for a 60% ERDF grant under *Priority Axis PA3, Investment Priority 3C “call” to “support creation or extension of advanced capacities for product service development.”* The Waterfront Gateway Managed Business Centre targeted unmet demand for this “product” because of a constrained property supply and market failure by the risk averse private sector to deliver new managed floorspace. It satisfies several Cumbria LEP priorities and fosters growth smes in line with successive evolving since 2017 national *Industrial, Build Back Better: Our Plan for Growth, Defence and Security Industrial and Levelling-up* strategies.

The Council committed 40% of the project cost from its own capital budget to part fund the scheme. An outline bid was made in November 2017.It was approved in February 2018. Three months were available to prepare a full application by 21 May 2018.The submitted scheme was approved in October. After the ERDF grant offer was formally accepted by the Council in December 2018, contractors mobilised a delivery start on 4th February 2019.It completed hand-over on 16 March 2020. Three project change requests assisted this.

The project has succeeded in delivering what it set out to do, the build of the “ERDF contracted for” 1,494m² Waterfront Gateway Managed Business Centre output. Barrow Council assumed management control of the facility on 16 March 2020, worked with Cumbrian partners’ and businesses to encourage take up of the space. This enabled Circular 1 Health Ltd, an innovative health informatics company to be persuaded to locate its main operational, laboratory analysis and training academy there from November 2020, creating 65 jobs (55 fte). It continues to invest and grow. The project is a real achievement for the Furness area.

The build was procured using a Form of Contract called the *JCT Standard Building Contract with Quantities 2016 including PC/N 2011 Partnering Charter* which is an informal non-binding partnering agreement.

A budget cost of £3,855,104.92 with a 60% ERDF grant requirement of £2,313,062.95 was set alongside a 40% Council capital budget input of £1,542,041.97. Assessment of the tenders received by the Council and led to Thomas Armstrong (Construction) Ltd.'s tender of **£3,539,290** securing the work.

At a pre-contract meeting held on 7th January 2019 a forecast 46 weeks contract with a rectification period of 42 weeks was anticipated. The build actually ran until 16 March 2020. A final cost of **£3,513,373.15** was £341,731.77 (8.86 %) lower than the ERDF budget.

The Managing Authority for the ERDF programme in Northwest England, Ministry for Housing, Communities and Local Government (MHCLG) agreed a financial start date for the project as 19 December 2018. In September 2021 it transitioned into Department for Levelling Up, Housing and Communities (DLUHC). MHCLG provided rigours assessment of the application. It also offered helpful guidance throughout as did Cumbria County Council's ERDF Technical Support Team.

Project Reviews extended the original "Contracted for" completion date of 20 December 2019 to 31 March 2020. The indirect job creation outputs had to be fulfilled by December 2023. To date 65 jobs, 55 Full Time posts have been created.

The project had evolved since late 2016 through several rigorous cost evaluated stages involving:

- examination of seven alternative scheme options in 2016-2017, leading to....
- an original 3-block office concept to deliver 2,112m² of space, which would have cost over £5.1m.
- creation of a design at the ERDF Outline Stage proposing a 1,408m² building at a cost of £3.1m.
- refinement of the Outline Stage design, increasing the floorspace by 86m² to 1,494m² and cost to £3.855m as ground conditions were better understood by Full ERDF bid submission on 21 May 2018.
- build, commissioning and handover to the Council at an out-turn price of **£3,513,373.15**.

P 2. THE COMPLETED BUILDING

£3.513m ERDF PROJECT: WATERFRONT GATEWAY MANAGED BUSINESS CENTRE, WATERFRONT BUSINESS PARK, BARROW IN FURNESS



A BARROW-IN-FURNESS BOROUGH COUNCIL DEVELOPMENT SUPPORTED WITH 60% ERDF GRANT: TO LEASE SPACE CALL DAVID JOYCE TEL: 01229876362

MAP 1. SITE LOCATION, BARROW URBAN AREA AND BARROW ISLAND



The design brief for the building sought a structure to be an example of the quality of buildings the Council would like to see being constructed on on the new Business Park within the framework of the vision in Policy BPSV1 of the *Barrow Port Area Action Plan* which had been adopted on 12th July 2010.

POLICY BP SV1: STRATEGIC VISION FOR BARROW PORT AREA

The Strategic Vision for the Barrow Port Action Plan Area is to:

- 1) Strengthen, revive and redevelop the Area as a high quality, sustainable location for urban living, working and leisure, maximising its waterfront location;
- 2) Enhance the natural and built environment, infrastructure and range and quality of facilities and attractions within the Area, reconnecting the town to its waterfront and making it an attractive place for residents and a destination of choice for visitors and tourists: and
- 3) Support the ongoing operation of the port.

The site was available for B1,B2,B8 land uses. In order to exploit the spectacular panoramic views afforded to the south east, south and south west from the site over the Walney Channel and Walney Island to the Irish Sea beyond, the building takes the form of a crescent made up of two blocks with a linking node.

POLICY BP 23: WATERFRONT BUSINESS PARK

The development of the Waterfront Business Park will be promoted and supported as a key component of the Barrow Waterfront Gateway Opportunity Area and as a Regionally Significant Employment Site. A mix of commercial uses to a maximum of 65,000m² of floorspace will be expected as follows (use classes as specified):

- 1) B1 – Business. This will be restricted to 20% of (65,000 m²) floorspace.
- 2) B2 – General Industrial
- 3) B8 – Storage and Distribution

The linking node provides a visual break between the two blocks and provides a communal entrance, circulation, and meeting spaces between the blocks. To aid navigation of the building and identify the entrance - a light, transparent structure was introduced with the inclusion of individual picture windows to the first floor meeting rooms.

The building has two distinct faces with the outward looking elevations having more glazing together with a large roof overhang and brise soleil provide solar shading. As well as meeting a functional requirement, these elements together with their supporting structure, also provide visual interest and help to break down the mass of the building.

The managed office accommodation, which is on two floors, vary in size. The integral communal facilities include up to 5 meeting rooms, reception and foyer area, 2 kitchenettes, toilets, shower rooms, storerooms. The building has been designed to incorporate future change as easy as possible. This has been achieved by the use of a steel structural frame to allow the floor plans to be open, together with the provision of raised access floors which will allow the electrical services to be easy adapted to meet any future need or change to layouts of the office spaces.

Project Aims and Objectives

The ERDF 3C Priority Call for Proposals aimed “to improve the competitiveness of Small and Medium Enterprises (SMEs)” in Cumbria by “accelerating the growth of Small to Medium sized Enterprises (SMEs) to stimulate new investment and job creation by systematically identifying and removing the barriers to their growth, by encouraging innovation and in promoting enterprise” by “creation or extension of advanced capacities for product service development.” It added “the types of activities that will be supported include premises for smes including managed workspaces.” which in this case was new managed office floorspace.

The ERDF project aimed to help growing businesses located in or coming into Barrow and Furness to obtain new office space to support each businesses long-term growth by addressing a current shortage of supply.

The objectives of the ERDF project were to:

- contribute 1,494m² of new efficient managed floorspace in up to 28 office in a BREEAM Very Good Accreditation Standard building having a 50 year design life;
- stimulate growth or expansion of small and medium sized businesses including multiple use of several offices by firms, all to boost sme turnover, competitiveness, investment and productivity;
- deliver more Gross Value Added, (GVA);
- indirectly deliver 66 jobs by 2023 - arising from companies making use of the office space;
- facilitate use of new conference and meeting room spaces and better networking with other firms;
- refer sme sized companies to the Cumbria Growth Hub, if businesses asked for business support;
- provide 77 car parking spaces, with 3 bays of electric vehicle charging points, services and landscaped grounds, with space for building a 704m² third phase office block if demand and funds emerge.

Targets

Table 1 sets out the “contracted for” single output to “P2 Public or commercial buildings built or renovated”* measured in m² and associated Direct and indirect Output targets that the project set out to deliver.

TABLE 1 PROJECT OUTPUTS, TARGETS

OUTPUTS TO BE ACHIEVED	METRIC m ²	NOTES
P2: NEW FLOORSPACE*	1,494m ²	16,081ft ² in 28 or 29 units. see Tables 2/3 for sizes
BREEAM RATING OF BUILDING	VG	BREEAM Very Good accreditation
ERDF GRANT SPEND OFFER	£2.313m	40% match fund, provided by Barrow Council
INDIRECT JOBS GENERATED	66	created by firms locating there, by 2023
GVA ANTICIPATED FROM USERS	£5.364m	See Tables 20 and 21 for basis of this

A supporting target involved:

- *Cumbria County Council* selling 1.9 acres of land on plot 1 of Waterfront Business Park to Barrow-in-Furness Borough Council at a cost of £60,000 on 17 May 2018. This had followed an initial request to buy the site made in June 2017. It had to be done before the full bid submission on 21 May 2018.

ERDF was adjudged to be the Council's funding of last resort "for the project as it could not afford the whole cost, nor could it call on Coastal Communities Cumbria Growth Deal or regional Growth Fund options.

The Outline ERDF bid of November 2017 had intended to also offer business support. This was dropped from the full ERDF bid, being replaced by an intention instead to make referrals of prospective tenant requests for business support directly to existing Cumbria Growth Hub business support schemes assisted by ERDF. The "Hub" could then determine how best to assist and later claim any outputs generated under these ERDF output headings:

- C1 number of enterprises receiving support;
- C4 number receiving financial support;
- C8 employment increase in supported enterprises;
- P13 enterprises receiving information diagnostic brokerage support.

Map 2. PLOT 1'S LOCATION, WATERFRONT BUSINESS PARK, BARROW



(1)2019 Index of Multiple Deprivation, Barrow Town Deal 2020-2025

The main project partner organisations included:

- **Barrow in Furness Borough Council** which provided capital resources of 40% of the project cost to match against the 60% ERDF funding contribution. The Council also took the role of accountable body for the funding, project managed the delivery of the scheme. It would own the completed building, marketed it and licence and lease space out to qualifying businesses.
- **Thomas Armstrong Construction Ltd** which built and fitted out the facility using 36 subcontractors.
- **Subcontractors to Thomas Armstrong Construction Ltd** which provided the scheme's components. These included Furness based companies, firms from Cumbria, from Lancashire, Cheshire, Greater Manchester, Yorkshire, Scotland, the North East, on the south coast, in Essex and in the Midlands.

- **Mellor Architects** Scheme architects from Kendal.
- **Baker Mallet** Consultants in cost engineering.
- **Richard Coates**, Chartered Quantity Surveyor.
- **Edwin Thompson**, estate agents, which was contracted to promote the building's offices availability.
- **Cumbria Local Enterprise Partnership** which offered initial eligibility advice.
- **DWF LLP** offering legal state aid compliance advice.

Tables 2 and 3 following showing floorspace subdivision alongside Figures 1 site. 2 and 3 floorplan layouts.

TABLE 2. WEST WING FLOOR-SPACE: WATERFRONT GATEWAY MANAGED BUSINESS CENTRE

ROOM	DESCRIPTION	M2	FT2	ROOM	DESCRIPTION	M2	FT2
G1	Foyer			F1	Landing		
G2	Reception			F2	Waiting area		
G3	Brew station			F3	Large meeting room	33.28	358.30
G4	Meeting Room	7.3	78.6	F4	Meeting room	8.18	88.10
G5	Meeting room	9.43	101.5	F5	corridor		
G6	Lobby			F6	4 person	37.71	405.90
G7	4 person	38.01	409.1	F7	Corridor		
G8	Corridor			F8	2 person	18.80	202.40
G9	2 person	19.03	204.90	F9	2 person	18.80	202.40
G10	2 person	19.03	204.90	F10	2 person	18.80	202.40
G11	2 person	19.03	204.90	F11	2 person	18.80	202.40
G12	2 person	19.03	204.90	F12	8 person	45.99	495.00
G13	8 person	44.98	484.10	F13	2 person	18.58	200.00
G14	2 person	18.79	202.30	F14	Storage		
G15	storage			F15	Cleaners		
G16	cleaners			F16	Escape stair		
G17	Escape stair			F17	8 person	49.52	533.10
G18	8 person	49.69	534.8	F18	Lobby		
G19	Lobby			F19	Male wc		
G20	Male wc			F20	Disabled wc		
G21	Disabled wc						
	Total	244.32	2630.00		Total	268.46	2890.00

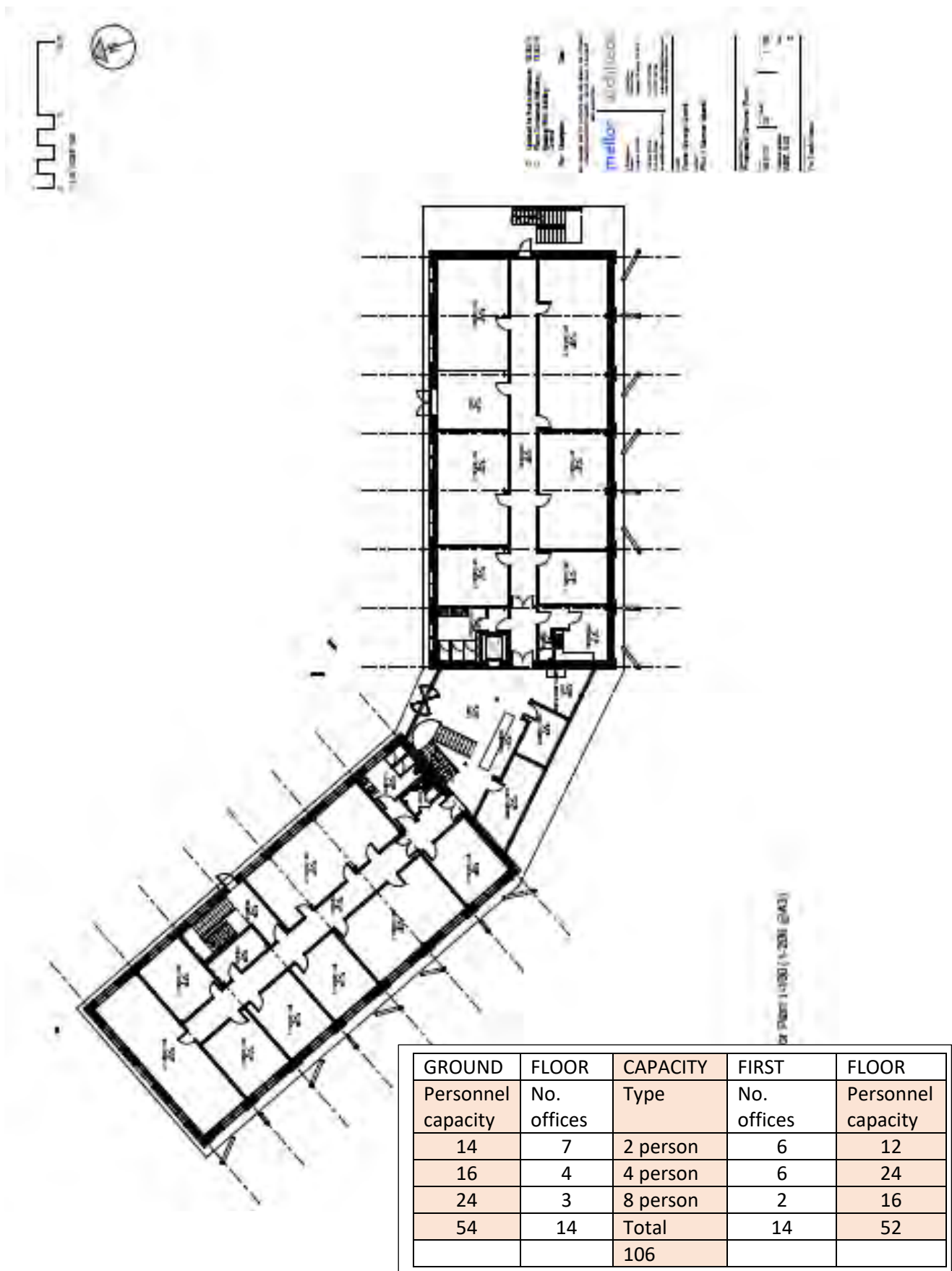
TABLE 3. EAST WING FLOOR-SPACE: WATERFRONT GATEWAY MANAGED BUSINESS CENTRE

ROOM	DESCRIPTION	M2	FT2	ROOM	DESCRIPTION	M2	FT2
G22	Lobby			F21	Lobby		
G23	Lobby			F22	Lobby		
G24	Female wc			F23	Female wc		
G25	Corridor			F24	Corridor		
G26	2 person	18.93	203.7	F25	4 person	38.25	411.5
G27	4 person	37.79	406.7	F26	4 person	38.13	411.0
G28	Plant room	12.54	135.0	F27	4 person	37.88	407.8
G28A	Data room	12.54	135.0	F28	4 person	36.53	393.2
G29	4 person	37.45	403.1	F29	2 person	18.80	202.4
G30	8 person	57.53	619.2	F30	2 person	18.80	202.4
G31	4 person	38.40	413.3	F31	4 person	38.17	410.9
G32	2 person	19.04	204.9	F32	Lobby		
G33	Lobby			F33	Kitchenette		
G34	Kitchenette			F34	Shower		
G35	Shower						
	Total	234.22	2520.9		Total	226.59	2439.2

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FIGURE 2 FLOORPLAN GROUND FLOOR



PURPOSE OF THE SUMMATIVE ASSESSMENT REPORT (Section 1)

Every European Regional Development Fund (ERDF) grant funding agreement under “*Programme Priority Axis PA3: Enhancing the Competitiveness of smes*” issued by Department for Levelling Up, Housing and Communities (DLUHC) and its predecessor MHCLG places a requirement on grant offer recipients to undertake an independent Summative Assessment of their project.

Barrow in Furness Borough Council commissioned Klosinski Economic Development Ltd to undertake the Summative Assessment Review as the formal output from the approved Summative Assessment Plan for this Priority 3C project for “*supporting the creation and the extension of advanced capacities for products, services and developments,*” by the construction of 1,494m² of new floorspace.

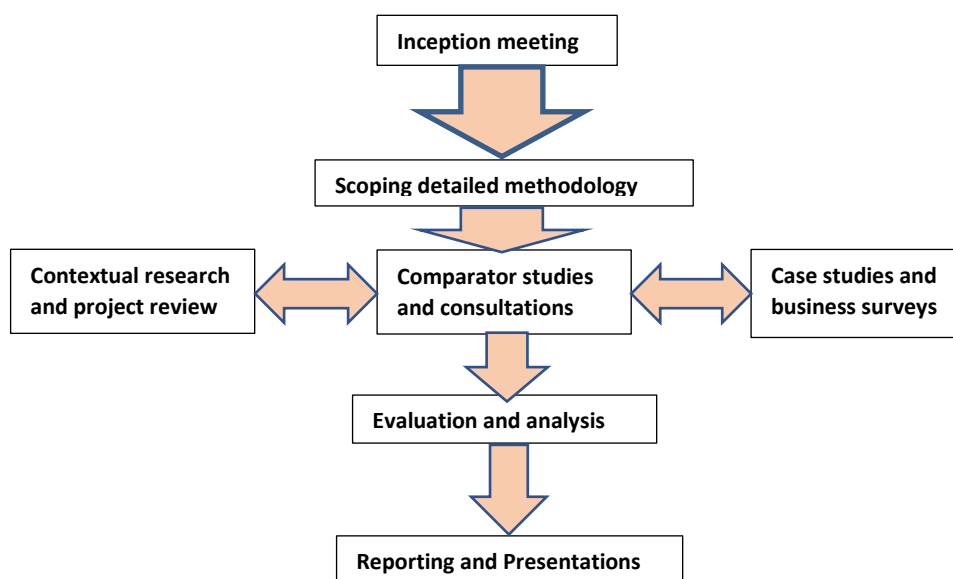
The main purposes of the Summative Assessment are to:

- assess the performance of the project in relation its aims and objectives
- understand how the project addresses market failure
- get beneficiary and stakeholder feedback on the project
- understand how the managed business centre meets market need, adds value at Waterfront Business Park, Barrow
- determine impacts, GVA, value for money and wider benefits of the project;
- assess strengths and weaknesses, draw conclusions about the project’s effectiveness

Approach to Evaluation

The Assessment draws on and is consistent with the requirements of the *England ERDF Programme 2014-20 Project Summative Assessment Guidance*, and the Project’s *Summative Assessment Plan (SAP)*.– The SAP providing insights to the context, original rationale, evolution of the project and any changes in its delivery. Figure 4. below summarises the assessment approach used.

FIGURE 4. OUTLINE OF THE SUMMATIVE ASSESSMENT APPROACH.



The assessment should aid understanding of the practicalities of delivering *The Waterfront Gateway Managed Business Centre* and offer guidance for delivery of similar facilities in future. It looks at the process adopted, progress from concept to completion. Impact is reviewed using an evidence-based approach. It draws conclusions from hard data and qualitative data (descriptions/distinctions based on quality) collected

through the life of the project. It follows the structure prescribed within the then MHCLG's *Summative Assessment Guidance's* requirements to consider five key matters:

- 1) Relevance and consistency:** exploring the continued relevance and consistency of the project considering contextual changes, such as shifts in Government policy, sub-regional or local policy, (such as that of the Cumbria Local Enterprise Partnership), economic circumstances, technological advancements, inflationary pressures and the impact of the 2020-2022 covid-19 pandemic.
- 2) Progress against contractual and indirect targets:** setting out project progress when measured against contractual targets, in this case primarily to deliver 1,494m² of new floorspace. It looks at over/under performance, current and projected lifetime results of the project.
- 3) Experience of delivering and managing the project:** outlining the practical experience of conceiving, evolving, implementing and managing the project from the idea to the present day. It offers lessons learned, evidence of best practice applicable to delivery of other build projects.
- 4) Economic impact attributable to the project:** demonstrating the economic impacts attributable to the project, capturing impacts that were intended, actual, and wider outcomes which provide added value to the local economy, in Barrow Travel To Work Area, Cumbria and the Northwest.
- 5) Cost effectiveness and value for money:** a robust assessment of cost-effectiveness and value for money based on the balance of quantified costs and benefits, in the light of need to change costs or intended or unintended impacts. It also highlights where costs came in lower than expected.

Cumulatively, an in-depth analysis of these requirements also enables the Department for Levelling Up, Housing and Communities (DLUHC) to evaluate the National ESIF Programme. Barrow Borough Council and other key stakeholders will also be able to assess the tangible difference the build and operation of the *Managed Business Centre* has made already, and may be able to make over time for both the local economy and for beneficiaries, the companies which use it.

Main Research Stages: Context, Project Review, Surveys, Consultations, Case Studies

The evaluation uses relevant information, data and qualitative insights to undertake:

- **A review of project origins, background documentation, desk studies of documentation, monitoring reports on expenditure, and the approved project logic model**, submitted as part of the ESIF Outline and Full bids, to understand this in detail and assess its continued relevance.
- **Detailed analysis of project monitoring data**, captured by the team and via beneficiaries, to assess performance against financial, output and result targets. Reviewing of progress against the ERDF Funding Agreement, objectives, quarterly claims and progress reports.
- **An interrogation of delivery context** encompassing desk-based analysis of programme documents, in-depth consultations with key delivery partners and stakeholders. It included a survey of those organisations involved in its delivery - capturing their perspectives on how management and activity of the project evolved. It looks at design, delivery, how arising challenges were dealt with, the impact of the governance approach, project strengths and weaknesses. Trend and benchmark assessments, looked at how the potential availability of the new 1,494m² of floor space compares with market conditions identified in 2017, in May 2018, in September/October 2019 just before tenders were returned, and in Spring 2022. This enabled assessment of whether the approach to marketing was consistent, improved or fell away.

- **Beneficiary consultations** have involved in-depth discussions by telephone, face to face and written interviews to get qualitative and quantitative findings, insights into added value, wider benefits; robust surveys of primary beneficiaries to determine impacts and additionality. This approach explored business sentiments, satisfaction levels, impacts achieved and how the project could evolve to better meet companies needs and support growth aspirations.
- **Quantitative impact analysis** to obtain a more granular view of the economic impacts experienced by beneficiaries, by grossing up impacts of the surveyed businesses, stakeholders making gross-to-net impact calculations, and assessing value for money of the net impacts achieved.
- **How marketing evolved** to build a pipeline of relocation interest from smes in considering the facility as a location to be based in at a future date;
- **Case studies** of tenant relocation into the building, comparisons with other similar ERDF projects elsewhere, drawing on good practice and lessons learnt.
- **Deadweight, Leakage and displacement**, as described below.

The Summative Assessment has a look at gross and net additional figures for jobs created and GVA. In moving from gross to net additional figures, four additionality factors were considered and, if needed, adjustments made accordingly:

- **deadweight** (reference case) – considered what would have happened if support had not been made available;
- **leakage effects** – assessed the number of jobs created that would have been filled by people living outside the LEP area;
- **displacement** – considered the extent to which activity generated through the project may displace activity elsewhere;
- **Economic multiplier effects** – further activity resulting from the direct impacts of the project.

Tasks undertaken involved:

- start-up and progress meetings with the Council's Assistant Director;
- liaison with the Estates Manager to assess property market changes and trends;
- research into context, assessment of policy background and status of project;
- research to re-establish property demand pipeline and construction changes;
- stakeholder and beneficiary engagement;
- financial performance assessment using evidence from progress reports, claims and final accounts looked at original anticipated spend, how it changed as the design evolved;
- ground conditions and other factors analysis;
- contractor liaison which identified alternative solutions;
- the reason for and effect of project change requests, and their spend implications;
- direct and indirect outputs analysis
- considers as-built space available compared to the contracted for figure,
- progress towards job creation and
- progress towards GVA achievement.
- Data capture from potential and actual tenants by face to face, email, telephone use.

Economic impact and value for money assessment takes account of:

- **the Gross Value Added (GVA) generated** and the extent to which it is making a difference (compared to if the development had not been implemented) by analysis based on reported outputs to date and responses of the tenant and estates manager to the business survey;

- **Indirect Employment:** Employment impacts, resultant GVA from jobs created as a result of companies moving into the new building;
- **Indirect and Induced Employment Effect:** The effect on suppliers, productivity, GVA;
- **Delivery performance,** governance, management, progress reviews, strengths, challenges.

A review of cross cutting equality, diversity, environmental sustainability impacts considered the effects of turning Plot 1 into a productive use of the land, energy and, if any, “climate change” impact, BREEAM certification evidence and ways tenants are encouraged to use sustainable methods of accessing the site.

Raising awareness of the way that the operation of the ERDF scheme in Cumbria and NW England is contributing to local economic prosperity is important for several reasons. It is needed to

- demonstrate the impact such assistance is facilitating transformation of the Barrow economy;
- create a baseline for post ERDF consideration of levels of funding needed to help “level-up” ERDF defined Transitional Areas and UK Government defined Levelling Up Priority Areas;
- enable private sector developers and Councils, including new Unitary Councils in Cumbria to see the benefits of investing in providing a programme of delivering new property solutions for expanding companies.

In the context of the Cumbria European Structural Funds the Borough Council may wish to decide the distribution format, list and its awareness raising approach for the Summative Assessment Report’s findings.

Disseminating the findings to and with the help of the Department for Levelling Up, Housing and Communities (DLUHC) managing authority will provide information freely to all interested parties including:

- local residents, businesses, property agents, the Member of Parliament;
- property developers, professionals, architects and economic development partners;
- Cumbria, North Lancashire, North West of England and the Northern Powerhouse Area Councils;
- construction companies and developers.

It could share the findings with organisations such as:

- Cumbrian partners such as the Cumbria LEP, emerging Westmorland and Furness Council;
- Cumbria County Council ERDF Technical Support Team;
- Barrow Town Deal Board, as part of feedback on infrastructure priorities realisation.
- BEIS Northwest team with responsibility for Cumbria.

The SAR could also be promoted more widely to aid understanding of the project’s evolution, impact and benefits, using www.brilliantbarrow.org.uk and /or www.waterfrontbarrowbp.com;

A briefing workshop could also be arranged to inform other organisations about the new building’s development and lessons learned from it using Zoom or Teams I.T remote access or as a face-to-face event. A visit could enable attending delegates to see the scale and scope of the facility, its location in relation to the major industries and the Furness area. It would also be worth arranging bespoke visits for example by officials of GSK and South Lakeland District Council who are leading on concept development of a business centre for the repurposed 42-ha GSK site in Ulverston.

Involving the community of local residents, businesses and school children in Barrow Island and adjoining wards to become aware of the building, how it has evolved, what its functions are and future potential for employment there could also be part of the dissemination activity.

Structure of the Report

Section 1 summarises the project’s scope, shown that Barrow Council “gets things done,” and in doing so helps contribute to realisation of local, sub-regional, national industrial strategy and EU programme priorities by delivering a main “contracted for” output of 1,494m² of new floorspace.

Section 2 considers the wider regeneration context of the project as a scene setting for how the project evolved through progress with project implementation from a concept in 2016 and an outline scheme in 2017 to completion in spring 2020. It also considers in detail the impact of securing a first tenant, Circular 1 Health Ltd, the phenomenal growth it underwent and the prospects.

Section 3 the project logic model alongside the economic and policy context in which the project was designed, including the nature of the market failure, the project objectives and the rationale for the delivery approach.

Section 3 draws on annual and lifetime performance against the expenditure, activity and output targets.

Section 4 provides a more qualitative analysis of the implementation of the project’s delivery performance and considers the elements of project delivery which have gone well and less well.

Section 5 sets out the progress that the project has made towards the outcomes and impacts set out in the project logic model and the gross and net additional economic impacts which have been secured.

Section 6 provides an analysis of the value for money that the project has provided, drawing on the impact analysis.

Section 7 outlines the conclusions which can be drawn from the evaluation and the lessons which have emerged for Boost, as well as for policy makers and those designing and implementing similar projects.

A separate Appendix]--] provides beneficiary survey findings, business case studies, additional data and a list of stakeholders consulted.

P3. FIRST TENANT MOVING IN, NOVEMBER 2020, WATERFRONT GATEWAY BUSINESS CENTRE



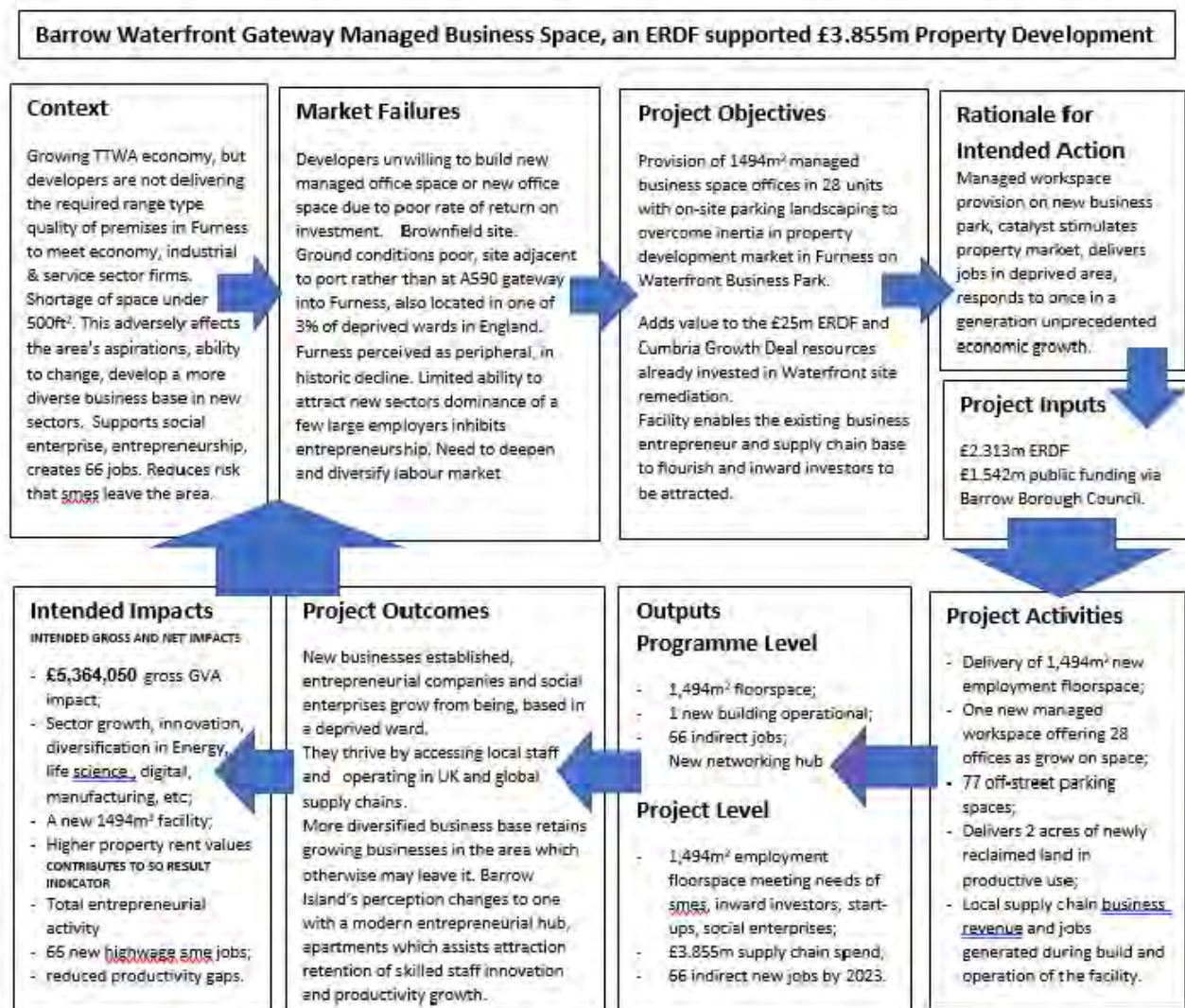
THE LOGIC MODEL (2018) AND ECONOMIC AND POLICY CONTEXT

This section considers the logic chain for the Waterfront Managed Gateway Project providing a succinct rationale and framework for reviewing its progress. Figure 5 is the extracted project logic model shown in Figure 1 of the Full ERDF Application. It sets out the project's economic and policy context about which the Borough Council has built up a deep understanding through having to address several economic shocks and champion realisation of new opportunities for growth. Clear objectives, rationale for intervention, understanding of market failures to be addressed, funds needed, design options and activity intended along with realistic outputs designed to achieve wider outcomes, are set out. It includes critical analysis of the appropriateness of the project's design given its objectives. Analysis in this section has been informed by:

- reviews of background documents to the project, including the project's original application forms and other internal project management and delivery documents.
- interviews with members of the project management and delivery team and a range of external stakeholders (a full list of those involved is provided in Appendix D).

FIGURE 5. LOGIC MODEL - EXTRACT FROM THE FULL ERDF APPLICATION 21 MAY 2018.

Figure 1 Rationale for, Cost of, Outputs and Outcomes of the Managed Workspace Project



Source: Barrow in Furness Borough Council, May 2018

The logic model started from a view that there was a market failure driven largely by private sector developers not being willing to take the risk of delivering the range type and quality of premises that a productive growing Furness economy's small or medium sized businesses required for 21st century operations. Other than bespoke solutions for immediate needs developers and companies had not built new facilities – consequently the new projects had been confined largely to Barrow Borough Council delivered industrial and office schemes before 2010, the shipyard's modernisation since 2014 and buildings between 2013 and 2018 to support onshore support of offshore wind farm operations and maintenance activity or had involved conversion of space by Hiltongrove Ltd at Howard Street, Barrow in a former college to 4,000ft² of business centre use. This meant that businesses continued to use existing space, operated from several sites inefficiently in the absence of provision being increased or acquired space as soon as was advertised.

A growing local economy needed to address this market failure and the constraining effects it was having on growth. Evidence of the extent of local growth since 1997 was dramatically evidenced just at the time the *ERDF Call for Proposals* was issued in September 2017 by the Social Market Foundation's Report called *"Living on the Edge- Coastal Communities."* Its conclusion on its Page 7 is shown below.

The fastest growing coastal community was Barrow-in-Furness, where GVA per capita increased by 127.3% between 1997 and 2015. Barrow-in-Furness was the third fastest growing local authority in Great Britain over this time period, in terms of GVA per capita. This may reflect some relatively well-paid sources of employment in the region - BAE Systems is the largest employer in the community.

Source: [Living-on-the-edge.pdf \(smf.co.uk\)](https://www.smf.co.uk/living-on-the-edge.pdf)



Top 10 coastal communities in Great Britain, in terms of growth in GVA per capita between 1997 and 2015

Local authority	GVA per capita growth, 1997-2015
Barrow-in-Furness	127.3%
Copeland	126.0%
North Tyneside	107.1%
Aberdeenshire	102.7%
North Somerset	100.8%
South Tyneside	96.2%
Aberdeen City	95.3%
South Lakeland	94.3%
Sunderland	94.0%
Inverclyde	93.2%
Great Britain	78.1%

Source: *ONS regional economic accounts 2015, SMF analysis*

Source: [Living-on-the-edge.pdf \(smf.co.uk\)](https://www.smf.co.uk/living-on-the-edge.pdf)

This study also showed Barrow's contrasting deprivation data highlighting that the Borough was ranked 13^t

THE LOGIC CHAIN FRAMEWORK RATIONALE

Historically since the 1990s, in Barrow and Furness the public sector has had to drive delivery of new speculatively built office and new factory space -funding gaps have deterred private sector developers except where other companies bespoke needs had to be catered for. The public sector, mainly Barrow Council, had either acquired or built its present office and industrial units portfolio before 2011.

Almost all managed business space in 2017 and 2018 was occupied. Transactional evidence suggested demand was there for more to be provided based on successful models already operating in the area, notably on Barrow's Furness Business Park, where new space had been provided at varying intervals since 1993 using European, North West Development Agency or Barrow Council funds for direct development or gap funding to assist developers. The situation in 2017/18 acted as a constraint to realising the potential of the economy and its businesses to optimise its growth potential, accommodate more growing businesses including those already based here and new inward investments.

Actual operating experience since 1991 had also shown that if built, new managed business space and workshop space tended to attract high occupancy rates and sustained usage especially by small and medium sized companies (smes) and in some cases social enterprises. Places such as Phoenix Business Centre operated by the Borough Council and the former English Estates owned Trinity Enterprise Centre at Furness Business Park had demonstrated how small units could help solve sme floorspace needs support growth and business networking.

The rationale for delivery of a building emerged from analysis of seven options. Rejected options included proposals to offer financial incentives for smes which built their own premises. It proved challenging to interest developers in building units over 2,000ft²

The logic therefore was to harness ERDF Programme objectives to support sme growth whether by expansions or inward investment by improving the choice of space available to them – doing so at the town's newest Business Park made sense from several perspectives including by offering up to 28 or 29 office suites with meeting and other facilities in a 1,494m² building. This could capitalise on significant sunk investment made in creating serviced development platforms since 2006 through use of ERDF, regional development agency, Growth Deal and Cumbria Local Enterprise Partnership resources.

Locating the project in a part of Barrow that is a major source of jobs growth, albeit in large companies with prospects for more growth associated with defence, energy, maritime or manufacturing and commerce sectors could also provide some scope for assisting residents in Barrow Island and two adjoining deprived wards as well as residents in the whole Furness area to access new job opportunities as firms moved into the business centre created vacancies. The project would also cater for an expected increased desire for supply chain companies servicing existing activity to locate close by their customers. It was also anticipated that some smes already based at the port may consider making use of new space to be offered.

The Borough Council determined its available resources would permit up to £1.4m of its own resources to be used, to make the project viable provided a maximum 60% ERDF grant could be secured. Assessment of capital budgets availability precluded going for a smaller grant, especially as the Council had been one which had experienced one of the biggest falls in available budgets since 2010. In design terms research suggested new 2, 4 and 8 person offices would appeal to potential tenants.

For a forecast budget price of £3.85m supported by ERDF of £2.3m the Council would transform a 1.9 acre basic development platform previously created between 2017 and 2018 by Cumbria County Council. It would then improve that site by delivering a piled foundations, a new access, utility services, landscaped

grounds and erect new floorspace (two-bay offices) offering 28 -29 rooms able to accommodate workspace offices for two, up to eight people to work in.

The prime contracted for ERDF Programme Level Output under Output Category *P2 Public or commercial buildings built or renovated* was 1,494m² of new floorspace, which could be ready for use from the start of 2020. As it transpired, the build contractors handed over the building within Quarter 1 on 16 March 2020.

The contracted for Project level floorspace output was complemented by a non-contracted for anticipated indirect output of 66 new jobs to be achieved by 2023 as a result of new activity taking place in the building. Businesses choosing to base themselves in the new premises on the serviced site would have access to three electric vehicle charge points installed and commissioned as part of a 77 vehicle car park. There would also be a serviced plot of land available, for a third bay extension of 704m² to be built later, if both demand justifies it and finance could be identified.

Anticipated Outcomes were a mix of sme inward investments (later achieved by Circular 1 Health Ltd's project) and more thriving locally based sme expansions, together with:

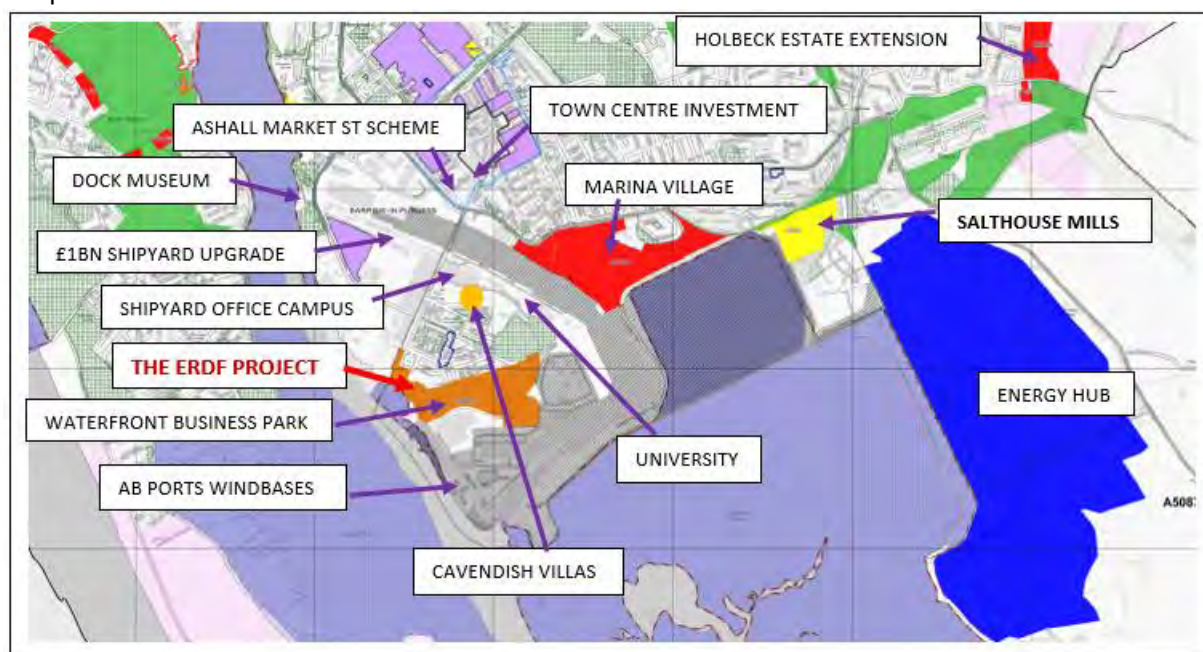
- More thriving service business within the supply chains of firms taking the space up
- Indirect and induced Jobs in those companies for people across Furness and in the deprived ward it sits and those around it where access could be easily available
- Potential to set a standard for and stimulate more new investment at the Waterfront
- Use of the combined ERDF/Barrow Council £3.85m budget to stimulate significant local Cumbria ERDF area generated supply chain spend
- Op[opportunities for firms using the building to engage with local schools on STEM and world of work learning perhaps through engagement with Cumbria Careers Hub and locally based charity Furness Educational and Skills Partnership.

These outcomes would have a number of beneficial impacts across the Furness area for its residents and businesses.

CONTEXT – PART OF A WIDER REGENERATION PROGRAMME (section 2)

Waterfront Gateway Managed Business Centre is an integral part of wider series of infrastructure, company investment and regeneration measures being implemented or planned to take place in the southern part of Barrow. A suite of new investments that have emerged since 2014 in the “*South Barrow Development Arc*” as identified in Map 3. These include planned Town Deal and Levelling-Up Funded investments.

Map 3. SOUTH BARROW’S DEVELOPMENT ARC



Tables 4 to 6 below, summarise the scale and location of investment ongoing and planned. Some emerged after the Waterfront Gateway received its ERDF funding approval in December 2018.

Table 4 The Developments	Strategic Investments
Dreadnought Deterrent	a national endeavour, 4 submarines by 2037
SSN R Fleet	Multiple submarines: design 2020+ then build test commissioning post 2030
BAE Systems office campus	Immediately north of Cavendish Villas, offices complex, r and d facilities
	South Barrow Investments
Shipyards Upgrade	£1bn shipyard modernisation invested continuing to 2023, £450m more planned
Waterfront Business Park	£7.9m 9-ha site for development N. of Dova Way with Circular 1 Heath in 1494m ² delivered 60 jobs so far
ABP Ports Wind Farm O & M bases	Orsted + Vattenfall existing bases, currently seeking to attract BP/EnBw Morgan, Mona windfarm support from 2025-26
Holiday Inn, Market Street	£11m Holiday Inn Express Hotel opened Dec 2019, 127 rooms, 255 beds
NHS Health Centre	£11m Alfred Barrow health centre opened
Waterfront Gateway	£3.593m managed business centre, 29 office suites
Town Centre Investment	£25m Town Deal :7 schemes awarded
University Campus	£23m 1,300m ² campus with 600 students build 2023 ready from Q3 of 2024
Marina Village	£5.5m 500+ homes after 2 year multimillion remediation works seek developers
Theatre Market	£17m Levelling Up Fund scheme, theatre market outdoor activity, bus terminus
Community Hubs x4	£ 4m community hubs at
Cycling Walking Routes	£4m Town Deal Greengate St, Abbey Road, Salthouse Road routes + Bridge Road
Dock Museum	£1m modernisation and new attractions
Ashall Projects, Market Street	Mixed use hotel extension, apartments and 4/5 storey office complex
Rail Station	New signage, longer trains from Dec 2022, possible development site?
Salthouse Mills	500-700 homes in phases with new A5087 access point and road
Energy hub	Ongoing gas processing potential for future carbon capture and/or hydrogen

Table 5	Investment in other parts of Barrow
Park Road/Sowerby Woods	Housing projects Dalton Lane, Walney, Energy, Industry expansion
Park Road	£ multi-million -Carlton Power/Stag Energy hydrogen hub
Holbeck Estate Extension	Holbeck Homes, Ltd currently seeking planning consent for new dwellings
Furness General Hospital	Investment as part of HMG New Hospitals Programme likely 2025-2030

Table 6	Offshore Investment
Morgan Mona windfarms 3000(MW)	BP/EnBW, anticipated decision 2025 build 2026-2028 and 2027-29
Morecambe Windfarm (450MW)	Cobra, Floatation Energy Ltd, decision date then delivery by 2028

These investments are part of a concerted effort to:

- “Level up” the Barrow and Furness area which is ranked 29th most deprived district in England⁽¹⁾
- capitalise on its role as one of the most productive areas in North West England in terms of GVA per job filled
- enable the “*national endeavour*” to build four replacement strategic deterrent carrying submarines for the Ministry of Defence. On 8th May 2022 MoD awarded a £2bn contract for Delivery Phase 3 work. Which will lead to commissioning of the first submarine
- create additional jobs, new homes, leisure, commercial, local transport, community support and lifetime learning facilities that collectively attract and retain the skilled people needed to support and sustain locally based industries.

The following project summaries provide a brief overview of these emerging investments and help show how Waterfront Gateway Managed Business Centre sits alongside them as a resource for suppliers.

Ministry of Defence is investing £30bn in delivery of four nuclear-powered submarines to carry UK’s strategic deterrent. In May 2022 it announced £2bn Delivery Phase three contract that will see boat 1, Dreadnought completed. This is “a national endeavour” creating a huge demand for skills and supply chain company support” through to the late 2030s. The proposed new business centre was originally seen as a means of accommodating some of the SME sized suppliers needed to support the submarine endeavour.

Shipyard modernisation costing £1bn so far continues, to enable the £30bn, four submarine, programme started in October 2016 to be built by the 2030s. It began in 2014 with a forecast cost of £350m. A £150m new submarine commissioning quay build is underway. Another £450m will be invested by the mid-2020s. An **office campus** concept for a three block campus by Buccleuch Dock is at a Masterplan stage.

Future submarines delivery involves three Astute Class boats, four Dreadnought Class and a number of new SSN (R) Class attack class boats to follow in when the Astute class start to be retired from service.

BAE Systems Shipyard recruitment of skilled people continues. Around 700 recruiting in 2022, forecasts of a four figure more number of skilled people may be needed plus 453 apprentices, graduates to be recruited in September with similar numbers of apprentices being envisaged for the next five years.

At The Port of Barrow BP/EnBW are being targeted through port owners ABP as potential new users at the port from 2025 onwards. BP/EnBW are being invited to base their Morgan and Mona Windfarms Operations and Maintenance bases at Barrow. Build could be 2026 to 2028. The Cobra owned smaller Morecambe Windfarm could also be serviced from the port, it is due to be built by 2028.

Orsted is currently modernising its Barrow Windfarm Operations and Maintenance base. Orsted also set up its new facilities at Barrow in 2021, it manages interventions across UK and European sites, and trains overseas based technicians alongside local specialist teams. There is scope for this activity to grow.

The Associated British Ports Holdings Ltd owned Port of Barrow started to benefit from new investment to service offshore windfarm developments in 2005, with successive investments following in 2010, 2011, 2014 and 2016-18. The port hosts around 320 offshore wind related jobs.

A new Waterfront Business Park commenced construction in 2006, alongside the Port of Barrow. Its phased investment in land remediation continued until 2010, 2014-16 and in 2017-18. A 300,000ft² investment by BAE Systems in 2015-2017 was followed by a 1494m² managed business centre in 2020.

Marina Village Housing Scheme (550 homes) Site remediation started in April 2022. Thomas Armstrong Construction Ltd will continue it through to 2024.

A £23m University Campus part funded by £m Town deal grant is to be operated by University of Cumbria. The project is being assessed for planning consent. Its degree courses will include. Up to students will use the facility from 2024-25, rising to creating accommodation demand.

Nearby Cavendish Villas at Buccleuch Dock Road, within Barrow Island Conservation Area is being offered for sale at £400,000.

A £0.8m Bridge Road and Michaelson Road cycleway makes it easier to access the shipyard and Waterfront Business Park, its Business Centre, the University site from the Hotel and town centre.

Spirit Energy and Harbour Energy expects to change its focus from oil and gas between 2027 and 2030 to exploit carbon capture potential of its existing Morecambe and Rivers gas fields off the coast of the Barrow onshore terminal. The gasfields offer the largest offshore west coast UK storage potential.

Kimberly-Clark in 2022 completed a £85m Paper Mill 4 replacement. It intends to develop a partnership to invest by 2025 in hydrogen power with a specialist energy partner company. This will complement an already agreed power supply arrangement to use a Cumberhead, Lanarkshire wind farm to power its Barrow Paper Mill and two others it owns with 160,000 megawatt hours of renewable energy annually.

GSK at Ulverston is donating 12-ha of its 42-ha site to South Lakeland District Council for industrial development ,GSK is operating a 9-ha area delivering Zinnat pharmaceuticals to Sandoz (part of Novartis) and the future of an additional 21-ha area is being examined, all as part of a Masterplan for new development. The Masterplan includes proposals for a managed business centre modelled on this one as a result of the experience gained in delivering it.

From this outline it will be clear that the new managed business centre proposal formed and forms now a part of a wider growth pattern developing and continuing primarily in a “South Barrow Development Arc”. The project has potential to enable sme sized companies to base themselves close by “where the action is.” As will be seen later in this report the business centre has already since November 2020 shown its adaptability, in a way that was not envisaged at the time it was designed and started to be built, but never the less in a way which has enabled large companies to be serviced by smes “based around the corner.”

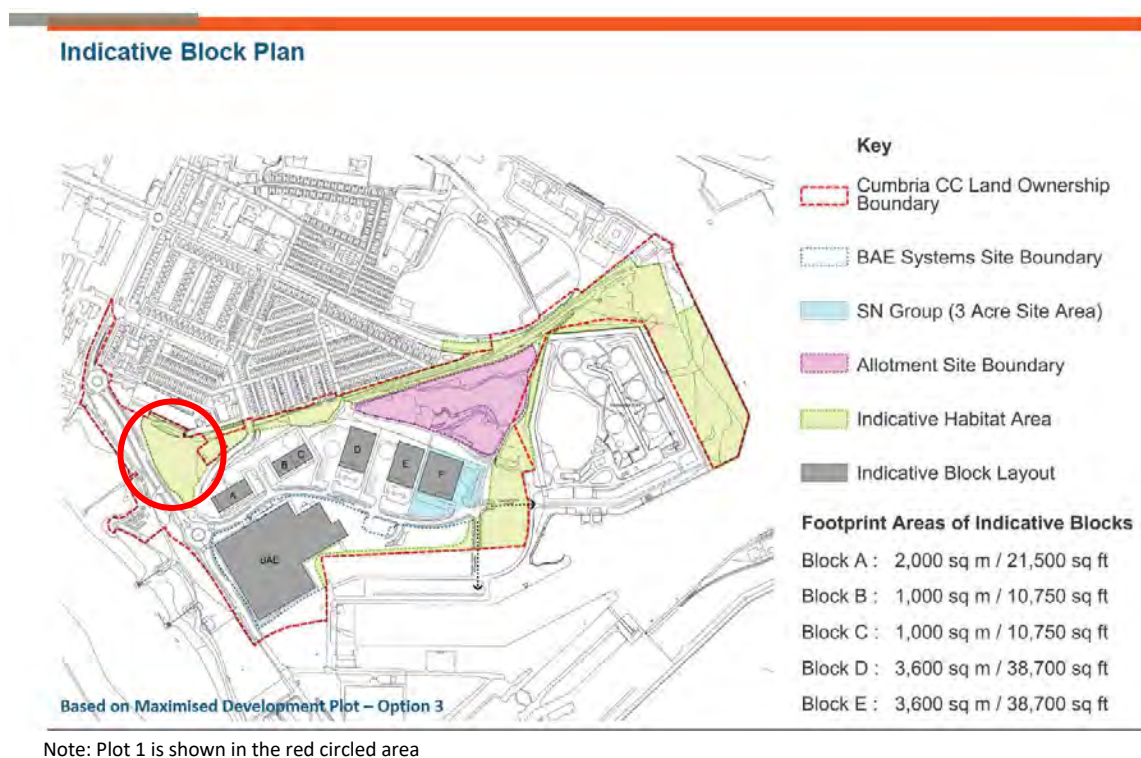
emerging at BAE Systems". The ERDF Waterfront Gateway project is the most recent example of that 2004 commitment by the community, public sector, port owners and ERDF to deliver the long-term vision.

Waterfront Business Park was created on former dockside railway sidings and an infilled timber pond. In April 2006 Cumbria County Council had acquired 60 acres (23ha) of Associated British Ports land on part of Barrow Island for £5.356m on which to develop Phase 1 of a new Waterfront Business Park. Phase 1 reclamation costing around £17.33m using ERDF and North West Development Agency grant funding obtained in 2007 and 2008 led to construction of Harding Rise and Dova Way by 2010-11.

Cumbria County Council as landowner led marketing of the site. In 2014 BAE Systems announced its buy of 4.9-ha of land south of Dova Way from the County Council. It developed a 28,000m² (301,389ft²) strategic logistics centre between August 2015 and October 2016 as its first project of a comprehensive £1bn investment in modernising its Barrow shipyard which is due to be completed by the mid-2020s'. The large white footprint of that building is shown on Maps 1 (inset) and Map 2, below, S.E. of the yellow circled site.

On 7 July 2014 HM Government and Cumbria LEP announced a *Cumbria Growth Deal* which included £5.5m for a Phase 2 Waterfront scheme scheduled for delivery in 2016-17. The then Homes and Community Agency (which in summer 2017 became Homes England) stated in the Growth Deal that it would "*work with Barrow to support development and growth of the Waterfront*" as part of the Deal.

MAP 5. CONCEPT LAYOUT FOR LAND NORTH OF DOVA WAY AT WATERFRONT BUSINESS PARK



Map 4 shows a Waterfront Business Park layout imagined in 2015-16 with Plot 1 at the western edge next to Harding Rise as a 0.81-ha area with a platform of 6,725m² allocated for use as a new green habitat area for protected species of slow worms and lizards. Presence of utility pipelines and the low lying topography were seen to dictate this end use. The main Plot 4 covered 4.08ha. Plots 2 and 3 in the east had a combined area of 0.66-ha, 11,158m². In 2015 it was anticipated that these plots could accommodate up to 408,000ft² of industrial and office buildings in the then B1, B2, B8 uses classes.

Cumbria County Council used £7,128,200 ERDF, £7.878m of Regional Growth Fund and £1.5m of Cumbria Infrastructure Fund resources between August 2016 and April 2018 for remediation of the land on the north side of Dova Way. The scheme bid comprised site preparation and servicing of 9.66ha in three serviced development platforms for subsequent use as employment land within the then B1, B2, and B8 use classes.

A second change of approach involved a review of proposals for use of a Local Enterprise Zone Incentive designed to attract SME sized businesses onto the Business Park site.

Table 4 shows the envisaged Local Enterprise Zone NNDR scheme concept. It would have operated as a £800,000 budgeted, multi-year, fiscal tapering incentive for companies to be attracted to one of four new development plots. £50,000 was set aside for marketing the site.

Table 7 CONCEPT LOCAL ENTERPRISE ZONE NNDR SCHEME

NNDR Tapering Relief	Year 1	Year 2	Year 3	Year 4	Sourced by capital receipt	£350,000
Rate of relief	100%	50%	25%	25%	Sourced by rent revenue	£400,000
					Total	£750,000

Alongside the financial incentive, a Simplified Planning Zone arrangement exercised through a Local Development Order would have allowed extensions to buildings without need for planning consent. Having regard for the likelihood that a future Local Enterprise Zone incentive might only work if it had been preceded by construction of buildings by either developers or SME owners on the Waterfront Business Park land and a view being taken this was unlikely unless there was either a bespoke end user or substantial up front subsidies available from the public sector. So in the then current business climate a shift in thinking started to generate a focus on delivering managed business space that would get some companies onto the new large site.

Such an approach had since the year 2000 been proved to work well and was at the forefront of Barrow-in-Furness Borough Council's economic development approach. With help from NWDA it had led delivery of new office space on Abbey Road, Barrow and offices and workshops at Furness Business Park, Barrow.

Internal advocacy supplemented by evidence from locally based research by development agency Furness Economic Development Forum influenced a change in outlook and strategic delivery priorities:

- Firstly there was a shortage of offices in managed business space across Furness. Research showed that 96.4% of available managed workspace in Furness was let.
- Secondly, the research reaffirmed that SMEs and developers were also still either reluctant to invest in new buildings or unable to raise finance to do so.

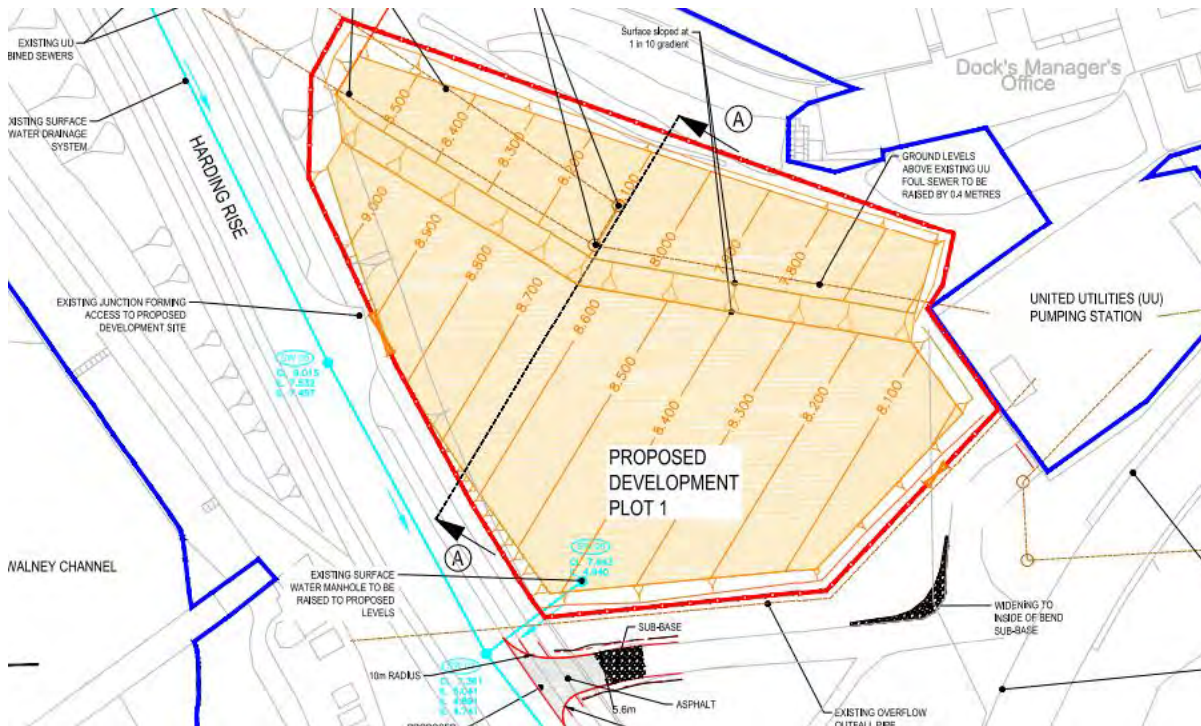
Note*: Finance for the majority of the revenue costs* was to have been provided from a pooled resource of £800,000 from HCA and local authority assets available at 31st March 2015. HCA assets were £385,000 for land acquired by BAE systems from CCC. £450,000 of accrued rental income held by BBC from an NWDA funded asset purchase. NNDR relief was to have been offered to SME sized companies supporting the Cumbria LEP advanced manufacturing priority through a prioritisation of B2 or B8 uses on Successor EZ. BBC has commissioned consultants, LG Futures to prepare a detailed scheme for consideration. In order to model the scheme, assumptions have been made about rateable values of those businesses likely to relocate on the EZ. The incentive was to have offered a four year maximum scheme comprising 100% relief in year 1; 50% in year 2; and 25% in years 3 and 4* in the first phase of the business park development is an affordable scheme within the £800,000 ceiling set aside for its implementation.

It was therefore decided that instead of Plot 1 being used as a habitat mitigation area it should be integrated into the Business Park as an additional 6,725m² development platform. Investing monies that would otherwise support an Local Enterprise Zone Financial Incentive Scheme would be allocated to delivering a new building. That would then offer the option of getting more businesses onto the business park quicker.

It is against this background that the “story” of the Waterfront Gateway Business Centre began in autumn 2016, led by Steven Solsby, The Assistant Director, Regeneration of the Borough Council.

After concept work in autumn 2016, the path along the ERDF application process began on 16 December 2016 with issue of a call for proposals under Priority 3.

MAP 5. PLOT 1'S PROPOSED DEVELOPMENT PLATFORM AND SERVICE UTILITIES



On 5 January 2017 Council officials agreed to progress a scheme and at 16th January 2017's initial discussion involving the Council, Furness Economic Development Forum's Programme Manager and Cumbria Local Enterprise Partnership (LEP) the idea of making a possible Outline ERDF bid for a new managed workspace emerged. The Borough Council received encouragement to develop an ERDF Expression of Interest Application. The briefing prepared for those discussions stated,

"We have in mind the scheme will likely involve up to 18,000ft² (1672.25m²) of office space and studios which would be in size ranges 200-500ft² with some suitable as meeting spaces.

- *Target occupiers would be businesses servicing digital, energy, manufacturing, and other supply chains to fit strategically with LEP Strategy and Northern Powerhouse Strategy*
- *The intention would be for the investment to be part funded by Barrow Borough Council*
- *Site would be probably 2 floors*
- *rents achievable of the order of £10ft² - built into the assumptions will be a void period whilst tenants are attracted."*
- *attracting smes*
- *results in new and safeguarded jobs*
- *whilst acting as a catalyst for further development on the new business park.*

"We consider we can develop a compliant bid demonstrating ability to meet a local need and which enhances the competitiveness of small and medium sized enterprises..... and made accessible through the Growth Hub

in the LEP area covered by this call. Applicants will also need to demonstrate how they will work locally with their Growth Hub and all business support provision provided by local public and private sector partners."

In policy terms the Council expected that *"The strategic context fitted strategically with Cumbria Local Enterprise Partnership (LEP) Strategy, the Northern Powerhouse Strategy and would help to deliver the Cumbria EU Structural and Investment Funds Strategy (Cumbria Lep, March 2015) which under thematic objective 3 sought to "enhance competitiveness of sme sized enterprises through strategic activity 6, Business Premises for Growth, by a targeted programme of business premises development to support business growth and clusters."*

P 4. WATERFRONT GATEWAY (LOWER RIGHT YELLOW) NOV. 2016. PRE-REMEDIATION



On 29 June 2017 agreement was reached between Borough and Cumbria County Council officers, subject to formal approval by the County Council's Cabinet for land to be acquired for the development. At the time a land transfer at a nil cost was anticipated. A concept budget cost would have seen £1.5m scheme supported by £0.9m ERDF and £0.6m Borough Council capital contribution. Map 4, shows the area of land to be bought.

A concept design based on a "three wing" building emerged first. It would be sustainably designed to satisfy a BREEAM Very Good standard and to appeal to prospective tenants and to fit within available budgets. The concept solution would be the quickest way to get businesses locating on Waterfront Business Park's second phase and jobs being created. The scheme could cost up to £5.1m

On 6 September 2017 MHCLG issued its *"2014-2020 European Structural and Investment Funds Growth Programme Call for Proposals"* under *"ERDF priority Axis 3"* for *Enhancing the competitiveness of small and medium sized enterprises."* Its *Investment Priority 3c* invited ERDF Outline Applications by 10 November 2017 for, *"supporting the creation and the extension of advanced capacities for products, services and development."* The aim had to be to, *"increase the growth capacity of small and medium sized enterprises"* by *"provision of land and premises for employment sites including incubation space, managed workspace or grow on space."* Projects could target *"domestic and foreign owned smes including social enterprises."*

FIGURE 6. A THREE BAY CONCEPT DESIGN FOR THE NEW OFFICE FACILITY



FIGURE 7. CONCEPT PLAN FOR A 142 BAY DEVELOPMENT



Project outputs had to include “P2- public or commercial buildings built...” measured in m² as a contracted deliverable. New build projects also had to achieve at least a BREEAM Very Good or Excellent standard. Submissions could seek a maximum of 60% ERDF grant. They had to be applied for through an initial Expression of Interest bidding process. This threshold had to be passed before a full ERDF bid could be made.

Over September and October 2017 the Borough Council examined a long list of seven solutions for providing floorspace including a do nothing scenario before homing in on four development options for a building:

- Option 1 allows for 100% managed starter unit accommodation.
- Option 4 is based on the original brief, of mixed starter units and light industrial units.
- Options 2 and 3 simply look at the alternative splits between the two types of accommodation.

Budget and cost constraints led to the building's size being pared back from a three-bay facility to two bays. The budget cost would have exceeded £4m. A need for a maximum eligible 60% ERDF grant was identified to make the proposal affordable to Barrow-in-Furness Borough Council as the developer and accountable body, project manager and intended owner of the investment.

It chose option one on 24 October 2017 commissioning an intent to deliver a "statement building", as the first, "Gateway" development on phase two on Waterfront Business Park. It would be positioned between BAE SYSTEMS shipyard to the north and ABP Barrow Port estate and windfarm Operations and Maintenance bases to the south.

A 2-bay concept design evolved for 1,408m² of space, in two 704m² blocks each two storeys high, designed to a BREEAM Very Good standard. Offices in size ranges 200ft²-500 ft² with service, meeting spaces and outside parking formed part of the design. The layout allowed for future build of a third eastern block as a second phase, subject to funding and further demand being identified. Target occupiers could be businesses servicing digital, energy, manufacturing and their supply chains.

Initially it was expected land would be bought separately from the owner Cumbria County Council before the full application was made and that planning consent would also be secured before then.

On 9 October 2017 the Council's contracted quantity surveyor's preliminary estimated cost of £3,320,549 emerged. It included a 10% contingency sum, 10% for professional fees.

An ERDF Outline Application for the managed workspace facility was sent to MHCLG on 10 November 2017. The budget cost was £3,197,648. A 60% grant of up to £1,918,589 was requested. Match funding of £1,441,416, equivalent to 40% of project cost, was offered by Barrow-in-Furness Borough Council through its capital budget. The application forecast a September 2018 anticipated start date for the build works with completion due in December 2020. floor-space rentals of £13ft² could be achieved in then foreseen market conditions.

On 7th December 2017 a planning application was submitted to Barrow Council for a *"Proposed new office building to provide managed office space falling within Use Classes B1(a) and B1(b) of the Town and Country Planning (Use Classes) Order 1987 (as amended) together with associated access road and parking."*

On 7th February 2018 the Borough Council committed to provision of its 40% match funding capital contribution. Its Executive Committee in Agenda Item 10. Budget Proposals – Capital Programme 2017-2021 at Minute 105 approved the allocation recommending that the Full Council approved it too. On 1st March 2018 the Council, in Agenda Item 5(4)(xii) – approved the Capital Programme 2017-2021 in minute 2(xii).

On 22 February 2018 MHCLG approved the outline application, after the Council had reassured MHCLG that the planning application advised would be considered on 6 March 2018. It had proven necessary to show that the "rules" of ERDF allowed projects to proceed to a full application stage provided it could be evidenced there was a firm intention to move towards a planning decision within a short period of time.

On 6 March 2018, after seventeen consultees views were sought a conditional planning consent was secured from Barrow Borough Council. The Consent was accompanied by a 1990 Town and Country Planning Act Section 106 agreement covering requirement to prepare and review travel plans.

On 27 April 2018, DWF LLP delivered an opinion on compliance with state aid, It said, *"We have reviewed the draft (not yet submitted) full application for ERDF provided and on the face of this application confirm that the proposed aid should be State aid compliant within the requirements of Chapter 1 and Article 56 of the General Block Exemption Regulation 2014¹ ("GBER") as "investment in local infrastructure". If the relevant tests are fulfilled this means the ERDF funding will be able to proceed legitimately (as legal State aid) without needing to be notified or pre-approved by the European Commission"*.

On 13th April 2018 the Council received confirmation from Cumbria County Council's ESIF Economic Programmes Office that *"the nature of your project ,where the only contractual output will be delivery of floorspace, means that your outputs will be achieved on the day that you open."*

April also saw Lambert Smith Hampton independently verify the demand for the development and a gap analysis showed that the net revenue over 15 years was forecast to be perhaps in the order of £476,182. This assumed occupancy rates at 40% / 55% / 70% / 80% then 90 % from Year five onwards out to Nov 2034.

On Thursday May 17 2018 the Borough Council acquired the Plot 1, 1.9 acre site from the County Council before in submitted its full grant application on 21st May 2018.

Further design work on the proposed 2-bay offices solution took place from January 2018 through to May 2018. The design was amended to incorporate 86m² of more space. Six other changes emerged as the design refined and closer scrutiny of the capital cost provided by the Quantity Surveyor.

Total project cost was revised upwards to **£3.855,104.92** from £3,197,648. The justifiable reasons for this were cited as being:

- **Floor Area** has increased by **86m²** from 1,408 sq.m to **1,494 sq.m: £147,503.76**
- The **Building Works** elemental costs have increased from £1692m² (Outline Stage) to £1715.16m²: **£32,609.28**
- The **External Works** costs have increased from £360k to £549k, mainly due to additional drainage costs and increased costs for the external services: **£189,000.45**
- **Land Purchase costs** (with legals) is now **£62,444** (following GVA valuation), originally assumed to be £1 at the Outline stage;
- **Adjustment for inflation** at commencement in January 2019 to 2.25%, provides an increase of **£81,246**
- The difference between the Building Works Contingency with the Professional fees (at Outline) compared with the Main Contractor Preliminaries / Contractor Overhead and Profit / Construction Risk and contingency with no professional fees at Detailed stage, provides an increase of **£17,251.41**.

This led to the revised cost base of **£3.855,104.92** comprising:

- **ESIF Grant now at: £2,313,062.95 {60%}**
- **BBC Capital Contribution now at: £1,542,041.97 {40%}**

This detailed work together with a market supply and demand study sought to demonstrate that the council was committed to achieving realistic costs, reducing project risk and providing confidence to MHCLG that the project could be viably delivered.

¹ Commission Re state aidgulation 651/2014 (OJ L 187/1 of 26 June 2014)

The budget for the building was subdivided into ten main elements as shown in Table 8 below.

Table 8. OFFICE DEVELOPMENT BUDGET, PLOT 1, WATERFRONT BUSINESS PARK, BARROW-IN-FURNESS

Element description	Element total cost £	Element cost £/m ²
Sub-structure	£402,895	269.6
Superstructure: frame, doors, roof, stairs, external walls, windows, external doors, internal walls, partitions, internal doors	£1,321,551	29.0530.12 stairs
Internal finishes: wall, floor, ceiling	£130,801	17.19 35.60 34.77
Fittings furnishings equipment	£43,440	29.08
Services: sanitary installations, disposal installations water, heat source, space heating, ventilation systems, electrical, gas, lift, fire and lighting protection, communication, security controls builders work for services	£555,324.51	See application dated 21 May 2018
Building works sub total	£2,562,449.00	1715.16
External works, site preparation, roads, paths, paving, surfaces, soft landscaping, planting, external fixtures, External drainage, external services	£549,000.45	Not applicable
Main contractor preliminaries	£248,915.96	Not applicable
Main contractor overheads and profit	£168,018.27	Not applicable
All construction works sub total	£3,528,383.68	
Construction risk and contingency	£176,419.18	Not applicable
Works cost total	£3,704,802.86	
Adjustment for inflation 2.25%	£83,358.06	Not applicable
Building control fees	£4,500.00	Not applicable
Land purchase	£60,000	Not applicable
Legal fees	£2,440.00	Not applicable
Total estimated project value	£3,855,104.92	

Source: ERDF waterfront Gateway Managed business centre project application, 21 May 2018 submission to MHCLG.

On 21 May 2018 application submission day, the Council offered to contractually commit to:

- deliver 1,494m² of new floorspace in a building having a design life expectancy of 50 year to BSEN 1992-1-1, 1993-1-1 with corrosion protection over 25 years and 10 years to first maintenance and structural steel durability to BSEN1992-1.

Indirect outputs would include:

- 66 new indirect jobs by 2023 created as a result of sme sized companies taking up leases and expanding within the facility.
- up to £5,364,050 of additional gross value added (GVA) in potentially eight or more sectors.

The application cautioned that a void period in year one following build completion could be as high as 60%.

It specified managed workspace and grow on space consisting initially of 1,494m²(16,081ft²) of flexible office space, with the building broken into blocks linked by nodes which reduce the overall mass of the building. The two-storey building will have east and west elevations approx. 8.5 metres high, while the north and west elevations which face the car park will be 7.2 metres.

The design was laid out to permit natural ventilation throughout which, in conjunction with other design features would achieve a BREEAM rating of 'Very Good'.

The policies and design guidance set out in the *Barrow Port Action Plan* were taken into account and influenced the design of the overall site layout. Key considerations during the design development of the site and building layout were:

- The prominent location of the site, which is the first development site viewed when entering the Waterfront Business Park area on Harding Rise when travelling south from the Town Centre;
- The panoramic views in the south east, south and south west from the site over the Walney Channel, Walney Island and beyond to the open sea.

The linking node provides a visual break between the two blocks and their function is to provide a communal entrance, circulation and meeting spaces between the blocks. To aid navigation of the building and identify entrances a light, transparent structure has been introduced to these elements with the inclusion of individual picture windows to the first-floor meeting rooms.

Due to the orientation of the elevations a large roof overhang together with brise soleil was incorporated to provide solar shading to the building. As well as meeting a function requirement, these elements together with their supporting structure, also provided visual interest and help to break down the mass of the building frontage.

The building has level access and is compliant with Part M of the Building Regulations with Disabled Toilet Facilities and a passenger lift.

Vehicle parking including mobility spaces, bicycles and PTWs areas have been arranged around a circular roadway, which will accommodate anticipated service vehicles. The hard landscaping finishes include tarmac to road areas and permeable set pavers to parking areas.

Soft landscaping using simple low-level planting, suitable for the maritime environment located around the parking areas together with the buffer zone between the footpath on Harding Rise and the front of the building. The areas of the site outside of the parking areas and the zone immediately in front of the outward looking elevations are anticipated to be more natural with coastal flora.

The facility was seen as being attractive proposition for use by companies engaged in defence, shipbuilding, oil-gas, offshore wind and subsea supply chains which needed expansion space. The site would incorporate electric vehicle charging points, would be relatively close to future improved cycle routes and would be walkable from the adjacent Barrow Island homes, bus stops, nearby Central and Hindpool residential areas.

From May to September 2018 dialogue with MHCLG saw the Council provide additional evidence on

- the cost base for the project being higher due to the exposed location and piled ground.
- “*transactional evidence*” of the managed business space demand and supply situation.
- constant emerging demand.

An offer of a 60% ERDF grant through MHCLG was received on 5th October 2018, for the full amount requested, **£2,313,062.95**. This enabled the Council to lever in its Capital Contribution of **£1,542,041.97** to provide a budget of up to **£3,855,104.92**.

It required consolidation of the 21 May application with indexed changes to accommodate information provided to MHCLG since May 2018 completed 23 October 2018 and further refinement completed on 30 November with the application form revised on 3 December. This was followed by MHCLG issuing a draft funding agreement on 12 December. Its issue enabled the Borough Council’s formal consideration of the offer alongside the six received tenders on 19th December 2018.

The Borough Council's Executive Committee on 19th December 2018 resolved to *"award the contract to Thomas Armstrong Construction Ltd utilising a JCT Standard Building Contract with Quantities(SBC/Q)2016 to construct the managed workspace for a tender sum of £3,539,290.00."* The tendered price was 8.9% below the forecast budget cost.

The agreed build programme involved three preliminary steps as follows:

- a four week lead in time from 7 January 2019 for method statements preparation , placing subcontracts, mechanical and electrical design
- a ten week period from 14 January 2019 to place orders, manufacturing, blast cleaning, piling, roof and wall cladding, delivery by 22 March 2019
- An identical ten week period to order, make, deliver external window and doors

The main contract had five elements to it as follows:

- access to the site on 4th February 2019, then 2 weeks was scheduled for site preparation.
- 13 weeks 2 days was allowed for substructures between 6th February and 14th May 2019.
- Superstructure build was programmed to run just over 15 weeks - 22 March to 15 July 2019.
- Internal fit out would follow over 24 weeks 2 days from 2 July to 20 December 2019
- Site works roadways and pathways would be delivered over 43 weeks 2 days.

There was also a one-year defects and liability period to ensure all contract conditions have been met.

The Council indicated that between March and June 2020 the facility might become 25% occupied (page 76 of the full bid), however this was unable to predict that a covid-19 pandemic would occur and that a national Lockdown would follow just a week after the contractor handed over the building to the Council.

Progress was project managed through a series of monthly progress review meetings, there being 12 between January 2019 and 21 January 2020.

The Final cost of **£3,513,373.15** representing a saving of 0.73% on the tender price of £3,539,290 and 8.864% on the original forecast cost of **£3,855,104.92** .

The first Project Change Request was made on Form ESIF 3022, dated 31st July 2019 – the justification for the change was given as follows: *"revised design changes. Output cannot be claimed until BREEAM Certificate finalised. Output pushed back to Q1 2020. Estimated completion date 31st January 2020. Requested change is an extension of time to 31st January 2020 – this is a more realistic forecast given time required to achieve BREEAM Certification."*

There followed a further two change requests to enable the project to be completed by the end of March 2020.and to extend the period within which any rectification works might be needed.

The Council in week commencing November 4th 2019 appointed Edwin Thompson, property agents, to market the facility from November to enhance the prospects for securing interest in tenancy agreements, leases and companies relocating into the building.

This service complemented the Council's own interaction with businesses which continues and that of Furness Economic Development Forum (until its transition into Barrow Town deal Board in January 2020).

The building was handed over on 16 March 2020. The final cost figure was signed off on 11 November 2020.

FIGURE 8. SIGNED OFF FINAL ACCOUNT FOR THE CONSTRUCTION PROJECT

NEW OFFICE BUILDING

at

PLOT 1, HARDING RISE,
BARROW ISLAND, BARROW-IN-FURNESS, CUMBRIA

for

BARROW BOROUGH COUNCIL

FINAL ACCOUNT STATEMENT

	Omission	Addition
Amount of Tender		£ 3,539,290.00
Amount of Variations	£ 1,298,130.43	£ 1,272,213.58
	£ 1,298,130.43	£ 4,811,503.58
Less: Omissions		£ 1,298,130.43
FINAL CONTRACT VALUE (EXCLUDING VAT)		£ 3,513,373.15

We agree that, subject to Audit, the above represents the final amount of this Contract:

<p>Quantity Surveyor:</p> <p>Richard Coates Chartered Quantity Surveyors Crag Cottage Ulpha, Meathop Grange-over-Sands Cumbria LA11 6RG</p>	<p>Contractor:</p> <p>Thomas Armstrong (Construction) Ltd. Workington Road Flimby Maryport Cumbria CA15 8RY</p>
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<p>Signed:  (on behalf of Richard Coates Quantity Surveyors)</p>	<p>Signed:  (on behalf of Thomas Armstrong (Construction) Ltd.)</p>
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<p>Date: </p>	<p>Date: </p>
--	---

Economic Context -Barrow and the Furness Peninsula

Barrow is the principal industrial, commercial, education, training, cultural and retail centre for South Cumbria. Barrow Borough had a population of 66,400 at the 2021 Census. 27,000 of its 40,400 people of working age actively employed. The area with 66.7% of economically active fares better than the northwest % or GB average of %. 30% of all jobs are in manufacturing. Barrow Travel to Work Area has a catchment population of 130,000. It is largely self-contained.

The concentration of population along the spines of the A590 in Barrow, Dalton Ulverston and the branch spine of the A595 and coastal railway line provides % of the population of the new, from April 2023, Westmorland and Furness Unitary Council area. It provides the largest critical mass of economic activity in that area including world class large and sme sized firms, many with global markets key sector are defence, energy, electronics, fast moving consumer goods, offshore wind, pharmaceuticals, sub-sea technologies and design engineering. Niche services administer lotteries nationwide and monitoring energy systems.

There are contrasts between low wage employment and large numbers of people earning some of the highest wages in Northern England, low aspirations especially in deprived wards in the central and port areas of the town where over 45% of households in some areas have no adult in work.

The Waterfront Gateway Managed Business Centre is located around a mile from Barrow town centre on Barrow Island ward which is one of England's most deprived wards with a resident population of just 2,344 (2020) and a suite of companies which together employ over 9,000 people in the ward. The largest employer is BAE Systems Maritime submarines. Its continuing recruitment of new skills apprentices and graduates make it the largest single source of new jobs in the Furness peninsula. The shipyard is recruiting throughout 2022. In September 2022 four intakes of apprentices will add a further 453 apprentices and graduates.

The distribution of jobs by ward emphasises the importance of the Barrow Island, the port area and the two adjoining inner Barrow urban area wards of Central and Hindpool. Barrow Port has become one of the largest offshore wind operations and maintenance hubs in England with five bases there. The shipyard has moved from having 3,000 people in 2004 to over 9,000 employees now.

TABLE 9. WHERE THE JOBS ARE (2019) AND WHERE PEOPLE RESIDE IN BARROW AND FURNESS

AREA/WARD	Population	JOBS 2018	JOBS 2019	AREA /WARD	Population	JOBS 2019
Barrow TTWA		-	42000	Newbarns	5684	1000
Barrow Borough*	67400	32600	30,950	Parkside	5431	1000
Barrow Island	2344	8000	9000	Dalton South	5745	800
Hindpool	5619	8000	7000	Roosecote	4623	700
Central	4397	4500	3500	Risedale	5961	500
Hawcoat	4721		3500	Walney North	5334	500
Ormsgill	5767		1750	Walney South	5099	500
Dalton North	6001		1250	Ulverston East	5954	2000

Source: ONS.2020, Cumbria Observatory, Mid 2020 population estimates ONS, and * ONS 2021 Census 2022

Barrow Island Ward's two adjacent wards of Hindpool and Central have a further 10,500 jobs giving a total of 19,500 jobs in the three wards or 63% of all 30,950 jobs in Barrow Borough. The three wards in 2018 held 20,500 jobs. The Shipyard, windfarm onshore operational and maintenance bases, a resurgence of manufacturing supporting subsea equipment for global markets and fast moving consumer goods manufacture have driven jobs growth in Barrow and Furness since 2015. Job losses since 2018 have occurred in pharmaceuticals manufacture, retail and offices - the later impacting a lot on Barrow Central ward.

Barrow's economy is one of the most productive in the North of England. Its GVA per job filled makes it a three area of North West England. It is in the top 7 for the Northern Powerhouse Area and amongst the top 30 in England. Barrow Island GVA is approaching three times as big as any other ward in the peninsula and

over four times that of the town centre. Across south Cumbria embracing South Lakeland and Furness only Kendal North and Burneside with a GVA of £382,964 approaches that of Barrow Island and Walney South.

Barrow's £55,600 GVA per filed job is a clear £6,500 - £15,100 above that in other Cumbrian city and towns. The top 4 areas for GVA in Barrow and Furness are shown in the right hand column.

TABLE 10.. GROSS VALUE ADDED (GVA) PER FILLED JOB, TTWAS, ENGLAND AND WALES, 2019

Rank	Town or City*	GVA Job Filled		MSOA* GVA: TOP 4 AREAS	GVA £m	Rank
1	Barrow	£55,600		Barrow island & Walney S.	931,649	1
2	Carlisle*	£49,500		Ormsgill & Hindpool	331,857	2
3	Penrith	£45,800		Ulverston	325,201	3
4	Whitehaven	£42,900		Barrow Central	220,549	4
5	Kendal	£40,500				
6	Workington	£39,500				
	UK average	£57,721		Source: ONS March 2022		

Source: ONS 30 March 2022. Note: * MSOA is a middle super output area.

Barrow's GVA per filed job is one of the top 30 most productive out of England's 363 Travel To Work Areas.

Barrow's GVA per filed job is also one of the top 3 in North West England. The top three areas are:

- Chester £60,000; Crewe £57,400; **Barrow £55,600.**

The ranking of these three areas relative to the top eleven areas in the North of England are shown below.

TABLE 11. BARROW'S GVA PER FILLED JOB ONE OF THE TOP 7 IN THE NORTHERN POWERHOUSE AREA

Rank	City Town	GVA Job Filled	Rank	City Town	GVA Job Filled
1	Leeds	£65,000	7	Barrow	£55,600
2	Chester	£60,000	8	Grimsby	£55,600
3	Bridlington	£57,900	9	Derby	£55,400
4	Sunderland	£57,721	10	Preston	£54,400
5	Crewe	£57,400	11	Manchester	£54,000
6	York	£57,400		UK average	£57,721

Source: ONS 30 March 2022

WHAT PEOPLE EARN BY PLACE OF WORK

GVA productivity is reflected in workplace (weekly gross) wage rates. This is both an advantage for individuals and for companies operating internationally and seeking to draw on a national labour pool. However it can result in challenges for small and medium sized companies seeking to recruit or hold onto both experienced staff and recently qualified apprentices and graduates.

TABLE 12. BARROW AND COPELAND HAVE THE BEST WORKPLACE BASED PAY RATES.

	Barrow £	South Lakeland	Eden	Copeland	Lancaster	NWEST	GB
All	716.4	504.2	559.6	943.3	569.3	575.8	612.8
Male	738.8	519.2	580.4	1016.0	592.2	613.3	654.3
Female	581.3	470.3	472.5	840.3	508.5	529.0	558.1

[Labour Market Profile - Nomis - Official Labour Market Statistics \(nomisweb.co.uk\)](https://nomisweb.co.uk/)

There is evidence of businesses in several sectors "losing" employees to better paying larger businesses in the locality.

The new managed business centre has a role in addressing this challenge by providing an added value and added choice of expansion space that businesses did not have access to prior to build starting on the new facility.

BUSINESS FORMATION AND CLOSURE TRENDS

Business formation (birth) and closure (death) rates changes are a further indicator of business change, dependency and diversity. The table below shows the Borough wide trends since 2012.

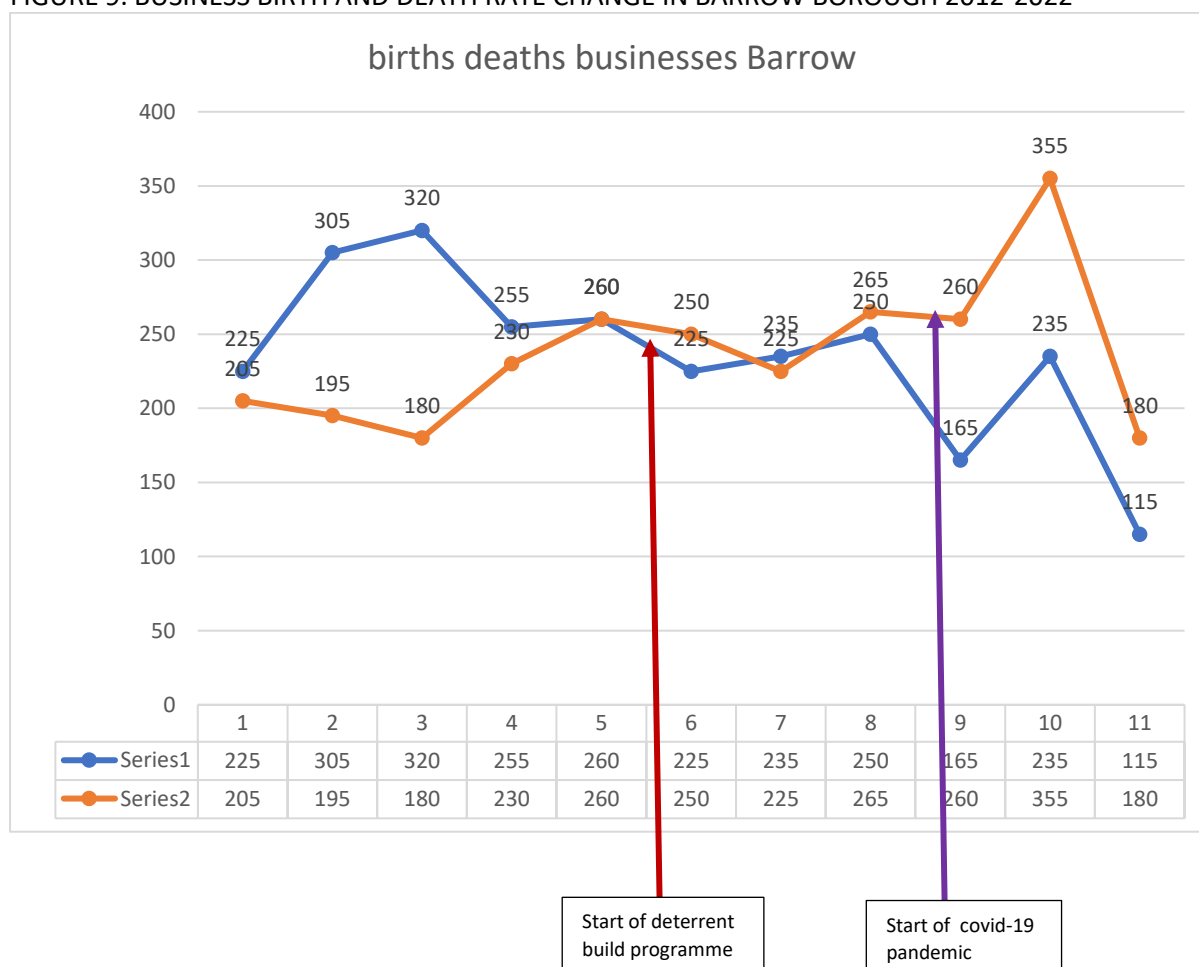
TABLE 13. BUSINESS BIRTHS AND DEATHS 2012-2022 FOR BARROW BOROUGH AREA

Type	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Total
Births	225	305	320	255	260	225	235	250	165	235	115	2320
Birth change		+80	+15	-65	5	-35	+10	+15	-85	+70		
Deaths	205	195	180	230	260	250	225	265	260	355	180	2345
Death change		-10	-15	+50	+30	-10	-25	+40	-5	+95		
Net Change	15	110	140	25	0	-35	10	-15	-95	-120	-65	-25

Note: beige colour shows covid-19 pandemic prevalence. 2016 saw the start of the national endeavour to build the deterrent submarine fleet.

The graph dramatically illustrates a widening gap. Figure 1 shows the combined effect of these changes.

FIGURE 9. BUSINESS BIRTH AND DEATH RATE CHANGE IN BARROW BOROUGH 2012-2022



Barrow's business density per 10,000 people reduced between 2015 and 2020. Its gap compared with North West England's density change increased by 13 points from 86 to 99. This change started around 2015 which coincided with enhanced recruitment at the shipyard (which may have resulted in some people choosing to seek sustainable employment instead of forming or continuing to run a business of their own) changes to local provision of new start support, ending of a locally driven support network its replacement with a County based delivery and reduced resources. Such factors may account for the trend seen.

TABLE 14. BUSINESS DENSITY PER 10,000 POPULATION TRENDS, CUMBRIA NORTH WEST ENGLAND 2015-20

	BARROW	S. Lakeland	Copeland	Allerdale	Carlisle	Eden	Lancaster	Northwest
2020	368	700	425	533	545	718	380	429
2015	377	692	448	553	505	719	384	398
Change	-9	8	-23	-20	40	-1	-4	31

ACUTE DEPRIVATION

Barrow Island Ward in which Waterfront Gateway Managed Business Centre stands is a place of sharp contrasts. It has lots of well-paid sustainable jobs serving defence, maritime, nuclear reprocessing and energy sectors whilst also exhibiting acute deprivation and proportionately high percentages of benefit and Universal Credit claimants. Similar characteristics exist in adjoining Hindpool and Central wards. Barrow Island ward has the highest in percentage terms claimant count but 5th highest numerically. coming behind its two adjacent wards of Hindpool and Central.

Barrow Island ward had in 2018 1,746 households with a population of 2,616. The new 2021 census revealed a fall in population by 10.4% of 272 people to 2,344. It companies by contrast an extra 1,000 jobs had appeared between 2018 and 2019. Of the three most deprived wards in the Borough it has the highest percentage of vacant homes (16.1%), the highest proportion of private rented homes (37.4%) and the highest proportion of households with no adult in work (46.6%). Only 51.9% of residents enjoy good health, over half, 51.5%, have no access to a car. Lone parents account for 35.9% of households in part time jobs. The wards had the highest proportion 33.3% of people in full time jobs, with over a fifth of all jobs (22.2%) being in manufacturing. It, health, retail, accommodation, construction making up 70.6% of all employment.

Locally the claimant count in Barrow Island Ward went up by 18% between May 2018 when the full ERDF application was submitted and the project approached completion in December 2019, but in the two most adjoining wards unemployment increased by more by between 22.6% and 28.9%.

TABLE 15. CLAIMANT AND UNIVERSAL CREDIT CLAIMANT COUNTS BARROW ISLAND, ADJACENT WARDS, BARROW AND CUMBRIA

June 2022	Claimant Count No	%	Change from May	Universal credit Claimant No	%	Change since May
Barrow island	115	7.6	-5	428	27.6	3
Barrow	1270	3.1.	-75	5,318	13.2	68
Hindpool	210	5.8	-25	959	26.9	17
Central	200	7.3	-15	760	28.7	13
Cumbria	6970	2.4	-325	33,757	11.5	324

Source Cumbria intelligence observatory bulletin July 2022

However Barrow Island Ward's current Claimant Count total is lower than it was pre-pandemic in December 2019, and only 5 above what it was in May 2018 when the ERDF application was submitted.

Despite Barrow Island Ward having the biggest increase in job numbers since 2004 the *English Indices of Deprivation* show that over the four years between 2015 and 2019 its indicators worsened for:

- income,
- employment,
- health
- living environment and
- children living in income deprived families

TABLE 16. CHANGES IN CLAIMANT COUNT TOTALS BARROW ISLAND AND ADJACENT WARDS, MAY 2018 TO JUNE 2022

Area	Claimant count No. May 2018	%	Claimant count No. Dec 2019	%	Claimant count No. June 2022	%	Change from May 2022	Change from May 2018	Change from Dec 2019
Barrow Island	110	6.6	130	8.0	115	7.6	-5	5	-15
Barrow	1000	2.4	1270	3.1	1270	3.1	-75	270	0
Hindpool	190	5.4	245	6.9	210	5.8	-25	20	-35
Central	155	5.6	190	6.7	200	7.3	-15	45	10
Cumbria					6970	2.4	-325		
GB		2.2		2.9					

Source Cumbria intelligence observatory bulletins June 2018 to July 2022

However adverse indicators reduced for:

- educational attainment,
- crime reduction and
- older people living in income deprivation have

“Over the bridge” in In adjoining Central Ward deprivation has increased with income, educational attainment health and sharp fall in living environment worsening but fewer children living in income deprived families, there being lower crime and better employment prospects.

Employment and unemployment and deprivation in the Borough and on Barrow Island is summarised below.

TABLE 17. INDEX OF DEPRIVATION, BARROW ISLAND LSOA ,CENTRAL,HINDPOOL CHANGES 2015 TO 2019

2015/2019 IMD LSOA change	Barrow Island N	LSOA 010B	Barrow Island S	LSOA01 0A	Central	LSOA 008C	Hindpool	LSOA 004A
CRITERIA/YEAR	2015	2019	2015	2019	2015	2019	2015	2019
IMD	246	213	4426	4467	122	99	243	204
income	1524	803	12970	12275	782	601	516	195
employment	316	107	7221	6539	189	225	196	57
educational attainment	1889	2640	7060	6376	1992	1661	810	1460
health	575	245	2100	1367	102	44	4	7
crime	585	4497	376	2833	933	1712	5697	5403
Housing service access barriers	22836	27225	32270	32603	26968	30227	25147	29110
Living environs	59	43	633	664	181	83	4696	7940
Children in income deprived families	880	856	10230	12526	232	338	338	559
Aged 60+ income deprivation	9723	10938	19583	22363	6237	7283	5978	5630

Source: MHCLG English Indices of Deprivation 2015 and 2019. Notes: the lower the number the worse is a ward's position in the index

The new business centre offers potential to address some of the income, employment, health and income deprived families with children, whilst capitalising on improving educational attainment,

This data shows Barrow has a high performing workforce in GVA per job filled, industry is concentrated in older more deprived wards and the largest number of out of work claimants is in the 25-49 age group.

STRATEGIC CONTEXTS - DID THE ERDF PROJECT RETAIN CONSISTENCY WITH POLICY AND STRATEGY

The evaluation considers whether the Waterfront Gateway Managed Business Centre project retained its consistency with the policies and strategies with which it was originally aligned and whether it also aligns with subsequent changes in policy and strategy context.

There were three areas of research involved in addressing this element of the SAR, as follows:

- Policies, plans and strategies in operation at the outset of the Project in 2017 through to May 2018 when the detailed ERDF application was submitted.
- Post May 2018 policy changes including those emerging from a new government with an enlarged majority after December 2019
- March 2020 to 2022 impact of covid-19 pandemic infection prevention and management measures.

UK Industrial Policy Context

Barrow was part of the Cumbria *Assisted Area* approved by the EU for the period 2014-2020 when the concept for the project emerged in late 2016 and early 2017. It had also secured in 2015 *Coastal Communities Funding* to deliver a supply chain and strengthening skills programme which evolved and endured to the end of 2019. In 2017 HM Government published a *Industrial Strategy* and Cumbria Local Enterprise Partnership developed its own *Industrial Strategy* as did the Northern Powerhouse Region and Transport for the North in response to government request to do so.

These national policies and sub-regional led to subsidiary complementary policy statements in the form of Sector Deal policies and “Green strategies” providing a framework for the evolving managed business centre project.

Barrow Council ensured between the start of 2017 and the start of construction of the new building in February 2019 that the project demonstrated consistency with the policy statements in force.

Cumbria LEP submitted its *Cumbria Industrial Strategy* to Government in March 2019. The ERDF project was consistent with it.

There was a General Election in December 2019, the new government had to focus on policy and resource commitments to manage the emergent covid-19 pandemic from when the first cases appeared in January 2020 through to now.

Sector Deals for construction and offshore wind appeared in 2019 – the project could assist realisation of both locally on its completion and introduction of the made smarter innovation policy created a framework for sme innovation support which might be useful to prospective tenants of the building. Barrow Local Plan was adopted in June 2019, its development strategy and site development policies supported investment at the waterfront, the ERDF project was and is a key way of implementing this planning policy which runs into the 2030s.

Barrow Town Deal was approved in October 2020, its 7 project growth plan complements the project.

It was not until 2021 that Government set out updated policies in a suite of statements contained in its *Build back Better - A Plan from Growth* statement of 3 March 2021 followed by the *Integrated Review of Security, Defence Development and Foreign Policy* with a top focus on “building back better from covid” and the *Defence and Security Industrial Strategy* on 16th and 23rd March 2021, *Ten Point Plan for Green Growth*, The Energy White Paper and a *Charge Point Strategy*. 2022 saw the Levelling Up Strategy emerge.

TABLE 18. POLICY CHANGES SINCE THE APPROVAL OF THE ERDF OUTLINE APPLICATION 2018-2020

DATE	POLICY CHANGES LEP ACTIONS AND KEY STAGES OF WATERFRONT SCHEME	
2018		
28/3	SECTOR DEAL FOR CREATIVE INDUSTRIES	
16/4	CLEAN GROWTH STRATEGY	
19/4	<i>NEW CEO CUMBRIA LEP AND LEP RESTRUCTURING</i>	
1/5	<i>COMPLETION OF WATERFRONT BUSINESS PARK RESOLUTION BUILDING</i>	
20/5	ROUND 30 OIL GAS LICENCING IRISH SEA	
21/5	ERDF APPLICATION SUBMITTED WATERFRONT GATEWAY	
27/6	SECTOR DEAL FOR NUCLEAR	
27/6	<i>CUMBRIA LEP STARTS LOCAL INDUSTRIAL STRATEGY CONSULTATION</i>	
5/7	<i>LAUNCH OF TOWN DEALS</i>	
24/7	STRENGTHENING LEPS MHCLG POLICY STATEMENT ^{mhclg}	
5/10	INITIAL INDICATION ERDF APPROVED START OF CONTRACT PREPARATION/SIGNING PERIOD	
18/10	<i>CUMBRIA LEP LOCAL INDUSTRIAL STRATEGY CONSULTATION</i>	
24/11	WATERFRONT GATEWAY TENDER EVALUATION	
5/12	<i>SECTOR DEAL LIFE SCIENCES</i>	
6/12	SECTOR DEAL AEROSPACE	
6/12	SECTOR DEAL RAIL	
19/12	TENDER AWARD BY BARROW BOROUGH COUNCIL, ERDF OFFER FORMALLY ACCEPTED	
2019		
14/1	CLEAN AIR STRATEGY ^{mhclg}	
23/1	<i>CUMBRIA CAREER HUB LAUNCH</i>	
29/1	UK NATIONAL ENERGY AND CLIMATE PLAN	
4/2	WATERFRONT GATEWAY MANAGED BUSINESS CENTRE BUILD STARTS	
13/2	<i>CUMBRIA LOCAL INDUSTRIAL STRATEGY LAST CONSULTATION</i>	
26/2	TRANSPORT FOR NORTH STRATEGIC INVESTMENT PLANS LAUNCH	
7/3	SECTOR DEAL OFFSHORE WIND	
8/3	UNIVERSITY ENTERPRISE ZONES BIDS INVITED	
29/3	CUMBRIA LOCAL IND STRATEGY SUBMITTED TO GOVERNMENT	
15/4	LAUNCH OF MADE SMARTER INITIATIVE	
14/5	INTERNATIONAL RESEARCH INNOVATION STRATEGY	
24/5	31ST ROUND OF OFFSHORE OIL AND GAS LICENCING	
4/6	BARROW LOCAL PLAN ADOPTED	
28/6	TOURISM SECTOR DEAL	
4/7	NATIONAL POLICY STATEMENT ON GEOLOGICAL DISPOSAL	
12/7	BORDERLANDS INTEGRATED GROWTH DEAL ^{mhclg}	
22/7	CONSTRUCTION SECTOR DEAL	
25/7	ADVANCED NUCLEAR TECHNOLOGY POLICY STATEMENT	
6/12	GENERAL ELECTION – BARROW RETURNS A CONSERVATIVE MP	
2020		
13/2	AEROSPACE SECTOR DEAL	
4/3	OFFSHORE WIND SECTOR DEAL	
16/3	HANDOVER OF FACILITY BY THOMAS ARMSTRONG TO BARROW COUNCIL	
23/3	HM GOVT NATIONAL COVID -19 PANDEMIC LOCKDOWN INTRODUCED	
	HM GOVT PLAN FOR LOCKDOWN LIFTING ANNOUNCED	
14/5	<i>GOVT VISION FOR RAPID CHARGE POINT NETWORK</i>	
16/10	HM GOVT Barrow early covid -19 lockdown introduced	
5/11	HM GOVT 2ND National covid-19 lockdown	
27/10	TOWN DEAL AWARD £25m TO BARROW ^{mhclg LULG}	
18/11	<i>10 POINT PLAN FOR A GREENER INDUSTRIAL REVOLUTION</i>	
18/12	<i>ENERGY WHITE PAPER: POWERING OUR NET ZERO FUTURE</i>	
23-28/12	Temporary five day Christmas covid relaxation of rules	

TABLE 19. POLICY CHANGES SINCE THE APPROVAL OF THE ERDF FULL APPLICATION 2021-2022

DATE	POLICY CHANGES LEP ACTIONS AND KEY STAGES OF WATERFRONT SCHEME	
2021		
6/1	HM GOVT 3RD national lockdown restrictions to March 2021	
3/3	LEVELLING UP PROSPECTUS ISSUED MHCLG now Department for Levelling Up, Housing and Communities (DLUHC)	
3/3	BUILD BACK BETTER A PLAN FOR GROWTH HM TREASURY	
16/3	INTERGATED REVIEW OF SECURITY,DEFENCE, DEVELOPMENT, FOREIGN POLICY (Mod)	
23/3	DEFENCE AND SECURITY INDUSTRIAL STRATEGY (Mod)	
29/3	Stage 1 Lifting of national lockdown temporary five day period	
17/5	Stage 3 lifting of national lockdown	
6/7	LIFE SCIENCES VISION	
19/7	Most covid restrictions lifted	
22/7	UK INNOVATION STRATEGY - LEADING THE FUTURE BY CREATING IT	
22/7	PROPOSALS FOR REORGANISATION OF LOCAL GOVERNMENT - CUMBRIA	
19/10	HEAT AND BUILDINGS STRATEGY	
10/12	HM GOVT Covid -19 face masks mandatory covid plan b restrictions	
2022		
19/1	HM GOVT Covid -19 work from home rules lifted	
27/1	HM GOVT Covid -19 mandatory face masks rule lifted	
2/2	LEVELLING UP THE UK POLICY STATEMENT AND STRATEGY Department for Levelling Up, Housing and Communities (DLUHC)	
27/2	BARROW TOWN DEAL ALLOCATION £25m CONFIRMED LULG	
21/3	NORTH SEA TRANSITION DEAL	
23/3	LEVELLING UP ROUND TWO PROSPECTUS LULG	
5/4	NET ZERO STRATEGY BUILD BACK BETTER	
6/5	SHADOW WESTMORLAND AND FURNESS COUNCIL ELECTIONS	
7/4	BRITISH ENERGY SECURITY STRATEGY	
9/5	DELIVERY PHASE 3 DREADNOUGHT SUB £2BN CONTRACT AWARD MOD	
20/5	CUMBRIA COUNCILS DIRECTION LULG	
17/5	SHADOW WESTMORLAND AND COUNCIL 1ST MEETING	
	NOTES	KEY
	COVID PANDEMIC IMPACTS	
	SIGNIFICANT FOR BARROW	
	<i>Policies of relevance to Barrow and Furness e.g. LIFE SCIENCES VISION</i>	

Build Back Better - Our plan for Growth (2021) is a good example of how the EERF project shows consistency originating from its conception in 2017. Its central thrust is to tackle long-term problems including priority delivery – in this ERDF case the reluctance of the private sector to deliver new speculative build managed workspace and other premises because the return on investment is lower than the cost of building. *Build Back Better* also sets out to:

- deliver growth that creates high quality jobs
- contribute to levelling up the UK,
- connecting people to opportunity to invest in local areas
- support productivity growth
- skills training
- regenerate struggling towns
- supporting transition to net zero,
- help achieve net zero through the existing ten point plan for a green industrial revolution

The design, build and operation of the Waterfront Gateway Managed Business Centre has been done in a way that is enabling it now to contribute to each of these policy objectives- consistency is demonstrated.

Barrow's Town Deal Award on 27 October 2020 preceded first tenant occupation of the managed business centre shortly afterwards. The Deal can facilitate synergies between the Business Centre across several of its seven investment priorities. Funding approval of Deal proposals made on 27 February 2022 enables some of the linkages to start to be strengthened from later this year through to 2025

- One includes sustainable low carbon compliant further walking and cycling route investment that extends the network beyond Michaelson road and Bridge road to Walney central drive west shore road and Earnse Bay in the west and eastwards to Holbeck abbey road and north towards Dalton
- The Town Deal also facilitates a £0.5m resource until 2025 to deliver business support locally using Cumbria LEP resources to focus on for elements three of which will support activity at the business centre.
- Probably the biggest complementary "on Barrow island" investments by the Town Deal to benefit activity at the intended creation of a community hub and the £m new university of Cumbria led campus to be sited at Buccleuch Dock Road north of the business centre and accessible to it via walking routes along Dova Way and footpaths. The university will host up to 600 students a future potential workforce for either the current or future tenants of the centre.
- There is also scope for Town Deal funded place marketing to promote the area to be used to raise awareness of the facilities in the building and to encourage developers and or Westmorland and Furness council to to the project as completed with funding another bay or by attracting new investment onto plot 1 and other plots north and south of Dova Way
- Waterfront Gateway Managed Business Centre also complies with the aims of the October 2021 *Heat and Building Strategy*
- Indirectly the site and its users may benefit from Barrow's Levelling Up £17m funded scheme in and around the town's theatre a town hall and Market. Examples include workers being able to commute more easily using the proposed bus interchange, or for relatively new businesses setting up in the transformed multi-use market with its incubator space to seek grow on space in the business centre

At the Waterfront a combination of ERDF, Growth deal for Cumbria resources and Cumbria LEP Infrastructure Funding were being used to deliver Phase 2 of Waterfront Business Park north of Dova Way, Barrow by creating four development platforms able to accommodate Town and Country planning B1, B2, B8 build projects aimed at meeting future industry and commercial needs. The £3.55m managed business centre project capitalised on this infrastructure provision, being seen as a logical follow on development, better suited than an earlier concept to offer a local enterprise zone financial incentive scheme for smes to benefit from – there was no point in furthering such a scheme if neither developers or small or medium sized companies were willing to build new premises.

Orsted's 2016 commitment to construct a new Operations and Maintenance base to support what at the time was the Walney Extension from 2016 by September 2018 (four months after the full ERDF bid was lodged) as the then world's largest wind farm, the fifth windfarm off the coast of Barrow created a further context for building the new managed business centre – to provide space for companies in the port already or incoming firms to take advantage of from its opening time.

Crown Estate also commenced a process of Round 4 offshore wind licence bids in February 2018 in line with the *offshore wind sector deal* which identified offshore East Irish Sea areas for development by 2030. The bidding round started in spring 2020 just as the building was completed.. Its presence provided scope for

ABP port owners the Council and local partners to factor in its floorspace as part of a potential offer to companies considering putting in licence bids and which would need both construction and operational bases if successful.

On the defence front, in summer 2016, Parliament had approved the delivery of a “national endeavour” to build four nuclear powered submarines at Barrow by 2037 at a cost of £31bn with a £10bn contingency support fund. Ministry of Defence had in October approved first cut of steel for that in October 2016. In May 2018 Mod concluded Delivery Phase 2 contract arrangements with BAE Systems and its partners. This had a three year scope, which was later extended to four years ending in spring 2022, because of the covid-19 pandemic.

The 23 March 2021 *Defence and security Industrial Strategy* stated that “defence investment levels up the UK, enhances the skills base and is instrumental in building greater resilience in defence supply chains and in working with industry to nurture and develop relevant skills”. The ERDF project has indirectly through the Circular 1 Health Ltd supply chain connection to BAE Systems enabled the defence contractor to operate more resiliently through the pandemic by relying on a supply chain partner based on the doorstep in the new building, something that would not have been possible if the ERDF project had not gone ahead.

Cumbria’s EU Structural and Investment Funds Strategy

This Strategy amended in 2016 sets out how partners will use European Structural and Investment Funds (ESIF) to promote smart, sustainable and inclusive growth by realising the potential of four economic drivers: advanced manufacturing, nuclear/energy excellence, the visitor economy and strategic connectivity via the M6 corridor through investment in infrastructure, business support and skills development and environmental sustainability. It specifically mentioned “*Creating the right infrastructure for growth is of crucial importance*”. It sought to help 2242 enterprises and an employment increase of 1242

The project has addressed identified barriers to growth of *creating a knowledge intensive economy, rising energy costs, pockets of deprivation*. It also helps deliver on thematic objectives of

- TO 1 Innovation
- TO 3 entrepreneurship:
- TO 4 Low carbon
- TO 9 social inclusion
- TO10 skills improvement in the workforce

Thematic Objective 3 Enhancing the Competitiveness of Small and Medium-Sized Enterprises, strategic activity 6 business premises for growth via a targeted process of premises development to support business growth. This thematic objective sought to help sme sized enterprises by providing them with new floorspace to use so that once using it they would go on to create new employment for skilled people.

The Waterfront Gateway Managed Business Centre delivered a new, sustainable, BREEAM Very Good standard energy efficient building, with electric vehicle charge points situated on a made fit for purpose 1.9 acre site, creating scope for Cumbria residents to use their skills to earn high wages. Circular 1 Health Ltd’s take up of that space resulted in Thematic Objective 3’s targeted outputs being met with one rapidly growing life sciences health sector business experiencing rapid growth with 55 jobs created, the detail of this growth case study is described on pages

Thematic Objective 10 Investing in Education, Skills and Lifelong Learning seeks to realise its true growth potential, we need to ensure that there is a strong local supply of skilled people ready to take on the new jobs that are created as well as supporting the continuous improvements to technologies, systems and processes within our businesses.

Availability of the new building, the success of Circular 1 Health Ltd in securing huge demand for its services generated demand to recruit and train people. The company decided to set up a training academy in the building. This enabled maximisation of opportunity to maintain the skills of some of the population by cohorts of recruits using the academy. Its activity also attracted higher level skills to work in the company that were not here before.

Strategic Activity 18: Employer Led Skills for Growth seeks to tailor support to promote training progression from Level 2 through to Level 4 and above, including higher level skills, increasing individual's capability and productivity and creating space within organisations for new employees. It also supports progression and development opportunities through taking people through basic, Level 2 and Level 3 to Apprenticeships and higher levels to support sustainability and enable them to move into higher value jobs. Arguably the Circular 1 Health Ltd investment in the site shows how a private sector investment observes the spirit of this objective created by calling indirectly on ERDF Priority 3C investment.

Today Barrow has a seven project £25m Town Deal programme it is delivering by 2025, has benefitted from £17m of Levelling-Up Funding, is classed as one of around 100 Levelling Up Priority One Area in England, has secured £1.1m of Heritage Funds to enhance Duke Street, funds from Dept of Transport and through the Town Deal to develop cycleways including one already installed in July 2022 Connecting Barrow town centre to barrow Island and to the gateway to Walney Island, which helps make cycling and walking to and from the Waterfront Gateway Managed Business Centre easier.

On the defence front In parallel with these actions Government established a new Submarine Delivery Agency. in May 2022 MoD authorised a further £2bn investment in the deterrent carrying submarine build which will see the first boat "Dreadnought" be completed and commissioned at Barrow in the early 2030s.

Just at the time the Borough Council submitted its Outline ERDF application HM Government published its November 2017 UK Industrial Strategy *Industrial Strategy: Building a Britain fit for the future (2017)* sets out a long-term plan to boost the productivity and earning power of people throughout the UK. This was the prominent national economic development policy at the time of the early stages of project development, although now has less emphasis, having been superseded by the *Build Back Better Strategy* and most recently by the *Levelling-up Strategy*.

The Industrial Strategy aimed to help industry create higher-paying jobs in every part of the UK through investment in the skills, industries and infrastructure of the future. It led on innovation, developing new ideas, deploying them. it sought effective interventions to boost the productivity, growth of small and medium sized businesses, reduce a 'long tail' of unproductive businesses.

A series of Sector Deals - Partnerships between the government and industry on sector specific issues would boost productivity, employment, innovation and skills. The Offshore wind sector deal led to research coordinated by the offshore wind energy council which identified a need /opportunity for regional cluster development supporting offshore wind growth. This in turn prompted coming together in 2018-19 of an embryonic Offshore Energy Alliance covering north Wales to the Scottish border which Barrow was a founder member

A Business Productivity Review (2019) Department for Business, Energy & Industrial Strategy highlights the challenge of keeping employment high whilst improving productivity across all businesses. The review reaffirmed the importance of high quality, locally available business support, obtained from trusted sources that they can return to for advice on an ongoing basis rather than short, one-off interventions. The underpinning research for the review shows that "businesses seeking external advice are more likely to increase turnover, whereas businesses that have unmet demand for advice are more likely to experience a fall in turnover.

Sub Regional Economic Plans

Cumbria LEP Strategic Economic Plan 2014-2024 had in April 2014 set a county framework for a focus on advanced manufacturing, nuclear energy a vibrant rural and visitor(tourism) economy and M6 corridor connectivity. The *strategic economic plan* (SEP) set out to create 15,000 jobs, increase GVA by 0.6% and increase the number of growth businesses.it would also address weaknesses such as low GVA per job and pockets of high unemployment in wards such as Barrow Island, Central and Hindpool in Barrow.

The SEP provided a basis for a subsequent *strategic economic investment plan* for Cumbria. The *investment plan* identified Waterfront Barrow as an infrastructure opportunity that would build on public sector investment made since 2006 and unlock jobs, growth and private sector investment. Over three years, covering 2015-16 through to 2017-2018. Cumbria Infrastructure Fund and Local Growth Fund funding allocated for £2015-16 was £1,462,993. 2016-17 had £2,537,007 and 2017-18 £3,17,8470 This total enabled £7,178,470 to provide groundworks and servicing to realise 10-ha of land providing four new development plots, plot 1 of which was to accommodate the £3.55m new business centre.

An aspiration to set up a LEP Enterprise Zone capable of accommodating 1,600 jobs and with a local development order facilitating future growth alongside BAE Systems as an anchor tenant was replaced by the funding for the business centre

Contribution to Delivery of Other Local Strategies:

- Contributes to the *Barrow Borough Council Plan 2018-2022* objective to secure diversification, economic growth and jobs for all.
- Delivers *Barrow Port Area Action Plan (2009)* by facilitating opening and operation of a BREEAM very good building on the Waterfront strategic business site.
- The Waterfront Gateway Business Centre contributes to the *Coastal Communities Fund Round 3* objective to strengthen supply chains by creating 1,494m² new floor space for SME growth arising from companies securing new supply chain contracts and needing to expand to service them;

Through the mature local collocated Growth Hub next to FEDF, business support will outreach to targeted firms for the Business Centre to help them expand

This evidence base suggests that we can conclude that:

- when the project was conceived and submitted for full ERDF approval the proposals aimed to address priorities of national, Northern Powerhouse, sub-regional Cumbria and Furness policies and strategies;
- since the start of 2018 significant national policy changes occurred. These included introduction of Northern Powerhouse's new priorities e.g. *Transport for the North Transport Strategy*, emergence of *Cumbria LEP local industrial strategy* proposals, a summer 2018 Furness Economic Development Forum delivery plan 2018 -2023, local level adoption of a new Barrow local plan in June 2019 which create a stronger policy and strategy framework for growth, diversification, social inclusion attraction of inward investment and clean energy growth which the new Waterfront Gateway Managed Business Centre is designed to contribute to.

It is therefore concluded that The Project has retained its consistency with a range of policies and strategies at the national, sub-national and local levels that were applicable at the time of its inception

The completed project will over its 50 year design life be able to address continuing barriers to sme productivity, sme growth, future need locally for a choice of available efficient new managed floorspace to lease.

MARKET FAILURES ADDRESSED

ERDF projects are designed to overcome local economic market failures. Where markets fail to work perfectly, resource allocation does not occur relative to the marginal cost of provision. The correction of market failures leads to improvements to the supply side of the economy and increases productive capacity.

In 2017 and in 2018 there were four identified market failures that could be addressed by building a Waterfront Gateway Managed Business Centre. They were defined as follows:

- **Although there is very significant investments taking place and planned these have not been reflected in improvements in commercial property development investment values to a point where development becomes viable. Private sector developers are unwilling to risk delivering speculative office or factory development due to their anticipated returns on investment not being high enough to justify the cost of going ahead in a relatively peripheral UK Assisted Area** (now a Levering Up Fund Priority 1 Area) location. Consequently recent development schemes have either been brought forward either fully funded by the public sector or with substantial gap funding grant aid.
- **Locationally Barrow is perceived as a secondary development and investment location by most of the private sector property industry.** Although headline achieved rents for office premises are £12.90ft² and for industry £4.50-4.75ft² these figures are not representative of the Furness market, with rentals being mainly between £5ft² and £8.50ft² for offices.
- **A growing local economy, creating demand for more floorspace, but with a shortage, especially in Barrow, of modern office space (under 12-20 years of age) with adjacent parking for use by sme sized companies,** with a severe shortage of managed business space in (96.4% of available to rent space was occupied at the time of the May 2018 bid). The Physical nature and terms of occupancy of “above the shop” offices and managed office space in Furness town centres are in no way comparable to this project proposal. These alternatives only offer hard to access, poorer standard space often unattractive to potential expanding high-tech digital, design and service companies. Daily parking locations and charges are neither convenient and are costly by comparison.
- **Disconnects between people living in disadvantaged wards of Barrow Island, Hindpool and Central and inspiring sme-based career and job opportunities arising** in locally operating companies.

There were also two additional market failure considerations taken into account. These were:

- externalities, smes may not fully be aware of the effect of their investment decisions on their clients, suppliers, competitors, their local area or companies operating in other sectors locally – delivery of the new building and sme decisions to locate into it may generate competitive growth in other firms.
- the existing image of the Borough as a potentially competitive location for business - businesses may perceive the areas as being peripherally located, dominated by a few large employers, high wage rates, difficulty of sourcing required skills, with few available buildings in which to set up in and additional operating costs driven by the distance from core markets. - Showcasing the new Waterfront Gateway development and the growth of the companies in it may help change perceptions.

ADDRESSING THE MARKET FAILURES

Property provision market failure has been a continuous challenge for the Furness area since the 1990s. English Estates, then Northwest Development Agency, Rural Development Commission and continuously Barrow Borough Council have been the driving forces for delivery of premises solutions to address it.

The stimulus for provision has often been major economic shocks which prompted national Taskforce packages of support commitments incorporating premises solutions to help Barrow. Examples included:

- 1990: announcement of shipyard redundancies over a five year period – led to delivery of factories and managed business space at Furness Business Park;
- 2003: shipyard redundancies following completion of two warships - led to delivery of 48,000ft² of space also at the same Business Park.

Barrow Council delivered workshop blocks and offices build in the 2000s' at Furness Business Park and Abbey Road. A Barrow Island business centre was emptied of smes in 2013 for re-lease to BAE SYSTEMS.

The ERDF Executive Summary Operational Programme, Priority Axis 3 indicates it is prepared to grant support *“premises for smes including managed workspaces – where demand is shown to exceed supply.”* The ERDF *Call for Proposals* and *Priority 3C* was quite clear in setting out that *“provision of managed workspace will need to be supported by comprehensive independent evidence of demand that is not met by existing supply”* and page 11 defined potential outputs as *“public or commercial buildings built or renovated”* with outputs to be defined in *“m²”*. *England's Operational Programme* document reiterated this requirement adding that activities will (need to) target domestic and foreign owned sme enterprises including social enterprises.”

With this guidance in mind it is clear that the Borough Council in summer 2017 put in place a rigorous research programme to provide the requisite evidence base to justify its future proposal. In July 2017 it worked with Furness Economic Development Forum to identify the extent of market failures present in July 2017 ready for the ERDF Outline Application Submission stage submission in November 2017.

This showed that in Barrow the eight business centres had 95.4% of their space occupied. In the three Ulverston facilities occupation level was 77% and in the rural area occupancy was at 88.3%. There was only 8 offices - 2 at College House, 4 two-person offices and 2 suites (1,182ft²) available in Barrow. Adopting Homes England's *Employment Density Guidelines* of 10-12m²per person it was clear the floorspace available would not result in many new jobs.

A second assessment, *“Demand for Office and Managed Office Space: The Case for Waterfront Gateway Managed Business Centre at Waterfront Business Park, Barrow in Furness”* was produced for May 2018 to accompany the full application. it looked at the context of :

- Barrow Travel to Work Area's economic performance,
- the changing nature of the business base,
- main business park locations,
- the opportunity to bring jobs into the heart of a growth region which was also a deprived area.

It identified Furness as a growing economy, delivering a national defence industry endeavour, new energy offshore wind investment and signs of a resurgence of manufacturing of equipment for the oil and gas and in the fast moving consumer goods manufacturing sector locally, it identified a reluctance of businesses to use town centre offices - they prefer business park locations with parking described the intended business centre.

Eight categories of the types of investment demand originates from were identified, before

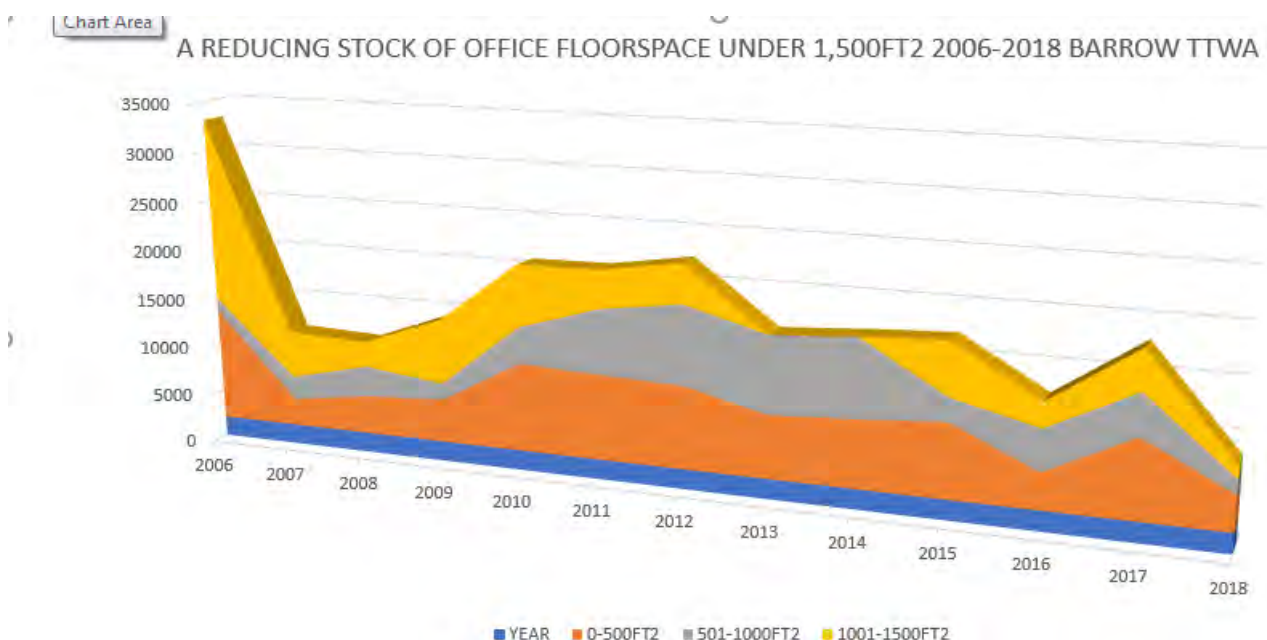
- Highlighting Barrow is one of the most productive across Northern England

- listing types of demand over the previous 18 months,
- types of sme company inquiry.
- including an assessment of the supply of managed business space,
- listing market rents being achieved and a risk assessment given current market conditions.

It suggested that there were only 12 of 48 available office units were built after 1993 with 6 being under 190ft², three in the 500-600ft² range; two at 600-900ft² and one at 901ft² to 1,000ft². It concluded that a proposed new managed business centre could fill a gap by offering a new space size mid-way between larger office suites available in College House and Craven House in Barrow edge of town centre locations and those available in Trinity Enterprise Centre and Phoenix Business Centre on Furness Business Park, Barrow.

The figure below shows the trend from 2006, through the 2008-2011 recession, on to 2018 of smaller office space availability and how that availability has dropped to its lowest level in 13 years.

FIGURE 10. SMALL (1-1000FT²) OFFICE SPACE AVAILABILITY TRENDS 2006 TO 2018, BARROW AND FURNESS.



Most availability was in sizes under 500ft². This helped to justify the investment proposal at the Waterfront Gateway site.

In April and May 2018 one-to-one dialogue with the eight private sector operators of managed business space enabled a view to be formed as to whether any were likely to deliver new floorspace before the 2020s, the competitive position of their floorspace offers and that there would be very little or no displacement of activity in existing business centres because so much space was in use and The Council's own "gateway" application for leasing space criteria could manage that risk effectively.

The May 2018 study listed nine managed business centre operators in Furness. No non new managed business centres had been delivered in Barrow since 2010. Barrow in 2018 had eight centres offering 200,00ft². Three of these were modern developed between 1993 and 2009. Three in Ulverston developed in the 1990s and 2014 offered 34,000ft², with two in Millom and Haverthwaite providing 6,707ft². A total of 191 offices in thirteen managed business centres operated by offering 240,707ft² of floorspace would mean that an additional 1,494m² with 28 office suites would increase office supply and floorspace choice by 14.6%.

Furthermore analysis of the size ranges of space to be offered in the new building showed that it could deliver

- 44% more office space units of 18-20m² by adding 12 units to an existing portfolio of 15 units;
- 19% more office space units of 36-50m² by adding 11 units to an existing portfolio of 46 units;
- 15% more office space units of 51-75m² by adding 3 units to an existing portfolio of 17 units;

This analysis developed an emerging confidence that this spread of offer would not impact highly in terms of displacement from existing premises, especially as it was proposed to adopt clear lease application criteria which would allow the council to define and assess whether businesses were just looking to come out of an existing office space to benefit from new space without generating additionality.

Against a total provision of 185 office suites in 12 business centres:

- 26-28 new offices would be delivered with
- availability in the size range 18-20m² increasing by 12 units,
- in the 36m² to-50m² a further 11 units would be added and
- in the 51-75m² size 3 more units would be added to provide more choice for expanding smes.

Barrow Council commissioned Lambert, Smith, Hampton (LSH) to review this independent assessment and to provide its own. LSH on 21 May 2018 advised, *"we are of the opinion the subject property is well placed to meet this demand being of superior modern specification and capable of offering a variety of suite sizes and should be able to achieve an occupancy rate of 90% long term. On rental levels the LSH view was that*

- *"Emlyn Hughes House (town centre) offices were achieving £8.25 ft² to £8.75 ft² net;"*
- *"the most directly comparable business centre is Trinity Enterprise Centre which is achieving approximately £12.50ft². the subject property will provide superior standard of accommodation in comparison to this property."*
- *Phoenix Business Centre achieved in the region of £22 ft² gross"*
- *Given the small footprint of the suites a higher rate per ft² should be achievable given prospective tenants will calculate rent and affordability on a per week or monthly basis rather than on a rate per ft². We have applied a new build premium to reflect the assumed superior specification of the building.*
- *We assume the market rent to be £15ft² on an all-inclusive flexible licence basis assuming smaller self-contained suites. This equates to £138,000 per annum assuming a net internal lettable area of 9,215ft².*

An income gap analysis was provided by LSH. It examined a 15 year period. If the property was 100% occupied it would generate £138,000 gross annually with a rental growth of 2% per annum compounded thereafter. Running costs were seen at £59,980 per annum. 90% occupancy was seen as sustainable in the long term.

However as multi-let business centres rarely achieve 100% occupancy, LSH stated *"we have assumed it would take in the region of seven years to achieve a sustainable occupancy level of approximately 90% (based on floor area)The total operating profit for the 15 year period is £455,833.* A sensitivity analysis using a present value gross market rent examined income potential at £11 ft², £13 ft², £15 ft² and £17 ft². Delivering income forecasts of £170,611, £320,728, £455,833 and £583,432 respectively.

Finally a Gross development Value assessment was offered by LSH. It based this on similar properties in NW England, applied a net yield of 10%, and derived a rounded Gross Development Value of £565,000.

The Council formed a view that its Waterfront Gateway proposal would work financially given the above assessment.

The Waterfront Gateway had seven key drivers:

- **A growing local economy**, being one of the most productive in the UK, would continue to grow, but a continuing severe shortage of modern office and workspaces may discourage SME sized company owners to risk new growth and expansion because of the relatively high cost of investing in buildings.
- **An active and growing enquiry list available in spring 2018**, comprised of SMEs seeking managed office spaces in the individual office sizes proposed created optimism that new supply could be leased.
- **Unsuitability of existing largely town centre located floorspace**. Although in 2018 there was 64,318ft² of available office space in units bigger than 10,000ft², with 21,284ft² sized between 5,000ft² and 9,999ft² and 32,205ft² sized between 3,000ft² and 4,999ft², almost all was situated in town centres, in older property and had. attracted little interest from users. None of this space was capable of being adapted for use in the way proposed at the Waterfront Gateway site.
- **Concern that start-up and/or growth companies could go elsewhere** and be lost to the Barrow and Furness Travel to Work Area due to the lack of provision of new floorspace, waiting time for new space to be built.
- **A piece of land already in the ownership of the public sector**, County Council as a willing provider at cost of the site and a willing Borough Council developer able to apply for and access ERDF resources.
- **A clear ongoing public sector commitment since 2004 to transform, regenerate the port of Barrow**, initially through West Lakes Renaissance led County Council acquisition of surplus former operational land at the Port of Barrow and its transformation to business park use within a framework of a Barrow Port Area Action Plan Local Plan policy and the already committed funds invested in site infrastructure.
- **Potential for sme sized businesses to be able to call upon local business support services** offered through Cumbria Growth Hub operated by Cumbria Chamber of Commerce, local business support on offer from Furness Economic Development Forum and the national support from Department for International Trade's export and inward investment services and Innovate UK. Growth Hub support if chosen by the smes may have also enabled smes to address information market failures and risks arising from their imperfect existing knowledge about the totality of business support schemes on offer through to individual market opportunities for their products.

The project was also seen as being able to capitalise on:

- Cumbria Enterprise Partnership's aspiration to develop a simple, well understood business support infrastructure offer for business that genuinely drives the growth of SMEs within the sub-region.
- Responding to the nationally recognised need to develop high growth enterprises in order to: grow private sector employment in the face of public sector employment losses; Diffuse innovation; Create new markets; Raise productivity

The project's completion, 2020s layout and style has also driven wider outcomes such as stimulating refurbishment investment in at least two existing business centre premises in Barrow with £75,000 used at the Dean Properties of Wilmslow, Cheshire owned Trinity Enterprise Centre at Furness Business Park to enhance and refresh public areas of its 54,000ft² complex and cosmetic and internal alterations funded at a small Walney Road nine office facility owned by T. Brady and Son a local property owner.

Demand and Supply

At the core of the justification for the development lies the transactional case for demand supplied to MHCLG IN . Since the inception of the project the Council has maintained "its finger on the pulse of the local property market by using the combined market intelligence of its inhouse resources, those of partners in

Cumbria County Council, Furness Economic Development Forum, The Barrow Town Deal Board, consultation with stakeholders and developers operating in the property market and feedback through inquiring companies.

It adopted a strategy to support the managed business centre project by using its own planning and estates management teams expertise alongside that of development agency partner Furness Economic Development Forum to understand the nature of available business premises supply and of existing and future demand at agreed time intervals over the life of the concept design, two- stage ERDF application process and during subsequent build and operation of the new facility at Harding Rise.

Further demand supply market assessment took place in September and October of 2019, to re-baseline the May 2018 study. It tracked the changes in floor space availability across the Furness Peninsula, Millom and Haverthwaite that occurred between May 2018 and September 2019. The outcome of this research shows:

- during the time of the bidding and build processes that there has been a missed opportunity to attract and house development by 14 companies that have gone elsewhere;
- much less managed floorspace was available to let than in May 2018, with
- some centres having also converted meeting rooms into office space to help meet demand;
- the biggest shortfall of space to let being in Barrow.

This further reinforced the decisions taken since 2016 to have the foresight to step in and provide new floorspace and provided a framework for the Council's decision to seek and engage a letting agency in November 2019 to assist with marketing the property.

Marketing the property began during its build. This was initially a joint effort involving the Borough Council's Estates Manager and Furness Economic Development Forum. The Borough Council then outsourced the activity to Edwin Thompson property agents. There were a few inquiries received about the office spaces during the premises build phase. Company owners were shown round the partially completed space.

The pandemic's effects impacted on the progress of marketing and promotion of the availability of the 28 new offices to rent. No intensive marketing was undertaken between March and summer 2020.

As the building structure started to rise from the ground some sme sized company interest in the building started to emerge, usually as part of sme business owners conducting a review of alternative site options. Examples of interest included E-Tail Systems Ltd in Quarter 4 of 2019 which was already based in Trinity Enterprise Centre on Furness Business Park, Barrow. Faced with a rent and lease term review it wished to consider alternative space solutions. The business made a site visit to inform its evaluation of the option against others it was considering. It eventually chose to select smaller space in its existing building with staff transitioning to home working during the pandemic preferring that as a more sustainable business operating model than relocating to the Waterfront site.

There was also interest from businesses which on initial screening were found to not be eligible for a lease due to their size being outside the parameters of the ERDF grant offer.


Contracting for the expert advice of Edwin Thompson, property agents, in November 2020 enabled the Council to broaden its reach in marketing the premises using information such as that shown below.


FIGURE 11 COVER OF EDWIN THOMPSON PROMOTIONAL BROCHURE

TO LET New Modern High Specification Serviced Offices



Waterfront Gateway
Managed Business Centre
Waterfront Business Park
Harding Rise, Barrow-in-Furness
Cumbria, LA14 2TF

Edwin Thompson





- Suites from 202 sq ft to 610 sq ft
- Reception facilities and onsite meeting rooms
- IT network with fibre broadband
- Dedicated on site car parking spaces with additional electric vehicle charging points
- Easy in, easy out licence agreements
- Rents from £575 per calendar month

Ref Bm69B

rural | forestry | environmental | commercial | residential | architectural & project management | valuation | investment | management | dispute resolution | renewable energy

Waterfront Gateway

A short property market review update was also undertaken in November 2020 to reflect the effects of the March to November 2020 pandemic, the first tenant relocation into the building. It coincided with a further Lockdown due to the covid-19 pandemic. The new data gathered details of available floor-space, rents, service charges and required lease duration to act as a firm benchmark for the Council to understand the market conditions that the new facility will operate in as it went into 2021.

Instantly Circular 1 Health Ltd moved into the building it became better placed to deal with large volume orders, experienced rapid growth after November 2020. Growth was driven by offering an in-demand Covid-19 testing laboratory analysis and results provision service to large companies and other clients. Its presence made the building more attractive as a lettable proposition, although many firms kept a conservative outlook on expansion given the continuing prevalence of the pandemic.

A fourth review occurred in April and May 2022. This was aimed at understanding whether there was more floorspace on the market following substantial easing of covid workplace restrictions earlier in 2022. There is currently evidence of slightly more floorspace being available in Barrow's Trinity Enterprise Centre with seven units on offer for lease. 4,635ft², 668ft² and 2,923ft² a total of 5,996ft² are on offer in Furness Gate also at Furness Business Park. There is also, in mid-2022 probably for the first time signs that more companies are starting to get full office re-use established again.

PROJECT IMPACT

THE IMPACT OF COVID - 19 PANDEMIC ON THE PROJECT

The impact of the Covid -19 pandemic on project delivery.

The project has indirectly benefitted considerably from efforts to minimise the impact of the covid-29 pandemic on workplaces and workforces in critical industries. Marketing the completed building was slowed by the pandemic lockdown restrictions, social distancing rules and calls to work from home reducing office demand from 23 March 2020 until late autumn 2020.

The Covid-19 virus pandemic's origins in UK were observed in York on 29 January 2020 subsequent build up of cases arose mainly from travellers returning from Europe. Incrementally introduced public health measures led to a national lockdown and a requirement for people to work from home starting on 23 March 2020 a week after the Waterfront Gateway Managed Business Centre had been handed over to the Borough Council on 16 March 2020. This slowed the Council's ability to market the office suites and office demand.

It is important to understand alongside the pandemic's infection and vaccination trends nationally and in Barrow Borough had on the project. Figures 11 and 12 show the national and Barrow infection trend point (orange) when Circular 1 Health Ltd moved into its Barrow facility and (yellow) the point of its first 17 month annual reporting period end. The biggest infection period arose after November 2021 into 2022.

FIGURE 12. UK INFECTION TREND COVID-19

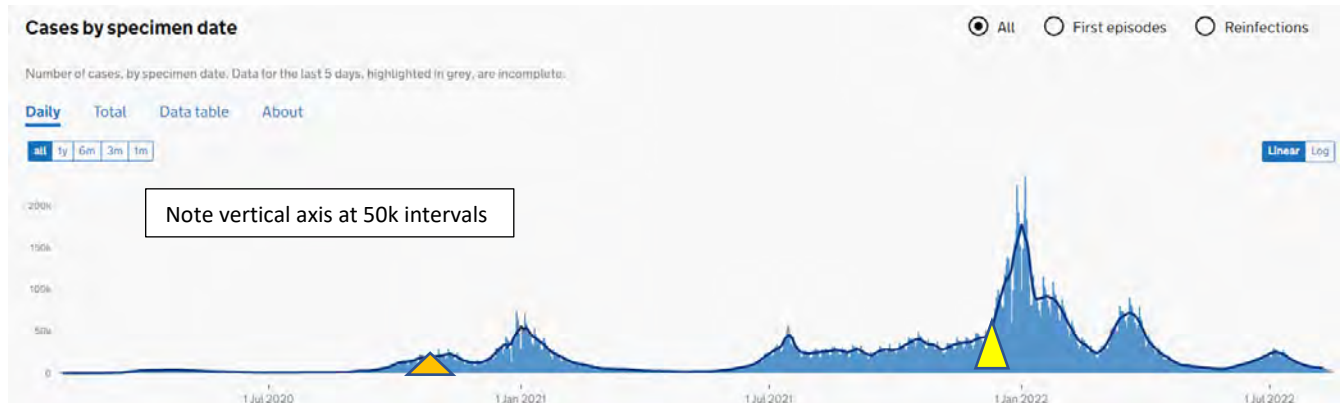
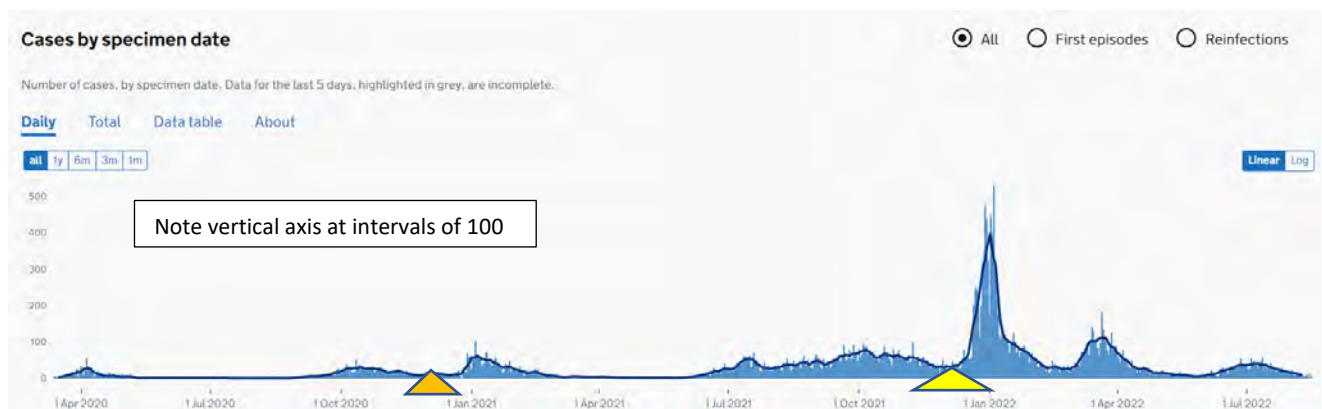


FIGURE 13. COVID -19 INFECTION TRENDS BARROW-IN-FURNESS, MARCH 2020 TO AUGUST 2022



[Cases in Barrow-in-Furness](#) | [Coronavirus in the UK \(data.gov.uk\)](#)

Figure 11 shows the national picture up to November 2020 saw daily infections of 21,213 cases rising to 70,918 by 4 January 2021. Infections fell before rising to 57,562 cases in mid July 2021, reaching 19,658 on 25 July. A slow rise to 33,665 cases on 26 November 2021 preceded an 8.47-fold Increase, just as Circular 1 Health Ltd began its second year of operating. Cases rose from just over 22,000 on 28 November to a peak of 193,612 on 4 January 2022 before falling to 22,169 on 27 February 2022. A sharp rise to 68,634 cases on 24 March 2022 subsided to 4,243 by 21 May 2022, surging again to 30,371 in July then back to 4,619 by 12 August 2022.

By mid-April 2020 the initial peak had been passed and restrictions were gradually eased. A second wave, with a new variant originating in the UK becoming dominant, in the autumn, peaking in mid-January 2021. It was deadlier than the first wave. The UK started a COVID-19 vaccination programme in early December 2020. Restrictions were gradually lifted and were mostly ended by August 2021. A third wave, fuelled by the new Delta variant, began in July 2021, but the rate of hospitalisations and fatalities was lower than with the first two waves – this being attributed to the mass vaccination programme. By early December 2021, the Omicron variant had arrived, causing record infection levels into 2022. The virus remains in circulation in the UK community in the summer of 2022.

By contrast, in Barrow, there was an early peak of 153 cases on 5 April 2020 followed by an extended period from 20 May to 20 August with none. Thereafter cases rose to 51 by 12 October 2020 before dropping to 13 on November 1st around the time Circular 1 Health Ltd was setting up in the new building. 4 cases on the 26 November preceded a sharp end of December rise peaking at 65 on 5 January 2021. An equally sharp decline to 1 by 6th March then endured to 6 June. By 19 July 2021 there were 70 cases before a further fall followed by a rise to 87 on 6 October and a lull to only 5 on 27 November 2021. This preceded a slow increase at the start of December 2021 becoming a sharp rise to 348 on 28 December and a peak of 524 on 4 January 2022. Cases fell to 14 by mid-February before a 21 March upsurge peaked at 180. Levels fell to 3 by May 30, then rose to 46 on 11 July before falling to 5 on 11 August 2022. The virus remains in circulation locally.

Current 2022 August case rates in Barrow and Furness range from 45.9 per 100,000 in Ormsgill ward to 146.4 in its Hawcoat ward. Since the pandemic started Barrow has had 26,971 cases in its 67,400 population. Due to the industrial activity here it has also had a higher than average testing regime. The number of covid cases in the community was 61 in the week to August 19th 2022, down from 103 the previous week.

Barrow has had a rate of testing for Covid two or three times higher than in many other parts of northwest England according to Dr Colin Cox, Cumbria's Director of Public Health. Contributory factors to the area's relatively high covid case trends include a mix of tightly packed terraced housing, high numbers of pre-existing health conditions in the population and the reliance on a few large employers notably Barrow shipyard where approaching 10,000 people work.

The pandemic had an unexpected catalytic beneficial effect on the project from Autumn 2020, in part due

- Covid-19 having a constraining impact on the marketing and initial take up of space in the new building in 2020, and in part due to...
- The incoming tenant having a crucial role in enabling nationally critical industries operating in Barrow and Furness to continue to function effectively during the pandemic in a covid safe way.

The success of having the building funded by ERDF, in public ownership and available for use by mid-March 2020 meant it could be considered as an asset to support pandemic reduction measures if required.

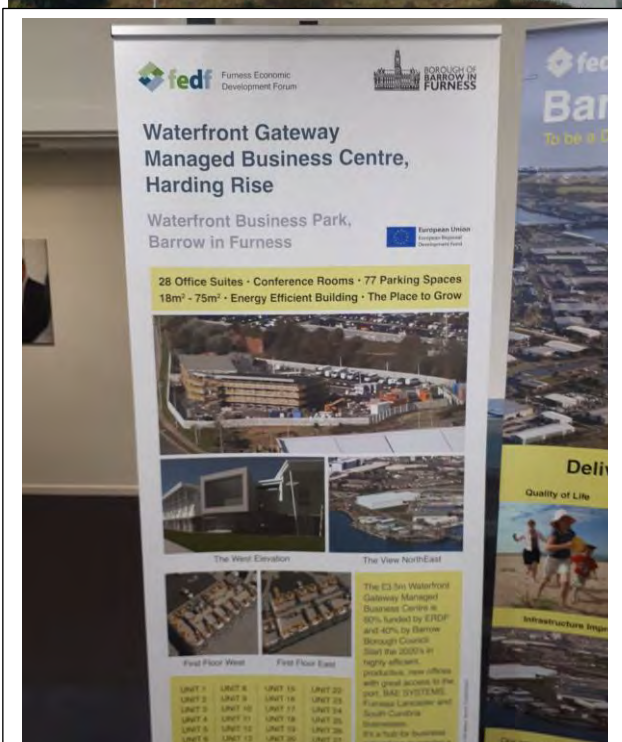
Circular 1 Health's choosing to replace a mobile testing facility in the shipyard with a permanent facility in the business centre enabled it to develop and deliver innovative solutions in a collaborative efforts supporting BAE Systems. It also resulted in the rate of testing in Barrow being two to three times higher than in many other parts of the north-west of England.

The benefits of using the new building were reflected in the fact that Mod's December 2021 report to Parliament on *"the UK's Strategic future nuclear deterrent; the 2021 update to Parliament"* concluded that, *"the Covid-19 pandemic has had an impact on the delivery of the future nuclear deterrent programme... Onsite activity at industrial facilities and offices is close to pre-Covid output. This recovery has been achieved through revised long-term alternative working practices being implemented and, although this work is ongoing, the actions taken have mitigated the risks that built up during the period"*.

This was reinforced in the Submarine Delivery Agency's Annual Report (January 2022) which advised that *"through prioritisation, a collaborative response, flexibility and continued dedication from both Industry and MOD teams, led by the Dreadnought Alliance, the programme has achieved a return-to-scale equivalent to around 95% of pre-COVID-19 output. This has been sustained through a combination of recovering onsite activity in both industrial facilities and offices, as well as implementing long-term alternative working practices."* Circular 1 Health Ltd.'s activity at Barrow contributed to this stated outcome.

OVEMBER

AERIAL VIEW OF THE DEVELOPMENT IN OCTOBER 2019, POSTER N2019



PROJECT PROGRESS

This section provides details of Programme performance to date in relation to expenditure and outputs and sets out forecasts for expenditure and outputs at Programme closure.

Key dates in the progression of the project were defined in the section recording the projects evolution.

Waterfront Gateway Managed Business Centre was handed over by the contractor on 16 March 2020.

It had been built at a cost of £3,513,373.15 or 99.267% of the tendered price.

This was below the £3,855,104.92 original ERDF/Barrow Council budget being 91.13% of that value and delivering a 8.87% saving on that original forecast budget figure.

Completion delivered the original target of providing 1,494m² useable space. This was delivered 86 days after the forecast contract date to a revised schedule facilitated by three project change requests.

TABLE 20. PROJECT OUTPUTS

Project Output	Target	Achieved claimed	% of target	Actual Output
P2 Public or commercial buildings built (m ²)	1	1	100%	1494m ²
Indirect jobs	66	55 FTE / 65 Total	84.3% and 98.48%	55

The building received its BREEAM Very Good Accreditation rating for sustainability and has led to Circular 1 Health Ltd taking licenced occupation which in turn facilitated the growth described in the following section.

TABLE 21. SPEND AND OUTPUT PERFORMANCE

Indicator	Targets	Targets *	Performance at time of evaluation		Projected performance at Project Closure		Overall assessment
	Original	Adjusted	No.	% of Target	No.	% of Target	
Capital Expenditure £m	£3,855,104.92	£3,539,290	£3,513,373.15	99.26%	£3,513,373.15	99.267%	
Revenue expenditure	£0	£0	£0	£0	£0		
P2 Public or commercial buildings built (m ²)	1	1	1 x (1,494m ²)	1	1 x (1,494m ²)	100%	
Indirect jobs created	66	66	65 (55FTE)	98.4% (83.3%)	98.4% (83.3%)		
GVA generated	£5,364,050	£5,364,050	£2.16m	40.26%**	Will depend on trading data 2022	50%+	
GVA Alternative	£5,364,050	£5,364,050	£3.4m*	63.38%**	Will depend on trading data 2022	65%+	

Based on page 50 of Appendix F Summative Assessment Final Report Guidance MHCLG 2017

Notes: *lowest received tender price agreed with Thomas Armstrong (Construction) Ltd; ** data based on first year Nov2020 to 26 Nov 2021 operation

The indirect GVA benefit generated through the presence of Circular 1 Health in the building is £2,160,984.

Our analysis has also considered indirect GVA performance from another angle as follows ...

- **Barrow generated 50 F/T and 15 P/T jobs**, equivalent to 55 FTEs.
- **Wages of £2.1m** ... average +11% to represent company NIC and pension payments takes total Employment Costs to £2.33m.
- 17% of total Net Profit before Tax would suggest £11.1m generated in Barrow
- **Even ignoring Depreciation, that represents GVA of £3.4m from Barrow operation.**

Either way, 55 FTEs with £2.1m wages suggests average salary of over £38,000 per FTE.

This performance achievement arose because Barrow Council has a track record of getting things done, delivering new business premises, it has achieved what it set out to do delivering additional floorspace for use by smes sized businesses.

Although it anticipated securing a host of sme interest in taking up space in the building under licences of r leases, events conspired to curtail this, namely the emergence of the covid-19 pandemic which resulted in periods of national lockdowns, work from home directives and social distancing. These restrictions and changed working practices precluded the first licenced occupation occurring until November 2020.

GVA associated with indirect jobs created has almost achieved required targets and void periods forecast at the start of the process have been much reduced

It was anticipated at the ERDF Outline application and approval stage that the project could lead to creation of ERDF outputs for other ERDF funded projects arising from these referrals to the Growth Hub. These anticipated outputs would have included:

- C1 Number of enterprises receiving support;
- C4 number receiving financial support;
- C8 employment increase in supported enterprises;
- P13 number of enterprises receiving information diagnostic and brokerage support

However a decision was taken to remove a request for revenue funding to deliver business support funding in the full application and replace it with potential for a referral system. To date the need for referral has not been significant due to the nature of the tenant occupation with its clear focus on servicing the needs of multinational clients in a pandemic'

It is anticipated that the referral process may be needed should the tenancy mix change in future. Barrow Council through the town deal will soon be able to offer Town Deal funded business support via Cumbria LEP Business Support Hub. That process may in future deliver additional ERDF outputs, depending on the subsequent support offered and taken up under other ERDF funded schemes in operation. These would be captured by the delivery bodies involved with those other schemes.

To capture ERDF core beneficiary data requirements, including de-minimis support eligibility and referral to Growth Hub details the Borough Council and FEDF developed a small group of data Capture Forms to define:

- a company's application for lease and registration of other needs;
- sme business support referral;
- de minimis declaration;
- project review;
- direct and indirect output monitoring form.

Output data and evidence was obtained through face-to-face meetings with companies supplemented by telephone calls, emails, research and use of published information.

Funding

The Council's open tendering procedure was conducted via 'The Chest', the North West's Local Authority Procurement Portal between 22 October and 23 November 2018. The tender documents stipulates an onsite contract period of 46 weeks (including Easter Break and Public Holidays) with planned commencement on Monday 4th February 2019.

Contractors were requested to complete and submit six documents with their tender:

- Form of Tender
- BQ Final Summary
- BQ Bill Nr. 3 Summary
- Collusive Tendering Certificate
- Certificate of Intention to Execute a Performance Bond
- CDM Regulations Declaration

Six organisations submitted prices to deliver the new Building at Plot 1. Each was opened by the Chairman of the Executive Committee on Friday 23rd November 2018. In alphabetical order they showed prices of :

TABLE 22. TENDER VALUES RECEIVED NOVEMBER 2018

Contractor bidding	Submitted price	Price differences between A and Others	Reviewed agreed price for contractor A and price differences
Contractor A	£3,496,057.00*	baseline	£3,539,290.00.
Contractor B	£3,718,323.33	+ £222,266.33	+ £179,033.33
Contractor C	£3,971,763.00	+ £475,706.00	+ £432,413.00
Contractor D	£4,054,873.51	+ £558,816.51	+ £515,583.51
Contractor E	£4,238,792.05	+ £742,735.05	+ £699,502.05
Contractor F	£4,893,314.00	+ £1,354,024	+ £1,354,024
Budget available	£3,855,104.92	Note: as in the bid of 21 May 2018	- £315,814.92

Note: the lowest tender was subject to a fully priced copy

Analysis of the tenders against the accepted figure showed a price variation of up to £1,354,024 with saving £515,583.51 on the lowest £4m plus tender and up to £222,266.33 on the second lowest tender.

Contractor A - Thomas Armstrong (Construction) Ltd having submitted the lowest Tender (**£3,496,057.00**) were requested to submit a fully priced copy of their Tender Bills of Quantities, together with an outline programme of works, for examination by the Council's Chartered Quantity Surveyor. Following the Quantity Surveyors detailed review and in line with JCT tendering practice principle in relation to obtaining clarification(s), the final tender sum was amended to **£3,539,290.00**. This was **£315,814.92** less costly than the available budget for the scheme.

Whilst Thomas Armstrong had elected to increase their tender sum of **£3,539,290.00** it was still **£179,033.33** lower than the next lowest tender of **£3,718,323.33**.

The Borough Council accepted the revised lowest tender total of £3,539,290. Thomas Armstrong (Construction) Limited for the works utilising a JCT Standard Building Contract With Quantities (SBC/Q) 2016.

GENERATING JOBS - LEASING TO CIRCULAR 1 HEALTH LTD - CASE STUDY

Circular 1 Health Ltd, a Cumbrian based small and medium sized company was the first tenant to locate within the Waterfront Gateway Managed Business Centre floorspace it took occupation of the ground floor in November 2020.

The nature and extent of the Circular 1 Health Ltd.'s activity and its contribution to the indirect outputs required of the project are described below.

FIGURE CIRCULAR 1 HEALTH WEBSITE INTRODUCTION TO THE BUSINESS AT WWW.CIRCULAR1.COM

A revolutionary testing service company, born out of the COVID-19 crisis, which has responded to critical businesses which must remain operational by necessity and nature. Circular 1 Health is leading the charge on whole workforce proactive health care.

Our Mission

We exist to make a difference to empower and give ownership to personal health. Supporting the workforce and their communities to be healthy, happy and productive.

To create jobs, to support the communities we work in, to play our part in proactive health post COVID.

ORIGINS

Stuart McLennan CEO of Circular 1 Health formed the Circular One Health Track and Testing Services Ltd company on 26th June 2020. It changed its name on 1 July 2020 to Circular 1 Health Ltd. Its mission is *"to make a difference, to empower and give to personal health supporting (clients) workforces to be healthy happy productive and as a company to create jobs, support communities it works in and play its part in proactive health post covid"*.

Circular 1 Health was formed by Stuart MacLennan, bringing together Dr Chris Stanley, Dr Stuart Wilson and David Nuttal and Mark Frost. It was borne out of the covid-19 pandemic to meet a niche need for critical national industries to enable their workforces to remain operational during the SARS-Covid-19 pandemic which emerged in the first quarter of 2020 and is still with us in July 2022.

Circular 1 Health Ltd secured its first contract from Sellafield Ltd in West Cumbria, which required a mobile testing laboratory to support symptomatic testing. Circular 1 teamed up with biotech company MicrosensDX to offer covid-19 LAMP assay technology based genetic testing which allows rapid results within sixty minutes of sampling an individual. It also offers polymerase chain reaction (PCR) swab testing and results services which deliver results within 12-24 hours.

Four weeks later Circular 1 started engagement with BAE SYSTEMS Maritime Submarines Ltd at Barrow to develop a screening programme to support standing business back up post initial covid response, initially in a mobile laboratory, developing capacity to support the whole workforce and associated supply chain, delivering circa 9,000-10,000 tests per week. The activity supported delivery of the "national endeavour" programme to build the UK's nuclear deterrent carrying nuclear-powered submarine, Astute and SSN (R) attack submarine fleets design, build, test and commissioning. Production continuity was the aim.

Other contracts followed with EDF Energy delivering proprietary mobile solution to support outage programme. All in addition to supporting wider nuclear and defence supply chain and local communities.

Today the company is an award winning health life sciences and business resilience business headquartered in Warwick Mill Business Park, Carlisle, CA4 8RR with a Laboratory Service Hub and Academy at Barrow Island, Barrow-in-Furness in the Waterfront Gateway Managed Business Centre where it currently employs 60 people.

It also has laboratory testing facilities in Manchester and at St Pancras, London.

All of its products are CE marked, HM government and -Cyber Essentials and ISO15189 accredited.

SERVICES AND PRODUCTS

Circular 1 provides whole workforce health programmes for critical industries, notably energy and defence, in the UK and health partnerships aimed at increasing workforce productivity reducing absenteeism and improving employee engagement. It specialised initially in delivering Covid PCR lateral flow testing from centres in Barrow, Manchester and St Pancras London or mobile test laboratories on sites such as nuclear power generation stations.

TABLE 23. CIRCULAR 1 HEALTH LTD ACCREDITATIONS FROM THE UK ACCREDITATION SERVICE

DETAIL OF ACCREDITATION			
Materials/Products tested	Type of test/Properties measured/Range of measurement	Standard specifications/ Equipment/Techniques used	Location Code
HUMAN BODY TISSUES AND FLUIDS	Virology examination procedures for the purposes of clinical diagnosis	Documented in house methods including DHSC requirements for private providers of Covid-19 testing, to include: • General Population Testing	
Nasal Swab (in VTM and dry) Samples self-collected or collected by a Provider accredited to ISO15189:2012 or ISO/IEC 17025:2017 and who is listed on the DHSC Approved List for General Population	Automated extraction of RNA from respiratory swabs	Extraction using the MicrosensDX RapiPrep® SARS-CoV-2 kit followed by RT-PCR using the kits listed below	ALL
Viral RNA	Detection of SARS-CoV-2 virus RNA (COVID-19) specifically ORF1ab and N genes	Real Time PCR using Viasure kit on the PCRMaxEco 48 cyclers SOP LAB-008	ALL
Viral RNA	Detection of SARS-CoV-2 virus RNA (COVID-19) specifically N [1] and E-genes	Real Time PCR using Nonacus kit on the PCRMaxEco 48 cyclers SOP LAB-020	ALL

Source: Schedule of Accreditation: Circular 1 Health Ltd, UK Accreditation Service 2022, [22198 Medical Multiple \(ukas.com\)](https://www.ukas.com/22198/Medical/Multiple)

Circular 1 Health has subsequently extended its portfolio of services to cover:

- Whole workforce health needs assessment surveys clinics diagnostic tests and reporting
- Travel test solutions

- Me and my health branded employee and workforce health services including drug and alcohol, fatigue and respiratory assessments
- a Circular 1 Academy at Barrow within Waterfront Gateway Managed business Centre to deliver the skills it needs.

THE BARROW ERDF SUPPORTED SOLUTION

Circular 1 Health Ltd first approached Barrow-in-Furness Borough Council's Estates Manager in autumn 2020 to inquire about leasing space at Waterfront Business park in the Waterfront Gateway Managed Business Centre's ground floor as a means of servicing its newly won BAE SYSTEMS Maritime Submarines covid testing and diagnostic contract. The leased area would replace a temporary mobile laboratory in Barrow with a more permanent facility.

The Council's Estates Manager, through property agent Edwin Thompson arranged access from November 2020 under a flexible licence arrangement which has so far generated an income of £6m for Circular 1 Health Ltd. The leased space has been used to deliver integrated suites of:

- secure laboratory,
- PCR swab unpacking,
- processing,
- cross check and results processing,
- receipt and dispatch facilities,
- administration quality control,
- training academy and
- meeting room facilities.

Circular 1's success, growth and diversification since it moved into the building in November 2020 have resulted in demand for more space.

In 2022 negotiations have taken place between the Council and Circular 1 Health Ltd which will see the company replace its flexible licence arrangement with a formal lease that enables it to expand into leasing the whole building from 1st July 2022 for a rent of £195,000 over a six year period subject to a break clause.

This will result in the whole building being leased earlier than the application for ERDF grant originally forecast. The forecast was for leasing to be achieved by **add in**.

CIRCULAR 1 HEALTH'S LTD'S IMPACT

Perhaps the biggest impact of Circular 1 Health Ltd choosing to locate in the Waterfront Gateway Business Centre has been its contribution to ensuring continuity of production in UK critical industries. This includes enabling BAE SYSTEMS to deliver "a national endeavour" to keep working on site with a large number of people in a safe way throughout the covid-19 pandemic. Their workforces have received high quality, rigorous, regular accredited covid-19 testing which has helped minimise production and services downtime and covid required isolation of employees.

Ministry of Defence in a 16th December 2021 report "*The United Kingdom's future nuclear deterrent: the 2021 Update to Parliament*" recognised the importance of this ability to keep working. The report states, "*the Covid-19 pandemic has had an impact on the delivery of the future nuclear deterrent programme. The Defence Nuclear Organisation (DNO) continues to work with the Dreadnought Alliance, a joint management team between the Submarine Delivery Agency (SDA), BAE Systems and Rolls-Royce, as well as the Atomic Weapons Establishment (AWE), to maintain progress on our priority programmes and to assess and manage the impact of the pandemic. Onsite activity at industrial facilities and offices is close to pre-Covid output. This*

recovery has been achieved through revised long-term alternative working practices being implemented and, although this work is ongoing, the actions taken have mitigated the risks that built up during the period."

The report added, "While our key outputs have not changed, our adapted working approach, in line with government guidelines, continues to provide a safe and secure environment for our people and industrial colleagues. Whether working at home or on site to progress critical programme activities, ensuring our people are protected and supported remains as important as ever. We have also been working alongside our suppliers to ensure they are supported in managing Covid-19 both within their own operations but also their wider supply chains. They have responded by establishing controls and protocols to maintain output and minimise risk to our programmes and our strengthened approach to key supplier and supply chain management has enabled us jointly and quickly identify and address challenges to the programme."

It then concluded by saying, "Despite the effects of Covid-19 and challenges in some parts of the supply chain, the Dreadnought ballistic missile submarine programme continues to remain within overall budget and on track for the First of Class, HMS DREADNOUGHT, to enter service in the early 2030s."

The managed business centre quickly became a new home for the already established business's growth and diversification:

- firstly by replacing pop up services with a more permanent home,
- then by enabling diversification into delivery of the training academy, and
- latterly by enabling the evolution of the business as covid cases began to reduce into new activity including "me and my health" branded services.

The delivery of the building in this case for office use and its initial adaptation to incorporate laboratory space as well as offices on occupation demonstrates the advantage of speculative build by the public sector assisted by ERDF grant aid matched alongside Borough Council capital investment in flexibly accommodating growth businesses with a near immediate demand for significant volumes of floorspace.

The Circular 1 Health Ltd business has won several awards including:

- 19 May 2022: The 2022 Start-up Award of the Medilink Healthcare Business Award Scheme for life sciences businesses with a bright future.
- 26 May 2022: the 2022 Start-up Business Award from Britain's Energy Coast Business Cluster

The business employed on average 50 full and 15 part time posts with a combined annual wage bill of around £2.1m..

There was a broad range of job posts provided including:

- Administrative assistants
- Data entry assistants and their seniors
- Data entry supervisors
- Account managers
- Client services manager
- Proactive health and preventative health advisors
- Operations manager Barrow
- others based in the laboratory and other roles here

A wide range of individuals have joined Circular 1 and made rapid career progress. They include:

Abi Clayton: June 2020: made redundant by previous employer - August 2020: joined Circular 1 as data entry assistant -December 2020: data entry supervisor - March 2021: account manager - January 2022: client services manager.

Emma Hill: 2021 joined as administrative assistant; 2021 Barrow operations manager overseeing operations at waterfront gateway managed business centre, including adherence to service level agreements and site health and safety arrangements.

In supply chain terms the business has generated new business for companies such as **x** and **y**. Services it has drawn on in Cumbria include **x**. In the Furness area it has sourced **y**.

The wider economic benefits being generated by Circular 1's presence locally include

- supporting wider BAE supply chain
- going forwards with the establishment of the Cumbria Healthier Community Partnership, which will create jobs and links with the 3rd sector in delivery of social value goals. This is linked with Barrow Borough Council, Morecambe Bay Health Trust, University of Cumbria, Lancaster University, Cumbria Community Foundation, CADAS amongst others.

Observations received from Stuart McLennan CEO of Circular 1 Health Ltd show that one of the strengths derived from locating in Barrow at the new Business Centre has been the how it has received so much support to grow to its next level. This has for example included a mandate to develop proactive health screening programme and CHCP, such initiatives require being local and investing locally.

In summary the pathway toward achieving tenant occupation of the building

- started slowly because of the Impact of national, regional and local covid-19 pandemic lockdowns and their impact on local government and businesses activity, this included Barrow going into an autumn 2020 local restrictions from 15 October 2020 in advance of a national second lockdown
- involved some early tentative inquiries and on site visits to see the partially completed internal layout
- allowed a recently formed sme Circular 1 Health Ltd to transition quickly from mobile covid -19 test to permanent facilities thereby supporting national critical industries to keep working during the pandemic
- Gave confidence to the sme to diversify and expand once it had established itself in the facility
- delivered full and part time jobs for local people putting around £m in wages into the local economy.
- enabled the company to
- provided the landlord Barrow Council with lease rental and NNDR revenues
- generated good public relations benefits for the Council through demonstrating its ability to market and lease the building relatively quickly at a time when government policy supported homeworking and workforces in some cases have been slow to return to office based activity.

The Gross Value Added (GVA) from the establishment of Circular1 Health Ltd within the Waterfront Gateway Managed Business Centre is described in the next section.

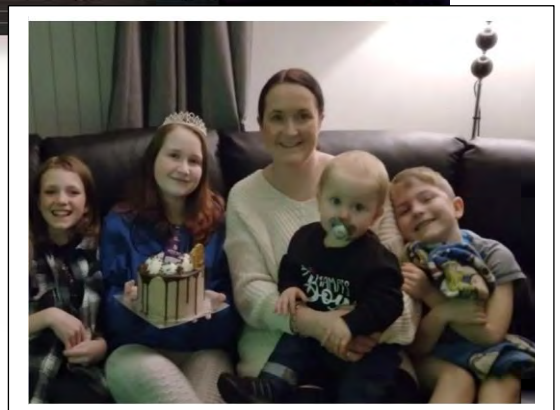
FIGURE 14. THE CIRCULAR 1 HEALTH ACADEMY

People Director, Claire Wise and Clinical Programme Manager, Madhavi Gajjar introduce the Circular1 Academy. They provide an insight into the 8-week programme, what to expect from the mixed modules (both classroom and hands-on lab work).

As our services develop so will the programmes within the Academy.

While this introduction looks specifically at our Academy in Barrow-in-Furness, further branches will open in Guildford and further afield in the coming months.

Source: [ACADEMY - Circular 1 Health](#)



Employee Profile Piece: Abi Clayton

What do you do Circular 1 Health?

As of January 2022 I am now a Client Services Manager, which is part of the new and exciting structure here at Circular1.

I initially started out as a Data Entry Assistant back in August of 2020, then by the December 2020 I was promoted to Data Entry Supervisor.

By the end of March 2021, I became an Account Manager looking after some of our critical industry clients, including all BAE.

What do you love about your job?

Everyday is different, and often turned upside down by a government announcement, a client demand or something equally unexpected or out of my control. And to be honest, I thrive off this environment.

Circular 1 has become an extended family to me. Everyone I work with is always on hand to help out, nothing is too much bother both in stressful and in complex times. It is great that I have grown with the business, and I really value the relationships I have made not only within Circular 1 but with our clients too.

I also love that I can help-out across the business and be on-hand to help our clients too.

What drove you to work for the business?

I was made redundant in June 2020, I initially got in touch with Circular 1 to apply for an admin role, and since the day I started I have never looked back.

I have been able to further my skills and build a career within this brilliant company and it has led to my position today. The passion of everyone in the business is amazing.

Source: [Further my skills and build a career - Circular 1 Health](#)

GROSS VALUE ADDED

GVA Forecasts

The May 2018 ERDF full application anticipated that **£5,364,050** GVA would be generated over time by sme sized businesses taking up of space in the building and operating across a number of sectors. GVA could be produced through relocating businesses gradual expansion and gradual new GVA growth producing new turnover, new jobs eventually reaching the anticipated target of 66 new indirect jobs.

At that time it was not foreseen that just one company would take occupation of a large part of the building and experience phenomenal growth leading to a request to lease the whole building.

GVA growth was expected to emerge across several sectors with forecasts included in the Full application being based on Table 17, below, which shows GVA output per job estimates sourced from *Cambridge Econometrics Model for Cumbria 2017 provided by Cumbria LEP*. It used the assumptions in the table below.

Table 24. GVA GENERATED FORECAST MAY 21 2018 ERDF APPLICATION

Potential Sector	No of Jobs	Value per job	Total GVA per job
IT Services	8.5	£52,574	£446,899
Head Office & Management Consultancies	2.5	£21,962	£54,905
Architectural & Engineering	14.0	£47,818	£669,452
Electricity and Gas	10.0	£198,581	£1,985,810
Electronics	12.5	£61,165	£764,563
Water Transport	8.0	£106,389	£815,112
Air Transport (helicopter support offshore wind)*	3.5	£94,451	£330,579
Other professional services	7.0	£42,390	£296,730
Total GVA	66.0		£5,364,050

Notes: these are forecast jobs, actual sectors attracted to the building may vary over time given there is 18 months before the building is constructed and could be occupied. The air transport relates to potential to attract inward investment windfarm helicopter operations. For the categories air transport (*) and electronics (*) the national rather than the local figures because we feel these are the two most likely to attract inward investment.

The GVA figure did not include any multiplier effects in the local economy, including that of Barrow Island where the workspace will help make local shops and accommodation more viable.

Circular 1 Health Ltd 's GVA Impact

Unprecedented demand for the whole workforce health testing services and products by large, nationally strategic and critical industries with thousands of employees needing to keep operating safely during the 2020 to 2022 Covid-19 pandemic has helped Circular 1 Health Ltd (which was the first tenant of the Waterfront Gateway building) generate a large GVA contribution in a relatively short space of time.

The business has become one of the UK's largest health test providers responding to high demand in a very competitive sector. Its strength has included continuing investment in laboratory equipment and in a training academy and engagement with a diverse range of customers.

The demand for the business's services resulted in a turnover over a 17 month accounting period of £35,444,367 between June 2020 and November 26 2021. The Barrow site within the Waterfront Gateway Managed Business Centre has over its first 12 month delivered £6m turnover according to its CEO.

The company's gross profit margin was 50%, with operating profit of £6,461,598.

TABLE 25. GVA GENERATED CIRCULAR 1 HEALTH LTD TO 26 NOVEMBER 2021

Table	PERIOD TO 30 11 21	NOTES	
Circular 1 Health Ltd			
NUMBER OF EMPLOYEES	77	Incorporation date	June 26, 2020
TURNOVER	£35,444,367	Year end	November 30
GROSS PROFIT	£17,613,551	Registered Number	1200350
GROSS MARGIN	50%	SIC Code	86900 - Other human health activities
WAGES	£5,593,299		
% OF SALES	16%	GROSS MARGIN	50%
DEPRECIATION	£551,139	NET MARGIN	18%
% OF SALES	2%	AV. WAGE FTE	£72640
NET PROFIT BEFORE TAX	£6,461,307	SALES/TURNOVER FTE	£460,316
NET MARGIN	18%	STOCK TURNOVER	25.7
		CREDITOR DAYS	15.7
GVA	£12,605,745	DEBTOR DAYS	27.8
GVA PER FTE STAFF	£163,710.97		
CURRENT CREDITORS	£1,526,279		
CURRENT DEBTORS	£2,702,531		
STOCK	£1,380,272		

Data analysis by WayAhead Ltd and Klosinski Economic Development Ltd.

For the Barrow operation the following analysis has been made over a 12month* operating period:

- Barrow site turnover of £6m represents just over 17% of total turnover of £35.44m
- Applying that 17% or so to the Total GVA for entire operation suggest that Barrow alone generated GVA of £2,160,984.

The analysis has also considered GVA performance from another angle as follows ...

- **Barrow generated 50 F/T and 15 P/T jobs**, equivalent to 55 FTEs.
- **Wages of £2.1m** ... average +11% to represent company NIC and pension payments takes total Employment Costs to £2.33m.
- 17% of total Net Profit before Tax would suggest £11.1m generated in Barrow
- **Even ignoring Depreciation, that represents GVA of £3.4m from Barrow operation.**

Either way, 55 FTEs with £2.1m wages suggests average salary of over £38,000 per FTE Quite a result!

In December 2021 an upsurge of the Covid-19 Omicron variants generated sustained health testing demand from industrial clients. GVA growth is continuing driven by responding to covid in 2022.

Circular 1 Health is diversifying to guard against risk of reduced need for covid testing in future. Its diversification is focused on wellbeing, training and sustainability solutions adding of travel tests, workplace health, bowel, sexual health, dna, epigenetics, drug and alcohol screening to its portfolio of services.

Circular 1 is an important GVA generator adding to Cumbria and Barrow's business base in the health sector.

SUPPLY CHAIN BENEFITS DURING CONSTRUCTION

Thomas Armstrong (Construction) Ltd involved up to suppliers the details of the supply chain are shown in Appendix 4. There were clusters of suppliers in northwest and south west Cumbria with some businesses securing multiple contracts.

The nationwide spread of the supply chain extended into Scotland and the north east with concentrations in Northwest England in Cumbria, Greater Manchester, Yorkshire and the Midlands.

MAP 7 . WORK PACKAGE SUPPLIER LOCATIONS IN ENGLAND AND SCOTLAND CALLED UPON



Sources: Thomas Armstrong progress reviews and [Batch geocoding \(doogal.co.uk\)](https://doogal.co.uk/)

In the Furness area contract awards were limited to earthmoving, special coating applications for steel, internal painting and site signage and It installations. Steelwork and raised floors came from the north east and Scotland. West Cumbria and Carlisle was the source of civil engineering, brickwork,

Construction businesses such as Thomas Armstrong will have accredited suppliers in its supply chain that it can call on when it secure multi- million pound contracts. The project provided an insight into the diverse range of suppliers called upon.

For future projects the Borough Council may wish to work with Cumbria LEP, Growth Hub and Federation of Small businesses to consider developing its understanding of locally available capacity to supply the range of materials and components needed. This could then, assuming businesses locally are “up for it”, enable them to assist more local firms to seek to pre-qualify to bid for work on such projects.

WIDER ECONOMIC BENEFITS

The project was expected to deliver several wider economic benefits. These could include:

- Acting as a pathfinder for further multi-million-pound investment on the new Business Park by stimulating investors to be attracted to develop on it.
- Adds 1494m² net lettable space to the stock of managed modern business space offering units of between 197 ft² and 517 ft² which enables the area to either stimulate growth of existing locally based companies operating in, or attract more new to the area diverse businesses operating in *Northern Powerhouse Prime Capabilities in the Northern Powerhouse Independent Economic Review Final Executive Summary Report, 24 June 2016*.
- raising skill levels through the operation of the Circular 1 Academy.
- stimulating new sme entrepreneurship growth generated by knowledge that new office space is available.
- attracting up to 5 inward investors and growth in 28 businesses if each office was let separately.

Table summarises the range of benefits identified to date.

TABLE 26. WIDER ECONOMIC BENEFITS

ANTICIPATED WIDER ECONOMIC BENEFIT	ACTUAL BENEFIT AT JULY 2022
Generation of new interest in investing at the Waterfront by developers or firms;	The development has been noted by companies delivering offshore wind energy projects which are investigated operation and maintenance base locations. One non sme has expressed interest in leading the whole building.
Stimulating further investment in the area at other sites	Interest in development at Ulverston has been prompted by the Waterfront scheme-with Norr Consulting recommending to GSK and south Lakeland District Council that the 42-ha GSK site masterplan takes forward a managed business centre of similar size. Dean Property Group in 2022 invested £75,000 in refreshing its 54 unit Trinity Enterprise Centre, Furness Business Park Barrow to enable it to appeal more to companies, Walney Road Business centre offices were refurbished by owners T Brady Group in 2022 to enable them to appeal to users
Creation of 66 new indirect jobs	The project has created ADD IN jobs
£5,364,050 of new GVA;	GVA generation is identified at £ based on financial data to 26 November 2022
£3.855m of supply chain spend from the construction work and Increased supply chain efficiency of the firms which choose to operate out of the new facility	£3.55 m of spend generated, in 36 suppliers with x in Furness, y in Cumbria significant amount outside Cumbria
Full development of 1.9 acres of brownfield land currently unable to be developed	Two thirds of site developed, space for a third 704m ² two storey extension if finance can be sourced and demand identified, Installed cctv capacity can cover it if built
A stimulus for future industrial and office or workshop development at The Waterfront	Project opening and lull in covid-19 has seen operators at walney road yard business centre make modest cosmetic improvement whilst and trinity enterprise centre invest £75,000 to refresh their premises in 2022
Increased supplier networks through firstly the construction phase followed by the production activity of the tenant companies	As above supply chain benefits have come from construction support but more especially from circular 1 health activity to test and track employees in critical industries to be able to work safely in a covid safe way has enabled a national endeavour to continue to make significant progress
Multiplier effects arising from tenant company supplier demands	Circular 1 Health Ltd is sourcing supplies from its cohort of suppliers
Accessibility to new jobs and entrepreneurship training by residents in the deprived wards within walking cycling and public transport travel capability around the site	The jobs created have included posts being filled by disadvantaged people, the business ois offering good wages in comparison to the local average
Environmental protection arising from adoption of BREEAM construction and operation	The new building sets the standard for 2020s new office and industrial building delivery at the Waterfront and elsewhere in Furness.

ANTICIPATED WIDER ECONOMIC BENEFIT	ACTUAL BENEFIT AT JULY 2022
Cumulative effect alongside new developments	Within a mile radius there are the following investments- £11m Holiday Inn Express hotel, £11m Duke Street health centre £1m accommodation apartment delivery, £12m Orsted windfarm support base infrastructure at the port, £1bn shipyard modernisation, <i>£1m Heritage Lottery Fund Dock Museum expansion / upgrade;</i> <i>£3m Empty Homes Fund and</i> <i>£1m environmental works regeneration of Maritime Apartments</i>
Interaction between students', school children and business fostered through Furness Education and Skills Partnership projects	Academy for training existing and future staff set up by Circular 1 health

The project was conceived within the framework of having a focused Furness wide approach to economic growth and regeneration through the leadership of Barrow in Furness Borough Council having a financial accountable body role and membership of the Furness Economic Development Forum which was chaired by the private sector. FEDF had provided strategic leadership strong governance and activity focus on key skills place infrastructure and entrepreneurship priorities. The Council and FEDF shared a role in championing this project's delivery. Their work subsequently from the start of 2020 has been morphed into the Barrow Town Deal Board led framework providing a sound governance and project management to enable the council to secure £25m of Town deal resources enabling seven projects to be delivered by 2025 and through Levering up fund a £17m scheme centred on Duke Street, the Forum Theatre, the market hall and parts of Dalton Road. Thus another wider benefit arising has been the opportunity to evolve and build local capacity to undertake new build and property refurbishment regeneration and growth activity

It is worth noting and comparing the Waterfront Gateway Managed Business Centre in the context of other English and Northwest of England new build schemes funded by ERDF in the 2014-2020 funding round.

The Waterfront Gateway project is one of 48 ERDF Priority Three Axis building projects in England offered an ERDF grant. Four schemes in Cornwall benefited from grant rates higher than 60% of their project costs, due to the status of that area

The Barrow project is one of only five projects in England to receive a 60% ERDF grant offer and one of two offered that amount in Cumbria and Northwest England.

The project is one of seven property solutions provided with ERDF funding offers in Northwest England. Its £2.162m grant offer, as shown in Table 1 below, being the second largest.

Table 27. ERDF PRIORITY THREE AXIS PROJECTS WITHIN NORTHWEST ENGLAND

Project	Grant	Rate %	Total Cost	Location	Area
5016m ² Euxton, Chorley	£3.871m	50	£7.7m	Lancashire	PR71AL
1494m ² Waterfront Gateway Managed Business Centre	£2.162m	60	£3.6m	Barrow	LA142LD
8630m ² Speculative workplace	£1.982m	33.08	£6.1m	Liverpool	L39LQ
3508m ² flexible start up grow on space	£1.883m	39.69	£4.7m	Cheshire	CH12
2926m ² ten workshops	£1.50m	60	£2.5m	Cumbria	CA143NJ
	£0.699m	52	£1.39m	Manchester	AL23AL
5058m ² in units of 144m ² to 421m ²	£0.637m	25.42	£2.5m	Cumbria	CA64SJ

Source: Levelling Up Housing Local Government Dept. European Structural and Investment Funds list of Operations 2014 to 2020

The wider economic benefits of this project are still being felt and will do so over the life of the building.

VALUE FOR MONEY

Introduction

This section sets out an assessment of the value for money of the Waterfront Gateway Managed Business Centre project, looking at its economy effectiveness and efficiency.

There is only capital expenditure with no revenue expenditure.

Economy

The Council examined value for money aspects of seven options for increasing support to SMEs in response to the ERDF Call for Proposals. These options included the, as delivered, 1,494m² solution the subject of this study together with solutions which ranged from:

- offering a NNDR subsidy as part of a Local Enterprise Zone Scheme to
- offering high quality offices on an alternative site,
- a BREEAM excellent rated building or
- a three block BREEAM Very Good accredited solution on the present site, it would have cost £5.1m.

It rejected these four along with two more possibilities:

- lower cost options to convert an existing industrial building at Furness Business Park and
- a do-minimum solution involving concentrating on offering its existing leasable office space portfolio to the market

The design and build of the 1,494m² Waterfront Gateway Managed Business Centre has been delivered economically within the available budget covered by the grant offer. Competitive tendering through *The Chest* regional procurement process resulted in a winning contractor's tender submission of £3.5m which was below the ERDF budgeted cost of £3.8m.

The Council sought value for money at all stage of the project. As preliminary actions out with the cost base of the project the Council sourced to select elements of the professional team including architects, structural engineer and quality surveyor.

It chose to deliver delivering a BREEAM Very Good standard building to set a standard for future office building throughout South Cumbria. This was dictated by available capital resources within the Council and anticipated funding that could be drawn in through a successful ERDF bid. A £5.1m three bay solution was for example out of financial reach in terms of the Council's wider capital budget commitments.

A rigorous and continuous design and value engineering process enabled the cost base to evolve to and beyond the Outline Bid stage, into the Full Bid and then once the contractor was on board through the progress of the scheme to enable alternative solutions to parts of the build to be achieved at the same or similar cost.

Construction value in comparison to the amount of floorspace created was Independent Quantity Surveyor assessed at the ERDF Outline application stage as £1,692/m². The cost was **£1,712.87/m²** (external works excluded), at Full Application stage. Based on estimates by Costmodelling, July 2021 cost estimates for new build offices place an unairconditioned 1-2 story office complex at between £1,740 and £1,940 per m².

These costs compare favourably to other schemes creating new floor space. An ERDF supported 624.8m² BREEAM Excellent scheme in Plymouth had a cost base budget of £1,313,249 giving an average cost of £2,089 per m².

The benchmarking study *England ERDF Programme 2014-2020 Output Unit Costs and Definitions – a final report* by consultants Regeneris Consulting (18 December 2013) on the anticipated unit costs per output across the 2014-20 ERDF Programme stated that the median benchmark for jobs created across ERDF projects should be £26,000, with a mean cost per job created was £71,000 as a result of more capital intensive projects.

The Barrow project compares favourably with these figures as shown below.

TABLE 28. COST PER JOB OF THE DEVELOPMENT BASED ON CIRCULAR 1 HEALTH ACHIEVED JOB NUMBERS

ERDF FUNDING ALLOCATION	£3,855,104.92	OUTURN COST OF BUILDING	£3,513,373.15
WITH 55 FTE JOBS	£70,092.81	WITH 55 FTE JOBS	£63,879.51
WITH 65 FULL/PART TIME JOBS	£59,309.30	WITH 65 FULL/PART TIME JOBS	£54,051.89

Source: Barrow Borough Council 2022

Waterfront gateway has so far delivered 65 full and part time jobs assessed as 55 full time equivalent jobs

Increased costs determined by the Quantity Surveyor at 17 May 2018 came from closer scrutiny provided by the Quantity Surveyor the capital cost has been revised upwards to **£3.855m**. The drivers and justifiable reasons for the cost changes were:

- **Floor Area** has increased from 1,408 sq.m to **1,494 sq.m**: £147,503.76
- The **Building Works** elemental costs have increased from £1692/m² (Outline Stage) to £1715.16/m²: £32,609.28
- **The External Works costs** have increased from £360k to £549k, mainly due to additional drainage costs and increased costs for the external services: £189,000.45
- **Land Purchase costs** (with legals) is now £62,444 (following GVA valuation), originally assumed to be £1 at the Outline stage;
- **Adjustment for inflation** at commencement in Jan 19 to 2.25%, provides an increase of £81,246
- The difference between the Building Works Contingency with the Professional fees (at Outline) compared with the Main Contractor Preliminaries / Contractor Overhead and Profit / Construction Risk and contingency with no professional fees at Detailed stage, provides an increase of £17,251.41.

No calculation for substitution is made as the project resulted in indirect engagement with a small number of business beneficiaries – some gained information about the building's office space but did not pursue leases, one took occupation and increased its use to cater for pandemic testing programmes of multinational clients. The project has not been at the expense of any other business investment. AW Ship Management Ltd won in December 2021 a £59m contract with Nuclear Transport Services Ltd starting in April 2022, it chose not to inquire of Waterfront Gateway space, or Furness Gate Furness Business Park, Barrow where its predecessor Serco delivered the contract from, instead going to College House, Howard Street in Barrow.

Capital investment in Waterfront Gateway did not displace activity elsewhere. Aimed at established smes, other managed business centres have continued to appeal to companies, some invested to refresh their facilities as a result of this project enabling them to compete with it. Displacement was driven elsewhere by covid-19 led company reviews of working practices, often resulting in hybrid, home, smaller office outcomes.

Leakage is not considered a factor because the beneficiary company operating though covid was driven to recruit locally to meet local demand whilst being covid statutory restriction compliant.

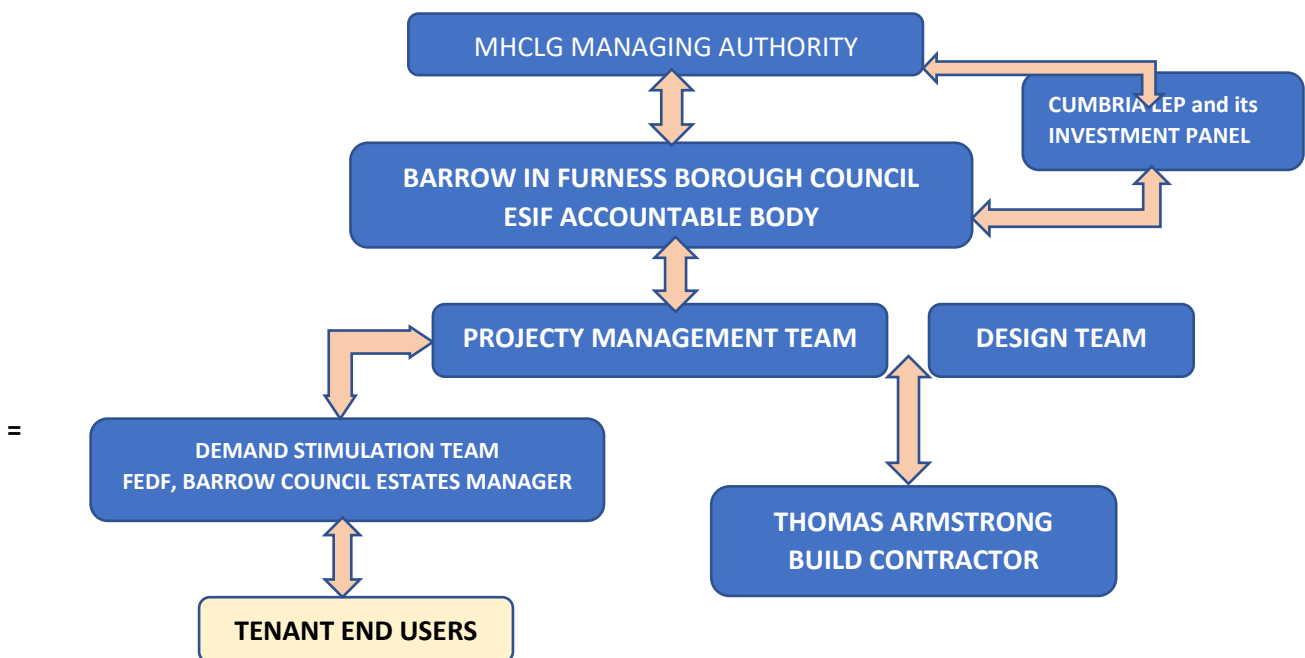
PROJECT DELIVERY, MANAGEMENT AND GOVERNANCE

Introduction

A qualitative analysis has been undertaken looking at the approach adopted by Barrow-in-Furness Borough Council in managing the Waterfront Gateway Managed Business Centre project's governance and management arrangements including those for the project delivery during the build period and once it was commissioned. Account has been taken of stakeholder feedback surveys.

This section has been informed by consultation with delivery partners, the Council's management team, feedback from case study surveys, successful and unsuccessful applications for tenancies. The consultations have helped to identify what worked well and those actions which worked less well. The findings can help inform future build projects and the way that future new build projects by the public sector are managed in Furness by the Westmorland and Furness Council after 1 April 2023.

FIGURE 15. THE PROGRAMME AND PROJECT MANAGEMENT ARRANGEMENTS



The project was well managed with the right governance to facilitate delivery of funding allocations, land purchase, planning consent and overseeing the tender process prior to contract award. This continued during the build contract period enabling it to be delivered in a tight timescale achieving an outturn cost slightly below the tendered for price.

A key strength of the build contract was strength of the team involved, with all members of the partnership generating excellent working relationships both between the Council as client the design team and through the amount of proactive collaboration involving the build contractor which facilitated choices of alternative solutions that in turn helped save costs whilst still providing durable solutions.

It could have benefited from additional project management support, involvement of another Council officer with detailed knowledge of the scheme and more front end time to bring together the documentation and design especially in the three month window that was available for the preparation of the full application.

Design of the programme

Barrow Borough Council had management responsibility and was procurement authority for the whole project. The internal management system from the Council's perspective was as follows;

- The Senior Responsible Officer (SRO) was the Assistant Director
- Architect, Mellor's has supporting Project Management responsibilities
- The project manager for an interim period of five months was an Assistant Director secondeed before responsibility reverted to senior management within the Council in February 2020
- The appointed consultant architect project manager reported to the Assistant Director
- An appointed officer from finance controlled and monitored budget expenditure
- Monthly reporting meetings were presented to the Commercial Board of the Council
- On-site monthly progress meetings with the appointed contractor enabled build progress to be gauged monitored and reviewed with detailed changes being determined at each meeting
- The Council's Estates team developed the marketing approach for the project in association with the Project Team Assistant Director lead, Furness Economic Development Forum and its wider links to the Cumbria business support network

Ministry of Housing and Local Government

Originally the Ministry of Housing, Communities and Local Government (MHCLG) was the Managing Authority for the Cumbria ESIF contract with responsibility for ensuring compliance against the ERDF Grant Funding Agreement. The Department changed its name in September 2021 to the Department for Levelling Up Housing and Local Government as part of a Government policy focus change. That change has not adversely affected the continued management or marketing of the Gateway Managed Business Centre.

MHCLG's team provide helpful guidance from the start of the Council's dialogue with it and especially between the 21 May 2018 ERDF Full bid submission date and its initial indication in October 2018 that a formal contract offer approval was likely to be offered by December 2018. Its officers sought clarification of points in the application on transactional evidence of demand for new floorspace, on the cost base for the build items, the way businesses would be assessed as eligible to take up leases in the building,

Barrow Council Financial Accountable Body and Programme Management Roles

Barrow Borough Council acted as the accountable financial body for the *2014-20 ESIF Contract* project. It had overall responsibility for acquisition of the site, identifying its own capital funding source contribution, overseeing and inputting financial information needed for the ERDF Outline and Full Applications, issue of invitation of tenders with supporting financial information, receipt and assessment of tenders received and developing the cost plans for the design, build and operation of the managed business centre and its subsequent management as part of the Council's property asset portfolio within the framework of the Council's property asset strategy. A nominated accountant reporting to the Council's Director of Resources and Section 151 Officer held responsibility for ensuring compliance with the Council's Financial Standing Orders.

Programme Management Team

Barrow Borough Council delivered Programme Management responsibility and coordinated procurement authority for the whole project. Its role was to:

- ensure compliance with EU legislation and EU state aid rules

- have a dedicated programme manager oversees the delivery of the project and act as the client. The manager was a chartered engineer with considerable experience of project managing similar scaled capital schemes.
- appoint specialist support contractors - architects, mechanical and electrical specialists and independent Quantity Surveyors to certify works were completed and that invoices were in order for recommending to the Project Manager and Finance Officer that payments could be made.

Within the Council an in-house team was set up to take the project from a concept in 2016-17 through to its build to completion in 2020. Overall management of the project was led by the Council's Assistant Director, Regeneration until September 2019. The Assistant Director (Regeneration) reported to the Council's Chief Executive, to the Council's Management Board and to The Executive Committee of the Council. The postholder also led liaised externally with Furness Economic Development Forum Development Agency, Cumbria Local Enterprise Partnership, Ministry of Housing and Local Government.

There were two transitions of Council project management leadership on the project between September 2019 and February 2020:

- Firstly in September 2019 a seconded Acting Assistant Director of Development Services "loaned" by Cumbria County Council came into post until February 2020, replacing the Assistant Director Regeneration who had joined the private sector.
- Then In February operational management returned in-house with the Council's and Climate Change Manager assuming responsibility for the project, a role which is ongoing.

"Throughout the build project, there was a well-established project team to provide support to the Council's lead officer throughout these transitions. This helped to minimise disruption and maintain continuity with delivery of the project and the Council's programme management functions. However, the project would have benefitted from a more structured and planned handover of responsibilities over a longer period of time."

The impact of these senior management changes came in a run up to a time when the project underwent its November 2019 MHCLG Verification Visit in November 2019 and later in Quarter 1 of 2020 into and beyond February 2020 which was an important time when the project was approaching completion.

The verification visit was a success enabling MHCLG officials to tour the site and receive a tour of the urban area of Barrow to set the project in the context described in this assessment.

Project Supporting Partner Organisations

During the course of the early application process Borough Council officers highlighted the valuable advice offered through a number of external organisations.

TABLE 29. KEY CONTRIBUTIONS TO THE COUNCIL'S DELIVERY OF THE PROJECT

Cumbria County Council	ESIF/ERDF advice on interpretation of EU ERDF Calls for proposals
Cumbria County Council, Estates	Land disposal to the Borough Council at a modest price
MHCLG	Seeking clarification of the Full ERDF bid beten nit and the decision date on the application
MHCLG	In build visit appraisals of progress in November 2019
DWF LLP	State aid interpretation and advice on compliance
Cumbria Local Enterprise Partnership	LEP guidance on initial concept suitability for an outline Application in January 2017 that provided the spur to bid. Interpretation of Local Industrial Strategy, its input to a Cumbria assessment of all ERDF bids made and offering its views to MHCLG.
Furness Economic Development Forum	Development agency support identifying demand/supply. Also assisting with facilitating the application preparation

Cumbria County Council had two key roles, use of their advice, help was optimised. Technical support on ERDF was excellent in constructing the bid, in helping understand the nuances of ERDF criteria and the way it should be interpreted. Without that technical support the project would not have got to the build stage.

The County also delivered the land sale before the Full application was made this along with the planning consent from Barrow Council helped confirm there was a deliverable project should full approval be given.

The area's independent private sector led development agency, Furness Economic Development F(FEDF) and its private and public sector Board of which the Borough Council was a member provided economic development and research and bid drafting support to the project from its inception until January 2020. Its remit was to deliver a coordinated programme of business and supply chain strengthening support, coordination of site building and transport infrastructure, skills priorities and investment in communities.

The FEDF Board had a strategic overview of the project bidding process as part of its Infrastructure Delivery Plan RAG Progress Reviews between 2017 and the start of 2020. An example of its review is shown below. FEDF Board was replaced by Barrow Town Deal Board in 2020. Its remit was to bid for and to deliver the Barrow Town Deal. FEDF's programme manager also provided technical support to the Borough Council.

TABLE 30. EXTRACT FROM INFRASTRUCTURE RAG REPORT TO FEDF BOARD

INFRASTRUCTURE	State of Play	Next Steps	RAG
MANAGED BUSINESS CENTRE, HARDING RISE, BARROW	ERDF supported scheme delivered by Thomas Armstrong Ltd commenced build in 4 February 2019, Build programme on schedule, cladding floor installation stage. initial MHCLG meeting on ERDF progress held at which claims detail agreed. ERDF signage in place, some marketing of facilities commenced	June – December 2019: MHCLG liaison on scheme progress and ERDF claims, Monthly site progress meetings facilitating on programme status next meeting July, marketing availability to start in summer	

Source : Fedf Board Report RAG Sheet- Infrastructure, 2019

FEDF's team provided a series of independent reports from summer 2017 to support demand evidence for the project. They included *Demand for office and managed office space – the case for waterfront gateway business centre at waterfront business park Barrow in Furness* (May 2018)

FEDF also assisted the Council's Estates Surveyor to evolve the gateway criteria for assessing tenant applications and facilitated promotion of the site opportunity on its website and social media outlet twitter.

The Supporting Project Team

The Council's in-house team was complemented and supported by competitively sought contractor assistance:

Architects: Mellor Architects operating from Kendal and Preston, see <https://mellorarchitects.com/>

Chartered Quantity Surveyors: Richard Coates of Meathop, Grange-over-Sands

Petty Singleton, Chartered building services engineers, responsible for Mechanical and Electrical services. It is Windermere, Cumbria based, see <https://psaltd.co.uk/>

Energy BR team BREAAAM certification

R J Parkins, Structural and civil Engineers [R.G. Parkins & Partners Ltd - Home \(rgparkins.com\)](http://rgparkins.com) of Kendal

Baker Mallett Construction Design [Baker Mallett – Quantity Surveyors | Project Management | CDM](#) of Moor Row

Envirotech Environmental Consultants [Envirotech \(envirotech.co.uk\)](http://envirotech.co.uk) at Hale, Milnthorpe

At the start of 2020 a newly formed Barrow Town Deal Board was set up to as part of the Town Deal process to administer Barrow Town Deal implementation and to implement a Town investment Plan This Board assumed the previous role that FEDF had performed offering a local overview for economic development.

After award of grant, it procured a build contract, secured Building Regulations consent for the build and commission the new facility using an in-house procurement team.

All processes aligned and complied with ERDF Procurement Guidelines and ensure *BREEAM Very Good* criteria are met.

The Council let a competitive contract to build and commission the new facility

The construction contract was below OJEU thresholds and was advertised on Contracts Finder www.gov.uk/contracts-finder and The Chest Procurement Portal <https://www.the-chest.org.uk/> to attract tenders which represent the best value for money.

It also considers the internal management system that the Council's put in place including;

- The SRO and project manager role through the Council's Assistant Director Steve Solsby
- Architect supporting Project Management responsibilities
- The appointed consultant project manager will report to the AD
- An appointed officer from finance will control and monitor budget expenditure
- Monthly reporting meetings will go to the Commercial Board of the Council which comprises

The Construction Contractor

Thomas Armstrong (Construction) Ltd is an experience construction company based at Flimy west Cumbria .It has extensive experience in delivering contracted for works in Furness including for Barrow-in-Furness Borough Council. The contractor secured its contract competitively. Following contract award a pre-contract meeting was held with the contractor Thomas Armstrong Construction Ltd on January 2019 This meeting delivered:

Contractor mobilisation followed by the Council's Assistant Director convening project team monthly meetings project architect and Thomas Armstrong Construction Ltd to review progress.12 progress review meetings took place up to 21 January 2020. Minutes of each meeting were kept actions from each identified and implemented.

A RAG system is used so as to reassure the council as client and the MHCLG s funder through ERDF that the deliverability keeps to programme, costs will be eligible and that the activity in the project programme will be delivered through key project management stages summarised below

Barrow Council Executive Committee Role in Project Delivery

The Borough Council's Executive Committee is comprised of 12 elected members of the Council. At its meeting of February 2018 it resolved at Minute 105 – Budget Proposals 2018-19 to reserve for use on the project the required capital allocation. The Committee also approved the land acquisition and on December 2018 received and assessed the report on the tender submissions received before resolving to ask the full council to award the tender at their meeting on December 2018.

Procurement Processes

The Borough Council aims to deliver value for money when procuring goods and services and operate with sound financial management within the framework of its constitution and financial regulations which provide the overall control framework for financial management.

The Executive Committee of the Council was the approval route for:

- land purchase
- making the capital funding allocation available for the project so as to enable ERDF to offer its share
- assessing and approving the submitted tenders, selecting the chosen contractor.

The Committee's recommended decisions for each of these steps were ratified by the Full Borough Council.

State Aid Compliance

The project is state aid compliant.

Specialist advice was sought from the Council's independent state aid legal advisors DWF LLP on how to structure the application content to demonstrate state aid compliance, we were aware that following the *Leipzig Halle Airport*² decision, a local authority's development of any infrastructure which may be commercially exploited (like a managed workspace) may be regarded as an economic activity thus bringing any State support of it within the remit of the State aid rules, even if the infrastructure is owned and run by a local authority. DWF LLP provided the following reassurance on 27 April 2018 that,

"We have reviewed the draft (not yet submitted) full application for ERDF provided and on the face of this application confirm that the proposed aid should be State aid compliant within the requirements of Chapter 1 and Article 56 of the General Block Exemption Regulation 2014³ ("GBER") as "investment in local infrastructure". If the relevant tests are fulfilled this means the ERDF funding will be able to proceed legitimately (as legal State aid) without needing to be notified or pre-approved by the European Commission."

"The key requirement for this to hold true is that the total public support shall not be more than the viability gap the project is able to reasonably project in advance, which requires detailed calculations to be made. Since the entire investment cost is to be State funded (£1.9m ERDF and £1.3 Council match), the operating profit forecasted over its estimated useful life will need to be nil for the State aid justification to stand for the entire grant, or else at least an element of the public funds to be provided will need to be on a commercial loan basis. Our opinion is therefore conditional on such a calculation being produced. We understand that Lambert Smith Hampton is engaged in developing the forecast."

Subject to the above we believe that Article 56, against the whole project, offers the most secure, simple and "cleanest" State aid justification."

In approving the grant application the then MHCLG accepted the rationale offered here.

To ensure state aid compliance the Council facilitated introduction of "gateway assessment criteria" that companies had to satisfy before they could be considered as potential licence or leaseholders in the new building. This was jointly administered by the Council's Estate Surveyor in association the Council's with where requested additional assistance from a representative of Furness Economic Development Forum, who was also able to advise on potential for viable referrals for Growth Hub business support assistance.

The Council also arranged for accreditation symbols and messages to be prominently displayed at the development site and in all publicity material

Project Change Requests

The first of three project change requests was made on Form ESIF 3022, dated 31st July 2019. The justification for the change was:

"revised design changes. Output cannot be claimed until BREEAM Certificate finalised. Output pushed back to Q1 2020. Estimated completion date 31st January 2020. Requested change is an extension of time to 31st January 2020 – this is a more realistic forecast given time required to achieve BREEAM Certification."

² C 288/11 P *Mitteldeutsche Flughafen AG and Flughafen Leipzig-Halle GmbH v European Commission* ECLI:EU:C:2012:821

³ Commission Regulation 651/2014 (OJ L 187/1 of 26 June 2014)

A second change request sought extension of the time for completion of the project, allowing for the end of March 2020

A third change request reflected the completion and handover date of March 16, 2020 by providing for the rectification period to start later.

All three change requests were approved.

Project Management of Lease Inquiry Handling and of the Commissioned Building

To complement the build work the Council's Estates Surveyor developed the property marketing and leasing strategy and management arrangements for the building's suite of offices once it became operational.

Low key marketing started as build work commenced in February 2019. This included arranging with partners to promote the nature and scale of it when interacting with client companies. This continued with for example promotion in November 2019 at a offshore wind conference held at Barrow with use of pull-up poster display material and with websites and twitter posts aimed at interesting potential occupiers.

A condition of the ERDF Application approval required that the Council adopts "gateway criteria" for Companies wishing to enter into tenancy arrangements at the managed business centre. The criteria sought:

- Proof a business qualifies as a small or medium sized company;
- Companies House, references and credit checks where appropriate;
- Viability tests to establish from the business's accounts, trading record, turnover, export success, commitment through Business innovation and productivity plans to boost productivity, innovation, job creation and can support three years lease payments or multiples thereof;
- supply chain significance.
- equality, diversity policies;
- environmental, travel plan policies and

This range of criteria were based on and typical of those adopted by business centres across Cumbria and Lancashire.

Businesses were informed of the criteria when they contacted the Council or the appointed property agents Edwin Thompson and discussed further for example during visits to see the available premises.

Applicant companies had to apply to Barrow Borough Council, directly or through the appointed property agent for a tenancy, be interviewed by the Council's Estates Surveyor and if appropriate FEDF with a simultaneous referral being made to the Chamber of Commerce's Growth Hub if a business expressed interest in receiving business support so as to obtain its views on how the "Hub" could assist with such business support.

DEVELOPMENT COORDINATION

The summative assessment got the views on project progress from 12 stakeholder organisations involved in one or more parts of the design, build and commissioning of the Waterfront Gateway Managed Business Centre by using a structured confidential survey to contribute to this evaluation. The table shows their aggregated feedback.

TABLE 31. QUESTIONNAIRE TOPIC/RESPONDENTS	A	B	C	D	E	F	G	H	I	J	K	L
1. What is your role and what has been your role in the Waterfront Gateway Managed Business Centre project?												
2. Using your own words, summarise your understanding of the project, what it will achieve?												
3. Could you and your organisation have had a stronger role in project delivery?	N		NC	N			N					
4. Was the concept, delivery programme design right, sufficiently flexible to meet the needs of businesses in the area and the Council as owner/operator?	Y		NC	Y	NC	NC		NC	Y			
5. *Strategic fit: does the project in your view fill the gaps in the provision of office space and complement other sources of space provision in the Barrow and Furness area?	Y		NC	Y	NC	NC	Y	NC	Y			
6. In developing the project and your response to it what lessons and best practice emerged?	NC		NC		NC				NC		NC	
7. *How well has the project been marketed to, and promoted to eligible businesses?	NC		NC	NC	NC	NC		NC	NC	NC		NC
8. *Has the project led to increased supplier opportunities for local firms in Furness and Cumbria?	NC		NC	NC	NC	NC	NC	NC	Y	NC		NC
9. *Has the build project led to expansion of local companies, will it benefit residents?	NC		NC	NC	NC	NC	Y	NC	Y	NC		NC
10. Were the governance management and delivery arrangements appropriate to the needs of the project?	NC		NC	NC	Y		NC		NC	Y		
11. Could governance management, delivery arrangements have been improved, if so how?	NC		NC	NC	N		NC		NC	NC	NC	
12. A. What have been The most positive aspects of working with the Borough Council and its contractors?			NC							NC	NC	
12. B Were there any negative aspects of working with the Council or contractors?	N		NC	N		N	N		N	NC	NC	NC
13. A. Impact - to date has the build of the offices and take up by businesses been higher lower or the same as expected?	AE		NC	NC	NC	NC		NC		NC		NC
13 B. What was the impact of the project on the local economy, could more have been sources Locally?			NC	NC	NC	NC		NC	NC	NC	NC	NC
14. Please list the main strengths of the project as you see them? 1. 2. 3.			NC			NC					NC	NC
15. Please list the main Weaknesses of the project as you see them?	N		NC								NC	
16. What lessons does the delivery of the project offer for future similar projects?	NC		NC				N					NC
17. Finally do you have any other comments or key recommendations?	NC		NC	N	N	N	N	N				

Notes: green - AE as expected; N none; NC no comment; Y yes; Green Boxes highlight where detailed comments were received. 12 organisations responded, one had retired.

The structured questions were grouped into five sections designed to elicit respondents views on:

- Their role and involvement in the project, could their organisation have had a stronger role in support of its delivery;

- The project's contribution to supporting small and medium sized businesses;
- The extent to which the project is strategically important, marketed effectively, increases demand for office space, increased supply chain benefits or benefitted residents;
- Governance, project management during the course of the delivery;
- Outcomes, Impacts, strengths, weaknesses, lessons learned.

The survey, largely undertaken in April 2021 was helpful in gaining a clear insight into delivery partners perspectives, which complement those views provided by the senior management of Circular 1 Health Ltd as a user the building, direct beneficiary of it becoming available, and having to deliver its services efficiently to help its clients to combat real-time risks and effects of the covid-19 pandemic on their workforces.

Although several respondents gave a "no comment" response to some of the questions, usually where they had either not been involved or were not intensively part of that type of activity, the findings are considered valid and useable in forming views about the effectiveness of the project, its strengths, weaknesses, lessons learned and opportunities for improvement.

The first two questions asked individuals to outline the role and that of their organisations. Only one did not respond, due to retirement having taken place. Eleven responses ranged across delivery of project roles in the Borough Council and County Council, legal services support, construction contractor and design team.

Q1. What is your role and what has been your role in the Waterfront Gateway Managed Business Centre project?
Q 2. Using your own words, summarise your understanding of the project, what it will achieve?
The first two questions asked individuals to outline the role and that of their organisations. Only one did not respond, due to retirement having taken place. Eleven responses ranged across delivery of project roles within the Borough Council and County Council, within legal services support, within the construction contractor, the BREEAM champion/assessor the

Q 3. Could you and your organisation have had a stronger role in project delivery?
We could possibly have given some advice on the accommodation which has been provided
In terms of achieving full occupation of the completed centre and the recognised goals this has now been achieved with full occupation
No , 35 people involved in delivery, application forms could be improved, good learning for future projects
The project for me (Porter Brown) was restricted to the development of the application working for BBC and FEDF. This was rewarded with a successful application.
No. I am satisfied that my role and input provided was adequate for the project requirements.
No 2
We could have provided project management support
we played a strong role in project delivery. To provide more input project would need to be a Design & Build type project.

The main point from question three suggests that the project may have benefitted from additional project management capacity, most players thought their role could not be enhanced.

Q 4. Was the concept, delivery programme design right, sufficiently flexible to meet the needs of businesses in the area and the Council as owner/operator?
Yes 3 and It was and has.
Timescale for information, need longer to prepare application as level of detail needed larger
The concept certainly was right given the historical success of similar, earlier schemes. The Waterfront Gateway concept learnt from these but also took on the new requirements for BREEAM standards
Not in a position to comment (no involvement)
In normal circumstances, the answer to this would have likely to have been yes however, given the delivery and availability was Spring 2020 when COVID-19 hit and the UK went into lockdown, it is too early to fully assess whether the design has meet the needs of businesses. Managed workspace has been particularly badly hit by the pandemic as it has been more challenging to control an environment with several businesses using common part facilities as well as the Government message to work from home.

Respondents mainly agreed that concept, delivery programme design right, sufficiently flexible to meet the needs of businesses However there was a view that the timescale for information pereparation , need longer to prepare application as level of detail was needed larger.

Q5*Strategic fit: does the project in your view fill the gaps in the provision of office space and complement other sources of space provision in the Barrow and Furness area?
Yes 3
The project does fill the gap in the provision of alternative flexible office space in Barrow and does complement other office provision within Barrow. Spend profile lagging, change request amended, marketing needs to start earlier in build up using local radio
Extensive analysis of local provision was critical in the design brief, writing of the business case and the development of the application. It was clear at the time of the submission and approval of the application that the Waterfront Gateway would both complement and enhance space provision in the area.
Not in a position to comment (no involvement) 3

Here it was felt the project had a god strategic fit with policies and had filled a gap in space provision but that marketing could have started earlier in the build process

Q 6. In developing the project and your response to it what lessons and best practice emerged?
Claim process involved complex, training for process of draw down, MHCLG supportive helped with earlier draw down
It is always difficult to be exact when calculating demand, especially when grant funding is often 'one size fits all' in its terms and conditions. Constructive dialogue both with other councils and with the local and government assessment teams is important in developing a better understanding of specific needs both in the local market environment, and local business expectations.
Adequate time should be allowed for detailed design development and the procurement process
Our role as letting agents is ongoing, no specific lessons learnt to date.
A more detailed brief on the desired office sizes would have been useful
Collaboration across the project team
no comment 2

The initial claim process was seen as challenging but MHCLG led training helped ease it. There is scope to build on the success of collaboration achieved and to consider allowing more time for detailed development of project bids in future, although external time constraints may preclude this in some cases.

Q7 How well has the project been marketed to, and promoted to eligible businesses?
The centre was marketed by a firm of independent Chartered Surveyors, Edwin Thompson, both locally and nationally. The marketing campaign was very successful
N/A For this and most of the remaining questions since my role ended once the application was submitted.
Not in a position to comment (no involvement)
Please see 4 above – our role was severely hampered at the start of the marketing campaign however, we have promoted the space high and wide through websites listings, social media and mailing
Not sure – not applicable to role
no comment 3

Independent property marketing assistance was procured to heighten the profile of the project and supplement the Council's estates team and development agency roles in promoting the project availability for lease through their own networks

Q8 Has the project led to increased supplier opportunities for local firms in Furness and Cumbria?
Yes 1
I assume so although at this time I have no direct evidence of such
Not in a position to comment (no involvement)
Assumed yes although this is not something we would necessarily see in our role
Not sure – not applicable to role
no comment 4

At the time of the survey the respondents were unsure of the supplier benefits as it was not their prime role.

Q9 Has the build project led to expansion of local companies, will it benefit residents?
yes
I do believe the project will, over its life, benefit residents and will lead to expansion of local companies
<i>Not in a position to comment (no involvement)</i>
Assumed yes although this is not something we would necessarily see in our role
Not sure – not applicable to role
no comment 4

Q10 Were the governance management and delivery arrangements appropriate to the needs of the project?
Very strong governance, Clear guidance from MHCLG, Monthly project progress reviews, administration of meetings satisfactory, performance to date ok, windows being inserted. Management is highly efficient
As far as I am aware
Yes, as understood at the time of the application submission.
The timescales for submission of the Round 2 ERDF funding application (following Round 1 approval) was extremely tight and more time would have been welcomed for design development and cost plan preparation Similarly, once final ERDF approval had been notified it was with the stipulation that all invoices had to be paid by the end of 2020 (not sure why?). This expenditure time limit dictated extremely tight timescales for preparation of detailed design drawings, tender documentation, the procurement process and delivery of the project on site. To make it achievable, the customary 12 months contractual Defects Liability Period had to be reduced to 42 weeks
A more detailed brief would have been useful for the project
Yes
Not sure – not applicable to role
Not known 2

Respondents considered the project had a foundation of strong governance and management control but the scheme could have benefitted from a more detailed design brief and the timelines for bidding round segments were felt to be tight

Q 11. Could governance management, delivery arrangements have been improved, if so how?
Governance and management is going well. The Council has no control over when incoming service utilities and ducting are to be provided, testing of lift
My involvement in the governance, management and delivery arrangements were not sufficient to comment
More time for the processes referred to in Question 10
Project management would have benefitted from having a dedicated project manager within the council
Nothing to add
Not sure – not applicable to role
Not known 2

Project governance was satisfactory , although lack of control over utility service installation proved a challenge.

Q 12A. The most positive aspects of working with the Borough Council and its contractors?	Q 12B. Were there any negative aspects of working with the Council or contractors?
They have brought some development to Barrow Waterfront	No 1
The Thomas Armstrong construction team have been proactive ,e.g. offering input to design issues and alternative solutions which still meet specification, and on lighting and fire protection of steelwork	Sometimes information/decisions required from departments within the council outside of development did not occur quickly.
Extremely good working relationship between all members of the design team and the client's project manager (Mr S Solsby) throughout the ERDF funding application and procurement processes.The contractor appointed to deliver the project on site (Thomas Armstrong (Construction) Ltd.) has also been excellent to work with and their appointed personnel have adopted a very proactive and collaborative approach with regard to delivering the works on site in a timely manner and within cost budget.	Some disruption to client input and communications arose when x left the Council and a replacement project manager had to be appointed. This disruption would have been mitigated if x had been working closely throughout the ERDF, design, procurement and site delivery processes with another Council Officer.
We have no involvement with contractors however it has been positive to work with BBC to secure the first tenants in the building.	None
The council lead for the project was excellent and very understanding of the project challenges and worked with us and other design team members in a positive and collaborative way.Without this the project would not have succeeded.	No Comment 3
Good working relationship, proud to be building for the town.	.
Collaboration at early design phases	
No Comment 1	

Commitments to collaboration, team approaches contractor led innovation and offers of alternative ways to meet the design specification with cost and construction benefits and leadership of the project were praised by stakeholders. The changes in project management leadership had an impact on the project.

Q 13A. to date has the build of the offices and take up by businesses been higher lower or the same as expected?	Q 13B. What was the impact of the project on the local economy, could more have been sources locally?
It has been lower than we expected.	We do not know what impact it has had
Higher than expected at this time	Not in a position to comment (no involvement) 3
Lower due to the above comments on the pandemic however, pleasing that the building is still over 50% let albeit most of it to a single tenant although that particular tenant has had a positive role in the fight against COVID-19	Very difficult to measure in the last 12 months but more jobs have been created both in the procurement and letting
Not in a position to comment (no involvement) 4	Not sure – not applicable to role

One respondent thought the take up had been higher than expected, two lower, however the project is ahead of what was forecast in the ERDF Full application

Q 14 What impact has the project had already or will the project have on the local economy and the supply chain involvement?
A totally positive impact

Only one respondent commented citing the positive nature of the scheme.

As will be seen below on the next page there were extensive views on the scheme's strengths and weaknesses.

Q15A Strengths	Q15B Weaknesses
Project management and contractor responses	Marketing- needs a get well programme
Strong team, collaboration by organisations,	Uncertainty on delivering the short term outcomes
Local authority proactive partnership with local businesses	There maybe should have been a mix of development with workshop units as well as office space.
Provision of needed new workspace	Marketing – maybe Barrow Borough council should have marketed the centre itself rather than relying on remote commercial agents.
Potential for job creation	No comment 1 replies
Creating quality office space in a very deprived area which would not be possible without the public sector intervention.	<i>Inadequate timescale for ERDF Round 2 funding application¹</i>
It should encourage businesses to locate at Barrow Waterfront	<i>Less than ideal timescales for preparation of detailed design drawings, tender documentation, the procurement process and delivery of the project on site¹</i>
No comment 1 reply	<i>Only one council officer with detailed knowledge of the project¹</i>
<i>Excellent working relationship with the client and other design team members</i>	Timing – from the point of view of the pandemic, it could not have been worse to deliver a project in Spring 2020.
<i>A proactive and collaborative contractor</i>	Again referring back to the pandemic and its effect on managed workspace, businesses in general have shown reluctance to take shared space for obvious reasons
Delivery of high specification offices of which there are few in the local area.	Insufficient front end design time
Flexible office space to cater for a range of businesses.	Lack of full brief from the client
Regeneration and job creation	Landscaping in such a harsh environment will require regular management
Great location	External painted steel needs cleaned often particularly when a coastal environment.
Flexibility of office space	Some M&E aspects needed further design input prior to start on site, i.e. data & phone
Support to assist growing smes	Isolated location
strong, distinctive design	Too much car parking
Location at entrance of business park will encourage further development	Limited external planting
View from inside the building out across the channel should attract users	
High quality office space	
Sustainability credentials	
Aesthetics	

The strengths and weaknesses have been consolidated into four groups to help crystallise the conclusions.

The strengths are identified as being:

Strengths	Summary Description
Delivery	Strong team, collaboration, proactive partnership, excellent working relationship, client and design team, proactive contractor
The Facility	Flexible, high specification, quality office space, new workspaces
Outcomes	Job creation, regeneration
Design and Use	Great location, Strong distinctive design, aesthetics, entrance statement, views, panoramas, sustainability credentials

The weaknesses are identified as being:

Weaknesses	Summary Description
Limited Times for document preparation	Uncertainty, delivering short term outcomes: more time to prepare mechanical, electrical design input, less than ideal, insufficient or inadequate time for front end design time, full bid preparation and detailed drawings for tendering , fuller client brief desirable
Mix of space provision	Could have been a mix of offices and workshops in the design solution
Location	Exposed location with maintenance management, through life cost implications, isolated location, limited landscape planting
Project management	Only one council officer with detailed knowledge of the project, opportunity to provide project management assistance from project partners could have been higher

Project partners offered the following responses

Q16 Lessons Learned for Future Projects
Most lessons are well known given the history of market failure in the provision of new units in Barrow in Furness and West Cumbria. The main lesson is to continue to find to provide supply led workspace in future depending on demand
Maybe better research into what type of units are required by local SME's and those potentially moving into the area.
I would recommend that the above project weaknesses (shown as ¹ in Q15 B weaknesses are addressed
None from a letting point of view
More front end time should be allowed to fully develop the brief and allow sufficient design time rather than the erdf timeline dictating the whole programme
Good lines of communication must be made and fostered during construction
Difficult delivery circumstances with Covid occurring around completion. Exchange of contractor information could have been better
No comment 2 replies

Front end design time was seen as an opportunity for improvement this was counterbalanced by the strength of project partners collaboration and good lines of communication.

Q17 Other Comments and Recommendations
Need to develop managing the building arrangements intercom keypad access or manager on site Electrical vehicle charge points (4) may be able to afford six
This is a good development which may just take a while to fill with tenants but should succeed once there is an influx of varied tenants.
No comment 5

EQUAL OPPORTUNITIES

The project made a positive contribution on issues of non-discrimination and gender equality.

These have been embedded in the project in the following ways

- Engaging multi-ethnic workforce during construction

Reports surveys case studies

As Accountable Body for the project the Borough Council operates an *Equalities and Diversity Strategy*, which was approved by the Borough Council as version 15112016.1. Key elements of the strategy include:

“C. Strategy Statement The Council promotes equality and diversity by treating everyone fairly and with respect. The Council aims to ensure that everyone has equal access to services and opportunities and will ensure that employees and Members are aware of their role in delivering this Strategy. The Council will not tolerate discrimination and will deal with any breaches through existing procedures.”

“The Council is required to set specific, measurable equality objectives at intervals of not less than 4 years:

- Objective 1 – ensuring that the Council understand the needs of communities and provide equality of access to services and employment opportunities.
- Objective 2 - facilitate communities and agencies together to work in partnership to address the major issues affecting the Borough.
- Objective 3 - provide a range of customer focused services that offer value for money and meet the needs of people who live, work and visit the Borough.
- Objective 4 - ensuring that the Council supports the needs of the workforce and in doing so develop a range of skills and learning opportunities that are accessible to all.”

All construction contractors and sub-contractors will be required to have a recognised Equality and Diversity Policy in place. This is part of the Council’s standard Pre-Qualification Questions criteria parts 1.21 and 1.22 for contractors with over 5 staff.

The standard terms for suppliers (section 15) also include an Equalities Checklist (part 15) and a requirement to comply with all relevant legislation including but not limited to:

- Sex Discrimination Act 1986 (as amended)
- Race Relations (Amendment) Act 2000
- Disability Discrimination Act 2005
- Human Rights Act 1998
- Building Act and Building Regulations 1991
- Freedom of Information Act 2000
- Data Protection Act 1998
- Employment Equality (Sexual Orientation) Regulations

The facility will be open and accessible to all and will be operated in accordance with internal policies and Government legislation.

All prospective office tenants will be invited to develop their own recognised Equality and Diversity Policy to have it in place on occupying office space.

In conclusion the project is likely to have a positive impact on issues of non-discrimination and gender equality.

The building is designed to be fully DDA (Disability Discrimination Act (2005)) compliant, and to meet all current DDA standards of access, and with lift access to all floors.

As part of the qualifying criteria for tenancy each potential tenant will be invited to confirm it has policies which on moving in as tenants will reflect the above-mentioned requirements.

Management operation of the centre will also be compliant.

The managed business centre, when operational itself will provide opportunities for all persons, regardless of racial or ethnic origin, religion or belief, disability, age or sexual orientation.

The applicant is proposing to undertake an outreach programme under-represented groups and will conduct a full Equality Impact Assessment should the application proceed.

In conclusion the project is likely to have a positive impact on issues of non-discrimination and gender equality.

SUSTAINABLE DEVELOPMENT

The project has made a positive contribution to the ERDF sustainable development agenda. The project also reflects the principles of sustainable development listed in policies DS 1 and DS2 of the June 2019 Barrow Local Plan and several sustainability benefits of the project have been delivered including:

- The project makes use of, a 1.9 acre reclaimed land development platform for the 1494m² building.
- A *BREEAM New Construction 2014* designed, energy efficient building, having a target score of 59.42% satisfying the Very Good standard is likely to be increasingly important given the current and continuing step rises in energy costs occurring in 2022.
- Use of a site within easy walking distance of residential areas of Barrow Island, a wider populace living within a 800m radius and England's Coastal Path route.
- Close to a bus route, new dedicated mandatory cycle routes - including a new £0.8m Michaelson Road and Bridge Road cycleway for which construction commenced in spring 2022 and completion occurred in July 2022.
- providing facilities for cyclists;
- incorporating an electric car refuelling station with three chargers located in the car park;
- energy efficiency measures such as smart metered energy use;
- automated lighting;
- In-advance relocation of slow worm and lizard populations.

The project adds value to the overall Waterfront Business Park development by investing in a site of 1.9 acres adjacent to areas that have had a large amount of public sector funding since 2006. In 2006 £10.3686m comprising £2.52m ERDF and £7.866m NWDA funds was invested at the Waterfront, then £7.92m followed in 2008 of which ERDF contributed £4.938m. Site servicing was completed in March 2018, therefore this project adds value to previous public sector investment by creating a new sustainable building infrastructure on remediated brownfield land.

An initial pre-assessment indicated that a *BREEAM Very Good* rating could be achievable under the *BREEAM 2014 New Construction scheme for Offices*. The Plot 1 development achieved a score of 59.42%, with a buffer of 4.4% and an aspiration to achieve an Excellent rating. A range of potential credits were highlighted in the tracker that would provide a maximum targeted score of 72.19%.

Design for *BREEAM Very Good* standard ensured that the building would have very high standards of:

- energy efficient measures such as LED lighting and Grade A rated heating systems. (Need to check what the architect is specifying here and other areas below).
- thermal efficient materials used in all elements of the construction
- management of the units (e.g. movement sensitive lighting)
- water quality and re-use
- management of waste including re-cycling of all relevant materials.
- Landscaping and planting to encourage a proliferation of fauna and flora (check with designers)
- cycle stands and location near to regular bus service.

To deliver a BREEAM Excellent facility would have cost an estimated extra 5% on the total scheme cost. This would have required redesign of some spaces and openings on the façade say ~£15k; improved u-values, boiler efficiency, lighting specification, etc. Assume ~£50k a much-improved sanitary spec (i.e. all taps, toilets, showers) ~£25K; additional M&E control system to be designed and installed in – assume ~£20k and all office and small power equipment to have specific energy rating. This would likely require an improved spec – assumed ~£10K across the building

Striving for Excellent ratings would only deliver limited additional benefit to the overall operational management cost of the building and only provide indirect beneficiaries, the tenants with few additional business benefits.

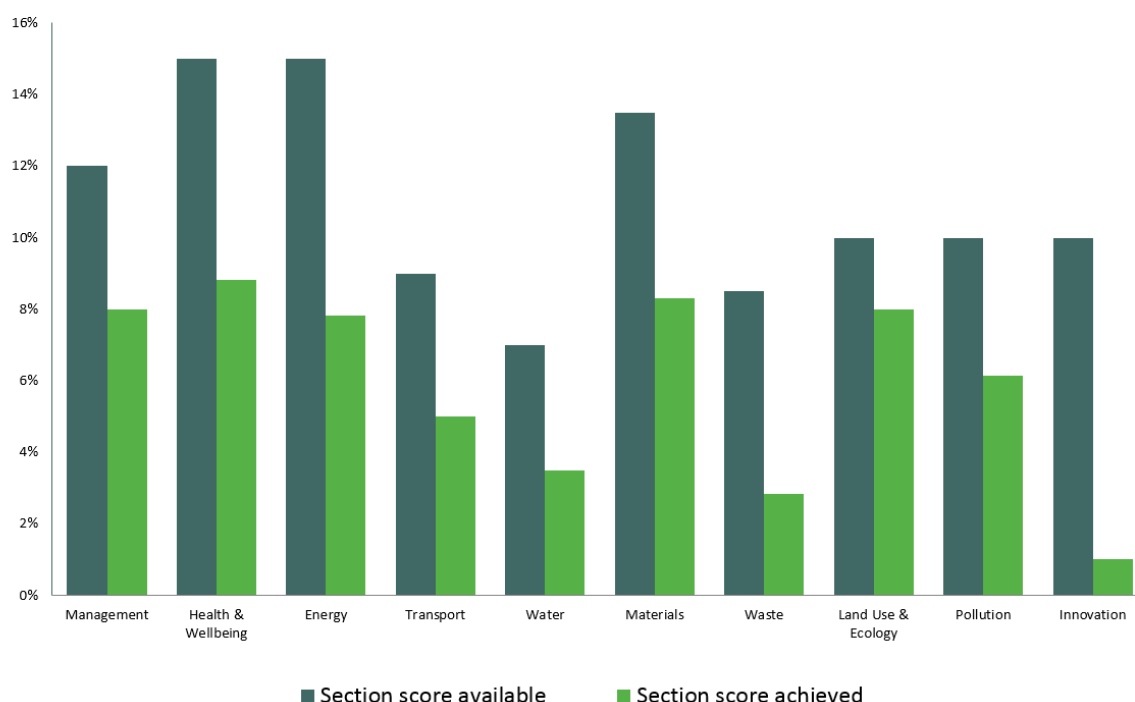
The performance of the development is illustrated in Figure xx below.

FIGURE 16. BREEAM ASSESSMENT

Overall Building Performance

Building name	Plot 1
BREEAM rating	Very Good
Total Score	59.42%
Min. standards level achieved	Excellent level

Building Performance by Environment Section



The dark green indicates the total number of credits available in each section, whilst the light green confirms

those which the Plot 1 development is targeting. The chart confirms that the minimum standard credits for Excellent have been targeted under the proposed scheme.

The completed facility sets a new market standard for future commercial office development in Barrow Travel To Work Area and Cumbria by being the first new build office facility for multiple SME use constructed since a previous development by Barrow Borough Council delivered at Emlyn Hughes House, Abbey Road, Barrow in 2008 and at Phoenix Business Centre, Furness Business Park in 2010.

CONCLUSIONS - DELIVERING WHAT THE COUNCIL IT WOULD DO

This Summative Assessment provide an overall assessment of the Waterfront Gateway Managed Business Centre Project based on the *Logic Model*, the *Grant Funding Agreement's* objectives, and *Summative Assessment Plan*. It sets out:

- the scope of the project;
- its single ERDF “contracted for” deliverable of creating 1,494m² of new managed workspace;
- the relationship to other regeneration and growth investment and policy initiatives;
- It assesses outputs, including a case study, outcomes and impacts of the project;
- and provides clear evidence of additionality;
- how the global 2020 to 2022 covid-19, pandemic affected the build, commissioning, operation and letting of space within the new 1,494m² facility and growth of Circular 1 Health Ltd;
- an analyses of the project design, delivery and implementation that has enabled these outcomes;
- the main conclusions of the evaluation and several lessons that can be learned from project delivery.

It also offers recommendations for future activity involving design build and construction marketing and operation of ERDF and other publicly supported building projects designed to cater for expanding small and medium (SME) sized company needs.

The first conclusion is that Barrow Borough Council made this project succeed in delivering what it set out to do. It accorded with policy in 2017 and 2018. It has also maintained relevance and consistency with policies of Government from *Industrial Strategy* to “*Build Back Better - Our Plan for Growth*,” the additional *Levelling Up, Defence and Security industrial Strategy* and related policies as well as evolving Cumbria Local Enterprise Partnership’s *Strategic Economic Plan* and *Local Industrial strategy* including its update to *Restart, Reboot Rethink – a Plan for Cumbria’s Economic Recovery*.

A net useable 1,494m² of floorspace inside Waterfront Gateway Managed Business Centre building delivered the ERDF Programme Output “P2 - Public or commercial buildings build or renovated” “contracted for” requirement. It was delivered on handover from the contractor on 16th March 2020. The facility with its integrated facilities of offices, meeting room spaces, ancillary support facilities, a sustainability rating of BREEAM Very Good, and associated access, 77 spaces for car parking, three electric vehicle charge-points and landscaping brought a 1.9 acre brownfield site into productive use, with scope to erect another 704m² adjacent to it should future resources become available and transactional demand justify it.

The Council assumed management control of the facility on 16 March 2020. It worked with Cumbrian partners’, businesses and an appointed property agent to encourage take up of the floorspace through a targeted marketing programme which included contracted for engagement of estate agents and valuers and use of branded promotional material, information direct engagement with potential tenants and use of website and social media outlets. The correct ERDF signage and branding was maintained throughout.

After opening negotiations for a lease in autumn 2020 Circular 1 Health Ltd, an innovative health informatics company, the business was persuaded to locate its main operational, laboratory analysis and training academy in the building from November 2020. It created 65 jobs and significant new GVA for the Cumbria and Furness area. Circular 1 Health’s activity tests individuals, analyse test results and enables its clients to implement Covid-19 safe working practices that contribute to sustained production in industrial and office environments. “Circular 1” continues to grow, diversification is underway to ensure its resilience. It has been offered a lease of the whole building from 2022.

The initial GVA benefits of the tenancy of the building to November 2021 are significant.

For the Barrow operation the following analysis has been made over a 12month* operating period:

- Barrow site turnover of £6m represents just over 17% of total turnover of £35.44m
- Applying that 17% or so to the Total GVA for entire operation suggest that Barrow alone generated GVA of £2,160,984.

The analysis has also considered GVA performance from another angle as follows ...

- **Barrow generated 50 F/T and 15 P/T jobs**, equivalent to 55 FTEs.
- **Wages of £2.1m** ... average +11% to represent company NIC and pension payments takes total Employment Costs to £2.33m.
- 17% of total Net Profit before Tax would suggest £11.1m generated in Barrow
- **Even ignoring Depreciation, that represents GVA of £3.4m from Barrow operation.**

Either way, 55 FTEs with £2.1m wages suggests average salary of over £38,000 per FTE Quite a result!

GVA Benefits are ongoing and will enable a move towards a greater share of the targeted figure being met.

Indirect benefit to nationally strategic defence programmes

A nationally significant covid related benefit of the company moving into the building has been to contribute to safe continuation of the build of submarines which are part of “a national endeavour.”

The project is a real achievement for the Furness and Cumbria area with potential to pave the way for more growth by the current tenant and on the 11-ha Waterfront Business Park.

Providing value for money

The project was also delivered at a value for money price below the original ERDF budgeted cost as follows:

- The ERDF project application identified a budget cost of **£3,855,104.92** asked for a 60% ERDF grant of **£2,313,062.95** and made available a 40% of the cost input of **£1,542,041.97** by the Council capital budget.
- This budget framework enabled competitive tendering to generate a lowest tender of **£3,539,290**, which was one of six received. Vetting of each tender by the Council and its Quantity Surveyor in accord with the Councils Financial Regulations and Standing Orders resulted in an agreed delivery price of **£3,513,373.15**.
- These financial outcomes meant that in comparison to the available budget: Only **91.1356%** of the ERDF budget had to be called upon. A “saving” of **£341,731.77** or **8.8644%** was made on the available budget.
- Through the life of the build project there was a commitment to innovation focused on achieving the required design specification, this resulted in the out-turn cost for the building being **£3,513,373.15**.

Therefore In pure build tender to handover costs terms the project achieved value for money.

Innovation

The project availability for occupancy led to significant innovation – introduction of laboratory and academy and strong business growth. The project enabled c1health to increase its turnover, just over 30% improving productivity, profitability and long-term ability to generate additional employment and diversify.

Covid derived benefits and implications for marketing

The covid-19 pandemic, which started in UK in January 2020, has unusually but attributable to local economic need, had significant beneficial impact on the project. Covid also had, and may still have an adverse impact on the effort to secure full use of the ERDF funded building.

Completion and hand over of the building to Barrow Borough Council on 13 March 2020 a week before the introduction of national COVID-19 pandemic lockdown regulations on 23 March 2020 resulted in reduced demand for offices with closing, many companies switching to have staff work from home and face to face engagement being off limits. By contrast the building's availability enabled Circular 1 Health Ltd to seize opportunity to move in from November 2020 and provide a critically important workforce testing service that enabled nationally important industries to operate safely.

New floorspace provision -

The building added floorspace at a time when the market availability of managed business space was restricted to less than 6% of total supply.

Delivery of the relevant, quality floorspace provided at a "gateway site" has been seen in a very positive light by the sole business user to date which is currently negotiating a lease for the use of the whole building.

The project sought to address barriers faced by SMEs created by the lack of availability of modern efficient managed office space with adjacent parking, constraining ability to expand services and operations and to create jobs. During the managed business centre's construction period, the limited availability of alternative managed office space became more acute. This increased the attractiveness and potential of the new facility as a place to locate to.

Borough Council, as owner and operator of the new building offered leased space in one or more of office units to growing SMEs which were able to pass "gateway criteria" for obtaining a competitive licenced occupation or lease of office space.

The development was strategically positioned at the entrance to the Waterfront Business Park, on the first development plot, to enable it to become an iconic exemplar development for the whole of the new multimillion pound ERDF supported strategic Business Park serving the needs of companies in or relocating to south Cumbria.

The development location's position in Barrow Island Ward, one of the most deprived wards within the Borough of Barrow-in-Furness, proximity to the Port of Barrow and the area's largest employer BAESYSTEMS also enabled the building to seek to build on key sectoral strengths in south Cumbria which include advanced manufacturing, energy, environmental and underwater engineering, professional services, IT systems development and build on opportunities arising from future rounds of both offshore East Irish Sea energy investment, growth of the defence, creative industries sectors and the potential to diversify the Furness economy.

Stakeholder feedback

Consultations with stakeholders and businesses have confirmed that:

- the design and build project benefitted from strong management oversight and governance arrangements supported by a first-class administrative team using its experience from past projects;
- clear objectives, governance, progress management arrangements between the Council, as client and accountable body for ERDF, their supporting external professional services team, the build and commissioning contractor Thomas Armstrong (Construction) Ltd and documentation has enabled the delivery of the build programme to be undertaken within a year with a need for only 3 project

- variation changes to cover Breeam certification, technical site internal and finishing works by extending the time to allow build to be completed to end January then March and rectification;
- marketing of the forthcoming availability of the managed business centre space during 2019 evolved to reflect construction progress.

The strengths and weaknesses are identified as being:

TABLE 32. STAKEHOLDER FEDBACK: STRENGTHS AND WEAKNESSES

Strengths	Summary Description	Weaknesses	Summary Description
Delivery	Strong team, collaboration, proactive partnership, excellent working relationship, client and design team, proactive contractor	Limited Times for document preparation	Uncertainty, delivering short term outcomes: more time to prepare mechanical, electrical design input, less than ideal, insufficient or inadequate time for front end design time, full bid preparation and detailed drawings for tendering, fuller client brief desirable
The Facility	Flexible, high specification, quality office space, new workspaces	Mix of space provision	Could have been a mix of offices and workshops in the design solution
Outcomes	Job creation, Regeneration	Location	Exposed location with maintenance management, through life cost implications, isolated location, limited landscape planting
Design and Use	Great location, Strong distinctive design, aesthetics, entrance statement, views, panoramas, sustainability credentials	Project management	Only one council officer with detailed knowledge of the project, opportunity to provide project management assistance from project partners could have been higher

Valuable feedback on lessons learned will be able to be used for future projects.

Programme and project management

The Borough Council put in place robust internal governance and management processes and procedures to facilitate the delivery of the design, build and management of the project.

Potential for long term - wider economic benefits

The building had an initial expected design life for 50 years. The project's completion and opening has therefore acted as an excellent long-term springboard for Barrow and Furness to rapidly increase availability of new 21st century floorspace needed by businesses in the 2020s to perform efficiently.

In particular it could help to accelerate the growth of health informatics life sciences and other core sectors in coming years, working alongside enhanced and improved infrastructure, university, training and innovation assets being delivered across a range of local institutions in the South Barrow development Arc.

The project has also been a major platform in the long term development of the Waterfront Business Park providing opportunities for SMEs to use the area and take advantage of its proximity to a local workforce, companies immediately adjacent at the port, in BAE systems and its suppliers operating there and in nearby Barrow town centre.

Other benefits

In addition to these primary outputs the potential for secondary outputs was created by the Borough Council's joint arrangement and agreement with FEDF to operate a free *targeted referral system* to enable inquiring SMEs seeking floorspace to benefit from the *Cumbria Growth Hub's* business support gateway and offers. This offered the prospect of SMES taking up offers of business support available through either *Growth Hub* delivered or signposted ERDF projects such as, which in turn would generate additional outputs in ERDF funded programmes

LESSONS LEARNED FOR FUTURE INTERVENTIONS

The evaluation identified lessons and potential for improvements for future new build project interventions to be undertaken in Furness, Cumbria, other parts of the UK or European Union Member States using ERDF.

It has also generated lessons that may be applicable to delivery of future projects under proposed *Town Deal* arrangements or a future *UK Shared Prosperity Fund*. The table summarises some of the lessons learned.

TABLE 33. LESSONDS LEARNED

Lessons for the grant recipient delivery body	Lessons for those designing similar schemes	Lessons for policy makers
The Council has enhanced its programme and project management arrangements to reflect follow on Town deal and Levelling up project delivery and the ending in February 2022 of using temporary seconded resource by bringing in house programme management	importance of strong management and governance also evolution of targeted marketing arrangements using in-house and external resources	A continuing challenge is the nature of the makeup of the business sectors locally. More targeted help from local authorities, Cumbria Chamber of Commerce and Cumbria Lep Business Growth Hub may nurture local firms capacity, if they are "up for it" to get into a position to tender for, a larger share of new projects over time
the Council in conjunction with Circular 1 Health Ltd may also wish to consider whether any part of the findings could be summarised in future press articles	assembly of delivery resources in an experienced bidding design and delivery team	The project led to 2 other business centre operators investing in refreshing their facilities
The project Shows the value of speculative intervention, ERDF, UK Govt and Council resources to support entrepreneurial growth, job creation.	rigorous contractor bid evaluation and assessment	Worth noting that South Lakeland District Council, & GSK Masterplan for GSK Ulverston site has used the Gateway centre model as basis for a managed business centre in the plan's delivery strategy
Potential exists in Furness for a rolling programme of office, workshop provision (under new Westmorland Furness Council?) at strategic sites supporting jobs, growth, prosperity	the value of the gateway selection criteria in identifying tenants	
There are benefits of harnessing local Cumbria design team partners such as Baker Mallet and Mellors Architects.	The project showed how a Council can flex policy to deliver a building solution that resulted in jobs growth and demand for space being satisfied more practically than an enterprise zone solution	

Predicting the final, longer-term performance of a project such as Waterfront Gateway Business Centre can be a challenge. Experience locally at other centres shows a turnover of occupiers over time, space needs may change, go up, or down, some may move on to different places, other will come in, sometimes after void periods of a few months. LSH suggest 90% occupancy is achievable, the Council is committed to that.

WATERFRONT GATEWAY

Managed Business Centre, Barrow

ERDF “delivering space for businesses to grow”



European Union
European Regional
Development Fund

infograph Figure 17.

28 Office suites

1494m² floorspace **704m²** expansion plot

77 parking spaces

3EV charge points

1 Inward Investment



30+ suppliers helped in Build

£2.16m GVA added (£3.4m*)

65 New Jobs

55 fte jobs

Training Academy

A project

Designed and built by Cumbrian Companies

Note* alternative gva calculation(see p.67)

APPENDICES

Appendix 1A. Consultees organisations, management and administration of the project

Delivery partner	Representative	Role
Project Management and Administration		
BARROW IN FURNESS BOROUGH COUNCIL	Steve Solsby	Project Manager, 2017-sept 2019
	Michael Barry	Project Manager, Sept 2019 to 2020
	Chris Jones	
	Gill Punton	
	Trish Strickland	
	David Joyce	Estates Manager
	Muir	
	Jane Holden	Principal legal officer
	Jason Hipkiss	Planning officer
	Lee Roberts	Deputy Chair, Executive Committee
	Dave Pidduck	Leader Council time of inception
Design Build State Aid		
MELLOR ARCHITECTS	Brian Shiak	Director, lead architect
RICHARD COATES QUANTITY SURVEOR	Richard Coates	Quantity Surveyor
RG PARKINS	David Heron	structural engineers
LAMBERT SMITH HAMPTON	Tom Tawn	surveyor
DWF LLP	Jay Mehta	Senior Associate
THOMAS ARMSTRONG (CONSTRUCTION)LTD	Gary Killip	Site Manager
THOMAS ARMSTRONG (CONSTRUCTION)LTD		Director
Tenant Generation		
CUMBRIA GROWTH HUB	Suzanne Caldwell	Deputy Chief Executive
DEPT INTERNATIONAL TRADE	Ian Whittaker	manager
CUMBRIA COUNTY COUNCIL	David Wiggins	Estates Surveyor
Local Councillors		
	Helen Wall	Cumbria County Council Barrow Island
	Allison Johnston	Barrow Borough Council Barrow Island
ERDF /LEP Technical Support		
CUMBRIA COUNTY COUNCIL	Kevin Little	ERDF programme office
CUMBRIA LEP	Corrin Watson	
PORTER BROWN	John Porter	Consultant
Prospective Tenants		
NIXOR SOLUTIONS	David	Director
FURNESS INTERNET	Edward O'Keefe	Managing director
LOCAL STAKEHOLDERS		
FEDERATION SMALL BUSINESSES	Suzanne Edgley	Local coordinator

Appendix 2. SELECTION OF THE BUSINESS SUPPORT MENU ON OFFER TO BUSINESSES

The business support offer will be drawn from the menu of possible discretionary schemes shown below in Table 4. **TABLE 4 Summary of a selection of the available discretionary business support**

BUSINESS SUPPORT, CUMBRIA	DISCRETIONARY HELP FOR BUSINESSES	Review 5/2018
Scheme name	Summary offer	Provided by
INWARD INVESTMENT		
Inward Investment	Property search & liaison with estate agents; information; coordinate local support providers	DISTRICT COUNCILS LEP WITH DIT
Inward Investment	Property search & liaison with estate agents; information; coordinate local support providers	FEDF WITH DIT
GROWTH HUB CUMBRIA		
Growth Hubs	Growth Hub offices/services in Kendal, Carlisle, Workington and Barrow and advisors in field	Cumbria Chamber of Commerce Growth Hub
Cumbria Business Growth Hub	Portal, IDB via phone, online, face-to-face	Cumbria Chamber of Commerce
LEP Growth Hub service	IDB via phone, online and face-to-face	Cumbria Chamber of Commerce
National Support Helpline	IDB and advice via phone and webchat.	BE Group, BEIS
Better Business Finance	www.betterbusinessfinance.co.uk	Barclays, HSBC, RBS, Lloyds, Santander, managed by the British Bankers
Cumbria Growth Hub (ERDF)	Advice (generalist & specialist), workshops, events, online resources, programmes (e.g. Cumbria Forum), networks (e.g. family business), subsidies, etc. to support business growth & competitiveness. Support based on personalised action plans.	Cumbria Chamber of Commerce & LUMS
Cumbria Business Growth Hub (non ERDF)	Advice (generalist & specialist), workshops, events, online resources, networks, subsidies (in Furness), etc. to support business growth & competitiveness. Support based on personalised action plans.	Cumbria Chamber of Commerce
Cumbria Manufacturing Service	Specialist manufacturing advisors able to carry out impartial diagnostic to identify priority improvements and then provide grant support for suitable consultancy projects (subsidised)	MGC (GMBS)
LEP Growth Hub "support to excluded sectors"	Range of support, primarily online plus some offline, for growth and competitiveness. Covers broad range of topics.	Cumbria Chamber of Commerce
SUPPLY CHAIN GROWTH		
FEDF Supply chain	Information on contracts; promoting best practice supply chain relationships; workshops and events; supplier to supplier networking, referrals; gap analysis; capabilities guide/register; development of Furness supplier group(s); contract pipeline awareness raising; apprenticeship bursaries; career path and new jobs awareness raising	FEDF
LEP GH supply chain	Supply chain portal with a range of online resources and links, drawing together resources, opportunities, information and support including that available through the Growth Hub, FEDF, "MAS", etc.	Cumbria Chamber of Commerce
EXPORTS		
DIT	International trade support, including First Steps to Export programme	DIT – MGC (GMBS) + Chambers
DIT ERDF	International trade support	DIT – MGC (GMBS) + Chambers
Enterprise Europe Network	Support finding international partners – commercial agents and distributors, technology licensing or collaborative R&D opportunities; help understanding market and regulatory information; guidance on EU law and standards. See also EEN below.	Inventya Ltd
CAPITAL INVESTMENT FUNDS		
Cumbria Growth Fund	Grants of £10k - £1m for growth and job creation/safeguarding	Cumbria Chamber of Commerce UNW & CN
RGF	Business loans up to £100k for SMEs	Enterprise Answers
Growing Our Potential	Capital grants supporting investments which create or safeguard jobs	LEP – Local Growth Fund
Cumbria Infrastructure Fund	Main fund is primarily loans to facilitate creation of jobs and housing; Small Business Development Loans are small loans to SMEs. There is the flexibility to offer some grants but it is intended to be an evergreen fund	LEP

Northern Powerhouse Investment Fund	Debt and equity funding three sources	British Business Bank
RESEARCH DEVELOPMENT INNOVATION		
Innovus	Series of Challenge events stimulating innovation activity, facilitates access to facilities and expertise, application process facilitates development of an innovation commercialisation plan, working with specialist technology commercialisation advisers, then - Proof of Concept Funding, up to 3 months, typically up to £25k, 60-70% of costs - Prototype Development, up to 12 months, typically up to £100k, 35-40% Also Game Changer programme of small grants for very early stage development	University of Manchester
InnovateUK	Support for innovation, connecting businesses with each other and with research, establishing Catapult & Innovation Centres providing wrap around support and test facilities for NPD	InnovateUK
Research Council grants	Funding for research across a range of disciplines	Research Councils UK
Eco-Innovation Cumbria	Range of activities modelled on innovation escalator with short to long term collaborative R&D support for NPD	UoC + Lancaster University & UCLan
Cumbria Innovation Platform (CUSP)	Accelerating innovation and productivity through collaboration with academics and students/graduates; access to university facilities & equipment; open innovation and b2b collaboration; support from world class computer science, engineering & physical sciences departments	Lancaster University+ UoC
Low Carbon Resource Efficiency	Support for low carbon business resource efficiency and for innovation, diversification and business development in LCEGS	BEC
Low Carbon Hub	Specialist innovation and growth support	University of Cumbria
SKILLS DEVELOPMENT		
FEDF Apprenticeship Scheme	Bursaries of £1000-£2500 to smes' NOW CLOSED	FEDF/Furness College
START-UP / LOCAL FUNDS		
Start-Up Loans	Start-up loans up to £25k, mentoring support with business plans and cash flow forecasts	Start Up Loan Company + range of delivery partners
BSUS	Encourage enterprise and support successful start-up through outreach, courses, workshops, events, advice, etc.	Cumbria Chamber of Commerce & University of Cumbria
NEA	Mentoring to support unemployed people to start in business	Cumbria Chamber of Commerce + delivery partners outside Cumbria
OTHER SUPPORT		
Business events & seminars	Provide access to research & info from UoC and other organisations/experts	Univ. of Cumbria
Student & graduate retention	Range of opportunities for students & graduates to be introduced to employers and undertake placements	Univ. of Cumbria
Mentorsme	www.mentorsme.co.uk is a portal providing an online gateway for businesses looking for mentoring. It points to mentoring organisations but does not provide mentoring itself.	Barclays, HSBC, RBS, Lloyds & Santander and is managed by the British Bankers Association CHECK
Various seminars, workshops & training	Various seminars, workshops & training	BIDS and local authorities (e.g. Penrith BID, SLDC)

Appendix 3. Office Space Availability

This section summarises the market supply position of Harding Rise in relation to the position as it was seen at the time of the original ERDF Expression of Interest Stage in 2017, at the 22 May 2018 detailed ERDF application and through an updated review undertaken as part of the Summative Assessment evaluation undertaken in September and October 2019.

TABLE 1 Supply of offices and industrial units, May 2018 and 30 September 2019

May 2018	Total 5/18	Barrow	Ulverston*	Dalton	Millom
Offices	48	34	9	1	5
Industrial	34	19	10	2	3
Sept 2019					
Offices					
Industrial	17	9	8	0	0

Sources: FEDF April, May 2018 and September, October 2019 * and Greenodd

TABLE 2 Total Office Space, Available in May 2018

Size range	0-190	200-499	500-600	601-900	901-1000	1001-1999	2000-2500	2501-3000	3001-4000	4001-10000	10001-15000	15001-25000
No of units	10	6	4	4	1	4	5	0	7	4	3	0
Sizes	150	300	504	646	967	1195	2,251	-	3558*	4361	11000	-
ft ²	150	499	502	811		12701	2,248	-	3520*	7874	10500	-
	150	est	502	720*		1256	2,268	-	3520*	6410*	12701	-
	142	est	500	789*		1261	2500	-	3250*	7500+		
	172	448					2000	-i	3000*			
	142	348							3200			
	188								3324			
	96											
	145											
	125											
total												

KEY TO COLOURS
OLDER INNER URBAN
TOWN CENTRE OFFICES

Notes* Furness House **ex pc world owner willing to consider offices + town hall Ulverston key brown is older town centre buildings* part fo

TABLE 3 Total Office Space, Available in September 2019

Size range	0-190	200-499	500-600	601-900	901-1000	1001-1999	2000-2500	2501-3000	3001-4000	4001-10000	10001-15000	15001-25000
No of units	8	17	0	3	0	4		0	6	2		0
Sizes	91	220		602		1500+	2,251	-	3558+	5000	11000	-
ft ²	147	221		694		1500+	2,248	-	3520+	7000	10500	-
	150	232		811		1900+	2,268	-	3520+		12701	-
	159	234				1900+	2500	-	3250+			
	161	235				1753	2000	-	3000+			
	161	291							4000			
	161	302										
	161	348										
		358										
		377										
		420										
		463										

KEY TO COLOURS
OLDER INNER URBAN
TOWN CENTRE OFFICES

Notes * 5 offices in Ford Park House, 1st floor size not known; + Furness House; key brown is older town centre buildings* part fo

TABLE 10 Smaller Modern Office Space Availability in May 2018

	Size range	0-190	500-600	601-900	901-1000	2000-2500
May 2018	No of units	6	3	2	1	3
Sept/Oct2019	No of units					

Sources: FEDF April , May 2018 and September,October 2019

Table 4: The Emerging Managed Business Centre Supply 1993 to 2019

Business centre	1993	1995	2000	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Harding Rise House																		
Trinity Enterprise Centre*																		
Furness Gate*																		
Waterside House																		
Phoenix Business Centre																		
Victoria Halls																		
Millom Network Centre																		
College House																		
Craven House																		
Cookes House Arts Hub																		
Pomegranate House																		
Marl Business Hub																		
Dalton gate*																		
Haverthwaite*																		
Millom Business Centre*																		

Source: FEDF and Barrow In Furness Borough Council September 2019

Waterfront Gateway Managed Business Centre increased available managed business space by 14.58%, it adds 28 units.

Table 5 Managed Business Centres in Barrow – 2018 floorspace sizes

BUSINESS CENTRE/M ²	10-17	18-20	21-24	25-35	36-50	51-75	76-100	101-150	151-200	201-300	300+	Size ranges M ²
Harding Rise House, Waterfront	0	12	0	0	11	3	0	0	0	0	0	18 to 75
Trinity Ent. Centre	0	1	2	0	18	7	13	4	3	1	1	24.7 to 137.9
Phoenix Bus Ctre	3	8	0	6	1	0	1	0	0	0	0	13.1 to 87
Furness Gate	0	0	0	0	0	3	0	1	0	2	0	61.8 to 410.8
College House	0	0	0	3	21	0	2	2	2	3	1	26.2 to 561.6
Craven House	0	0	0	0	0	0	0	0	0	0	6	466 to 2495
Victoria Hall	2	1	0	0	2	3	2	2	1	0	2	11.1 to 107.6
Cavendish House	0	0	0	0	0	0	0	0	1	0	1	171.3 to 413.5
Cookes Building												
Pomegranate Hse	5	0	0	0	0	0	0	0	0	0	0	
Ulverston Bus Ctre	17	1	6	4	1	1	0	0	0	0	0	8.3 to 43.3
Daltongate	0	0	0	0	0	1	0	2	0	0	2	51.7 to 576.5
Marl Bus Centre	0	4	3	3	2	0	0	0	0	0	0	18 to 43
Haverthwaite Clt	0	0	0	3	1	2	1	0	0	1	0	28.8 to 247
Millom Ctre												
Total Existing	27	15	11	19	46	17	19	11	7	7	13	No of units 192

Sources: Valuation Office data 2018 and FEDF/Barrow Borough Council, April 2018 & Sept 2019. NOTES: yellow markers show locations where Harding Rise House may compete with most.

Table Managed Business Space Availability in SW Cumbria (Furness) October 2019

Centre Name	Location	Offices	Ft ²	Vacant 30/9/19	% occupied	Owner	Created
Barrow in Furness 9							
Harding Rise House	Waterfront Barrow	28	16,084	28	0	Barrow Council	2020
Trinity Enterprise Centre* (N)	Furness Business Park	54	50,000	2(267ft ²) (811ft ²)	%	Dean Properties	1993
Furness Gate* (N)	Furness Business Park	8	13,000	1(694ft ²)	%	Northern Trust	1998/9
College House ®	Duke Street	15	43,000	1(5000ft ²)	%	Private Sector	2002
Craven House ®	Michaelson Road	7	60,000	0	100%	Barrow Council	2007-15
Victoria Hall ®	Rawlinson Street	15	14,000	check	%	Private Sector	2008
Phoenix Business Centre * (N)	Furness Business Park,	16	10,000	check	%	Barrow Council	2008
Cookes Building ®	Abbey Road	5	10,000	check	%	Barrow Council	2012-13
Pomegranate House	Cavendish Street	6	1,000	check	%	Private Sector	2016
Sub total	8	126	200,000		3.6%		
Ulverston 3							
Daltongate * (N)	Daltongate	9	12,000	1 (967ft ²) U	%	Northern Trust	1994
Ulverston ® Business Centre	Town Centre	28	10,000	3 (765ft ²)	%	Private Sector	2000s
Marl Business Hub* ®	Morecambe Road	14	12,000	0	%	Marl Ltd	2013-14
Sub total	3	51	34,000	4 (1,732ft ²)	%		
Haverthwaite Millom 2							
Clock Tower Business Centre ®	Low Wood Haverthwaite	7	5,943	1(660ft ²)	%	Private Sector	2014
Millom Business Centre	Millom	6	764	1(172ft ²)	%	School	2007
Sub total	2	13	6,707	2(772ft ²)	%		
Totals 14 Centres		190	240,707	19(8,236ft ²)	%		

Notes Yellow tabs show = new build: * with on-site parking

UO under offer

Surveyed 18 May 2018 by FEDF

Table Managed Business Space Availability in SW Cumbria (Furness) May 2018

Centre Name	Location	Offices	Ft ²	Vacant 19/5/18	% occupied	Owner	Created
Barrow in Furness 8							
Trinity Enterprise Centre* (N)	Furness Business Park	54	50,000	5 (2,965ft ²)	94%	Dean Properties	1993
Furness Gate* (N)	Furness Business Park	8	13,000	1 (2,251ft ²)	88%	Northern Trust	1998/9
College House ®	Duke Street	15	42,000	0	100%	Private Sector	2002
Craven House ®	Michaelson Road	7	60,000	0	100%	Barrow Council	2007-15
Victoria Hall ®	Rawlinson Street	15	14,000	2 (2090ft ²)	100%	Private Sector	2008
Phoenix Business Centre * (N)	Furness Business Park,	16	10,000	0	100%	Barrow Council	2008
Cookes Building ®	Abbey Road	5	10,000	NA	100%	Barrow Council	2012-13
Pomegranate House	Cavendish Street	6	1,000	4 (2-person suites)	33%	Private Sector	2016
Sub total	8	126	200,000	13 (7,206ft ²)	3.6%		
Ulverston 3							
Daltongate * (N)	Daltongate	9	12,000	1 (967ft ²) U	89%	Northern Trust	1994
Ulverston ® Business Centre	Town Centre	28	10,000	3 (765ft ²)	81%	Private Sector	2000s
Marl Business Hub* ®	Morecambe Road	14	12,000	0	100%	Marl Ltd	2013-14
Sub total	3	51	34,000	4 (1,732ft ²)	5.1%		
Haverthwaite Millom 2							
Clock Tower Business Centre ®	Low Wood Haverthwaite	7	5,943	1(660ft ²)	86%	Private Sector	2014
Millom Business Centre	Millom	6	764	1(172ft ²)	77.5%	School	2007
Sub total	2	13	6,707	2(772ft ²)	11.5%		
Totals 13 Centres		190	240,707	19(8,236ft ²)	4.03%		

Notes Yellow tabs show = new build: * with on-site parking

UO under offer

Surveyed 18 May 2018 by FEDF

Table Managed Business Space Availability in SW Cumbria (Furness) July 2017

Centre Name	Location	Offices	Ft ²	Vacant 31/7/17	% occupied	Owner	Created
Barrow in Furness 8							
Trinity Ent Centre* (N)	Furness Bus Park	54	50,000	2 (1,182ft ²)	96%	Dean Properties	1993
Furness Gate* (N)	Furness Bus Park	8	12,571	0	100%	Northern Trust	1998/9
College House ®	Duke Street	15	40,000	2	86.7%	Private Sector	2002
Craven House ®	Michaelson Road	7	60,000	0	100%	Barrow Council	2007-15
Victoria Hall ®	Rawlinson Street	15	14,000	0	100%	Private Sector	2008
Phoenix Business Centre * (N)	Furness Bus Park,	16	10,000	0	100%	Barrow Council	2008
Cookes Building ®	Abbey Road	5	10,000	NA	100%	Barrow Council	2012-13
Pomegranate House	Cavendish Street	6		4 (2 person suites)	33%	Private Sector	2016
Sub total	8	121		8	95.4%		
Ulverston 3							
Daltongate * (N)	Daltongate	9	12,000	1(967ft ²) UO	89%	Northern Trust	1994
Ulverston Business Centre ®	Town Centre	28	10,000	6 (14-16 persons)	78%	Private Sector	2000s
Marl Business Hub* ®	Morecambe Road	14	12,000	5	100%	Marl Ltd	2013-14
Sub total	3	51		12	77%		
Haverthwaite 2							
Clock Tower Business Centre ®	Haverthwaite	7	5,943	1(660ft ²)	86%	Private Sector	2014
Millom Business Centre	Millom	6	764	1(172ft ²)	77.5%	School	2007
Sub total	1	7		2	86%		
Totals 12 Centres		179	235,943	21	88.3%	Survey July 2017	

WATERFRONT GATEWAY MANAGED BUSINESS CENTRE HARDING RISE ERDF REVIEW – MANAGED BUSINESS CENTRE AVAILABILITY 31st OCTOBER 2019 SHOWING COMPETITIVE RENTS COMMERCIALY CONFIDENTIAL

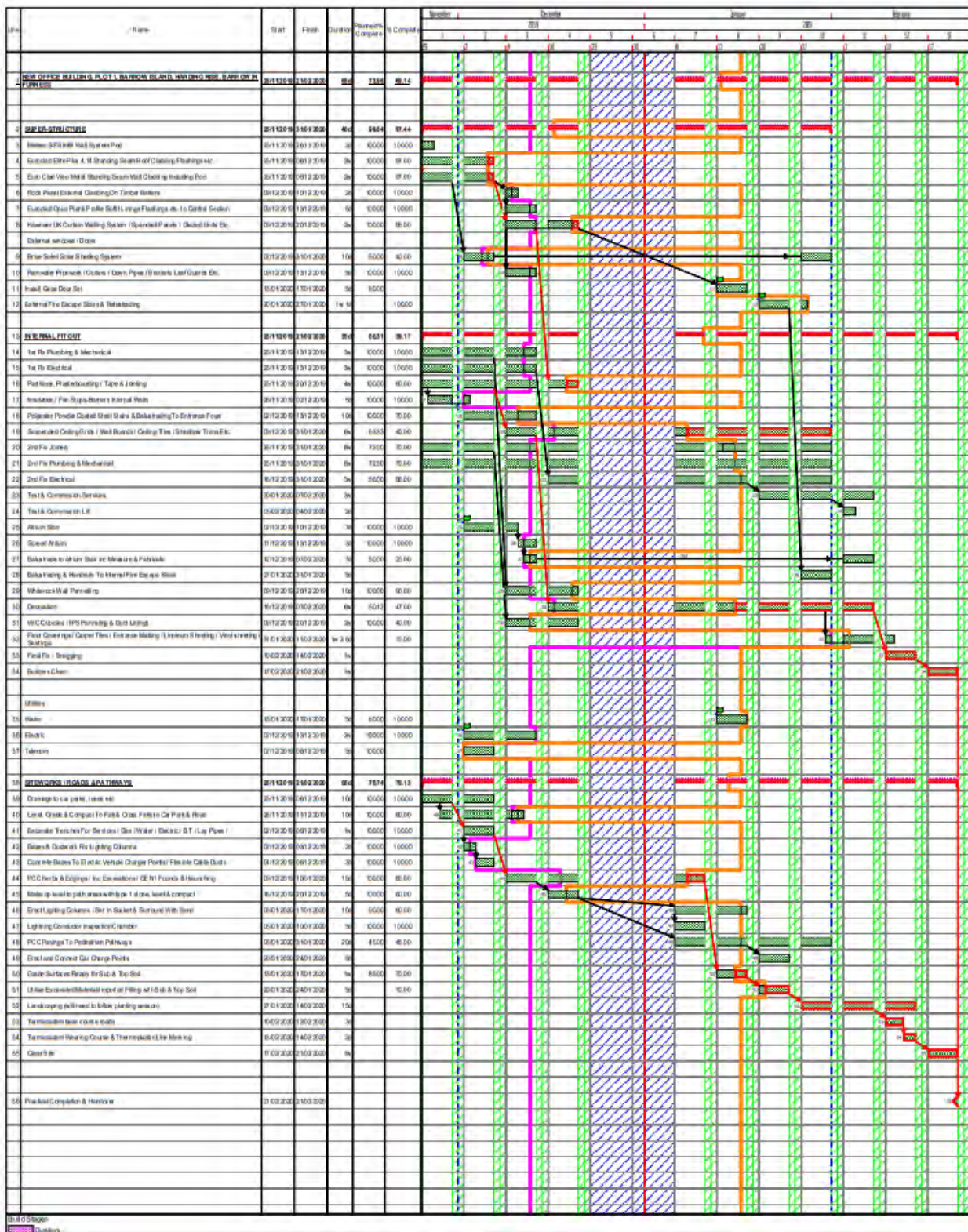
	WHERE 31 st Oct 2019 current availability	SIZE FT ²	Units	To let FT ²	RENT	£FT ²	Service Charge	Total cost	£ft ²	Min term let	RV	Owner	Tel	Agent	Tel	PARKING
	BARROW-IN-FURNESS															
1	Harding Rise House, Harding Rise	16,094	28	/	?	?	?	?	?	1-3 years?	?	Barrow Borough Council*	01229 876 362	David Joyce	01229 876 362	77
2	Phoenix Business Centre*	10,000	26	?						1 year?		Barrow Borough Council*	01229 876 362	Fiona Cloherty	01229 840240	
3	Craven House, Michaelson Road	50,000	7	0		5.00				3 years		Barrow Borough Council	01229 876 362	David Joyce	01229 876 362	
4	College House, Howard Street*	43,400	15	4,500	40,000	8.00	8,000	48,000	9.60	5 years**		Hilton Grove (John Cullen)*	0208 521 9292	Corrie and Co	01229 244 031	57
6	Trinity Enterprise Centre*, Unit Furness Business Park	50,000	55	811	8,515	10.50	1.99/ft ²	1.19ft ²	13.70	3 years		Dean Property Group*	01229 430 777	Ross Estate Agent	01229 825 636	
7	Furness Gate*, Furness Business Park	12,571	8	694	7,634	11.00			11.00	3 years		Northern Trust*	01257238666	Whittle Jones	01257 38 666	
8	Victoria Halls, 286 Rawlinson St	14,000	15	1,948	9,740	5.00	yes		5.00	Flexible 3mth/5yrs		My-Let.com, Derby*		My-Let, Derby	01332 229719	
9	Pomegranate House, Cavendish Street	1,000	6	2p*	100/wk					1 year?		Pomegranate Property Management	01229 829083	Parkinson Properties	01524752263	0
10	Cookes Building, 104, Abbey Road	10,000	5	0	NA	NA				Fully let		Signal Films	01229 838592	Signal Films	01229 838592	0
11	Cavendish House, 78, Duke Street	6,563	3	2,248	36,000	16.14				5 years				Peill and Co	0845 450 4444	0
	subtotal 10,201ft ² in 6 offices	197534	140	10,201								5.16% VACANT FLOORS/SPACE 4.2% VACANT UNITS	85.7% IN JUST 3 UNITS			
	ULVERSTON															
12	Daltongate Business Centre* 483ft ² -5,340ft ²	11,768	9	0	NA	NA				Flexible terms		Northern Trust*	01257238666	Whittle Jones	01257238 666	
13	Marl Hub*, 13 units (3654.4ft ²) suite 1	3,654.4	13	420	8,395	19.98			Prefer let as 1	2 year		Marl International*	01229484 621	Linda Pinnegor	01229 484 648	
	Marl Hub suite 2			382	7,534	19.98			Prefer let as 1	2 year		Marl International*	01229484 621	Linda Pinnegor	01229 484 648	
	Marl Hub suite 3			307	6,027	20.02			Prefer let as 1	2 year		Marl International*	01229484 621	Linda Pinnegor	01229 484 648	
	Marl Hub suite 4			221	4,104	18.57				2 year		Marl International*	01229484 621	Linda Pinnegor	01229 484 648	
	Marl Hub suite 6			468	8,609	18.59				2 year		Marl International*	01229484 621	Linda Pinnegor	01229 484 648	
	Marl Hub suite 13			291	5,406	18.57				2 year		Marl International*	01229484 621	Linda Pinnegor	01229 484 648	
14	25 New Market Street UB Centre	10,000	32	250	3,224	62/wk				Flexible		Ulverston Business Centre*	01229 480485	A Workman	01229480485	0
	subtotal 2,323ft ² in 7 offices	25,422	54	2,339								9.19% VACANT FLOORS/SPACE IN ULVERSTON, MOST IN MARL HUB				


WHERE Sept/Oct 2019	SIZE FT ²	Units	To let FT ²	RENT	£FT ²	Service Charge	Total cost	£FT ²	Min term	RV	Owner	Tel	Agent	Tel	PARKING
HAVERTHWAIT 194-1,744ft²AT 412-13FT²															
15 Clock Tower - the refinery 1,744	5,943	7	0		12-13				Flexible		The Clock Tower Partnership	01539558555	Dickon Knight	01539558555	
Clock Tower - the forge 1,163			0						Flexible		The Clock Tower Partnership	01539558555	Dickon Knight	01539558555	
Clock Tower - the cooperage 538			0						Flexible		The Clock Tower Partnership	01539558555	Dickon Knight	01539558555	
sub total	5,943		0												
MILLOM											58% VACANT FLOORS/SPACE				
16 Milom Work and Skills Centre Salthouse Road	516.6	3	3X16m ² 172.2ft ²	£15,600 (£300 week)					Flexible		Milom Network Centre Ltd	01229 719650	Paul Stewart	01229 719650	
Subtotal page	6,460	10	517								7.9% vacant in these 2 areas				
TOTALS	229416	204	13080								5.7% VACANT FLOORS/SPACE 94.3% IN USE with	BARROW 94.84 % IN USE			

Notes 1. 2p = 2-person office 2. ** = (2yrBreakCl) 3. Tec rental benchmark total £13,695p R² rent £10,505 service £1,997p R² maintenance £1,19p R² position as at week of 11-21 October ACERTAINED BY SURVEY BY S AND T KLOSINSKI ECONOMIC DEVELOPMENT CONSULTANTS LTD

MANAGED BUSINESS CENTRE	VIEW WEblink AT
HARDING RISE HOUSE	www.waterfrontbarrowbp.com
TRINITY ENTERPRISE CENTRE	http://www.deanproperty.co.uk/ourportfolio/trinity-enterprise-centre/
PHOENIX BUSINESS CENTRE	http://www.phoenixbusinesscentre.co.uk/
COLLEGE HOUSE	https://www.corrieandco.co.uk/property-detail/28626588/
FURNESS GATE	https://www.whittlejones.com/office-space-to-let/cumbria/barrow-in-furness/furness-gate/199
CAVENDISH HOUSE	http://www.peili.com/property-428.shtml
VICTORIA HALLS RAWLUNSON STREET	https://www.rightmove.co.uk/commercial-property-to-let/property-84144944.html
DALTONGATE BUSINESS CENTRE	https://www.whittlejones.com/office-space-to-let/cumbria/ulverston/daltongate-business-centre/231
MARL HUB MORECAMBE ROAD	http://www.marlbusinesshub.co.uk/
ULVERSTON BUSINESS CENTRE	http://www.ulverstonbusinesscentre.co.uk/
HAVERTHWAIT CLOCK TOWER	http://www.clocktoweroffices.co.uk/pages/welcome.php
MILLOM NWORK AND SKILLS CENTRE	http://milomnetworkcentre.co.uk/
COLLEGE HOUSE TENANTS	https://realia-media.freelife.fastly.net/uploads/property/brochures/original/Cf_17AAxnywAxiza203IMQ

APPENDIX 4 THE BUILD PROGRAMME AT 21 JANUARY 2020



 Thomas Armstrong (Construction) Ltd	Prog Nos: P-0062	Rev Nos: D	Progress Meeting No.12
	Date: 21/01/2020	Rev Date: 22/11/2019	
	Drawn:	Author: G. Killip	Barrow Borough Council

APPENDIX 5. THE CONTRACTORS SUB-CONTRACTOR NETWORK WHICH DELIVERED THE PROJECT

Sub-Contractors

Details provided of appointed subcontractors:

SUBCONTRACT PACKAGE	STATUS	SUBCONTRACTOR
Piling	Appointed	Green Piling Smithy Brook Road, Renishaw, Sheffield, S21 3JS
Excavation	Appointed	Marsh Plant Marsh Plant Hire Ltd, Eura Pitts Yard, Crooklands Brow, Dalton-in-Furness, Cumbria LA15 8JH
Concrete Foundations	Appointed	Thomas Armstrong
Steel Fixing (Rebar)	Appointed	Thomas Armstrong & Supplier - Midland Steel
Shuttering Joiners	Appointed	Thomas Armstrong
Drainage	Appointed	Thomas Armstrong
Drain CCTV	Appointed	Drain Doctor Drain Doctor Plumbing, Stanley Norman House, Brinwell Road, Blackpool FY4 4QU
Structural Steel Frame	Appointed	Robinsons Broomhouses 2 Industrial Estate, Glasgow Road, Lockerbie, DG11 2SD
Roof & Wall Cladding	Appointed	Lester Cladding Spencer Industrial Estate, Standard Road, Buckley, Flintshire, CH7 3LY
Precast Concrete Stairs, Beam & Block	Appointed	ACP Risehow Industrial Estate, Flimby, Maryport, Cumbria, CA15 8PD
Brickwork	Appointed	Pearson Building Ltd 1 Southbank Close Syke Road Wigton Cumbria CA7 9LR
Metal Floor Decking	Appointed	Thru Deck Services Ltd 12 Palacecraig Street, Coatbridge, North Lanarkshire ML5 4RY
Partitions & Plastering	Appointed	Design Grid Units 1 & 2 Seacliffe, Whitehaven, Cumbria CA28 9QD
SFS System	Appointed	Design Grid Address details as above
Lift	Appointed	Schindler Ltd. Sedgefield House, Trident Business Park, Birchwood, Warrington, WA3 6BX
Electrical	Appointed	Margrange Electrical Unit 2A, Sneckyeat Industrial Estate, Whitehaven, CA28 8PF
Mechanical & Plumbing	Appointed	TAC Mechanical Workington Road, Flimby, Maryport, Cumbria. CA15 8RY
Curtain Wall, Doors & Windows	Appointed	Glazing by Design Unit 35 Roundhouse Court, Buckshaw Village, Chorley PR7 7JN
Brise Solaire	Appointed	ALPS Louvres & Solar Shading Unit 312 Downley Road Havant PO9 2N.

APPENDIX 5. CONTINUATION: THE SUB-CONTRACTOR NETWORK

Balustrades	Appointed	Lloyd Worrell Planetary Business Centre, Planetary Road, Wilehall WV13 3SW
Raised Access Floors	Appointed	Connaught Access Flooring Ltd. (Essex) Unit 1 Hill Farm, Church Lane, Ford End ,Chelmsford, EssexCM3 1LH
Floor Screed	Appointed	JCW Floor Screeding Unit 32-34 Waters Meeting Development, Britannia Way, Bolton, Lancashire BL2 2HH
Floor Finishes	Appointed	Contract Flooring Ltd. Unit 4 Denton Holme Trade Centre, Milbourne Street, Carlisle, CA2 5DF
Fire Protection – Fire Encasement	Appointed	Design Grid Address details as above
Fire Protection – Intumescent Paint	Appointed	GR Decoration 93 Plymouth St, Barrow-in-Furness, LA14 3AN
Hygienic Panelling	Appointed	Contract Flooring Ltd. Unit 4 Denton Holme Trade Centre, Milbourne Street, Carlisle, CA2 5DF
Kerbing & Paving	Appointed	Thomas Armstrong
Main Entrance Door	Appointed	Geze UK Ltd Blenheim Way, Fradley Park, Lichfield, Staffordshire
Metalwork - Staircases	Appointed	Metalwork Solutions Unit 1 Prior Rigg, Carlisle, Cumbria, CA2 7RG
Decoration	Appointed	GR Decoration 93 Plymouth St, Barrow-in-Furness, LA14 3AN
Render	Appointed	Hamilton Building Contractors Unit 56, Commerce Court, Challenge Way, Bradford, West Yorkshire BD4 8NW
Surfacing	Appointed	TAC Surfacing
Road Markings	Appointed	Gordon Graham Roadmarkings The Garage, Gillsland, Brampton Cumbria. CA8 7BT
Suspended Ceilings	Appointed	Design Grid Address details as above
Air and Sound Test	Appointed	Stroma Built Environment: 6 Silkwood Business Park, Fryers Way, Wakefield, West Yorkshire, WF5 9TJ
Window Blinds	Appointed	Atlas-Sterns Barrows Blind And Curtain Makers, 63 Duke Street, Barrow-In-Furness, LA14 1RW

APPENDIX 6. ORGANISATIONS INVOLVED IN DELIVERING THE APPLICATION FOR ERDF

Who	What
Kevin Little	Economic Programmes Officer. 100% support with everything European.
David Wiggins	Managed land sale via Valuation by GVA
David Haughian	Support / Assistance. Project Lead on recent remediation for Waterfront Business Park
Corinne Watson	Early Support at Outline stage. Programme Manager
Jane Holden	Legals - State Aid and Article 56. Unilateral Undertaking / land purchase / Gap Analysis iterations
Robin Gawlik	Arranging Appendices for submitting
Gill Punton	Financial Questions
Trish Strickland	On going Support
Ben Messenger	IT - The Application (and everything related to it) would not have been submitted without Ben setting up and providing his laptop on request, without question.
Pam Keyes	Ongoing Support
Kevan Morrison	Building Regulations advice/fees
Lisa Holman	Ongoing Support
Graham Fraser	IT- Increase MS Outlook capacity to send/receive all the documents
Charles Wilton	Principal Planning Case Officer
Stuart Klosinski	Partner with Detailed Application Form & Supply/Demand for Office and Managed Office Space
Rowena Ashley Sherratt	On Going Support to StuartK
John Porter	Detailed Application Form assistance
Chris Barron	Solicitors - Land Purchase and Unilateral Undertaking
Tom Tawn	Verification of Supply and Demand (by FEDF) / Income Gap Analysis / Gross Development Value
Matt Messenger	Support/Assistance in relation to Income Gap Analysis
Jay Mehta	State Aid Opinion
Brian Shiach	Lead Consultant Architect - Technical Report Elements and Appendices (A-R)
Gordon Blunt	Senior Architect - Architectural Design
Richard Coates	Quantity Surveyor
Dave Heron	Structural Engineer / Civil Design
Adam Roberts	Structural Engineer / Civil Design
Joe Guest	Structural Engineer / Civil Design
Tony Turner	BREEAM Champion and Assessor
Amanda McCartney	CDM Adviser / Principal Designer - Health and Safety Pre Construction Information Pack
Steve Pettit	Mechanical and Electrical Engineers
Andrew Bates	Mechanical and Electrical Engineers
Paul Roskell	Mechanical and Electrical Engineers
Gavin Laing	Mechanical and Electrical Engineers
Andrew Gardner	Ecologist
Joe Broomfield	Town Centre Manager (Cockermouth, Keswick, Silloth, Wigton)

Some Statistics:	
Detailed Full Application Form ESIF-Form-2-010:	6.3 MB (100 pages)
Appendices:	101 MB (101 files)
Technical Report:	6.5 MB (66 pages)
Demand for Office and Managed Office Space - Case for Waterfront Gateway Business Centre at Waterfront Business Park. Barrow Island Growth Zone	6.4 MB (38 pages). Yes this was still being edited at 23.51 on Mon 21st May 2018, before emailing at 23.58 on Mon 21st May 2018, by partner in crime (you know who you are!)
Land Ownership:	BBC became owner on 17th May 2018
Planning Permission Decision Notice Issued	Signed 18th May 2018 (dated 6th March 2018)

The table below summarises key stages in the life of the project since 2016.

PROJECT PROGRESS: ERDF BIDS, ASSESSMENTS, DECISIONS, BUILD, OCCUPANCY TIMELINES 2016-2022

DEC 2016 - JAN 2017	Indication of call for proposals concept development
June 2017 -Nov 2017	Development of Outline application
Nov 2017- Feb 2018	MHCLG / LEP assessment of Outline bid, February notification to proceed, full bid
Jan 2018 - May 21st	Full bid (early work at risk) developed state aid, design land, planning secured
June -November	The Chest tender process finalisation, invitations, assessment of submitted bids
June- October 2018	July onward engagement MHCLG to address questions supply extra evidence
October to Dec 2018	MHCLG/Council consultation leading to formal Contract offer/Council acceptance
January 2019-Feb	Pre contract start meetings order placement mobilisation
Feb 2019 -Mar 2020	Construction leading to handover 16 March 2020
March	Rectification period post build
March – June 2020	Covid statutory restrictions impact on marketing and potential demand emerging
July- Nov 2020	Gradual emergence of Circular 1 Health capability and licenced use interest
Nov 2020 -to now	Circular 1 Health tenancy, ongoing marketing by Edwin Thompson