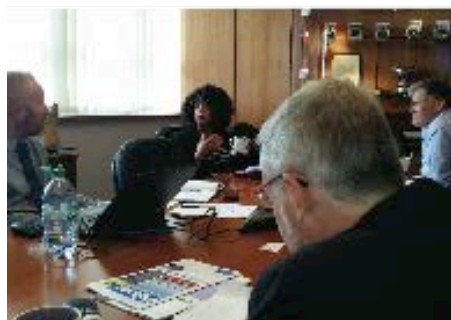


Furness Economic Development Forum

Delivery Plan 2017 - 2022



CONTENTS

WELCOME TO FURNESS ECONOMIC DEVELOPMENT FORUM	2
1. EXECUTIVE SUMMARY	3
1.0 INTRODUCTION	5
3.0 KEY ECONOMIC OPPORTUNITIES AND CHALLENGES	17
3.1 Education, Employment and Skills - The Skills and Education Challenge	17
3.2 Quality of Life	19
3.3 Business Engagement	20
3.4 Infrastructure Improvements	20
3.5 Education, Employment and Skills	24
3.6 Business Engagement	31
3.7 Infrastructure Improvements	35
3.8 Quality of Life	48
4.0 NEXT STEPS	54
5.0 GOVERNANCE	55
6.0 APPENDICES.....	58
6.1 New Planned Major Projects.....	58
6.2 Stakeholders with Potential to Help Facilitate Delivery	59
6.3 Table 1 New planned investment in Furness West Cumbria Major Investment Opportunities to 2045..	Error! Bookmark not defined.
6.4 Timeframe for Key Investments within Furness.....	Error! Bookmark not defined.
6.5 Communication/Marketing Strategy	62

Welcome to Furness Economic Development Forum

Furness Economic Development Forum (FEDF) is a public-private partnership, which was established in 2013(1) , following an initiative led by Barrow and Furness MP John Woodcock, and the production of the Cumbria Local Enterprise Partnership's Strategic Economic Plan (SEP).

The main purpose of FEDF is to stimulate and support the economic growth of the Furness area, which is, for the purposes of this document, defined as the Barrow and Furness Parliamentary Constituency (Appendix A), in order to capitalise on the opportunities presented by current growth and development across the region (Appendix B). The intention is that this approach will help to use the period of prosperity not seen in a generation to realise the economic ambition of a more diverse economy by the early 2030s' built on attracting in skilled people and closing gaps in inequalities and bridging gaps to those 'hard to reach' groups within our communities in order to nurture a legacy of sustainable prosperity that is accessible to everyone.

FEDF's **vision** is for Furness to have; *“A resilient, robust, balanced economic structure, serviced by high quality infrastructure. This will enable the community to prosper, retain and attract a world class workforce and inspire young people to optimise their skills. It seeks to enable businesses to operate effectively in the UK and global supply chain markets in a sustainable way.”*

This plan seeks to set out the priority areas and key activities that FEDF will develop and drive in order to support the realisation of this vision. The key areas of focus are:

- Employment, Education & Skills;
- Infrastructure Improvement;
- Quality of Life;
- Business Engagement

It also seeks to cement the principles and partnerships required to aid effective delivery of these. In shaping the priority areas and key activities, FEDF have sought to ensure that these are aligned with current local, county, regional and national strategies, policy and guidance, including Cumbria County Council's Economic Ambition, Barrow Borough Council's Council Plan, Its Draft Local Plan, South Lakeland District Council's Local Plan, Cumbria LEP's *Strategic Economic Plan*, Skills and Infrastructure Plans, Government's Industrial Strategy, its *Northern Powerhouse Strategy* and Transport for the North's policies.

FEDF promotes a proactive and collaborative approach to delivery and members of the Forum will be expected to demonstrate an active commitment to this rolling delivery plan and its priorities and the activities of the related Delivery Groups. Members include BAE Systems, Barrow in Furness Borough Council, Furness College, Cumbria County Council, DONG Energy, Holker Estates, South Lakeland District Council, GlaxoSmithKline, Cumbria Chamber of Commerce, NHS Clinical Commissioning Group, Cumbria Growth Hub, the MP for Barrow and Furness and Cumbria LEP. Further relevant partners and stakeholders will be involved in the Delivery Groups associated with each of the key areas of focus set out above, as appropriate.

Footnote1 see http://fe2013images.web.furness.net/files/National_cradle_July2013.pdf

1. Executive Summary

In February the Board set a framework for this refreshed Delivery Plan's priorities as follows

Employment, Education & Skills Delivery Group
Closing the Gap in Educational Attainment
Promoting Participation in STEM Subjects
FESP – The Way Forward
The Employability Rubric
Alternative Education Provision
Holding a Skills Summit

Infrastructure Delivery Group
Completing against committed schemes: Waterfront
Business Park Barrow Marina Village Access;
Road, rail and port infrastructure priorities;
Innovative approaches to delivering housing
(quality, choice and affordability);
Broadband coverage enhancement.

Quality of Life Delivery Group
Improving the Local Housing Offer;
Regenerating Furness Town Centres;
Promote a Healthy and Active Community;
Securing the Future of Our Heritage Assets.

Business Engagement Delivery Group
Business Ambassadors advocates
championing, promoting, lobbying for the
area;
Facilitating better engagement with all
size businesses via Chamber's Strategic
Employer Group;
Supporting the Infrastructure, Skills and
Quality of Life groups.

<u>Delivery Plan projects and the year they are expected to commence</u>		2017/18	2018/19	2019/20	2020/21	2021/22
Employment Skills and Education closing the gap	Deliver on a skills summit					
	Furness education and skills partnership					
	Raising understanding and participation in stem subjects and careers					
	Develop Employability Rubric: skills employability learning framework					
	Alternative Learning Provision					
Business Engagement	Business engagement ambassadors and advocacy					
	Business engagement via chamber of commerce strategic employer group /kofac					
	Business support / Inward Investment and Reinvestment/supply chain growth hub					
Infrastructure improvement	Road Rail and Port infrastructure priorities					
	Completing Committed Schemes - Waterfront Business Park					
	Completing Committed Schemes - Waterfront Marina Village					
	Waterfront Development Housing					
	Homes and Communities Agency Innovative Solutions					
	Broadband Coverage Enhancement					
Quality of Life	Promoting an Healthy and Active Community					
	Improving the Local Housing Offer					
	Regenerating Furness Town Centres					
	Securing the Future of our Heritage Assets					
	Encouraging Social Innovation					
	Quality of Life Summit					

1.0 Introduction

- 1.1 This “*Furness Economic Development Forum Delivery Plan 2017-22*” refreshes the original *2014-2017 FEDF Delivery Plan* which was launched in December 2014. It sets out our economic development priorities for 5 years ahead. It will be reviewed annually. The *Delivery Plan* covers the geographic area covered by the Barrow and Furness Parliamentary Constituency Boundary (which is an Assisted Area until 2020). In many cases achieving success in delivering the Plan’s proposed priority actions will involve closer collaboration with neighbouring areas or alliances, notably with partners located around Morecambe Bay, across Cumbria, with regional bodies such as the NW Manufacturing Forum or through participation in new sector and place deals.
- 1.2 The new *Delivery Plan* follows a restructuring of the FEDF Board, its Delivery Groups and the way its small executive team operates undertaken in the last part of 2016 and the first quarter of 2017. It also builds on significant achievements delivered between 2014 and 2017 which included:
- Delivery of the £3.4m Advanced Manufacturing Technology at Furness College and University Campus and a further £1.5m in equipping it to enable a throughput of 1,500 more apprenticeship/adult skills training places;
 - Securing £8.5m of EU funding for skills development of existing employees, apprenticeship bursaries;
 - Supply chain strengthening in existing, new and incoming businesses using Coastal Communities Funds (CCF);
 - Co-location of Cumbria Growth Hub with FEDF which is at the heart of Furness Business Park to delivering a comprehensive suite of support measures to businesses including supply chain, alongside economic development priorities for the area;
 - Creation of a supplier park at Barrow Waterfront, securing BAE as an anchor development on 4.9ha of vacant employment land and constructing a further 10ha of employment land on phase 2;
 - Investing in new Beehive Business Park, Lightburn Road, Ulverston to attract a more diverse range of businesses into the town;
 - Using Growth Deal funds to start to open up the Marina Village housing area in Barrow **CHECK**
- 1.3 This *Delivery Plan* also responds to the changing **emerging?** National, Regional, County and local priorities. These include Government’s emerging *Industrial Strategy*, its *Northern Powerhouse Strategy*, Transport for the North’s *Strategic Transport Plan for the North*, Cumbria LEP’s *Cumbria Skills Plan*, and Local Authorities Council Plans and Local Plans. The *Delivery Plan* will be sufficiently flexible to be able to respond to emerging opportunities and challenges.
- 1.4 The Delivery Plan sets out a robust Vision for the Furness economy as follows:
DRAFT WORDING INSERT to use the period of prosperity to create a more diversified economy by the early 2030s and ensure all sections of the community in the area benefit from the economic growth
It more accurately reflects the challenges and opportunities facing the Furness area and replaces the 2014 vision which stated that FEDF would strive towards:

“*A resilient, robust, balanced economic structure, serviced by high quality infrastructure. This will enable the community to prosper, retain and attract a world class workforce and inspire young people to optimise their skills. It seeks to enable businesses to operate effectively in the UK and global supply chain markets in a sustainable way.*”

The 2017 vision reflects visions of partner organisations which are summarised in **Appendix B**

1.5 FEDF's *Delivery Plan* is designed to influence and assist Cumbria LEP to delivery its strategic priorities identified in its *Strategic Economic Plan* (2014).The Plan's relevant priorities are:

- Advanced Manufacturing growth;
- Nuclear Excellence;
- A Vibrant Rural economy.

Our Plan will also help assist delivery of interventions focussed on the Cumbria LEP's four economic drivers of:

- Skills development
- Business Support
- Infrastructure Improvement
- Environmental suitability

1.6 The Furness area has a window of great opportunity from 2017 to the early 2030s', a 20 year period of prosperity during which it will benefit from an injection of £4.2bn GVA from the Dreadnought Submarine programme and more from other developments which together amount to approaching 10% of the anticipated Northern Powerhouse Narrative GVA growth by the mid-2030s'.

1.7 The area also has a significant challenge, one of creating a more diverse, vibrant, resilient economy, less reliant on the current larger employers and economy that can confidently transition through structural change in the 2030s'.

1.8 The risk is that individuals choose the apparent certainty of secure employment in Barrow's shipyard rather than setting up entrepreneurial ventures of their own or that established businesses either seek out supplier opportunities with established firms or lose key skills to large employers and that by the start of the 2030s there is real difficulty in adjusting to new circumstances.

1.9 A key focus in the short term continues to be capitalising on the unique nature and scale of the growth potential for Furness which includes the 44b UK submarine programme to deliver remaining Astute, Dreadnought and next generation attack submarines, along with Bio-pharm investment by GSK, further growth of windfarms, BAE Weapons UK and further investment by Centrica Energy. Furness is also likely to benefit from investment on the West Coast in new Nuclear Power although the timing is uncertain. Further details are shown in appendix x

1.10 Longer term, by early 2030's, we need to have exploited this current once in a lifetime local opportunity for growth as a foundation for our communities, existing and new businesses, to access regional, national and international markets, helping to achieve a more diversified and resilient economy.

1.11 Furness needs to have a vibrant skills system that offers excellent learning environments and opportunities and is able to respond effectively to the current and future needs of our economy. Businesses will be able to access and develop the skilled workforce they need and residents will be supported to access good quality employment opportunities and to progress in work.

- 1.12 FEDF identified the need to close the gap on educational achievement over the next 5 years, to ensure young people are supported to achieve their potential, and recognise the importance of skills requirements in the future world of work.
- 1.13 We must continue to attract in a skilled workforce which is critical in meeting the demand for highly skilled jobs needed by local employers and to contribute to the objectives of the Cumbria Skills Plan, addressing replacement demand and skills shortfall.
- 1.14 We need to capitalise on the quality of life on offer in Furness, promoting the area as a great place to live and work, changing perceptions of the area.
- 1.15 We must continue to improve the life chances of young people and alleviate deprivation faced by many local residents. This will involve opening doors and connecting them with emerging housing, employment, leisure and entrepreneurship opportunities.
- 1.16 Improving access to jobs is a key component of raising living standards, improving health and bridging the poverty gap which currently exists. FEDF has responded to this by proposing a new quality of life delivery group that will focus on these issues.
- 1.17 Infrastructure investment to facilitate a better choice of housing for local people and to attract skilled people to move and settle here, the creation of new sites and premises for businesses and entrepreneurship to thrive are essential. To enable residents and businesses to conduct their activities efficiently improvements to road rail and public transport and broadband are needed.
- 1.18 Effective engagement with all sections of the community is critical, therefore a communication plan will be essential to ensure the success of this delivery plan. There remains a lack of awareness of the opportunities in the local community and so dissemination and engagement to all stakeholders is critical.

2 Strategic Overview of the Furness Area Economy

2.1 The Furness area appears to have a more assured future over the next 15 years (2017-2032) than many parts of the Northern Powerhouse area. It is therefore essential that all sections of the community are helped to benefit from the anticipated growth and that prosperity can be shared by everyone and all businesses. Currently we anticipate there being a significant number of investments now either underway or proposed by major international blue chip companies and up to date planning and infrastructure policy frameworks. The investments are expected to create up to 3,000 jobs in the Barrow and Ulverston area. The projects are listed in **Appendix C**. They show that by 2025 around £1bn of projects will have taken place locally.

2.2 Crucial challenges for Cumbria LEP, FEDF and their partners during this timeframe are therefore:

- **To use this period of prosperity to create a more diversified economy by the early 2030s’;**
- **How to help bridge the gap that is preventing individuals who are more detached from the labour market and companies accessing these huge opportunities – too many people do not have the education and skills they need to be able to command a good wage, a challenge that the Government’s “*building an industrial strategy*” consultation highlighted earlier this year;**
- **How to close the long standing gap in educational performance in order to provide young people with the potential to develop well paid careers in local companies;**
- **Helping people to enjoy a better quality of life through better health, education employment opportunities, access to affordable modern housing and potential for exploiting their skills;**
- **How to facilitate companies breaking into new markets with their supply chain contributions whilst the new intensive investment is underway locally so that they can go on to establish or cement their positions in the new markets and are less dependent on local large operations for their future prosperity.**

2.3 Offshore energy projects, currently involving Dong Energy’s £2bn offshore Walney Extension windfarm (the largest windfarm in the world) are being complemented by modifications to Centrica Energy’s gas infrastructure onshore and offshore, its new battery storage and power generation proposals, potential for Port Meridian’s gas imports through an LNG pipeline and offshore mooring point and GSK Ulverston anticipate adding to its planned £98m capital investment scheduled for 2017-19 by divesting the complex to another operator. There are also a significant number of manufacturing and service company expansions at a smaller investment level expected in Furness. The Furness economy and its companies have strong links with west Cumbria’s key industries located at Sellafield, the planned 3600MW nuclear generating station at nearby Moorside the Low level waste repository at Drigg and HM Prison operations at Millom. Each offer to create new employment and supply chain opportunities for people and companies located in Furness.

- 2.4 The largest currently investment programme is the £525m or more modernisation of Barrow shipyard enabling it to deliver a substantial part of the Governments' *Defence Equipment Plan's* £44bn submarine programme. This involves completion of 4 Astute class submarines, 4 Dreadnought class boats, design and development work for a 2030-2040's and beyond generation of nuclear powered attack submarines. This programme alone will deliver £4.2bn of GVA additional into Barrow by 2037 adding to the Furness area's significance as the urban area which since 2010 has the fastest GVA growth 24%, of all Cumbria's major urban centres. The anticipated huge order book for the area's main company, BAE Systems, will also benefit around 1,000 companies nationwide in 444 towns and cities, as a truly national endeavour.
- 2.5 Cumbria' and the Furness areas GVA wealth generation is driven by the strength of manufacturing leading to Furness and adjoining Copeland offering some of the highest wage rates in England and providing both areas with the top two places in terms of apprenticeship take up in the Northern Powerhouse area. Manufacturing dominates employment and wealth creation through GVA with 27.4% of Barrow's and 24.0% of South Lakeland's in public administration health education (Cumbria 24.3%, GB 26.9%). Any dramatic change in public sector spending is therefore likely to have a disproportionate effect on public sector jobs
- 2.6 However as Mott McDonald identified for Cumbria LEP in 2014, *"A particular challenge we face is the 'dual' character of Cumbria's economy, especially in the west and south of the county: world-leading high technology companies, generating high wages and productivity and demanding high levels of skill, co-exist with a weak and isolated labour market of people with few skills getting by on low wages or benefits. Only supply-side change can re-engage the latter group with the modern economy."* Furthermore, the consultants advised that *"Barrow-in-Furness exhibits the dual economy characteristics of South and West Cumbria in an acute form. The high technology, high wage activities of BAE Systems and a few other firms sit alongside a hidden economy of poor qualifications, low wages and intermittent employment. The huge investment programmes of the major firms offer the potential for local firms to expand and for new highly productive firms to become established within their supply chains."*⁽²⁾
- 2.7 Brexit the terms on which UK exits the EUT, the likely sustained lower price of oil at around \$50barrel, the trend for multinational companies, on which much of our economy depends, to determine where to invest next across larger geographic areas such as Europe Africa and Middle east and focus on emerging markets, continued dominance of larger companies impacting on entrepreneurship and new business start-up formation and the challenge of raising awareness and aspiration of local people to the opportunities locally to earn high wages.
- 2.8 Across many of the area's business sectors there is optimism and for those such as oil and gas which have suffered from reduced offshore investment new business models are helping to support sustainable levels of business. The following paragraphs illustrate some of the grounds for optimism
- 2.9 Life sciences - Pharmaceuticals continues to receive investment, recruitment of graduates and apprentices is increasing and the planned biopharmaceutical facilities at Ulverston will take pace against a background of biopharmaceuticals now forming a larger market share.
- 2.10 There is scope for new investment in the fast moving consumer goods sector and electronics including LED manufacturing is investing in consolidated and new production capacity

- 2.11 Offshore wind operations and maintenance capability locally is maturing s projects come out of warranty ,new construction continues and employment is rising with scope for this to become a local and international supply chain market opportunity for local firms
- 2.12 Centrica Energy is building the world’s largest battery storage facility at Roosecote and modernising its gas processing assets onshore at Rampside and offshore East Irish sea.Its move towards group wide procurement creates a local opportunity, as does potential for deeper offshore drilling and possibly Port Meridian’s LNG import proposal all designed to exploit Barrow’s gas processing infrastructure “USP” the strategic gas grid connection.
- 2.13 Exporting is a growth opportunity for an increasing number of companies. Playdale Playgrounds being a good example of continued overseas expansion reinforcing the County’s lead position as having one of the highest ratios of export led manufacturing employment of all 38 LEP areas in England.
- 2.14 Challenges for businesses include the hollowing out of supply chain companies skills base as larger firms recruit offering more lucrative terms than smes can sometimes offer and the depressed price of oil and gas. The latter has probably had the greatest impact on the economy. It is here we have seen the greatest headcount reductions, notably in Siemens Sub-Sea and Gyrodata both in excess of 40%.However at the same time these companies are improving efficiency and innovation. A new Siemens 45kv connector is being developed at the company’s research centre in Ulverston and will come to market next year.Moves to persuade client companies to treat connectors as operational not capital expenditure items and potential to collaborate with smaller oil and gas companies to develop marginal fields offer scope to grow back business in this sector.
- 2.15 The Barrow Borough and South Lakeland parts of Furness and as districts exhibit different characteristics both provide employment and growth potential. In GVA terms show where longer term growth has been occurring. GVA growth is a good indicator of economic performance. New data issued by ONS in March 2017 for District Council areas shows Barrow since 2010 has experienced the largest growth rate in GVA. driven by manufacturing

Table GVA change since 2010 in £m

District	2010	2011	2012	2013	2014	2015	Change	% Change
Barrow	1291	1321	1343	1430	1503	1601	310	24%
S Lakeland	2118	2090	2163	2257	2399	2462	244	11.5%
Copeland	1462	1448	1496	1553	1667	1706	258	17.6%
Carlisle	2121	2016	2190	2427	2407	2403	281	13.2%

Note Allerdale change was £201m and Eden £103m

- 2.16 The longer term picture of GVA change shows Barrow’s dependency on and its manufacturing strength compared with a more diverse range of change in South Lakeland District. Manufacturing, Distribution and public administration/health are the GVA drivers in Barrow along with Business Services and Construction. South Lakeland has seen largest growth in Distribution, Manufacturing, Public administration/health, Real Estate and Business services.

Table GVA change by sector 2000 to 2015

Barrow			South Lakeland	
change	Gva growth	Activity/sector	Gva growth	change
441	239-680	Manufacturing	171-369	198
1	33-34	Other production	28-63	45
49	37-86	Construction	95-150	55
112	117-229	Distribution	350-655	305
7	19-26	Information communications	43-41	-2
11	7-18	Finance	33-34	1
44	73-117	Real estate	260-427	167

55	38-93	Business services	89-175	86
119	144-263	Public administration health	197-393	196
20	17-37	Other services	52-120	68
5	12-17	Agriculture	14-34	20

Source ONS 31MARCH 2017

- 2.16 There are 2,530 businesses in Barrow-in-Furness and 7265 in South Lakeland (a combined total of 9,795). Of these 8205 are micro firms employing under 9 people with 1375 classed as small 190 medium and 25 large.
- 2.17 Barrow and South Lakeland harbour quite different economic characteristics. In Barrow, and South Lakeland the top six sources of employment are shown below

Table Top Six Sources of Jobs in Barrow Borough and South Lakeland

Barrow Borough	Number	South Lakeland	Number
Manufacturing	9000	Accommodation food	9400
Health	5000	retail	6700
Retail	4000	Health	5900
Accommodation food	1900	manufacturing	4700
Education	1600	education	3700
Construction	1600	Arts entertainment	3300

- 2.18 Barrow's population fell between 2001 and 2011 Census audits, the largest falls attributable to a lower birth rate and loss of 18-34 age groups. There has been a 2.5% fall since 2011. 97.1% of the Borough of Barrow in Furness population is British which is higher than the 86.2% total for England and Cumbria's 96.3%.
- 2.19 Appendix add illustrates the age structure of the Barrow and South Lakeland areas and how it contains a greater proportion of social grade C2 and DE 27.2% and nearly 32% than England's averages of around 21% and 25% respectively. It also summarises how a relatively low proportion of the local working age population (Barrow 21.6% level 3 and 22.5% level 4+) appropriately qualified to take advantage of the advanced manufacturing jobs projected over the next 10 years. 9,840 individuals across the two districts are currently in receipt of out of work benefits and 3.1% have no qualifications in Barrow compared to 4.3% in South Lakeland. There are 24% only qualified to NVQ Level 1 in Barrow in comparison to 11.5% within South Lakeland.

TABLE Qualifications

Qualifications	Barrow Borough	South Lakeland	Great Britain
Level 4 or above	7,900 18.6%	22,700 39.5%	38.2%
Level 3	18,800 44.1%	35,500 61.7%	56.9%
Level 2	27,000 63.4 %	46,000 80.1%	74.3%
apprenticeships			
Level 1	37,200 87.2%	52,900 92.1%	85.3%
No Qualifications	3,800 8.9%	3,600 6.3%	8.0%

- 2.20 The greatest projected increase in jobs is within the Professional, Scientific and Technical activities industry sectors (9%). Significant up-skilling to level 5 and above is required in order to meet the current and future jobs growth demand within advanced manufacturing including life sciences

- 2.21 Furness is short of key skills needed to deliver the growth planned over the next 5 to 10 years, its situation is mirrored across Cumbria as identified in the Cumbria LEP skills plan which indicated only 30% of demand may be achievable from within Cumbria. There is an educational attainment gap, particularly in the 11-16 age group in secondary schools that needs to be closed. This contrasts with the fact that Barrow has the highest rates of apprenticeship take up across the Northern Powerhouse Area. A challenge and opportunity that the area shares with Copeland which is second only to Barrow.
- 2.22 A large amount of provision falls within STEM (Science, Technology, Engineering and Maths). STEM accounts for 75% of provision in HE. Similarly STEM in workplace learning has grown from 50% to 66% over the last 3 years whilst classroom learning has grown from 63% to 78%. Success rates in engineering are consistently very high and in 2013-14 were 93%. Progression into jobs related to engineering is also very high with 95% of the very large cohort gaining employment through apprenticeships.
- 2.23 The new £25million training facility at BAE Systems Submarines is a positive step for students and for the town. The central training facility will ensure existing students will benefit from further skills training once they have completed their college courses. The college continues to work in partnership with BAE Systems to deliver apprenticeship training with students going on to learn company-specific skills in the new centre. It will provide seamless progression for college students as they move through their apprenticeship into their careers with BAE Systems.
- 2.24 At nearly 8,000m², the new Central Training Facility will provide a bespoke learning environment for the almost 1,000 craft and technical apprentices that are currently in training. These include those in mechanical, steelwork and electrical disciplines. It will also serve as a training centre for its wider workforce.
- 2.25 The new facility will provide a modern learning environment to supplement the training our apprentices already receive. This is a once in a lifetime investment in skills with £50million invested at Furness College and £25million by BAE Systems and is positive for the town and for future employment prospects for local people
- 2.26 Higher Education at the college represents 14% of its annual income and is proportionally one of the highest deliverers of HE among further education colleges. The college has well established relationships with Lancaster University, the University of Central Lancashire and the University of Cumbria. All engineering HE programmes are accredited by the Institution of Engineering and Technology (IET) and/or the Institution of Mechanical Engineers (I MechE)
- 2.27 There is both need to grow our own skills and to attract more people to live and work in Furness to facilitate broadening of the areas travel to work catchment, which means better public transport connections and promotion of the scope for families to find jobs for partners, good schools and further education.

Underemployment and detachment from the labour market

- 2.28 There are more people out of work in Central, Barrow Island and Hindpool Wards of Barrow (490) than of all South Lakeland and Millom areas combined (358). Unemployment is also concentrated in Barrow.
- 2.29 Ward unemployment is falling in all but 3 areas with the greatest falls being in Newbarns (49%) Central (41%) Roosecote (76%). However, in locations where the main concentrations of manufacturing are situated Hindpool, Ormsgil, Barrow Island and in Parkside and Risedale jobseeker totals have proven difficult to reduce. This suggests that there is limited connectivity between main employment areas and the concentration of the unemployed

- 2.30 Youth unemployment (16-24) has decreased by 55% from 505 (2012) to 280 in Barrow, South Lakeland also saw a decrease of 42% now 65 from 155, Together Barrow and South Lakeland equate for 29% of Cumbria's total Youth Unemployment. The Unemployment remains concentrated in central, Barrow Island, Hindpool, Ormsgil and Risedale

Deprivation

- 2.31 In Furness There are stark differences between those on some of the highest incomes in England with Barrow employees earning and neighbouring Copeland where many from Barrow work having salaries of and those surviving on under £10000 a year.
- 2.32 Although Child poverty has fallen by a third since 2006 (by 1123) it is still high and concentrated in Central and Hindpool wards where in central ward 47.5% of children experience poverty and incomes are below £10,000. In 2014 Childrens Poverty statistics for Barrow showed figures of 2820 compared to 2016 figures of 2530 this is a decrease of 290. In comparison to 2006 figures illustrate a reduction of 1123 children living in poverty. In 2014 Childrens Poverty statistics for Barrow showed figures of 2820 compared to 2016 figures of 2530 this is a decrease of 290. In comparison to 2006 figures illustrate a reduction of 1123 children living in poverty.
- 2.33 Deprivation especially in Barrow sits side by side with the main concentrations of businesses and wealth creation. In Barrow 22.5% of children aged under 16 are living in poverty.
- 2.34 Other wards are in the bottom 10% nationally including Hindpool and Risedale. There is a concentration of poor skill levels and low wages in the inner urban wards of Barrow. These families and people may not be aware of or have the qualifications or aspiration to seek study for their home environment may not encourage them to aspire to secure good quality jobs
- 2.35 The recession nationally has seen household incomes fall on average 5%, in Cumbria the average is 7%. In the more deprived part of Barrow it has reached 10% in central ward and 14% in Hindpool wards. This reduction in spending power impacts on retail vitality and further exacerbates the already high levels of poverty in Barrow. Mean income in Barrow is £29,561, in South Lakeland £33,245 (source CACI Pay Check Nov 2013).

Healthcare

- 2.36 Furness has a comprehensive range of Health care facilities available, supplemented by specialist care facilities offered by larger regional hospitals in Manchester, Blackpool and Preston. Medical care has made great strides forward and new models of provision are emerging. There is a wide spread consensus that accident, emergency and maternity care at Furness General Hospital should be at the heart of future health provision with new facilities and improved access provided in the main communities, for example the planned Health Centre on the site of the former Alfred Barrow School adjacent to Barrow Town Centre.
- 2.37 In the 2011 Census The percentage of residents in Barrow-in-Furness rating their health as 'very good' was less than the national average. The percentage of residents in Barrow-in-Furness rating their health as 'very bad' was more than the national average, suggesting that the health of the residents of Barrow-in-Furness is generally worse than in the average person in England.
- 2.38 Public Health England Keynote data shows that life expectancy for males and females has increased over the past decade from 73.9 to 77.1 for males and 80.1 to 81.5 for females.

Obesity in children is increasing, under 18 conceptions are falling, as is adults who smoke and obesity in adults. There have also been downward trends in premature deaths from cardiovascular and cancer causes. However diabetes incidences have grown from 2245 in 2006 to 4318 in 2016

Housing

- 2.39 Barrow's stock totals 33,289 with around 5.2% of these vacant (1,670 homes) and 50% of these are 19th century terraced homes. In 2012-13, 55 new homes were built. The average build rate per year is around 60 whilst at the same time there are around 1000 homes for sale on the open market the largest number of all districts in Cumbria.
- 2.40 To meet growth needs over 1800 homes need to be provided by 2031 in Barrow and over 1200 in Ulverston. housing challenges include poor state of some of the private rented sector accommodation reduced resources for local authorities to undertake comprehensive housing renewal and challenges in securing commitment of HCA to invest heavily in realising the potential of Marina village.

Transport

- 2.41 People in Furness need good road rail and broadband communications to go about their daily lives. Businesses need Good road, rail and sea communications and access to international airports, particularly at Manchester to enable business leaders and technical experts to interact internationally and nationally and for their companies to operate efficiently with their supply chains, receive raw materials develop new products, to deliver finished products and provide through life support around the world
- 2.42 Future transport infrastructure provision needs to therefore be based on
- 2.43 The majority of access by people, supply chain businesses will be from the south and east SW Cumbria and investment in infrastructure and service provision needs to reflect that.
- 2.44 Rail services need to be better attuned to the needs of businesses, their workforces travel to work and supply chain efficiency with restored 8 services a day direct to Manchester;
- 2.45 strategic road improvements on the A590 identified within the West of M6 Strategic Connectivity Study Final Report need to be prioritised and resources identified for a phased bring forward of schemes which being brought forward to facilitate access to SW Cumbria, deal with improving resilience address the persistent problem of road closures and long diversions and address the flooding challenges which arose in December 2015 when the area was effectively isolated due to flooding of the road and railway lines..
- 2.46 Increasingly there is a need for better commuting by rail and public road transport as travel to work catchments increase out to Shap Kirkby Lonsdale and south of Lancaster .Here the challenge is to persuade rail operators to run more better timed services west bound to Barrow at morning peaks and to deliver better east and southbound connectivity after 6pm.

Better Broadband Connectivity

- 2.47 Governments 5G strategy for the UK sets out a case for encouraging supporting areas to deliver local mobile connectivity offering to allocate funds to local projects to deliver local fibre and 5G.

- 2.48 Although there are some 'gaps' in both mobile fibre and broadband coverage in Barrow-in-Furness, it is currently the best connected district/ parliamentary constituency area in Cumbria, although still well below the local benchmark of Morecombe and Lunesdale as shown in the table.
- 2.49 We have developed a need to address with innovative solutions for example Furness Internet have assisted Morgan Sindall looking ahead development 2017-2020 of 5G technology and roll out of 5G 2020 onwards means we need to prepare now for the flexibility and opportunity that 5G will bring and help support our everyday work. It has potential to support improved transport, logistics, production, manufacturing, robotics and everyday consumer experiences in for example Industrial productive maintenance, retail, logistics, traffic and waste management through smart grids precise efficient farming and to assist targeted health through wearable sensors monitoring health risks of older people and those at risk of heart attack. It could also facilitate innovative ways of learning through interactive video.
- 2.50 Deployment of 5G in Furness should be prioritised as part of a roll out in Cumbria and North Lancashire in addition the area should seek to emulate Morecombe's coverage and action should be taken to access the digital Infrastructure fund to invest in the new technology to help support SME growth and global trading

Heritage and The natural environment

- 2.51 Furness has a unique range of semi-natural landscapes, agricultural, fishing and other resources which are managed by organisations such as Holker Estate and other major land owners including the National Trust. This is driven in such a way as to form valuable assets in supporting economic growth.

Tourism/visitor economy

- 2.52 The visitor economy (has a business and a leisure tourism segments. In Furness is heavily dependent on business visitors that help sustain the hotel and leisure and attractions. In addition the presence of South lakes Wild animal Park, The Dock Museum, Ulverston's festivals and the facilities for kite and wind surfing as well as sailing act as opportunities for UK and international visitor growth.

Retail Vitality

- 2.53 Retailing has suffered the effects of households cutting back on spending since 2007. Increasingly retail success for retail in Furness is based around providing a web based service as well as refining their high street 'offering' whilst focussing on personal service. It also requires efficient local access to public transport, for car borne shoppers and to click and collect service points. The local authority in Barrow has identified a need to undertake a town centre traffic management review to provide a framework for efficient movement of traffic into out of and through the town centre and to improve its environmental quality.

The Furness Economic Development Forum Delivery Plan

2017-2022

3.0 Key Economic Opportunities and Challenges

- 3.1 This section of the Delivery Plan sets out the 4 key drivers and the economic opportunities and challenges associated with these.

Education, Employment and Skills

Meeting employers needs now and in the future by closing education attainment gaps

Infrastructure Improvements

Improving connectivity, sites for growth, town centres and housing.

Quality of life

Capitalising on high quality environment and assets, challenging perceptions and securing quality of life improvements for Furness

Business Engagement

Building alliances within and beyond Cumbria, securing resources for infrastructure upgrades, promoting the investment opportunity supporting businesses via the growth Hub partnership Strengthening supply chains, inward investment

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

- 3.1.1. FEDF agree that stakeholders should identify and work collaboratively to close gaps in educational attainment across Barrow and Furness to improve the prospects of young people and adults and the development of a highly skilled future workforce. Educational attainment is essential to the future economic prosperity of individuals and the area as a whole and a major focus of the work of FEDF
- 3.1.2 The life chances of young people not able to access educational opportunities in schools that are not judged good or better are often adversely affected by their educational attainment, particularly in English and mathematics and there remains the need to raise the quality and scope of the educational offer in Furness. We will use school performance tables and other data to identify gaps in educational attainment and carry out research to identify best practice nationally in closing achievement gaps.
- 3.1.3 The recommendations of area review of post 16 education in Cumbria have been implemented and locally, the merger of Furness College and Barrow 6th Form College continues to see positive outcomes for learners. The post 16 offer continues to be developed across the merged college and young people can also choose to access vocational and academic provision at Ulverston Victoria High School and Millom.
- 3.1.4 Helping young people to develop employability skills is critical to future success and the implementation of the Employability Rubric - Skills & Employability Learning Framework (SELF) is key. This will provide young people and stakeholders with a clear framework to enable them to recognise, reflect on and develop the skills, which will improve citizenship and life chances skills.
- 3.1.5 There are expected future increased STEM skills demands around sustainable engineering, life sciences and low carbon energy in the Furness area. Furness Education and Skills Partnership (FESP) will strengthen delivery of its programmes to prepare young people for the world of work, identifying and addressing the future skills gaps in specialist manufacturing, particularly highly skilled and skilled workers and especially STEM technicians, apprenticeships and graduate skills.
- 3.1.6 We must exploit employer links to ensure that young people develop high aspirations for their future and understand the economic environment and the importance employability skills and STEM related subjects and careers. It is also important that people are attracted into the area.
- 3.1.7 We must provide education provision suitable for all young people and adults and should encourage improvements in educational attainment through engagement with parents and carers who in turn raise their own aspirations where appropriate.
- 3.1.8 Good careers guidance remains essential and since the government directed schools to adopt new careers guidance in September 2014 there needs to be renewed importance on providing pupils with direct experience of the world of work, a clear view of the labour market and a good understanding of progression routes through education, including apprenticeships and university
- 3.1.9 Barrow with 17.7% of the working age population gaining apprenticeship qualifications has the highest percentage of people in apprenticeships in England (2011 Census). We must continue to promote the benefits of apprenticeships including Higher and Degree apprenticeships

3.2 Quality of Life

- 3.2.1 This Delivery Plan will capitalise upon the internationally renowned high quality environment of Cumbria's Lake District National Park, the outstanding sites of national wildlife conservation value and water sports potential located around the Furness coast and heritage attractions such as Piel Island and Furness Abbey.
- 3.2.2 Securing improvements and challenging perceptions of Furness as remote location with limited career and job opportunities is crucial, as this remains a key barrier to attracting high skilled labour and retaining our skilled workforce, required to support current and future economic growth.
- 3.2.3 Although the Borough has a world class heritage with areas of special scientific interest, perceptions of Furness still remains one of the major barriers to inward investment, also impacting on the attraction of new businesses to help grow job opportunities and improve the area's job density which currently stands at 0.7.
- 3.2.4 Ensuring connectivity is key to supporting future growth and the impact of the approaches to the area, in establishing initial perceptions of the area should not be underestimated. Approaches by rail and road into Barrow, Ulverston and Dalton in particular should be developed and improved to provide good first impressions and, in line with this, the hospitality and accommodation we are providing should meet the expectations of visitors.
- 3.2.5 Town centres are important to the quality of life of our existing residents and play an important role in attraction and retention. The town centre economy can be boosted by appropriate support for new enterprises, renovations and developments. This should include but not be restricted to retail properties. It is important that our town centres are considered holistically and all aspects of their vitality and viability acknowledged and enhanced.
- 3.2.6 Improving the quality, choice and availability of housing to meet the needs of existing residents and incoming workers is essential for the regeneration of the area. This includes the modernisation of the housing stock in Barrow, much of which is made up of flats and 50% of which dates from the 19th century.
- 3.2.7 It is critical that the approach to residential development across Furness is carefully managed to ensure that developments complement each other and regeneration efforts are supported. The balance between Barrow town centre housing improvements, the development of the brownfield Marina Village housing area at Barrow dock, which represents a large opportunity on the south side of Barrow, and the greenfield Croftlands housing site on the south side of Ulverston is delicate and should be considered a single programme of housing improvement for Furness rather than three separate and distinct projects.
- 3.2.8 Cumbria is renowned for its high quality environment and would therefore benefit from an individual marketing and tourism strategy for the area by using the environment and Cumbria's natural assets to our economic advantage.
- 3.2.9 Such a Plan could also explore how green and low carbon construction initiatives can be incorporated into both the planned strategic investments for Furness and measures to sustain the housing and commercial building stock. Reducing emissions may be an additional factor holding the key to ensuring the local companies in our supply chain remain competitive nationally.

3.3 Business Engagement

3.3.1 FEDF, Cumbria Chamber of Commerce and its Growth Hub have since 2014 evolved their Business Support arrangements in Furness. A specific Service Level Agreement (SLA) between The Chamber of Commerce and Barrow-in-Furness Borough Council has enabled some of the Coastal Communities Funding to be matched with European Funded business support to enable for example enhanced supply chain activity, new start-ups and growth of existing businesses to be supported through a Furness Growth Hub office at Unit 1 in Trinity Enterprise Centre, Furness Business Park, Barrow. FEDF has relocated into adjacent Unit 4. There is now cohesive and regular engagement with Growth Hub advisors and the new Supply Chain Manager with more targeted activity outreaching to companies. Companies such as Playdale Playgrounds Ltd are benefitting from this approach. Inward investment is being secured (examples being Allan Webb, BMT Defence, Blake Henderson Ltd) along with reinvestment facilitated through a new protocol with Cumbria LEP and the Chamber's Strategic Employers Group is providing the focus for Business Engagement. This is complemented by a Furness Energy Group which meets quarterly and by continuing Keep our Future Afloat Campaign advocacy activity aimed at influencing policy and decisions on naval submarine and shipbuilding and their skills and supply chain capabilities. In summary Business Support collaboration has been a success, which leads to the view that there is no longer a need for a Business Support Working Group.

3.3.2 There facilitate better engagement with businesses of all sizes This is best delivered through the Chamber of Commerce's *Furness Strategic Employers Group* acting as a focus for FEDF's *Business Engagement Group*. A committed group of well briefed, energetic business leaders operating alongside the expertise of the Kofac team's network, together with activities of "Choose Cumbria" to retain and attract skills. These will champion awareness of development diversification and infrastructure opportunities in Furness as a way of achieving the FEDF vision, and the economic transition required by the 2030s'. They will help promote strategic role Barrow and Furness has within the Northern Powerhouse area, nationally and internationally. It will advise the three Delivery Groups and come together as needs arise to act as ambassadors for Furness. The *Engagement Group* will therefore:

- feed into each of the Infrastructure, Quality of Life and Education, employment and skills Delivery Groups' work;
- assist FEDF Board, through the trade unions and community led Keep our Future Afloat Campaign to develop a more capable advocacy and lobbying capability;
- support engagement with extending networks in Government, Northern bodies, NW Business Leadership Team and other spheres to deliver a collective powerful advocacy voice for the area locally nationally and, via department for International Trade, overseas;
- help identify and deliver FEDF'S main board lobby priorities especially in relation to infrastructure improvements from a business perspective;
- work with FEDF and the Chamber of Commerce to resource business support measures which can be delivered direct to the businesses in Furness through the Growth Hub .

Infrastructure Improvements

- 3.4.1 Furness needs to make compelling business cases for its share of the new national productivity investment fund which has £23bn of resources from now until 2022. The fund is there to deepen and extend labour markets using improved travel links and schemes to reduce journey times, it also will help roll out fibre broadband 5G mobile technology and encourage private sector investment. A new 2.3bn housing infrastructure fund will deliver infrastructure for homes in areas of severe need and to enable building on sites of marginal viability such as the Marina Village. A 1.7bn accelerated construction programme is a further resource for affordable housing to tap into along with a 1.1bn fund for local road improvements. Transport for the North will be coordinating much of the future road and rail priority investment designed to realise the Northern Powerhouse strategy to connect the great towns and cities of the North it will be important to influence its forthcoming programmes emerging over the next 12 months
- 3.4.2 Against this background Barrow and Furness needs to implement better rail, road and bus connections to enable people to travel in to access the new job opportunities being created here and to enable more sufficient operation of supply chains which supports the underpinning strength of the economy, its advanced manufacturing.
- 3.4.3 Rail services are yet to benefit from the new Northern Rail franchise since 2014 direct train services to Manchester have reduced from 8 to 4 further to 3. Northern Rail state this is temporary with 2018 anticipated to see an increase again to 8 daily services.
- 3.4.4 The ability to commute by rail into Barrow is unattractive due to arrival times of only two morning trains being inconvenient to those traveling to work or school. The service through 6 morning departures east bound is on taking people out of Furness.
- 3.4.5 Existing connections on the West Coast mainline provide good links to London, but there is a gap after 18:03 which could be filled to allow later departures. Rail passenger usage dropped in 2015 which may be due to fewer direct service to and from Manchester
- 3.4.6 December 2015 saw a unique combination of rainfall and flooding resulting the cutting the area off by road and rail for nearly 36hours. Resilient road and rail links provide a lifeline for Furness road traffic volumes on the A590 are increasing. There is a need for investment to better inform drivers with real-time advice to improve safety, create resilience against flood risk and to address the HM treasury identified risk of increased congestion West of Newby Bridge by 2040.
- 3.4.7 £5.5m is being invested to improve access to East Ulverston including the Beehive Business Park and £1m has removed flooding at Lindal on the A590. There is now a need to improve access to South Ulverston. Cumbria LEP has made the case for £6m roundabout at Swarthmoor which can in the long term service the aspiration for a bypass of Ulverston.
- 3.4.8 The Cumbria LEP and Highways England sponsored West of M6 Connectivity study (2016) identified improvements that could be made West of Newby Bridge and further work is underway to develop business cases for submission to Transport for the North. At the time of writing it is unclear whether TFN has fully taken on board the strategic supply chain growth and investment needs of the Furness area in its initial proposals to improve road links between the North East and West Cumbria's Energy Coast.
- 3.4.9 Local road improvements are being led by the £1m Marina Village access due for completion Autumn 2017 and a plan to improve up to 17 junctions in Barrow including enhanced pedestrian access, parking and sign posting in and around Barrow town centre – which the Barrow Bid is working on with two local authorities. Resourcing these improvements is a

priority as they will also help support creation on new retail site opportunities and help revitalise the existing Shopping Centre.

- 3.4.10 There is currently a shortage of larger business units over 5,000ft² which is a constraint on business growth The Waterfront Business Park Phase2 is being extended by the addition of two new plots which will be available by Spring 2018 using growth deal and Cumbria Infrastructure Fund resources. Marketing of the new 11hectare site will include structuring a package of funding to enable a new business centre of 12-18,000ft² to be delivered in 2018 to stimulate attraction of users to the site.
- 3.4.11 Housing innovation is at the heart of the Housing White Paper of February 2017 FEDF will be looking to exploit the potential of the Housing Infrastructure Fund and to use Governments statement it will back local leaders to deliver in their areas for their communities and work with councils to understand all options for increasing the supply off affordable housing

Skills & Education

RESPONDING TO THE FUTURE SKILLS NEEDS IN FURNESS
INSPIRING YOUNG PEOPLE, MORE APPRENTICESHIPS
ATTRACTING UNIQUE TALENT
GROWING OUR OWN SKILLS



RAISING LOCAL ASPIRATIONS

Inspiring young people to achieve good qualifications at an entry route to rewarding, well-paid careers in locally based companies.



3.4 Education, Employment and Skills

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

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

Raising understanding and participation in STEM subjects and careers

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

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

Alternative Learning Provision	
Description:	<p>Alternative education for young people and provision for young people in years 7-10 (and how the skills can be delivered.</p> <p>It will provide a framework for staff in school and colleges to successfully plan and manage learning programmes, the curriculum and careers advice so that all learners are well prepared for the next stage in their education, training or employment. It will help learners to recognise and understand the skills and character traits they need to develop themselves, giving choices about their contribution to society, the next stage of their education, employment, self-employment or training.</p>
Rationale:	<p>SELF will be owned and driven by the individual and will be a 'badge of honour' recognised and endorsed by employers. It will provide a tool to record learning and achievements and to easily access evidence to demonstrate to others (employers, universities) the relevant skills and experience young people have gained during the ages of 5-18</p> <p>It will allow organisations from different sectors to share a common language / system when working with young people to develop character, learning skills and employability skills (education, public, private and 3rd sector organisations).</p> <p>To provide young people with a clear framework to enable them to recognise, reflect on and develop the skills, which will improve their citizenship and life chances skills.</p>
Key Activities:	<p>Driven through FESP work with groups of employers, the voluntary sector, community groups, and key education stakeholders to gather feedback and validate the skills and the model. Running a pilot with a group of primary, secondary schools and colleges to identify and measure the impact the SELF model can have on young people's attitudes, aspirations and learning outcomes.</p> <p>Support schools, colleges and the business sector to make the link between character traits, high order learning skills and employability skills</p> <p>Provide young people with an entitlement to purposeful experiential learning and a self-evaluation toolkit which will enable them to recognise, reflect on and develop key dispositions and skills, (potentially to feed into the Enterprise Passport currently being developed by the Careers and Enterprise Company) improving their impact as citizens and their future employability.</p> <p>Evaluate the project to establish that through the SELF model young people recognise the importance of key character, learning and employability skills to become successful citizens and employees/employers in the future.</p> <p>The skills include Citizenship, Resilience, Self-management, Teamwork Effective Communication and Literacy, Innovation and Creativity, Problem Solving, Leadership, Making Ethical Decisions, Financial Capability and Numeracy, Business Understanding.</p>
Funding Required:	<p>Funding through the appointment of the FESP coordinator funded by Dong energy and Coastal communities Fund.</p>

	<p>possibly pre-year 7) who are not succeeding in mainstream provision due to difficulties which cannot be managed by effective teaching and learning strategies in schools.</p> <p>A discrete alternative learning provision (ALP) free school should be formed which would provide a dedicated curriculum offer which meets the requirements of the DfE whilst engaging young people in a broader education including vocational day-release to college, supervised work-place visits, a focus on social and employability skills, and literacy, numeracy and IT skills.</p> <p>Young people would remain enrolled with their mainstream school but would not attend. The ALP school would offer smaller class sizes and focus on preparing young people to re-enter mainstream provision either at the age of 16, or earlier.</p>
Rationale:	<p>The most recent results for the newly introduced <i>Progress 8</i> measure (2017) have demonstrated that a significant number of young people are not being well served by the existing curriculum in mainstream schools. It is estimated that around 50 young people in the Furness catchment area would benefit from such provision, in the first instance.</p> <p>With the exception of the Pupil Referral Unit (PRU), there is no dedicated alternating learning provision in South Cumbria. An ALP school would not only ensure that young people who are not thriving in mainstream schools experience an appropriate and engaging curriculum, but also that mainstream schools can focus their resources on the remaining cohort to ensure that they make the progress required in the lead up to Key Stage 4.</p>
Key Activities:	<p>Working with schools and other stakeholders in South Lakeland (Kendal area), write a submission for approval and funding to form two free schools in South Cumbria (one on Barrow, one in Kendal)</p> <ul style="list-style-type: none"> • Identify a Barrow site and secure planning permission for a free school which is easily accessible to the maximum number of young people, and is located close to Furness College to enable the use of its resources and teaching staff for the vocational, day-release element of the curriculum. • Work with schools, colleges, the local authorities and employers to plan and deliver an effective curriculum offer which maximises young people's chances of returning to mainstream provision, either back into schools before the age of 16 or onto college or an apprenticeship/Traineeship at the age of 16. • On the formation of the ALP school, support the governance and management of the school both through formal membership of the Board, and through participation in the day-to-day curriculum delivery and CEIAG activities.
Funding Required:	<p>It is anticipated that the costs will be borne as follows:</p> <ul style="list-style-type: none"> • Capital and start-up funding • Revenue (pupil) funding - £10,000 per place from the Education Funding Agency for the first three years, thereafter from CCC and Top-up funding – as negotiated by the Free School and the mainstream school (from their EFA allocation)

BUSINESS ENGAGEMENT

Strengthening Supply chains, working with the growth hub, inward investments and entrepreneurships



**CREATING A SUSTAINABLE
FUTURE FOR COMPANIES IN
FURNESS, EXPLOITING NEW
SUPPLY CHAIN OPPORTUNITIES**



Business Engagement

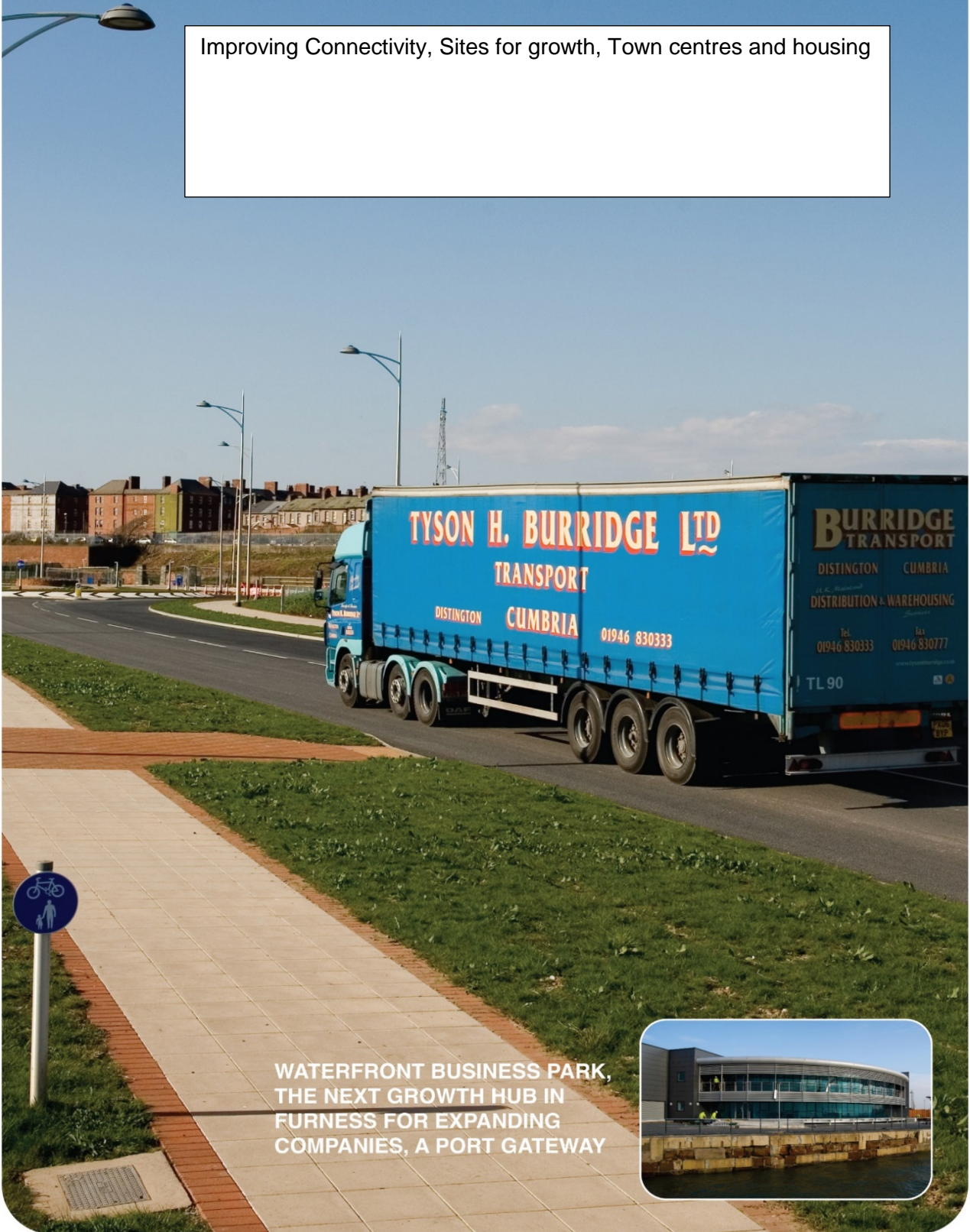
Description:	Better business engagement working alongside partners such as Cumbria LEP, Neighbouring areas around The Bay, and establishing better regional linkages is a crucial prerequisite to developing the potential of the local economy, to securing a long term economic future for all the community. Bringing together Business Leaders to act as Ambassadors for the area, acting as advocates, lobbyists, championing, promoting the area will enable the area to address its key challenges and demonstrate to Government how through partnership its allocation of resources to the area can deliver growth of national strategic importance. Cumbria Chamber's Strategic Employer Group will lead business engagement which will also support the delivery priorities of the Infrastructure, Skills and Quality of Life Groups.
---------------------	--

3.6 Business Engagement

Rationale:	<p>Our vision is for an innovative and powerful network of business and community leaders who have connections with Furness an interest in the area representing organisations who believe what is good for Furness is good for business championing development opportunities, persuading inward investors to establish here, leading lobby/advocacy to attract resources for economic growth and building wider alliances with neighbouring areas to achieve common goals.</p> <p>Effective business engagement will require committed, well briefed, energetic business leaders who will champion awareness of opportunities in Furness including diversification opportunities as a way of achieving the FEDF vision, and transition post 2030. It would also help raise awareness of the strategic role Barrow and Furness has within the Northern Powerhouse area, nationally and internationally. The group will come together to lobby consistently and intelligently for resources and new infrastructure and will help articulate the FEDF vision including ways in which business can help to close the education gap, to improve quality of life, healthcare.</p> <p>The Engagement Group will also feed into the work of FEDF's three Delivery Groups deliver effective engagement with neighbouring areas, with alliances and organisations such as CONE, NW Business Leadership Team, NW Manufacturing Forum Transport for the North, Cumbria LEP either on its Advisory Groups or its main Board and MPs'. Member organisations may contribute financially or in-kind to assist promoting our sub region as a place to live, work, visit and invest</p> <p>The Business Engagement Group could identify key priorities come together as needs arise to act as ambassadors for, and to promote the area, helping to attract new employers into it, promote ways to capitalise on the area's supply chain, skills, manufacturing and tourism strengths.</p>
Key Activities:	<p>A <i>Business Engagement Group</i> will be established by working with Chamber of Commerce's <i>Furness Strategic Employers Group</i> which will lead better engagement. It will also harness and work with the expertise of the trade union and community led Keep our Future Afloat Campaign (Kofac) team's network, together with activities of "Choose Cumbria" aimed at promotion to retain and attract skills.</p> <p>The <i>Engagement Group</i> will:</p> <ul style="list-style-type: none"> • feed into each of the Infrastructure, Quality of Life and Education, Employment and Skills Delivery Groups' work; • assist FEDF Board, and the trade unions and community led Keep our Future Afloat Campaign to develop a more capable advocacy and lobbying capability; • support engagement with extending networks in Government, Northern bodies, NW Business Leadership Team and other spheres to deliver a collective powerful advocacy voice for the area locally nationally and, via Department for International Trade to attract investment from overseas; • help identify and deliver FEDF's Board lobby priorities especially in relation to infrastructure improvements from a business perspective; • work with FEDF and the Chamber of Commerce to resource business support, stimulate supply chain strengthening and access to entrepreneurship growth resources.
Funding Required:	<p>Resourced through Cumbria Chamber of Commerce and FEDF partners initially. Potential for membership to be explored along with assistance of Choose Cumbria</p>
Time Scale	<p>2017-22 first meeting to be held in September /October 2017</p>

INFRASTRUCTURE IMPROVEMENTS

Improving Connectivity, Sites for growth, Town centres and housing



**WATERFRONT BUSINESS PARK,
THE NEXT GROWTH HUB IN
FURNESS FOR EXPANDING
COMPANIES, A PORT GATEWAY**

3.7 Infrastructure Improvements

Road, Rail and Sea Port Infrastructure Priorities	
Description:	<p>People and companies need resilient reliable road, rail and broadband communications to conduct their daily business effectively, efficiently and to enable them to realise their full potential by strengthening their access to markets in the North, UK, Europe or Globally. FEDF will identify and deliver prioritised improvements to land, sea, air or broadband communications links within Furness, to connect it better with UK and global supply chains and destinations. Improved access to global supply chains, markets and work opportunities, reduces perceptions of peripherality implements Northern Powerhouse Strategy policy to connect Furness “with the great towns and cities of the North” (1) it also creates potential to capitalise on planned HS2 and HS3 rail and enhanced services from Manchester airports new investment and investment in the national motorway network.</p>
Rationale:	<p>Furness needs to be seen as a destination of national strategic significance due to its concentration of defence manufacturing and energy industries and the skills they need. Transport for the North working with Northern Powerhouse area stakeholders and Highways England and rail operators need to be persuaded to prioritise effective, efficient strategic transport corridor links for W Cumbria and Furness across the North, linking into planned HS2 and HS3 rail networks. Improved E to W highway linkages together with smart motorway improvements and smart ticketing for public transport.</p> <p>Companies in Furness and west Cumbria depend primarily on road transport connecting supply chains of many of the area’s firms with raw material sources and for finished goods travelling south or to the north east and Scotland. Transport investment needs to be made facilitate growth, to access strategic business and housing locations and town centres in Furness. Catchment boundaries for travel to work are extending but public transport services do not reflect needs and therefore are often not a first choice for travel. Rail’s commuting role for work is not optimised to connect people with jobs in Furness, its inter-city connections to London and Government and access to Manchester Airport the gateway to 210 short/ long haul destinations or Liverpool’s 70. Walney Airport has untapped potential to support offshore energy developments. Nationally rail passenger use is increasing, a slight decline in 2015-16 on the Furness Line may be attributable to reduced direct links to Manchester. Northern Rail and the competing bidders for the west coast main line HS2 franchise need to be influenced to improve connections. Cumbria LEP in association with Highways England have agreed to work up business cases for new proposals from their 2016 W of M6 Strategic Transport Study, against a background of the National Infrastructure Plan identify 2 main Cumbrian challenges: congestion readily critical points</p>
Key Activities:	<ul style="list-style-type: none"> • STRATEGIC Raise awareness of the huge investment underway in Furness and strength of manufacturing supply chain linkages dependence on improved transport and Influence Strategic priorities through Business Engagement Delivery Group led input to Transport for the North Strategic Transport Plan Position Statement consultation ,Initial Integrated Rail Strategic Transport plan, Highways England North Pennines Route Strategy Refresh, Cumbria LEP Infrastructure Plan, and to foster better links around the bay to facilitate its economic growth. • RAIL Northern Rail Lobby for introduction of new rolling stock in 2018 on Furness Line, more direct services to Manchester, service modifications to improve choice for commuting into/out of Furness from north and east; medium term to Electrify Furness Line or bring in dual power trains.

Road, Rail and Sea Port Infrastructure Priorities	
	<ul style="list-style-type: none"> • RAIL West Coast Main line: Support the Cumbria Lep prospectus/engagement plan with franchise bidders and lobby for effective connections at Lancaster London bound after 18.03. • ROAD - A590: Develop business case for priorities to deal with HM Treasury identified risk of congestion by 2014 via west of M6 Study recommendations implementation Ensure resilience, effective maintenance adequate diversionary routes and minimised delay from accidents, roadworks. Deliver schemes at Swarthmoor and to improve E Ulverston access by 2020. • BARROW phased implementation of Barrow Traffic Study 2016/Barrow town centre access study recommendations. A595 support widening at Grizebeck and other locations between Dalton A590 junction and Sellafield. • AIR lobby for Dong Energy to set up heli-base at Walney Airport as integral to O and M • SEAPORT With ABP lobby for Dong Energy to locate permanent Walney O and M base here. MoD led Super-flooding proposal at Barrow explore synergies with increasing port traffic, explore multi-modal facility legacy opportunities with National Grid. Address port land issues Boughton Estates; Port Meridian LNG new facility, joint marketing. Involve ABP in FEDF infrastructure group. • NW TIDAL GATEWAY assist the initial development studies to prove viability/transport benefit. • BROADBAND quantify the nature of the challenges faced by majority of firms/develop solutions.
Funding Required:	Transport for the North and Highways England Programmes, Rail operator Funding for station and service improvements, Developer Contributions under section 106 planning legislation. National Grid multi modal facilities, MoD /Associated British Ports and Port users for sea-freight facilities, Cumbria LEP infrastructure Fund, Govt's Housing Infrastructure fund,????? Text missing
Timescale:	2017-18 to influence the Transport for the Highways England, Northern Rail, Dong Energy priorities.

Completing Committed Schemes: Waterfront Business Park

<p>Description:</p>	<p>The vision here is to deliver the digitally connected, strategic business growth location of 23 hectares offering a space for 62,069m² of development plots in a high quality environment capable of attracting internationally mobile and local expanding resilient companies. These would use the Business Park as their base for servicing local or international supply chains and markets providing a range of jobs to suit all skills.</p> <p>The Waterfront is designed to enable the Furness economy to become more diverse, less dependent on a few large employers by 2030. The wider growth and regeneration package it is part of embraces Barrow Island flats refurbishment, £525m shipyard modernisation, growth of operations and maintenance bases at the ABP owned port, Marina Village strategic housing area, and improvements to health care, hotel and apartment provision between Market Street and Duke street on the south side of a planned reinvigorated town centre.</p>
<p>Rationale:</p>	<p>Barrow Waterfront forms part of a large area combining the land assets of Associated British Ports Cumbria County Council and Barrow Borough Council. Between 2006 and 2017 phase one of the Waterfront redevelopment was focused on accommodating windfarm construction, operations and maintenance bases on ABP plc land.</p> <p>There followed site remediation and servicing of Phase 1 of Waterfront Business Park and its sale to Bae Systems for strategic warehousing, resulting in the 320,000ft² Resolution Building occupying the whole site.</p> <p>Phase 2 of The Waterfront Business Park is a strategic business park investment located adjacent to and between the port of Barrow, its 5 Offshore windfarm onshore support bases and the South side of BAE Systems Maritime Submarines 129 acre Submarine centre of excellence complex.</p> <p>The Business Park could function as a base for supply chain companies servicing a wide range of business sectors and national or international markets sets out to deliver 62,069m² of plots capable of accommodating 16,000m² in which to create jobs.</p> <p>With the Furness Business Park Barrow practically developed out the June 2017 position is that VHE construction are progressing site servicing of 11hectares for completion by Spring of 2018 using Cumbria LEP Growth Deal Funding. In Parallel with this it is Intended to introduce a local Development Order Incentive Scheme to give greater certainty over expansion for businesses choosing to locate on the site. Improved signposting and new walkways will also encourage users of the Business Park to connect with and use apartments and shops on Barrow Island thereby stimulating new economic and entrepreneurial opportunities in a ward which continues to exhibit high unemployment.</p>
<p>Key Activities:</p>	<ul style="list-style-type: none"> • Phase 2 completion of the remediation and site servicing with 2 new extension plots of ___ m² by March 2018 through contract let by Cumbria County Council TO Accommodate B1 B2 B8 land uses • Design, Finance and Build a 12-18,000ft² Business Centre using joint resources from BIFBC, CCC, HCA on 1.7 acres At the west end of the site. • Complete draft of The Waterfront Barrow Local Development Order and modifications by August 2017 to allow introducing the incentive scheme by December 2017 • Development of collaborative marketing programme involving Department for

	<p>International Trade and quarterly or six monthly professional agent input (from for example: CBRE, Lambert Smith Hampton etc) using a new www.waterfrontbarrowbp.com website and an underway demand survey (july thru August 2017) to attract users</p> <p>Supporting travel plan adoption by potential occupiers which make use of local transport shops and accommodation</p>
Funding Required:	<p>Growth Deal Round 2 Cumbria LEP resource in place being drawn down</p> <p>Cumbria Infrastructure Fund and Coastal Communities Fund</p> <p>Recycled Homes and Communities Agency related income from properties on Borough Council owned land, Savings from restructured programmes reinvested in provision of key note business centre on west side of site</p>
Timescale:	<p>2017 July to spring 2018 site servicing remediation and signposting by Vhe</p> <p>August 1 2017 Marketing website launch with quarterly six monthly reviews</p> <p>2017 September national and international launch of site availability</p> <p>December 2017 Business CENTRE funding package in place</p> <p>2018 January to September business centre build</p> <p>2018 first occupiers</p>

Completing Committed Schemes: Marina Village	
Description:	To deliver Marina Village as 1 of 2 strategic housing sites in Furness improving housing choice offering a mix of modern housing types and tenures to service anticipated workforce growth across Furness, to attract or retain residents. The project is part of a wider Waterfront regeneration scheme involving Waterfront business park and flat refurbishment on Barrow Island and investment in new healthcare facilities and apartments and hotels on the south side of Barrow town centre.
Rationale:	<p>Marina Village capitalises on good levels of interest from developers in investing in Furness, seeks to improve house build rates and attract people to live close to the centre of Barrow and Furness in a mix of tenures close to Barrow town centre and untapped waterfront leisure assets.</p> <p>Barrow Borough Local Plan 2015-2031 sets out proposals to deliver 1,863 new homes, 1,357 of them in Barrow, with 3 sites delivering 867 (64%) of these. Marina Village is a strategic housing location for Cumbria, a long-term project, to be delivered 2017-2031. It will deliver the largest number of homes, 650 residences, through several phases over 15 years. Taken together with Croftlands, Ulverston proposals to deliver 1,022 homes, each offer, along with smaller locations at Hawcoat Barrow and in local villages a good choice.</p> <p>Marina Village complements the 35 year growth of Holbeck on the east edge of town, planned houses at Rakesmoor Lane, north edge of Barrow which deliver 197 homes and contribute to a rolling 5-year supply of housing land required under planning legislation.</p> <p>2017 Marina Village works now underway concentrate on creating an initial access point from Salthouse Road (later to be supplemented by up to 2 more yet to be determined access points).the access will be in place by autumn 2017. Commissioning of feasibility studies is scheduled between June and December 2017 will put in place a strategic framework to deliver the best way of implementing phased remediation and a development strategy for facilitating a phased build out of the site.</p> <p>To optimise this opportunity support of HCA, Housing Infrastructure Fund resources and commitment of several developers to commit is targeted. This will require a demonstration of Confidence that investment is set to continue. A comprehensive business case identifying the economic growth and risks the area faces needs to be a part of a planned remediation and development strategy.</p>
Key Activities:	<ul style="list-style-type: none"> • Completion of the £1m first access of Marina Village from Salthouse Road by Autumn 2017; • Identification of 2nd and 3rd access routes, with associated diversion route replacing Cavendish Dock Road access to the south side of Ramsden Dock for Associated British Ports and its tenants; • Phased acquisition of remaining properties; • Commissioning and completion by December 2017 of costed Remediation Strategy and Development Framework for the whole Marina Village Site; • Marketing Strategy designed to a) commit HCA to funding the realisation of the opportunity. b) Interest multiple developers to offer a choice of tenures and home types in a phased way; • Joint work on the ABP/National Grid to explore potential for integrated housing, leisure and water sports opportunities at Cavendish Dock/ Buccleuch Dock arising from reduced wildlife interest and making use of tunnel spoil to create new landscape;

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

Waterfront Development – Housing	
	Marina Village - Accesses
Rationale:	<p>The Council needs to ensure that there are opportunities to deliver a range of housing sites. Therefore the availability of <i>developable/viable</i> housing land is essential to support the proposed commercial developments. For example the housing market has an opportunity to benefit from an additional 2,000 jobs being created and employed directly in BAE Systems and the local supply chain.</p> <p>In order to ensure the economic benefits to the local economy from the programmes are maximised it is important to ensure that an interconnected supporting programme is in place, to ensure that supply chain support, skills development and housing supply are provided.</p> <p>A <i>Growth Deal</i> bid seeks to build on this investment to create further jobs (+600) in advanced manufacturing to support the supply chain for BAE and other companies. Investment by BAE will take up all the currently available industrial and commercial land in Barrow and two further phases are proposed to allow the development of additional land by SME's, within a proposed Enterprise Zone on Barrow Island. These works will be supported by local financial incentives, planning regime changes and marketing/promotion for the proposed Business Park site to advanced manufacturers in the BAE supply chain.</p> <p>To ensure the benefits of economic growth are retained in the area, finance is being sought to unlock a separate, large scale housing site in Barrow. Consultants have advised that there is potential to develop the Marina Village housing site in a phased approach, provided the offer is commercially pragmatic. The Borough Council have committed resources to market test the site as a basis for taking a commercially pragmatic development agreement to the market.</p>
Key Activities:	<ul style="list-style-type: none"> • Marketing Strategy • Access Improvements: One new roundabout, one new junction and one junction improvement including public realm enhancements (St. Georges Square) • Land and Buildings (remaining acquisitions) • Site and Amenity and Servicing • Gap Funding Scheme • Harbour Revision Order • Marina Link • Flood Mitigation
Funding Required:	Funding and costs will be incorporated into the RAPID action plan

Homes and Communities Agency Innovative Solutions

<p>Description:</p>	<p>There is a need to attract and retain skilled people in Furness to meet the needs of companies which are expanding and their workforce demands and to reduce the risk of population emigrating and encourage more people to opt to live and work here rather than commuting from coast of Kendal and Lancaster Southwards.</p> <p>A vision is for Barrow and Furness to offer a wider choice of housing and to build more (in line with Housing White Paper 2017 policy proposals)</p> <p>In Barrow Borough the average is for 60 new homes a year to be built, by locally based developers. In South Lakeland it is around 260 across the District. Almost half of the housing stock in Barrow is of Victorian age. Much of it is concentrated in Barrow Island, Hindpool and Central wards 3 of the most deprived in England which needs either refurbishment to prolong its life, attractiveness or to be replaced with modern alternatives which are affordable. Barrow Island flats regeneration and Rawlinson Street are examples to mirror.</p>
<p>Rationale:</p>	<p>The Housing White Paper (February 2017) sets a new framework for getting more homes built and innovative housing solutions, arguably Homes and Communities Agency involvement should focus on stimulating difficult to realise locations such as Marina Village Barrow through partnership with the Borough Council.</p> <p>The population of Barrow is falling, it fell in the 20 – 30 age group 2001-2011 and the birth rate fell, Population 34-45 however increased. There is a need to</p> <ul style="list-style-type: none"> - provide a greater choice of quality, modern housing, - to attract and regenerate the oldest, poorest housing in Furness, - to cater for a large influx of skilled people, working long and short term in locally based companies and at new development sites. <p>Fewer homes have been built in Barrow and Furness over the past decade than in the previous 2 suggesting that it is developer commitment that is a constraint rather than land availability.</p> <p>Unlike many parts of Cumbria, Furness is one of the few areas where workforce growth is driving housing demand. Increasingly apart from conversions of former public houses and underused buildings to apartments it is proving a challenge to attract developers to vacant housing sites in inner urban Barrow.</p> <p>Currently Barrow has more homes than anywhere else in Cumbria's main towns for sale within a 10 miles radius and a limited supply of private rented accommodation where local people compete with contract workers for apartments and flats. Rents are rising, but house prices are competitive compared with other areas of Cumbria being also higher in Ulverston and Dalton rather than Barrow. On average 60 homes a year are built in Barrow, new developments underway include Thorncliffe, Holbeck, Flass Lane in Barrow and Stonecross in Ulverston. As part of the 5 year supply of housing land allocation in local plans sites at the Waterfront Barrow, Croftlands Ulverston cater for the majority of housing supply and there is a mix of brown and green field sites coming forward across the area including solutions in villages such as Scales.</p> <p>Homes and Communities Agency potentially has a key role to plan in bringing sites forward, both on brownfield strategic sites at Marina Village, Barrow, on the large greenfield Croftlands in Ulverston where there are surface drainage challenges in the inner urban areas of Barrow Arthur Street a comprehensive clearance area is very difficult to market to developers and the aging Victorian era housing stock is in need of both replacement and refurbishment to help revitalise deprived wards such as Barrow Island, Hindpool, central and Risedale.</p> <p>The new Barrow Local Plan creates a foundation to indicate to developers where new housing might be concentrated.</p>

Key Activities:	<ul style="list-style-type: none"> • To present a comprehensive business case to Home and Communities Agency for long-term investment in remediation and site servicing of Marina Village site, Barrow to create a new waterfront 'garden village Serviced using Housing Infrastructure Fund; • To secure adoption of Barrow Local Plan by early 2018 to act as a framework for the housing growth and to contribute to Cumbria LEP Housing Strategy so that sites in Furness are identified as priorities for infrastructure support; • To support development of special needs housing and to support investment to allow older/disabled residents to remain in their homes • Explore innovative factory built solutions, support housing associations to build more, and explore options to encourage local authorities to build again, including through accelerated construction schemes on public sector land. • Encourage institutional investment in the private rented sector.
Funding Required:	Homes and Communities Agency Funding Housing Infrastructure funds
Time Scale	2017-22

Broadband Coverage Enhancement

<p>Description:</p>	<p>Government policy is that Digital Connectivity is now a utility. Its strategy advocates that “no part of the country should be without adequate connectivity.” FEDF has a vision for Furness to be at the forefront of the roll out of the new 5G over the next 5 years and for “service blind-spots” to be reduced or eliminated over the next 3. The focus will be on 4 priorities:</p> <ol style="list-style-type: none"> 1. To facilitate greater global connectivity, access to enhanced health care, learning, use of big data in our area; 2. To identify where broadband reception is poor now in SW Cumbria; to analyse the way in which digital infrastructure (or skills) is holding back the area’s overall prosperity, access to higher wages, opportunities for young people to get on, company growth, entrepreneurship and individual’s development; 3. To work with partners to improve digital competencies and capacity in the business community, for residents, education and healthcare in order to improve quality of life through digital access; 4. To deliver next generation fit for purpose digital communications infrastructure by developing the business case for the potential of 4G roll out’s completion and 5G ultrafast broadband introduction at an early stage into 1 of the main manufacturing and service business concentrations in Cumbria.
<p>Rationale:</p>	<p>The Government digital strategy of 1 March 2017(1) supports communication infrastructure roll out of 4G broadband by 2020. This is manifested in the “Connecting Cumbria” initiative by Cumbria County Council and BT which is enabling 95% of Cumbria’s population to have access to broadband by 2020. Mobile operators will have achieved 4G coverage to 98%. Connectivity challenges caused by topography and buildings exist. 5G and superfast broadband are next objectives as part of a vision for fast ultrafast broadband of at least 100Mbps to be available to nearly all premises.</p> <p>Arguably in Cumbria the principal infrastructure priority should be to have the best quality broadband coverage. Businesses and residents need high capacity, reliable, resilient, secure, affordable and fast broadband to transfer complex large amounts of data quickly. However, locally Greenhaume, Sowerby Woods Business Park parts of central Barrow, Walney Island are examples of coverage that is not at its optimum level. Equally we know coverage on Abbey Road is better than National journalists have access to in London. Research suggests that Barrow and Furness Parliamentary Constituency ranking of access to average broadband speed is the best in Cumbria, second only to Morecambe and Lunesdale around The Bay (2). Barrow needs to be on a par with Morecambe ranked 95th in UK and closer to the best ranked areas. Millom is pioneering remote health care.</p> <p>Over the next decade we can expect the emergence of completely new services, applications and devices currently not conceived of but which will create additional demands on future networks in fields such as video services, cloud services applications/resources, educational services, smart cities, and towns, big data, the internet of things, health services and electricity networks. By 2025 we expect that 5G networks will be deployed in the UK and across the world. Furness needs to be at the forefront of this roll-out enabling its companies to trade effectively and efficiently by capitalizing on the new technology. It also offers scope to transform healthcare and learning. Short term the area should be to continue to capitalise on the £2.5m awarded at the start of 2017 to improve broadband for remote locations in South Cumbria and to implement the actions below</p>
<p>Key Activities:</p>	<ul style="list-style-type: none"> • To inform businesses of the availability of resources to improve broadband in S Cumbria; • To support the introduction of the Universal Service Obligation(1) giving every

	<p>industrial business and public premises across the county the right to request affordable high speed broadband connection;</p> <ul style="list-style-type: none"> • To identify business communities which have poor or financial costly broadband constraints, develop solutions to facilitate better connectivity including free wi-fi on buses/trains servicing Furness; • To ensure there is a business case for early 5G introduction and roll-out in Cumbria and Lancashire which benefits Furness enabling the community to capitalise on its capabilities 2017-20 and beyond; • To capitalise on government's intention to deliver public funding for the roll out of "full fibre" broadband networks in partnership with local authorities; <p>To work with FEDF Education Employment Skills Delivery Group to enhance access to digital skills.</p>
Funding Required	<p>At the start of 2017 £2.5m in funding from the government's Broadband Delivery UK was allocated to improve remote south Cumbria connectivity by the Industrial Challenge Fund. New resources emerging include broadband improvement allocation in Cumbria LEP Growth Deal Round 3 settlement and National Productivity Investment Fund allocations for 5G roll out and a new Digital Infrastructure Investment Fund to assist access.</p> <p>Footnotes</p> <ol style="list-style-type: none"> 1) UK Digital Strategy 2017 Department for Digital Culture, Media, Sport 2) www.labs.thinkbroadband.com/local data for Cumbria and North Lancashire Parliamentary Constituencies
Timing	2017 – 2022

QUALITY OF LIFE

PROMOTING FURNESS AS A GREAT PLACE TO LIVE,
WORK OR VISIT

Quality of life
Capitalising on high quality environment and
assets, challenging perceptions and securing
quality of life improvements for Furness



A GREAT CHOICE OF PLACES
TO LIVE IN SOUTH ULVERSTON,
DALTON, BARROW AND
SURROUNDING VILLAGES



3.8 Quality of Life

Promoting a Healthy & Active Community	
Description:	A healthy and active community is less likely to suffer from health problems, better able to engage in community life, more able to benefit from local education and employment opportunities and more likely to contribute to the local economy.
Rationale:	<p>Connecting people within the area to local economic opportunities can help to address issues of deprivation, poverty and poor health, particularly within the more deprived wards, such as Central, which has a high number of households that have annual incomes of less than £10,000 and 47.5% of children living in poverty (this compares to a Cumbrian average of 22.5%).</p> <p>There is a clear desire to close the gap between those areas that have the greatest levels of health deprivation and the national average. Bridging the gap, by reconnecting those unable to work due to health reasons, with employment opportunities is the first step to closing the existing poverty and health inequalities gap.</p>
Key Activities:	<ul style="list-style-type: none"> • Promotion of a healthy lifestyle to help support and improve health aspirations • Supporting & promoting sporting and leisure facilities and organisations • Understanding future health care demands and how these will be met • Targeting those unable to work for health reasons, with opportunities to become reengaged with the local economy • Identify mechanisms to promote and support improvements to private sector rented accommodation that will improve health outcomes
Funding:	

Improving the Local Housing Offer	
Description:	Ensuring that we have sufficient housing of the right types, quality and quantity, in the right locations is essential in providing for existing residents, helping retain skills and attracting those skills that we need to support existing and future local economic growth.
Rationale:	<p>South Cumbria has a diverse housing market with supply and demand issues varying significantly within a relatively small geographic area. Housebuilding rates have tended to be low for Barrow in comparison to Ulverston, which has been driven to some extent by the extensive amount of brownfield land in Barrow.</p> <p>Issues of quality, choice and affordability are interlinked, with Barrow struggling with a large number of flats and Victorian terraces and South Lakeland (which Ulverston is part of) wrestling with issues of affordability.</p> <p>These areas cannot be treated as two separate housing markets as they fall within one travel to work area. To treat them as such risks long term damage, not just to the housing market, but to the broader economy.</p> <p>A balanced approach to housing across Furness is essential in order to ensure housing development is complimentary and can help support and sustain long term growth across all Furness.</p>
Key Activities:	<ul style="list-style-type: none"> • Development of a comprehensive Housing Policy Approach statement, setting out the agreed approach to the development and marketing of key sites across Furness, including the mechanisms by which they will be brought forward, the quantity and type of housing that will be provided, how this will be phased and how local people will be able to benefit. • Identify relevant stakeholders/partners and funding streams that could be utilised to take forward this approach e.g. relevant local authorities and agencies such as the Homes and Communities Agency and the Northern Housing Consortium. • Explore the potential for mechanisms such Asset Backed Vehicles, Development Corporations and Community Interest Companies to help bring forward suitable housing development on long standing undeveloped brownfield sites e.g. Marina Village and Arthur Street.
Funding:	

Regenerating Furness Town Centres	
Description:	Town centres are the heart of local communities. They are multi- use areas often incorporating homes, shops, office, leisure and community space and uses. They are an important local resource and are critical in attracting and retaining skills. They can act as an indicator of local prosperity or decline as the vitality and vibrancy of a town centres is normally evident.
Rationale:	<p>Supporting and enhancing our town centres in Barrow and Ulverston is essential in ensuring a viable and vibrant resource for existing residents and businesses. Its influence in attracting and retaining skills and investment cannot be overstated.</p> <p>Although Barrow town centre has had significant investment in the past, it has suffered extensively over recent years and this is now clearly evident in the condition of many of the buildings, vacancy rates and retail offer.</p> <p>Short term 'fixes' should be avoided and a long term, sustainable approach to the regeneration of town centre areas, which addresses all aspects and uses should be proactively sought.</p>
Key Activities:	<ul style="list-style-type: none"> • Actively promote and support a 'town centre first' approach to retailing • Explore the opportunities to create larger footprint retail units within the town centre • Seek out and support initiatives for long term investment and sustainable, innovative, entrepreneurial ventures within the town centre area • Seek opportunities to secure improvements to the existing town centre terraced housing • Encourage improvements to shared open space, particularly where this can provide open, accessible green space • Explore the potential for mechanisms such Asset Backed Vehicles, Development Corporations and Community Interest Companies to help deliver development and improvements in the town centre area
Funding	

Securing the Future of our Heritage Assets	
Description:	South Cumbria has a rich built and natural heritage. Nowhere is this more evident than in Barrow. Recognised as the No.1 location in Britain for natural heritage and No.3 location for built heritage, the area has much to offer all those who live, work and visit. In addition to this, Barrow is steeped in its industrial heritage, much of which is apparent in the built environment but an arguably larger proportion is held with the people and therefore the community.
Rationale:	Ensuring that these assets are fully appreciated, enjoyed, celebrated and protected for future generations is vitally important. Not only because of the intense pride that the local community associate with this heritage but also because it provides an opportunity to secure improvements that cut across quality of life priorities. For example, our natural heritage assets present an opportunity to encourage physical activity in a high quality environment for the benefit of both physical and mental health. Securing improvements to the built heritage assets within the town centre could form part of a broader plan to help regenerate the town centre.
Key Activities:	<ul style="list-style-type: none"> • Ensure heritage assets are celebrated and protected wherever possible • Seek opportunities to make local heritage assets accessible to the local community, particularly where this would result in positive outcomes that cross cut FEDF priorities • Explore the possibility of creating a Community Interest Company that could lead on the renovation of local heritage assets • Explore the potential for mechanisms such Asset Backed Vehicles and Development Corporations to help deliver development, improvements and renovation of local heritage assets
Funding:	Through FEDF Coastal Communities Fund round 4/heritage Lottery Fund and others
Timescale:	Targeted September 2017 workshop depending on availability of delegates

Encouraging Social Innovation

Description:	This plan is intended to stimulate and support the local economy to ensure that local communities and businesses can take maximum benefit from national, regional, county and local opportunities, growth and prosperity. This must be an inclusive approach, ensuring that our most deprived and disengaged groups are able to benefit.
Rationale:	<p>Sustainable, inclusive growth and prosperity that brings opportunity and benefits for all is difficult to achieve, particularly in an area like Furness, which depends heavily on a single large employer. Strengthening the supply chain, encouraging diversification, connecting deprived communities to opportunities and supporting local investment and development are important, however, getting to grips with the most entrenched social problems to achieve real, lasting change is essential.</p> <p>A 'top down' approach has proved to result in, at best, unsustainable, temporary improvements for a limited number of individuals/families. At worst it has created voluntary/charity 'sticking plasters' that effectively perpetuate the problems.</p> <p>An innovative 'bottom up' partnership approach based on bridging the gap with these sectors of the community and enabling the development of initiatives, projects and programmes built around sound business principles is advocated instead.</p>
Key Activities:	<ul style="list-style-type: none"> • Hold an 'Encouraging Social Enterprise/Entrepreneur' Workshop to explore the possible mechanisms for identifying, engaging with and enabling the most deprived and 'hard to reach' within our community
Funding:	Through FEDF Coastal Communities Fund
Timescale:	Targeted September 2017 workshop depending on availability of delegates

Hold a Quality of Life Summit	
Description:	<p>To hold a Quality of Life summit, bringing together key stakeholders to debate local quality of life issues.</p> <p>Develop and agree a shared vision for local Quality of Life, working collectively to identify and respond to current and future needs of the local area.</p>
Rationale:	Sustainable improvement to local quality of life issues require key stakeholders to commit to working collaboratively to agree a shared approach to delivering agreed priorities, whilst acknowledging the significant barriers and challenges that exist.
Key Activities:	<ul style="list-style-type: none"> • To debate and discuss the agreed Quality of Life Priorities • Identify key stakeholders to take the agreed priorities forward
Funding:	Through FEDF Coastal Communities Fund
Timescale:	Targeted early September 2017 depending on availability of delegates

4.0 Next Steps

4.8 The FEDF members are committed to this Plan's implementation with a rolling annual review of the planned priorities and progress against them. The key deliverables in this Plan will strengthen and complement existing activities and projects and will seek to engage with stakeholders to maximise impact by:

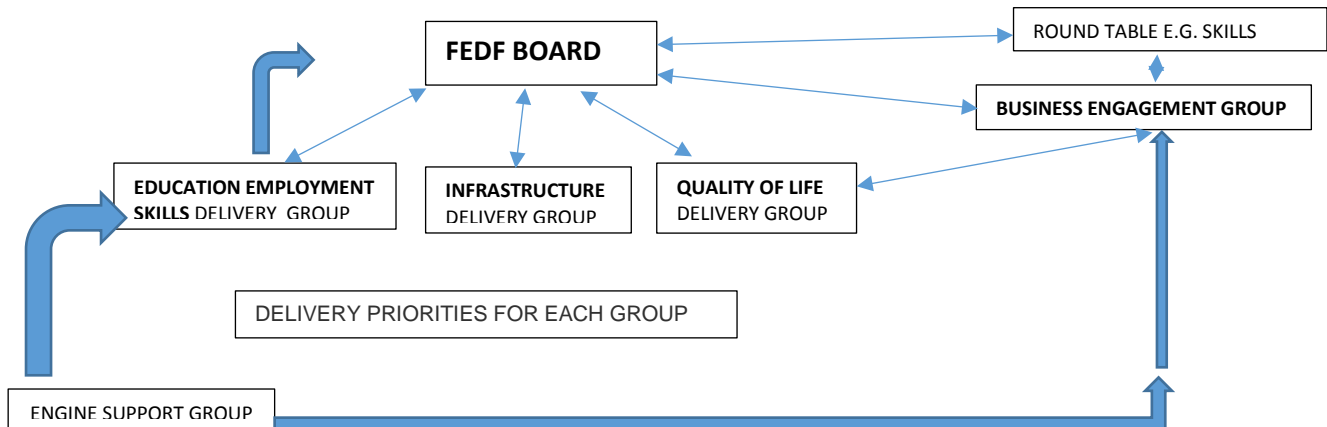
- Establishing delivery groups for each of the key drivers and utilising the expertise from a range of key organisations, using this knowledge and intelligence to inform the key objectives and priorities for growth
- Capitalising on the expertise of the Business engagement group to influence and inform the development and delivery of projects and to champion the priorities to all relevant stakeholders
- Identifying a plan for delivery of Year 1 projects and defining individual 'delivery action plans' for prioritised initiatives
- Agreeing the communication and engagement plan
- Implementing reporting and monitoring structures, tools and processes to ensure the key objectives and priorities for growth are SMART (specific, measureable, achievable, relevant and timely).
- Identifying the anticipated funding requirements and existing and potential sources of funding
- Examining the most appropriate form of delivery management for physical infrastructure, business engagement and lobbying activities.

5.0 Governance

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

5.2 Figure 1 shows the new Board structure.

FIGURE 1 STRUCTURE FOR FEDF 2017-22



5.3 The Board has a clear vision

insert vision

5.4 All partners shown below are working together in the interests of the Furness and South Lakeland economy to ensure the economic vision can be realised

5.5 The structure is aimed at realising that vision.

5.6 The new structure for 2017-2022 has the following characteristics:

- Strengthened strategic leadership/representation of the Furness area's priorities and needs to Cumbria LEP in so doing to influence Lep/Northern Powerhouse policies and funding sources;
- Streamline governance with a reduction of the numbers of Board members whilst improving capability of the *Delivery Groups* with in some cases existing Board members taking a new role in those Groups.
- A focus on stronger engagement with businesses, use of Round Tables to focus on key opportunities;
- Make best use of existing networks and resources
- Only committing to actions for which funding can realistically be available and timely bidding for new funds;
- Concentrating on harnessing the enthusiasm and commitment of an ambassadorial group

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

- FEDF Board: its members will commit to a more active role across the delivery priorities. It will have reduced membership but a significant addition in Associated British Ports given its importance as large landowner and role in the southern part of Barrow. The Board's remit is to manage governance of all FEDF activities, oversee preparation/implementation of the Delivery Plan, strategic vision, the Delivery Groups, approving Delivery Group chairpersons, guidelines for operation and to identify/prioritise available budgets, prospective funding bidding opportunities & coordinate any advocacy/lobbying using Engagement Group/Kofac expertise.
- Three Delivery Groups: Employment/skills; Infrastructure; Quality of Life. Governance for each to be modelled on Employment & Skills Group. Membership to be core group but flexible depending on issue addressed and committed to a more active role across the delivery priorities. Each "DG" to decide on 3 or 4 delivery priorities. Roles: to progress existing projects, develop new projects with supporting evidence base, assess possible innovative funding sources, work up scalable bids for resources, unblock funding and project delivery issues and build links with the Lep Employment and Skills Commission.
- Business Engagement Group: perhaps building on the potential of the Chamber Strategic Employer Group. Roles: to act as a sounding board and lobby whilst also feeding into the work of the Board/Delivery Groups to ensure their actions respond to and meet business needs.

5.8 FEDF Board will meet quarterly.

5.9 Delivery Groups will meet once or twice a month to identify and progress priorities.

5.10 An Executive Engine Support Team will meet twice monthly. The present Support Group expertise drawn from Bae Systems, Barrow Council, Furness College, FEDF, will be enhanced by representation from Cumbria County and South Lakeland Councils. It will support the Board and Delivery Groups and generate more effective day-to-day liaison with Cumbria LEP's Executive's team.

5.11 *Delivery Priorities* will include:

- a continuation and completion of existing projects and
- some new priorities.

All are geared towards

- making the most of the opportunities coming available by 2020. All planned actions should
- contributing to delivery of Cumbria Lep Economic Strategy priorities and
- address challenges for Furness emerging beyond 2030. This is when it will face a transition towards a lower level of employment in its major employer as existing production programmes adjust to a lower level of output and a need to attract a wider range of business activity

5.12 FEDF Board would also arrange "Round Table Discussions" to address specific themes and accelerate the area's growth ambitions. Issues to be considered may be skill needs of employers which arguably underpins the remaining three priority areas, or transport improvements. Invitees will include engagement with regional national/ regional bodies (transport for the N), ministers or shadow ministers.

COMMUNICATIONS Plan

6.0 APPENDICES

6.1 New Planned Major Projects

6.2 Stakeholders with Potential to Help Facilitate Delivery

APPENDIX SOME OF THE MAJOR PROJECTS IN FURNESS THAT MAY IMPROVE INFRASTRUCTURE OR PUT DEMANDS ON IT

PROJECTS / TIMING	2017	2018	2019	2020	2021	2022	2025	2030	2035	2040
ENERGY										
Offshore Wind Farms operations and maintenance										
Ormonde Wind farm Operations/Maintenance Vattenfall										
Barrow Operations/Maintenance Dong Energy										
Walney 1 and 2 Operations/Maintenance Dong Energy										
West of Duddon Operations/Maintenance Dong Energy										
Walney Extension Construction Dong Energy then O and M										
Babcock MCS Helicopter operations 5 year contract										
GSK Ulverston										
Centrica Younicos Morrison Utility Services 40MW Battery Storage										
Centrica Gas power generation 49MW										
Amec Foster Wheeler Centrica Contracts										
Centrica Terminal various 3+2 year contracts onshore/offshore										
Port Meridian Gas Facility possibility		?	?	?	?	?				
Reach Coal Seam Gas Ltd: Shale Gas possibility		?	?	?	?	?				
E.Irish Sea 30 th Offshore oil-gas licensing round Blocks 109/110/112/113 exploration and development										
Nugen Moorside Civil Nuclear Generating station			?	?	?	?	?			
National Grid 400kv powerline upgrade			?	?	?	?	?			
Electricity NW 132KV system upgrades			?	?	?	?	?			
Sellafield investments										
INDUSTRIAL										
BAE Shipyard Modernization										
Dreadnought Submarines build for Ministry of Defence £44bn										
Bae Global Weapons: M777 manufacture for India										
Bae Systems Walney Airport facilities										
Siemens Sub-Sea, next generation 45kv. connectors										
United Utilities, Ulverston investment										
HEALTHCARE										
UHMBT Maternity Facility at Furness General Hospital										
NHS Alfred Barrow Health Centre at Duke Street										
SITE DEVELOPMENTS										
Marina Village access Barrow										
Waterfront Barrow Business Park Extension										
Beehive Business Park, Lightburn Road Ulverston										
Premier Inn Ulverston										
Proposed Hotel Barrow										
Aldi Retail Hollywood Park Barrow										
Burlington Stone Quarry Expansion Kirby										
OTHER										
Housing schemes in Furness										
Manufacturing Growth by various companies										
Office / Services growth, various firms										

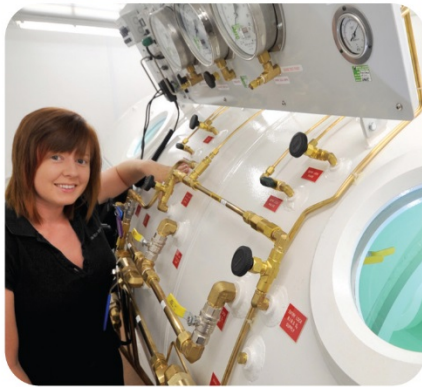
6.3 Note: in addition to the listed projects there are many potential supplier opportunities with or supporting established company operations and in markets out-with Cumbria that Cumbria Growth Hub in association with FEDF can assist companies to evaluate

KEY TO TABLE = Project Timing yet to be clarified	?	?
Key = supplier opportunities supporting operations		
Key = new projects		

6.5 Communication/Marketing Strategy – to



BARROW -
FURNESS BUSINESS PARK



BARROW -
WATERFRONT
BUSINESS PARK

Furness Economic Development Forum, *Delivery Plan* 2014-2017



For further information, contact: sklosinski@furnessenterprise.co.uk T: 01229 820611

designed & printed by HSP Milners T: 01229 823392