

## Agenda

### Discover Ashfield Board Meeting

Date: **Wednesday, 24th September, 2025**

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Time: **9.00 am**

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Venue: **Committee Room, Council Offices, Urban Road, Kirkby-in-Ashfield**

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For any further information please contact:

**Millie Connell**

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01623 457357

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# DISCOVER ASHFIELD BOARD MEETING

## Membership

ATTENDEES			
Name	Position on Board	Position/Organisation	Present
Kieran Percival	Chair	Director, Gardens of Giving CIC	
Louise Knott	Vice Chair	Vice Principal, West Nottinghamshire College MA2020 Representation	
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	
Martin Rigley OBE	Theme Lead – Succeed in Ashfield	Chief Commercial Officer Devtank Ltd.	
Liz Barrett OBE	Theme Lead – Love Where You Live	Principal, Academy Transformation Trust Further Education (ATTFE)	
Pete Edwards MBE	Theme Lead – Be Happy, Be Healthy	Chair, Ashfield Health and Wellbeing Partnership	
Claire Hinchley	Board Member	Director Strategy and Partnerships Sherwood Forest Hospitals	
Cllr Julie Gregory	Board Member	Scrutiny Representative, Ashfield District Council	
Cllr Dale Grounds	Board Member	Vice-Chairman of the Council, Ashfield District Council	
Cllr Matthew Relf	Board Member	Executive Lead Member for Growth, Regeneration and Local Planning, Ashfield District Council MA2020 Representation	
David Williams	Substitute for Shola Olawole	Partnerships Manager North Nottinghamshire DWP	
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	
Graham Ward	Board Member	Chair of Board of Directors, Sherwood Forest Hospitals Trust	
Holly Shuttleworth	Substitute for Paula Longden	Strategies and Partnerships Lead, Sherwood Forest Hospitals Trust	
Jackie Insley	Board Member	Chief Executive Officer Citizens Advice Central Nottinghamshire	
Kirsty Ellis	Substitute for Peter Gaw	Assistant CEO, Inspire: Culture, Learning and Libraries	
Leanne Harwood	Substitute for Simon Cartwright	Operations Lead - Transforming Notts Together	
Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Paula Longden	Substitute for Claire Hinchley	Associate Director of Strategy and Partnerships Sherwood Forest Hospitals	
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	
Sarah Kinrade	Substitute for Tim Hepke	ITP Aero	

Sarah Mayfield	Board Member	Director of Skills and UK College and Civic Partnerships, NTU	
Sarah Speight	Observer	Deputy Vice-Chancellor & Provost, NTU	
Sam Howlett	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Simon Cartwright	Board Member	Chief Officer Transforming Notts	
Simon Martin MBE	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	
Shola Olawole	Board Member	North & East Midlands Group Performance Lead, DWP	
Tim Hepke	Board Member	UK Head of Maintenance and Group Property, ITP Aero	
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	
Una Key	Board Member	Chief Officer, Ashfield Voluntary Action	
Andrea Stone	Supporting Officer	Wellbeing Manager, Ashfield District Council	
Charles Edwards	Supporting Officer	Executive Director – Operations, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services, Ashfield District Council	
Hollie Maxwell-Smith	Supporting Officer	Discover Ashfield Lead, Ashfield District Council	
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development	
John Bennett	Supporting Officer	Executive Director, Place, Ashfield District Council	
Lucy Lightfoot	Supporting Officer	Regeneration Officer – Regeneration, Ashfield District Council	
Melanie Wheelwright	Supporting Officer	Forward Planning & Economic Growth Team Manager Ashfield District Council	
Millie Connell	Supporting Officer	Communities Graduate - Regeneration, Ashfield District Council	
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	
Paul Coffey	Supporting Officer	Interim Service Manager for Communications and Events, Ashfield District Council	
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	

## **AGENDA**

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- 2. Reflections of Previous Meeting - Kieran Percival**
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  - b Action Log**
- 3. New Declarations of Interest - ALL**
- 4. Regeneration Programmes Update - Sarah Daniel 15 - 36**
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- 5. Theme Lead Reports - Theme Leads**
  - a Succeed in Ashfield - Martin Rigley**
  - b Love Where You Live - Liz Barrett**
  - c More to Discover - Darron Ellis**
  - d Be Healthy, Be Happy - Pete Edwards**
- 6. Board Member Updates - ALL**
- 7. Any Other Business - ALL**
- 8. Date of Next Meeting - 22 October 2025**



**DISCOVER ASHFIELD BOARD MEETING**

**Friday 22<sup>nd</sup> August 2025  
9am – 11:00am**

**Hybrid – Meeting Room 1, Urban Road & Microsoft  
Teams**

# ATTENDEES

Name	Position on Board	Position/Organisation	Present
Kieran Percival	Chair	Director, Gardens of Giving CIC	√
Louise Knott	Vice Chair	Vice Principal, West Nottinghamshire College MA2020 Representation	√
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	
Martin Rigley OBE	Theme Lead – Succeed in Ashfield	Chief Commercial Officer Devtank Ltd.	
Liz Barrett OBE	Theme Lead – Love Where You Live	Principal, Academy Transformation Trust Further Education (ATTFE)	√
Pete Edwards	Theme Lead – Be Happy, Be Healthy	Chair, Ashfield Health and Wellbeing Partnership	√
Claire Hinchley	Board Member	Director Strategy and Partnerships Sherwood Forest Hospitals	
Clare Hitchings	Substitute for Tim Hepke	Communications Lead, ITP Aero	
Cllr Julie Gregory	Board Member	Scrutiny Representative, Ashfield District Council	√
Cllr Dale Grounds	Board Member	Vice-Chairman of the Council, Ashfield District Council	
Cllr Matthew Relf	Board Member	Executive Lead Member for Growth, Regeneration and Local Planning, Ashfield District Council MA2020 Representation	√
David Williams	Substitute for Shola Olawole	Partnerships Manager North Nottinghamshire DWP	
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	
Gary Jordan MBE	Board Member	Community Engagement and Learning Lead, ATTFE	
Graham Ward	Board Member	Chair of Board of Directors, Sherwood Forest Hospitals Trust	
Holly Shuttleworth	Substitute for Paula Longden	Strategies and Partnerships Lead, Sherwood Forest Hospitals Trust	
Ian Bond	Substitute for Peter Graw	Director of Learning, inspire: Culture, Learning and Libraries	√
Jackie Insley	Board Member	Chief Executive Officer Citizens Advice Central Nottinghamshire	
Kirsty Blyth	Substitute for Peter Gaw	Inspire: Culture, Learning and Libraries	
Leanne Harwood	Substitute for Simon Cartwright	Operations Lead - Transforming Notts Together	
Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Paula Longden	Substitute for Claire Hinchley	Associate Director of Strategy and Partnerships Sherwood Forest Hospitals	√

Peter Gaw	Board Member	Chief Executive Officer, inspire: Culture, Learning and Libraries	
Sarah Mayfield	Board Member	Director of Skills and UK College and Civic Partnerships, NTU	
Sarah Speight	Observer	Deputy Vice-Chancellor & Provost, NTU	
Sam Howlett	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Simon Cartwright	Board Member	Chief Officer Transforming Notts	
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	√
Shola Olawole	Board Member	North & East Midlands Group Performance Lead, DWP	
Tim Hepke	Board Member	UK Head of Maintenance and Group Property, ITP Aero	
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	
Una Key	Board Member	Chief Officer, Ashfield Voluntary Action	√
Andrea Stone	Supporting Officer	Wellbeing Manager, Ashfield District Council	
Charles Edwards	Supporting Officer	Executive Director – Operations, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services, Ashfield District Council	
Hollie Maxwell-Smith	Supporting Officer	Discover Ashfield Lead, Ashfield District Council	
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development	√
John Bennett	Supporting Officer	Executive Director, Place, Ashfield District Council	
Lucy Lightfoot	Supporting Officer	Regeneration Officer – Regeneration, Ashfield District Council	
Melanie Wheelwright	Supporting Officer	Forward Planning & Economic Growth Team Manager Ashfield District Council	√
Millie Connell	Supporting Officer	Communities Graduate - Regeneration, Ashfield District Council	√
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	
Paul Coffey	Supporting Officer	Interim Service Manager for Communications and Events, Ashfield District Council	
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	√
Jake Dalton	Supporting Officer	Communities Graduate – Regeneration, Ashfield District Council	√
Suzanne Morton	Guest	District Mission Enabler for the Methodist Church	√

Agenda Item	
1	<b>Welcome / Introductions / Apologies – Kieran Percival</b>
	<ul style="list-style-type: none"> <li>• Apologies were noted for Jackie Insley, David Williams, Theresa Hodgkinson, Simon Cartwright, John Bennett, Leanne Harwood and Kirsty Ellis.</li> <li>• Introductions were made to Jake Dalton, who will be joining the Regeneration Team in September. Jake will be supporting the Board over the next six months.</li> </ul>
2	<b>Review of Previous Meeting – Kieran Percival</b>
a	<b>Board Meeting Minutes</b>
	<ul style="list-style-type: none"> <li>• All minutes were agreed.</li> </ul>
3	<b>New Declarations of Interest – ALL</b>
	<ul style="list-style-type: none"> <li>• No new declarations.</li> </ul>
4.	<b>Regeneration Programmes Update – Sarah Daniel</b>
	<ul style="list-style-type: none"> <li>• Melanie presented the group with an overview of the UKSPF programme 2023 - 2025. The contents of the presentation will be transferred into a report for the Council's Cabinet in November. The report will be shared with the Board for information.</li> </ul>
	<ul style="list-style-type: none"> <li>• There are three different themes for UKSPF: Communities and Place, People and Skills and Supporting Local Business.</li> </ul>
	<ul style="list-style-type: none"> <li>• For Communities and Place, there were the following deliverables: <ul style="list-style-type: none"> <li>○ 4 Community Wellbeing Events held.</li> <li>○ Distribution of growing and indoor nature packs, with 205 households receiving a free growing pack.</li> <li>○ The Community Vertical Farming Project delivered by ATTFE.</li> <li>○ Environmental improvements in Selston, Kirkby and Coxmoor, including improved footpaths and access, tree planting and the installation of a play area in Selston.</li> <li>○ Community safety enhancements in Hucknall town centre and on Station Road in Sutton.</li> <li>○ Cornerstone Theatre mural and shop frontage improvements.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• For People and Skills: <ul style="list-style-type: none"> <li>○ 531 students in work experience.</li> <li>○ 700+ students supported with career access, including the Aspiring Careers Ashfield Programme.</li> <li>○ Transforming Your Future Programme which supports economically inactive individuals, with a predicted 1,500+ individuals impacted.</li> <li>○ Digital skills training with ATTFE.</li> <li>○ Basic Skills Course, with 63% of participants who were economically inactive and 48% were referred onto an employment or skills programme.</li> <li>○ Talent attraction with East Midlands universities, with 87% of graduates involved engaged in job searching following support.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• For Supporting Local Business: <ul style="list-style-type: none"> <li>○ £489,592 worth of grants to support 55 SMEs.</li> <li>○ Series of 1-2-1 support and advice sessions.</li> <li>○ Over 5,000 client enquiries responded to.</li> <li>○ 74 businesses helped with Net Zero plans.</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>• The funding supported Coxmoor House Kennels and Cattery to reduce their energy costs through solar panel and a battery storage system installation. A video will be shared with the minutes.</li> <li>• The funding supported the Sherwood Observatory with the development of an ecommerce website including a full booking system and merchandise sales portal.</li> <li>• The funding supported Oceans of Fun Ltd to purchase new equipment for the outdoor play area. A video will be shared with the minutes.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah updated the Board on the August 2025 report.</li> </ul>
	<ul style="list-style-type: none"> <li>• Automated Distribution and Manufacturing Centre (ADMC) - The S278 approval works are progressing. There has been invasive species identified on site, which has led to an increase in costs. The work to remove the invasive species has now been commissioned and has started on site. Works are progressing to construct the temporary access and the realignment of the hedgerow. The ADCM Operator tender is now live for an eight-week period.</li> <li>• Ashfield Construction Centre and Satellite - The project at the former Wilko store in Sutton is due to start on site next week (W/C 26 August), with students due to be in the centre by January.</li> <li>• Enterprising Ashfield - The outputs are outlined within the report. A meeting will be held with Nottingham Trent University in September to discuss the legacy of the project and what might be needed in the future.</li> </ul>
	<ul style="list-style-type: none"> <li>• Melanie Wheelwright continued with the report.</li> <li>• Enterprise Development Grant - There have been 6 applications received, with a further 32 potentially in the pipeline. There have been 4 grants awarded, totalling £37,950.</li> <li>• Test Trading - One application has been awarded for £500. The total budget is £10,000 and a further 3 people have expressed an interest in applying. Further promotional activity will be carried out and there are intentions to link with West Nottinghamshire College and ATTFF to promote the opportunities to learners who are over 18.</li> <li>• High Street Business Support - Save the High Street will be delivering in Sutton and Kirkby, with a target of 12 outputs. Clifflen Consulting are delivering in Hucknall and Rurals, with a target of 16 outputs.</li> <li>• Business Events - The Ashfield "Golden Ticket" Training Fair, organised by the DWP and supported by ADC, was a success. Preparations are now underway for the Ashfield Careers Fair, scheduled for 8<sup>th</sup> October, with a focus on STEM vacancies. The November business leaders network event is also being planned, with a focus on local trade tariffs. There will be a speaker from the Department of Business and Trade at the event.</li> <li>• People and Skills – The Transform Your Future Programme is progressing well, with the team promoting at Ashfield Show and ADC Housing also advising on how additional customers in priority areas can be reached. The Aspiring Careers Ashfield project ended on 31 July. The Ashfield Financial Resilience Project has started, with Citizens Advice having a successful rollout during July. Procurement has been completed on the Science, Technology, Engineering and Maths Careers Education for Stakeholders project, with the provider being the Threes Club Services LTD.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah continued with the report, turning to More to Discover.</li> </ul>

- Ashfield Creates: The team supported the community area at Ashfield Show and are supporting the commissioning of an artist to deliver the Kirkby Mural on Ellis Street. The team are also due to restart work on the Cultural Strategy in September, with a draft expected for the Board in October, before being presented at the Council's Cabinet in November. The Arts Partnership will be reconvened in November, with quarterly meetings planned in thereafter.
- Events Programme: Films in the Park in Selston, Hucknall Fest, the Food and Drink Festival and the Ashfield Show have all been delivered successfully. Sarah thanked all partners who were involved in the Ashfield Show and added that there has been really positive feedback following the event. Turning to the Food and Drink Festival, there were 50+ traders standing and approximately 4,000-5,000 visitors over the course of the day. Sarah flagged future events, with the next being in November, Sparks in the Park at Sutton Lawn and then onto the Christmas Light Switch-Ons in November and December.
- Cornerstone Theatre: The building has been completed and handover has taken place. Sarah handed over to Liz, Simon and Cllr Relf for comment. Liz added that she and the college are thrilled with the project. Feedback has been really positive and it's a real asset to Ashfield. Simon confirmed that the technical handover was at the end of July and a further devolved handover with the technical team is being planned for the coming weeks. Simon added that work is being progressing with ADC on the various licensing requirements and it is expected that local brewers Fire Rock will be producing a bespoke ale for the facility called Cornerstone Ale. Upcoming events include the Stop the Bleed Project Event on 25<sup>th</sup> September, with high profile guests such as the Police and Crime Commissioner, the Chief Constable and Major General Tim Hodgetts, along with International Men's Day event on 14<sup>th</sup> November. There are also a number of local community performances planned in, working with Ashfield Creates. The first will be on 13<sup>th</sup> September, written and performed by local people, focusing on experiences of growing up on the Carsic Estate during the Miner's Strike. Other events include:

7<sup>th</sup> February: Where is Mrs Christie?

21<sup>st</sup> February: Dire Streets

14<sup>th</sup> March: John Power

24<sup>th</sup> April: The Making of a Murderer

25<sup>th</sup> April: Barbara Dixon

13<sup>th</sup> February and a Friday night every two months: Cornerstone Comedy Night

The above events are anticipated to be sell-out events. Tickets will be available through Ticket Source, with the John Power event already on sale. Cllr Relf commended the project and added that culture and arts are an important part of community and place identity. The impact for young people having the facility as part of their learning experience will be beneficial, with transferable skills to take forward. Cllr Relf was keen to see promotion of all the events through a newsletter, including the grass roots events.

Una asked for confirmation on the seat capacity. Simon confirmed that the seating capacity is 201, but slightly less if wheelchair users are present. The standing capacity for events is more. Una added that another nearby theatre involved local dance schools and grass roots bands/artists – both of which were sell-out events.

	<p>The grant opening of the Cornerstone Theatre will be in March 2026 and members of the Board will be invited.</p>
	<ul style="list-style-type: none"> <li>• Sarah continued with the remainder of the report.</li> <li>• Cycling and Walking – Cycle Route 4 is now out for tender and returns are due 28<sup>th</sup> August.</li> <li>• Kings Mill Reservoir Leisure Development – A draft lease has been issued to the operator and the kitchen installation has started and will be completed by the end of August.</li> <li>• Now and Then Heritage – Inspire are leading on the project, Inspire have engaged with primary schools in Hucknall and Skegby to participate in a heritage map and a photography workshop is planned in Selston.</li> <li>• Hucknall Library – A delivery programme has been agreed, and a grant agreement is progressing. Works are starting for the digitalisation of the archives and a timeline at Hucknall Library.</li> <li>• Sherwood Observatory – The grant agreement has been signed, and two posts have been recruited to, both of which will support the observatory in meeting the demand.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah continued with Be Healthy, Be Happy.</li> <li>• Kirkby Sports Hub and Sutton Lawn Sports Hub – The legal process is ongoing around restrictions on title with the Football Foundation. There has been additional funding allocated for Kirkby. Legal agreements are progressing for main contractor appointment.</li> <li>• PlayZones – There is work ongoing with the Football Foundation to clarify project budgets to ensure value for money.</li> <li>• Community Grants – There are ten organisations receiving support, with decisions made by the Be Healthy Be Happy Management Group and then endorsed by the DA funding sub-group.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah continued with Town Centres &amp; High Streets.</li> <li>• High Street Property Fund – Site work is due to start in late September, early October. West Notts College are looking into a different delivery model due to cost.</li> <li>• Central Walk &amp; Chapel Street – A new UKSPF project. It is progressing well with surveys and scoping works taking place. A consultation is live on the project.</li> <li>• North Kirkby Gateway – The tender process for the design and build contract has been completed. Site surveys have been commissioned. Delivery options are being reviewed. The grant agreement and due diligence is progressing.</li> <li>• West Kirkby Gateway – The planning application has been submitted for 12 residential apartments. The project is progressing through the RIBA phases, with work on site due to commence early 2026, subject to planning approval.</li> <li>• Portland Square &amp; Fox Street – The majority of the Square is now open, with the remaining areas undergoing paving works. The Fox Street car park is due to open on 10<sup>th</sup> September. Positive feedback has been received by local residents. There will be an opening event, and a market operator has been engaged to bring a new market into Sutton on alternative Saturdays, with a Food and Maker Market scheduled for 20<sup>th</sup> September.</li> <li>• Low Street – This project has been largely completed, with just a discharge of condition to be resolved.</li> </ul>

	<ul style="list-style-type: none"> <li>Library Innovation Centres – Kirkby &amp; Sutton – Nottinghamshire County Council have completed a structural assessment of Sutton library to inform an options appraisal.</li> <li>Stanton Hill Investment Plan – There are frequent meetings with the Neighbourhood Forum. The Vine Tree was supported with a community event on 16 August, with another event being planned for Christmas. Work is progressing on transforming a small community allotment space, working with a local housing association, Ashfield Creates have been engaged on a street mural and landlord engagement is taking place to improve the high street.</li> <li>Green Ashfield – A final list of projects is due to be produced in September.</li> </ul> <p><b>Monitoring and Evaluation</b></p> <ul style="list-style-type: none"> <li>Project outputs and outcomes will be presented to the Board in November.</li> <li>Kirkby Neighbourhood Plan – The latest survey closed in mid-July and over 300 responses were received. There have been over 1000 responses over the duration of the various consultations. There has been updated data from government, which was shared at the last Kirkby Neighbourhood Board meeting. Analysis of the data is being undertaken. The Board meetings in September and October will be used to develop and agree the final plan, with a deadline of 28<sup>th</sup> November.</li> </ul>
<b>5</b>	<b>Theme Lead Updates – Theme Leads</b>
<b>a</b>	<b>Succeed in Ashfield – Martin Rigley</b>
	Pete updated the group. Martin, Kieran and Pete are meeting on 1 September to prepare for business visits focusing on career support and promotion of the Board.
<b>b</b>	<b>Love Where You Live – Liz Barrett</b>
	<ul style="list-style-type: none"> <li>Liz acknowledged that Hollie has gone on maternity leave and added that the Board are grateful for Hollie's contributions.</li> <li>Liz also noted that Vanessa Oxspring has recently passed away. Vanessa played a strong role in supporting and championing Cornerstone Theatre and ATTFE plan to name the Green Room in the Theatre after Vanessa.</li> <li>The Theatre is a community asset and those who wish to use the facility are asked to get in touch. ATTFE are working on the marketing. The link for the Facebook page will be shared with the minutes. The Theatre will be scaffolded and supported by lifelong learning, with the tutors and volunteers supporting the Theatre. The Butterfly Bakery will also be supporting the catering at the Theatre.</li> <li>VJ Day was recently celebrated and acknowledged across the district. Liz thanked all those involved.</li> <li>Ashfield Festival of Remembrance will take place on 1 November at St Mary's Cenotaph in Sutton. The event details will be shared with the minutes.</li> <li>The Hucknall Food and Drink Festival and the Ashfield Show were both really successful, with lots of positive feedback.</li> <li>The Central Walk public consultation is now live, and Board Members are encouraged to share the consultation and play an active role.</li> <li>Ideas For Careers have won a national award for supporting young people.</li> </ul>

<b>c</b>	<b>More to Discover – Darron Ellis</b>
	<ul style="list-style-type: none"> <li>No updates.</li> </ul>
<b>d</b>	<b>Be Healthy, Be Happy – Pete Edwards</b>
	<ul style="list-style-type: none"> <li>The Be Healthy, Be Happy group are working on the new strategy for 2026-2036. Pete thanked Andrea and the Wellbeing Team for their work on the draft strategy.</li> <li>The BHBH group are meeting on 18<sup>th</sup> September to review the existing strategy which will inform the new strategy.</li> <li>Pete will be attending resident groups, including working in Leamington, Stanton Hill, Skegby and Teversal, Coxmoor and with AVA.</li> <li>Pete is also working with Emma from Mill Waters on community grants. There is up to £7,000 available, with up to a maximum of £500 available per group. There are three Leamington residents joining a panel which can approve applications. Two grants have already been approved.</li> </ul>
<b>7.</b>	<b>Discover Ashfield Away Day Priorities – All</b>
	<ul style="list-style-type: none"> <li>The priorities have cross over between themes. The priorities will now be streamlined and condensed for the Delivery Group to review ahead of the next meeting.</li> <li>Louise gave the Board an update on a meeting with local businesses held at the College to discuss an economic strategy for Mansfield and Ashfield. ADC are also working on an Economic Growth Strategy. Melanie/Sarah and Louise to link-up.</li> </ul>
<b>6.</b>	<b>Board Member Updates – All</b>
	<ul style="list-style-type: none"> <li>MakerSpace – Matt confirmed that the Charity Commission should be granting MakerSpace charitable status shortly. A successful open day was held on Sunday, with good attendance. It is hoped to be open by October.</li> </ul>
	<ul style="list-style-type: none"> <li>Ian Bond's Retirement – Pete thanked Ian for his contributions to the Board and wished him well in his retirement. Ian added that it has been a privilege to be a member of the Discover Ashfield Board.</li> </ul>
<b>7.</b>	<b>Any Other Business – All</b>
	<ul style="list-style-type: none"> <li>Suzanne Morton – Suzanne was invited to come along by Louisa Hillman (Housing Resettlement Officer at ADC). Suzanne is a District Mission Enabler for the Methodist Church across Nottinghamshire and Derbyshire and is interested in exploring how churches can become reinvolved with community and complement community services. Kieran welcomes Suzanne to the meeting.</li> </ul>
<b>8.</b>	<b>Date of Next Meeting – 24<sup>th</sup> September 2025</b>

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## Regeneration Programmes update, September 2025

The report provides an overview of progress and performance for the regeneration programmes and recommendations for allocation of funding.



### 1.1 Finance



Changes approved at the previous board meeting are included in annex 1.

### 1.2 Progress

A progress and risk-based summary for each project is provided below.

### Detailed Information

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Succeed in Ashfield</b>				
ADMC	<p><b>Contract:</b> The S278 technical approval has now been completed and the legal agreement is progressing. The technical approval requirements have identified some changes to the highway design which are now being costed.</p> <p>The pre-construction phase work is progressing on site which includes, hedgerow realignment, invasive species management and utilities connections.</p> <p><b>Operator:</b> The full tender period commenced in mid-August for an 8-week period.</p>	S: August 2025 C: – Jan 2027	Social Value Investment Est: Sept 2025	  Towns Fund: £20,483,141
Ashfield Construction Centre and Satellite	<p>Portland Square (ex-Wilko's) site has been handed over to Vaughndale Construction to undertake the refurbishment of the former Wilko's building. Internal refurbishment to be completed by end of 2025 and external works in 2026. Once internal works complete, Julius Way reconfiguration can be finalised. Whilst a final delivery programme</p>	VWNC: C: Spring 2026	Renovation work handover – Jan 2026	  Towns Fund: £4,801,755 Co-funding: £1,837,500

	from VWNC is awaited the indicative programme forecast that all build elements will be completed late Spring 2026.			
Ashfield Civil Engineering Centre	<p>Northern Depot handed over to main contractor with works about to commence on the refurbishment. Depot project scheduled to be completed late 2026. After which site can be handed over to VWNC.</p> <p>Project lead is working with the main contractor to consider levelling of old salt bay to make the best use of this area and provide level access to the Civils site.</p> <p>Discussions are ongoing with VWNC to commence design and planning early in the New Year with the aim of completing lease and grant funding agreement later in summer 2026.</p> <p>ADC is preparing a joint press release with VWNC to detail progress to date and next steps.</p>	C: Spring 2027	Project plans and Partnerships working with local businesses Oct/Nov	 <p>Towns Fund: £2,101,134 Co-funding: £763,517</p>
Enterprising Ashfield	<p><b>Reported Outputs to Date Against Profile Targets:</b></p> <ul style="list-style-type: none"> <li>• <b>HeadStart: 225 / £225K</b></li> <li>• Actual: 174 / £173,760</li> <li>• In Progress: 9 / £9,000</li> <li>• Require: 42 / £42,239</li> <li>• Forecast shows projected 16 short to profile target unless outputs are increased.</li> </ul> <p><b><u>MEDIUM RISK</u></b></p> <p>NTU are continuing to increase outputs on HeadStart by providing more 1:1 support interventions and they have advised there should be increased outputs. This will start to bridge the expected shortfall returning the contract back on track.</p> <p>➤ <b>Growth: 121 / £NIL</b></p> <p>➤ Actual: 110</p> <p>➤ In Progress: 05</p> <p>➤ Require: 6</p>	C: March 2026		 <p><b>Risk Reduced</b></p> <p>Towns Fund: £3,845,000 Co-funding: £3,746,867</p>




	<ul style="list-style-type: none"> <li>➤ Forecast shows NTU will surpass profile target by 11 outputs if they continue at the same delivery pace. <b>NO RISK</b></li> <li>➤ <b>Specialist Growth: 35 / £258,700</b></li> <li>➤ Actual: 25 / £68,933</li> <li>➤ In Progress: 0 / £131,779</li> <li>➤ Require: 10 / £57,927.80</li> <li>➤ Forecast shows will achieve profile by close of contract - potentially exceed by 15 outputs – <b>NO RISK</b></li> <li>➤ <b>R&amp;D Collaboration: 50 / £NIL</b></li> <li>➤ Actual: 34</li> <li>➤ In Progress: 3</li> <li>➤ Require: 16</li> <li>➤ Forecast shows slight risk of being 9 short by project end– <b>LOW RISK</b></li> <li>➤ <b>Graduate Placements: 50 / £280,960</b></li> <li>➤ Actual: 62 / £126,250</li> <li>➤ In Progress: 3 / £147,500</li> <li>➤ Require: Nil Minimum achieved / but have £7,210 still to spend</li> <li>➤ Forecast shows no issues or risks. Expect to see an additional 12 outputs from now based on previous performance. – <b>NO RISK</b></li> <li>➤ <b>1<sup>st</sup> time attenders' courses: 650</b></li> <li>➤ Actual: 853</li> <li>➤ In Progress: NIL</li> <li>➤ Require: NIL – have over delivered to agreed profile target. – <b>NO RISK</b></li> <li>➤ <b>Returners on courses: 250</b></li> <li>➤ Actual: 202</li> <li>➤ In progress: NIL</li> <li>➤ Require: 48</li> <li>➤ Forecast shows will achieve 8 short of profile target - <b>NO RISK</b></li> </ul>			
Enterprise Development Grants	<ul style="list-style-type: none"> <li>➤ As of 28/8/25 13 applications have been received, 4 have</li> </ul>	23 <sup>rd</sup> Apr-25 to 31 <sup>st</sup> Oct-25 closing	Mid Sept – comms to	£210K Budget



	<p>been awarded grants totalling: £37,950.</p> <p>➤ 9 applications are still being reviewed, it is expected awards will be made w/e 5/9/25 in the region of £80,105. This will reduce available funds to £92,045, currently 36 SMEs are looking to submit an application.</p>	date for applications	push if required	
Test Trading Opportunities (Markets)	<p>➤ As of 28/8/25 2 grant applications have been received, 1 application has been awarded of £500 and 1 application is being reviewed valued at £500.</p> <p>➤ Officers are looking at improving uptake and have approached Kingsmill Hospital, DWP, West Notts, Portland &amp; Nottingham Colleges to share information with their staff and service users/students.</p> <p>➤ 1 x video case study is being developed by ADC comms as an example of how this programme can help. This will be used to stimulate interest in the scheme in September.</p>	23 <sup>rd</sup> Apr-25 to 31 <sup>st</sup> Oct-25 closing date for applications	September – comms to push this with case study and PR	£10,000K Budget
High Street Business Support:	<ul style="list-style-type: none"> <li>Save The Highstreet is delivering in Sutton &amp; Kirkby. Target 12 outputs</li> <li>Cliffen Consulting are delivering in Hucknall &amp; Rurals. Target 16 outputs.</li> </ul> <p>Cliffen have started delivery with STHS due to start once the contract is signed.</p>	23 <sup>rd</sup> Apr-25 to 31 <sup>st</sup> March 2026	Monitoring of delivery	£19,900K Budget
Small Business Membership	<ul style="list-style-type: none"> <li>The Federation for Small Businesses are delivering this to 60 businesses with delivery starting on 1st September.</li> </ul>	1 <sup>st</sup> Sept-25 to 31 <sup>st</sup> March 2026	Monitoring of delivery	£9,950 Budget
Business and Employability Events	<b>LightCast</b> - Business and skills data software procured for 2025/26 – shared licence with EMCCA.			UKSPF: £10,000
	<b>Ashfield Careers Fair 2025 @</b> Kirkby Leisure Centre on 8 <sup>th</sup> October from 10am-2pm. A focus will be to promote STEM vacancies. Event planning is on track and event comms. plan in place. 6 sponsors confirmed. 36 stalls booked so far.	8 <sup>th</sup> October 2025	Promotion from August onwards	


	<b>Business leaders networking event - Global Trade Tariffs: What does it mean for SMEs?</b> Mour Hotel has been booked, two guest speakers have now confirmed, a flyer has been developed ready to use and all required admin processes set up in preparation for sending out invitations to targeted businesses in early October	4 <sup>th</sup> Nov	Oct-25: Start sending out event invitations	£1600 Budget
Transform your Future programme (Economically Inactive Support)	<b>Reports up to August:</b> Outputs achieved: 268 / 307 (87%) Outcomes achieved: 81 / 127 (64%)  There is currently 1 output tracking behind but with 2 further customers starting Maths courses shortly, this will be remedied by the close of quarter 2.  Numbers of Ashfield residents in employment has risen this month with an additional 7 participants moving into work.  The team attended the Ashfield Show and engaged with a significant number of residents and local businesses to drive participants and job opportunities. The team will be attending the Ashfield Careers Fair to continue to drive referrals during Q3. Participants approaching 6 months sustainment in employment are being monitored with a number due in October.  Planning is underway for a New Year, New Career event in January.	To be completed by 31 <sup>st</sup> March 2026	Monitoring of delivery	£80,000 UKSPF for extension
Business and Education Collaboration (Aspiring Careers Ashfield)	<b>2024/25 Contract year performance:</b> 1,318 / 510 Outputs 781 / 264 Outcomes  <b>2025/26 Contract year performance:</b> 45 / 47 Outputs 46 / 34 Outcomes	Completed 31 <sup>st</sup> July 2025	Evaluation report completed	£17,000

<p>Ashfield Financial Resilience project</p>	<p><b>Reports up to August:</b> 241 / 590 Outputs (41%) 93.5 / 271 Outcomes (35%)</p> <p>During August, Citizens Advice Central Nottinghamshire continue to exceed expectations on the number of people reached. In August the first of the employment gains and an increase in the number of economically inactive participants were reached. CAA attended the Selston Health and Wellbeing Event on 27<sup>th</sup> August.</p> <p><b>Evaluation:</b> significant financial gains for clients will be included in a final impact report.</p>	<p>To be completed by 31<sup>st</sup> March 2026</p>	<p>Monitoring of delivery</p>	<p>£32,609</p>
<p>Science, Technology, Engineering, and Maths (STEM) Careers Education for Stakeholders project</p>	<p>Procurement completed and provider is The Threes Club Service's Ltd. Pre contract meeting completed, and a contract is being prepared.</p> <p>This project will support employees from key stakeholders understand the STEM opportunities that are available, giving them the confidence to promote these opportunities with their service users. Key stakeholders include: DWP, schools, Voluntary, Community, and Social Enterprise (VCSE) organisations. The provider will help grow the existing STEM Ambassador network within the district.</p>	<p>To be completed by 31<sup>st</sup> March 2026</p>	<p>Awaiting signed / sealed contract</p>	<p>£40,000</p>

Project	Achievements/ progress/next steps	Start / Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>More to Discover</b>				
St. Mary's Magdalene Church, Hucknall	The expression of interest to the National Heritage Lottery Fund is due to be submitted by the church for the visitor experience project.	TBC		
Ashfield Creates	<p>The team supported the community area at Ashfield Show providing three days of activities.</p> <p>Activities being planned, including Big Teversal Picnic event on 28<sup>th</sup> September.</p> <p>An artist has been appointed to deliver the Kirkby Mural Project on Ellis Street.</p> <p>The completion of a draft Cultural Strategy has been paused due to capacity issues. Work will restart in September with the aim to share the draft with the Board in October and to go to the Council's Cabinet in November.</p> <p>The Arts Partnership which oversees the project will be convened in September with quarterly meetings planned in.</p>			<p>Risk register to be developed</p> <p>Arts Council: £1,000,000 UKSPF: £10,000</p>
Events Programme & Ashfield Show	<p>Events programme - UKSPF: £20,000</p> <p>Ashfield Show Community tent- UKSPF: £7,000</p> <p>Hucknall Food and Drink Festival took place on ____**</p> <p>Future events being planned are:</p> <p>1<sup>st</sup> November 2025 - Sparks in the Park at Sutton Lawn</p> <p>Christmas Lights Switch on:</p> <p>20<sup>th</sup> November 2025 – Sutton 27<sup>th</sup> November 2025 – Kirkby</p>	June – December 2025		<p></p> <p>UKSPF: £27,000</p>

	3 <sup>rd</sup> December 2025 - Hucknall			
Cornerstone Theatre	<p>The contractor handover event took place on 28<sup>th</sup> August.</p> <p>UKSPF 25/26: Work is progressing on re-dipping and repairing the drapery, and a grant agreement is in progress to award the £16,866 revenue funding for volunteer recruitment, theatre programmer work and opening compliance and consultancy work.</p> <p>The first test event of a new play sixTeen by local writers took place at the theatre on 13<sup>th</sup> September.</p>	S: June 2024 C: March 2026	Autumn 2025 events programme	<p>FHSF: £2,347,118 Towns Fund: £1,172,067.81</p> <p>UKSPF: £66,866</p>
Cycling and walking routes	<p>Cycle Route 4 tender period has closed – 1 submission received which was significantly over budget and a review is therefore underway.</p> <p>Phase 2 designs are being developed for Routes 12 and 2.</p>	Under Review	Award of contract Early 2026	<p>↔</p> <p>Towns Fund: £1,936,280 Co-funding: £45,000</p>
Kings Mill Reservoir leisure development	<p>The lease has been issued to the new operator for signing. The kitchen installation has completed with some minor items to rectify.</p> <p>Risk remains elevated due to delays in finalising the lease with the operator.</p>	Sept / 2025	Operator Opening TBC	<p>↑</p> <p>Remains Elevated</p> <p>Towns Fund: £3,352,000 Co-funding: £648,000</p>
'Now and then' heritage	<p>A delivery programme has been agreed and a grant agreement is being progressed.</p> <p>A photography workshop will take place in Skegby on 11<sup>th</sup> October, inviting residents to capture images inspired by historic records from the Inspire Picture Archive.</p> <p>Photographs will be featured in Library Exhibitions and showcased online via the Inspire Picture Archive, celebrating community creativity and heritage.</p>	S: July 2025 C: March 2026	<p>Grant Agreement to be awarded.</p> <p>Skegby Photography Workshop – 11<sup>th</sup> October 2025.</p>	<p>↔</p> <p>UKSPF: £15,000</p>



	Promotional Materials are also being developed to promote the Inspire Picture Archive.			
Hucknall Library	<p>A delivery programme has been agreed and a grant agreement is being progressed.</p> <p>Works have commenced on digitising Hucknall Library Archives and the heritage timeline display has been installed on the Mezzanine floor of the library.</p> <p>Inspire will no longer proceed with the planned Wi-Fi upgrade at Hucknall Library, following a recent survey which confirmed that the existing digital infrastructure already supports the maximum available internet speed.</p> <p>The UKSPF project programme is currently being reviewed, and recommendations will be provided at the next Board meeting for the reallocation of £9,500.</p>	S: July 2025 C: March 2026	Grant Agreement to be awarded.	 UKSPF: £43,000
Sherwood Observatory	<p>The grant agreement has been signed and the grant is being processed for payment. 1.5FTE has been recruited and their impact on the Observatory is positive, evidenced through M&amp;E returns to date.</p> <p>The staff have supported numerous events, volunteering opportunities, helped to keep up with the increasing demand and contributed to the high-quality customer experience, despite the significant increase of visitors.</p>	S: July 2025 C: March 2026	Continued monitoring and evaluation on outputs and outcomes.	 UKSPF: £13,695

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Be Healthy Be Happy</b>				
Kirkby Sports Hub	<p>Legal agreements are progressing for the principal contractor's appointment.</p> <p>Recent developments have required additional funding to be allocated.</p>	S: Sep 2025 C: May/Jun 2026	Contract Award Sept 2025 (subject to grant award being signed)	 Towns Fund: £2,951,176  Co-funding: £289,000

	Work is ongoing on a legal review between ADC and the Football Foundation and related conditions of the grant funding.			
Sutton Lawn Sports Hub	<p>Legal agreements are progressing for the main contractor appointment.</p> <p>Work is ongoing on a legal review between ADC and the Football Foundation and related conditions of the grant funding.</p> <p>The project team are working with the Football Foundation and ATT to develop the agreements needed to deliver the works and operate the site.</p>	S: Nov 2025 C: June/July 2026	Contract award September/October 2025 with possible start on site early November 2025 (subject to grant award and other legal documents being signed)	<p>↔</p> <p>Towns Fund: £2,918,633</p> <p>Co-funding: £2,218,828</p> <p>Other: £107,406</p>
PlayZones Stamper Rec., Cowpasture Rec., Sutton, Morven Park, Kirkby, Titchfield Park, Hucknall and Selston High School	<p>UKSPF will support activation of the PlayZones - a £1.5m programme to provide new facilities in some of the most deprived areas.</p> <p>The project team are working closely with the Football Foundation, who have advised of ongoing delays in their approval and delivery schedule which will impact the activation period and take it beyond the UKSPF funding period.</p> <p>It is therefore proposed to reallocate the £30,000 to support 3 further organisations with a community grant. Approval has already been given by the DA Funding Subgroup, to utilise any additional monies secured based on the process and scoring of the applications.</p> <p>We are reviewing how we can support activation of the PlayZones through other funding.</p>	S: Dec 25 C: March 26	Additional Site Surveys: Oct 25	<p>↔</p> <p>UKSPF: £30,000</p>
Community Grants	10 organisations were successful and have been	June 25 – March 26	Project completion by Feb 26.	↔




	notified. Grant Funding Agreements are being finalised.			UKSPF: £90,000
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Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Town Centres &amp; High Streets</b>				
High Street Property Fund	<p>West Notts College are recruiting an internal site manager to take the project forward.</p> <p>The window installation has commenced on 15 September and is expected to complete by 26 September.</p> <p>The College have confirmed that the main construction work is scheduled for October.</p> <p>The project will deliver additional learning opportunities for approx. 88 students during their construction courses.</p>	S: Sept. 2025 C: March 26	Skills delivery autumn 2025.	 <p>Towns Fund: £662,933.19 Co-funding: £100,000</p>
<b>Hucknall</b>				
Central Walk & Chapel Street – public realm improvements	Stage 1 project planning is underway to define the scope of works and delivery model. Public Consultation is being held throughout September with the aim to finalise designs and submit a planning application mid-October and to develop tender documents to issue late October and procure a D&B contractor to start on site in January next year.	S: Jan 2026 C: May 2026	Agree design to submit planning mid-Oct	UKSPF: £313,265 & 175,619.30 Section 106: £114,800
<b>Kirkby</b>				
North Kirkby Gateway	<p>Applications to disconnect services have been submitted by the principal contractor.</p> <p>Demolition of Ellis Street building has been instructed with completion expected by mid-December.</p> <p>Scope now agreed to progress design and planning application for 3 floors with a footprint to</p>	C: March 2027	Design team re-mobilise and develop designs to RIBA 3	 <p>monitor delays and seek to progress the design and construction phases.</p>

	<p>accommodate approx. 730m2 commercial space.</p> <p>The grant agreement and associated due diligence is progressing, which will support the Pond Hole site to the rear of the Ellis Street development being brought forward by a private developer.</p>			<p>Towns Fund: £8,909,648 Co-funding: £5,140,999</p>
West Kirkby Gateway	The team are progressing RIBA 4 detailed design and final stages of the main works contract ready to start on site early 2026 subject to planning approval being granted.	<p>S: April 2026 C: April 2027</p>	Planning Approval Dec 2025	<p>↔</p> <p>Towns Fund: £3,958,041 Co-funding: £3,920,000</p>
<b>Sutton</b>				
Portland Square & Fox Street	<p>The works to Portland Square are substantially complete, but practical completion has been delayed to rectify identified defects. S278 milestones have been delivered to date, and the related stage 3 safety audit is underway.</p> <p>The works to Fox Street carpark have been completed and the carpark is now open to the public with two hours free parking.</p> <p>The new Saturday Food &amp; Makers market will be held every other Saturday starting on 20<sup>th</sup> September.</p>	C: Sept/Oct 2025	New Car Park opens & Food Market launch – Sept. 2025	<p>↔</p> <p>Portland Square: Towns Fund: £1,448,352 Co-funding: £405,000 Fox Street: FHSF: £611,088 Co-funding: £70,912</p>
Low Street	The two projects are completed. The team is reviewing the discharge of conditions relating to managing acoustic levels on 9-11 Low Street and will introduce minor amendments to the scheme to improve the building.	Projects Completed		<p>FHSF: £1,750,000 Co-funding: £647,933</p>
Library Innovation Centres - Kirkby & Sutton	Nottinghamshire County Council have completed a structural assessment of Sutton Library to inform an options appraisal. Inspire are preparing a revised delivery programme for the remaining work at Sutton Library which will focus on the IT upgrade	S: TBC	Project November / December 2026	<p>↔</p> <p>Towns Fund: £737,478 Co-funding: £113,000</p>

	work whilst building options are considered.			
Stanton Hill Investment Plan	<p>A Christmas event is being planned to celebrate the light-switch on for the Christmas tree.</p> <p>Three landlords have been engaged in relation to shop frontage improvements, and a bespoke grant is being explored.</p> <p>Quotations have been obtained for the security of the community allotment and for benches. Gardens of Giving have been engaged in relation to the allotment and planters for community greening.</p> <p>Meetings are progressing with Ashfield Creates to commission an artist for a street mural.</p>	1 April 2025 – 31 March 2026 (UKSPF)	<p>Lease arrangements for the allotment</p> <p>Design for street mural</p> <p>Bespoke support/grant for landlords and businesses Christmas event.</p>	UKSPF: £40,000 Section 106: £199,940.39

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Green Ashfield</b>				
Green Ashfield	<p>Data and gap analysis are close to completion and a long list of projects is being prepared for agreement in October.</p> <p>The aim is to maximise remaining funding and obtain highest carbon saving.</p> <p>Procurement of new consultant technical project support advisers will commence once the long list of projects is agreed.</p> <p><b>Risk remains elevated</b> due to performance of the lead consultant causing delays in agreeing the phase 2 project plan.</p>	TBC	Retrofit PR – Carbon saving to project sites. October 2025	 Remains Elevated Towns Fund: £2,198,048 Co-funding: £800,000

### 1.3 Monitoring and Evaluation

The original project outputs and outcomes for each project are being reviewed and an update on adjustments will be brought to the November board.

MHCLG have confirmed that Town Deal and LUF programmes are now managed under the Local Regeneration Fund. New guidance will be provided on any changes to how the administration of the programme will be managed. MHCLG have confirmed that the M&E reporting for the current period will be postponed until April 2026. This excludes the Future High Streets Fund.

#### **1.4 Communications**

Communication activities during the last period were as follows:

- Portland Square/Fox Street ‘nearly there’ comms.
- Central Walk & Chapel Street comms. related to the September consultation phase

The following communication opportunities will be undertaken in September/October:

- Portland Square/ Fox Street – completion and markets
- Fox Street Carpark Opening
- Kingsway Park Sports Hub construction works progressing on-site.
- Programme wide public update
- Cornerstone Theatre Marketing

#### **1.5 Risk registers**

The risk registers for the programmes are included in the annexes to the report. A comparison to risk from the last assessment is provided in the commentary.

#### **1.6 Procurement**

The procurement activities for this period are detailed in Annex 3.

#### **1.7 Proposals**

### **Community Grants**

#### **Decision 1**

To approve the proposal to increase the budget for Community Grants by £30,000 utilising revenue funds originally allocated for Playzones Activation. This adjustment is proposed in response to the extended delivery timescales of the Playzones Activation programme, which now fall outside the eligible timeframe for expenditure under the UKSPF programme.

#### **Sherwood Observatory**

A number of improvement projects associated with the observatory were put on hold during construction of the Planetarium & Science Centre due to a combination of lack of time and budget.

Due to the expanded operations following opening on 25<sup>th</sup> November, turnover reached a level where it was appropriate to register for VAT. This opened up the potential to make a retrospective claim for VAT incurred during the main construction phase. The VAT recovery rules are complex and are based, in part, on the mix of activities that Mansfield and Sutton

Astronomical Society (MSAS) now deliver. Therefore, MSAS engaged VAT experts to help make the claim. Any VAT recovered then needed to be allocated to the various funders based on the terms and conditions in their grant agreements.

The analysis shows that £570,000 of the recovered VAT is allocated to the Towns Fund and Levelling Up funding which was provided through Ashfield District Council.

Due to additional and unforeseen construction costs for the Planetarium & Science Centre the Board agreed in early 2024 for an additional £188,000 to be drawn down by MSAS "If and when needed".

A contribution of a further £160,000 was made towards the end of construction to cover the remaining costs not otherwise funded by private sector grants and donations. This contribution was through the Green Ashfield budget towards the sustainable energy features of the solar panels, green roof and air source heat pumps.

The combined total of £348,000 will be repaid to the Council. This leaves £222,000 which MSAS have asked to be considered to be used to support Sherwood Observatory Phase 2 projects.

The table below shows the range of projects that MSAS would like to invest in to expand the offer and continue to improve services. These range from essential upgrades to further enhancing facilities to ensure that the offer stands out at a national level.

Match funding would be provided from other sources - for example, MSAS have approached the National Lottery with a proposal to use the recovered VAT from their grant to support observatory refurbishment and a sundial project.

As the identified budgets are based on early estimates without full design or tender, the final values will inevitably be somewhat different.

### **Sherwood Observatory Future Projects**

<b>Purpose</b>	<b>Budget estimate (£)</b>	<b>Description</b>
Refurbishment of the observatory	130,000	This is looking tired in comparison with the new centre, so this is internal and external refurbishment and building an extension to house a more accessible large telescope (the existing is accessed via a spiral staircase).
High quality telescope and mount for the above	33,000	This is based on a 50cm aperture. The new telescope would use dedicated cameras, and the controls would be wheelchair accessible.
New block paving areas around observatory	32,000	This work was originally out of scope of the main construction project. This work would be undertaken following refurbishment of the observatory.
Meridian sundial	20,000	A meridian sundial is a device for determining local noon and were common before standardisation of a single time zone across the

		UK. MSAS have funded NTU to design one for the observatory that has multiple functions.
Install of additional PV on Science Centre roof	155,000	Rough estimate assuming 74 new panels, design and extra frames etc., plus replanting of green roof. This would likely achieve net zero in the summer months.
Various Radio Astronomy Centre (RAC) projects and upgrades	6,500	These will help to turn the recently externally refurbished RAC (directly funded by MSAS) into a high-end facility with multiple experiments capable of contributing to the science knowledge base and supporting real science projects with local schools.
Full install of a 3m radio astronomy dish	40,000	This will essentially look like a small version of the Jodrell Bank dish, with full tracking. The budget estimate is based on research with multiple suppliers, but MSAS have also received a quote of £65-80k from a design and build contractor.
Contingency of 10%	41,650	As the above are estimates at this stage.
<b>GRAND TOTAL</b>	<b>458,150</b>	

**Decision 2** – the board is asked to consider whether MSAS can retain the £220k it has recovered from HMRC in VAT payments to be used towards delivery of the projects outlined above.

## 2.0 Kirkby Neighbourhood Plan

The updated government data pack and survey findings were presented at the Kirkby Neighbourhood Board meeting on 15 August and Officer Group on 18<sup>th</sup> August, to help inform priority-setting for the fund.

Two dedicated subgroups focusing on the capital and revenue elements of the fund continue to meet regularly to develop detailed plans.

Board meetings are scheduled for October to finalise and approve the Regeneration Plan, with the aim of submitting it late October to meet the formal deadline of 28th November 2025.

## Annex 1 – FHSF approved budgets

Project	RDEL/CDEL	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
FHSF Sutton Academy Theatre / Cornerstone	RDEL (Revenue)	-	-	-	-	-	-
	CDEL (Capital)	48,545	143,287	2,155,287			2,347,118
		<b>48,545</b>	<b>143,287</b>	<b>2,155,287</b>	-	-	<b>2,347,118</b>
	Co-funding			100,000			100,000
<b>TOTAL</b>							<b>3,183,385.81</b>
FHSF High Pavement	RDEL						-
	CDEL	988,342	148,812	514,511			1,651,665
	Sub Total	<b>988,342</b>	<b>148,812</b>	<b>514,511</b>	-	-	<b>1,651,665</b>
	Co-funding		-	937,289			937,289
<b>Total</b>							<b>2,588,954</b>
FHSF Low Street 9-11 and No 14	RDEL						
	CDEL	86,920	1,081,310	581,770			1,750,000
	Co-funding			647,933			647,933
<b>Total</b>							<b>2,397,933</b>
FHSF Fox Street pop-up food court and car park	RDEL						
	CDEL	67,314	44,397	419,378			531,088
	Co-funding	-		70,912			70,912
<b>Total</b>							<b>602,000</b>

## Annex 2 - Towns Fund DA Board approved budgets

Project	RDEL/CDEL	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
TF-01 Ashfield Civil Engineering Centre	RDEL (Revenue)	-					-
	CDEL (Capital)	6,902	46,865	2,047,367	-		2,101,134
	Sub Total	6,902	46,865	2,047,367	-	-	2,101,134
	Co-funding		453,017	250,000	60,500		763,517
TOTAL							2,864,651
TF-02 Ashfield Construction Centre	RDEL	-	-	-	-	-	-
	CDEL	14,746	21,377	733,077	4,032,555		4,801,755
	Total	14,746	21,377	733,077	4,032,555	-	4,801,755
	Co-funding		-	1,837,500	-	-	1,837,500
TOTAL							6,639,255
TF-03 Automated Distribution and Manufacturing Centre	RDEL	-	-	500,000	375,000	125,000	1,000,000
	CDEL	17,035	153,724	19,079,241	233,141	-	19,983,141
	Sub Total	17,035	153,724	19,579,241	608,141	125,000	20,983,141
	Co-funding				467,000	934,000	1,401,000
TOTAL							22,384,141
TF-04 Cycling and Walking Routes	RDEL	-	-	-	-	-	-
	CDEL	1,142	30,000	1,808,138	97,000	-	1,936,280
	Total	1,142	30,000	1,808,138	97,000	-	1,936,280
	Co-funding			-	45,000		45,000
TOTAL							1,981,280



TF-05 Enterprising Ashfield	RDEL	2,344	681,553	1,360,103	985,000	816,000	3,845,000
	CDEL	-	-	-	-	-	-
	Sub Total	2,344	681,553	1,360,103	985,000	816,000	3,845,000
	Co-funding						3,746,867
TOTAL							7,591,867
TF-06 Green Ashfield	RDEL	-	-	-	-	-	-
	CDEL	1,142	114,457	1,684,401	398,048		2,198,048
	Sub Total	1,142	114,457	1,684,401	398,048	-	2,198,048
	Co-funding			2,812,134	317,167	-	3,129,301
TOTAL							5,327,349
TF-07 High Street Property Fund	RDEL	-	-	-	-	-	-
	CDEL	18,265	4,631	640,037.19			523,933
	Sub Total	18,265	4,631	640,037.19	-	-	522,933
	Co-funding			100,000			100,000
TOTAL							623,933
TF-08 Kings Mill Reservoir Leisure Development	RDEL	-	-	-	-	-	-
	CDEL	23,196	459,422	2,059,125	810,257		3,352,000
	Sub Total	127,000	2,414,743	2,414,743	2,414,743		3,352,000
	Co-funding			192,000	456,000		848,000
TOTAL							4,200,000
TF-09 Kingsway Sports Hub	RDEL	-	-	-	-	-	-
	CDEL	5,640	87,059	1,898,977	500,000	406,000	1,991,676
	Total	5,640	87,059	1,898,977	500,000	406,000	1,991,676
	Co-funding	39,000			250,000		289,000
TOTAL							3,240,176
TF-10 Library Innovation Centres	RDEL	-	-	48,000	51,000	51,000	150,000
	CDEL		3,375	509,625	38,000	36,478	587,478

	<b>Sub Total</b>	-	3,375	557,625	89,000	87,478	737,478
	<b>Co-funding</b>				113,000		113,000
<b>TOTAL</b>							<b>850,478</b>
<b>TF-11 North Kirkby Gateway</b>	RDEL	-	-	-	90,000	90,000	180,000
	CDEL	7,935	83,605	1,520,583	3,330,797	3,786,727	8,729,648
	<b>Sub Total</b>	<b>7,935</b>	<b>83,605</b>	<b>1,520,583</b>	<b>3,420,797</b>	<b>3,876,727</b>	<b>8,909,648</b>
	<b>Co-funding</b>				2,155,000	2,985,999	5,140,999
<b>TOTAL</b>							<b>14,050,647</b>
<b>TF-12 Portland Square Refurbishment</b>	RDEL	-	-	-	-	-	-
	CDEL	65,000	400,000	903,352	-	-	1,368,352
	<b>Total</b>	<b>65,000</b>	<b>400,000</b>	<b>903,352</b>	<b>-</b>	<b>-</b>	<b>1,368,352</b>
	<b>Co-funding</b>	<b>-</b>		<b>136,000</b>	<b>269,000</b>		<b>405,000</b>
<b>TOTAL</b>							<b>1,773,351</b>
<b>TF-14 Science Discovery Centre &amp; Planetarium</b>	RDEL	-	-	-	-	-	-
	CDEL	149,500	385,786	1,554,714	208,004		2,298,004
	<b>Total</b>	<b>149,500</b>	<b>385,786</b>	<b>1,554,714</b>	<b>208,004</b>	<b>-</b>	<b>2,298,004</b>
	<b>Co-funding</b>	<b>-</b>	<b>29,000</b>		<b>956,000</b>		<b>985,000</b>
<b>LUF- Science Discovery Centre</b>	CDEL	-	250,000	1,425,000	1,425,000	-	3,100,000
<b>Total</b>							<b>6,333,004</b>
<b>TF-15 Sutton Lawn Sports Hub</b>	RDEL	-	-	-	-	-	-
	CDEL	5,661	113,904	651,435	2,047,633	100,000	2,918,633
	<b>Total</b>	<b>5,661</b>	<b>113,904</b>	<b>651,435</b>	<b>2,047,633</b>	<b>100,000</b>	<b>2,918,633</b>
	<b>Co-funding</b>			107,974	264,000	1,846,854	2,218,828
<b>TOTAL</b>							<b>5,137,461</b>
<b>TF-16 Visitor Digital Offer</b>	RDEL	-	-	-	-	-	-

	CDEL	11,474	58,539	144,797			214,809
	<b>Total</b>	<b>11,474</b>	<b>58,539</b>	<b>144,797</b>	-	-	<b>214,809</b>
	<b>Co-funding</b>			<b>45,000</b>			<b>45,000</b>
<b>TOTAL</b>							<b>259,809</b>
<b>TF-17 West Kirkby Gateway</b>	RDEL	-	-	-	-	-	-
	CDEL	6,908	250,128	959,965	2,741,041		3,958,041
	<b>Total</b>	<b>6,908</b>	<b>250,128</b>	<b>959,965</b>	<b>2,741,041</b>	-	3,958,041
	<b>Co-funding</b>				<b>3,920,000</b>		<b>3,920,000</b>
							<b>7,878,041</b>
TF 18 Cornerstone Theatre	CDEL	-	1,496	-	1,110,571	-	1,112,067
<b>TOTAL</b>							<b>1,112,067</b>

Annex 3

Reference No.	Agreement Title	ADC Team	Description of goods/services being procured	Supplier Name	Value (£) one off payment or lifetime cost	Start Date of Contract	End Date of Contract	Tender or Quotations	Supplier Type	Supplier Address	Company Reg No / Charity No
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End of August 2025 reporting period											
ADC1006176	Project Management Services	Regeneration	PM for Fox Street/Portland Square	Matrix SCM	5,115.36	Aug-25	Sep-25	Direct Award	Medium Enterprise	2nd Floor Partis House, Knowlhill, Milton Keynes MK58HJ	2227962

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1						Date: May-25												
2						Version: Rev 10												
3																		
4																		
5	Risk No	Risk	Risk Sub-Category	Probability (P)	Impact (I)	Risk Rank	Programme Impact	Mitigation if Risk Occurs	Risk Response Threat & Opportunities	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	Current Position <small>stable increasing in risk</small>	Responsible Person	Last Reviewed	Status <small>(Active/Inactive/Archived)</small>	Last Update	Changes
6				1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain	1 - Negligible 2 - Minor 3 - Major 4 - Critical	P x I				1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain	1 - Negligible 2 - Minor 3 - Major 4 - Critical	RP x RI			11/09/2025			
7	1	Health & Safety Risks																
8	1.1	Authority H&S Policies not adhered to within individual projects.	Social/People	2	2	4	Reputational Damage	Ensure all H&S policy and guidance is followed and monitored.	Avoid	2	2	4	↔	Programme Lead	11/09/2025	Active	All works are aligned to H&S legislation and reviewed by the Project PM.	Nil
9	2	Technical Risks																
10	2.1	Business Cases do not correctly include all individual project outputs	Managerial / Professional	3	3	9	Individual projects are incorrectly specified and submitted	Ensure consistent reviews of Business Case Developments. QC & Assurance checks before submission	Accept	2	2	4	↔	Programme Lead		Archived	All business cases have been through the sub-group wand Board- ADMC Business Case was submitted to the department formerly known as DLUHC (now the Ministry of Housing, Communities and Local Government-MHCLG) in March 2023.	Complete
11	2.2	External support/consultants aren't procured at the correct point in project development	Managerial / Professional	3	3	9	Delays to the overall programme through individual project delays	Early identification for each project the necessary external support/consultant requirements and proactive management	Reduce	2	2	4	↔	Programme Lead	11/09/2025	Active	Procurements completed and others in progress. Other necessary procurements are in progress. Utilise frameworks where necessary. All consultancy and external support is in constant review. Continue to consider lessons learnt in procurement processes. Preparation for implications of the new procurment act need to be considered.	Generally risk is reducing as projects complete. Consideration of the new procurement at need to be factored in.
12	2.3	Inability to complete land assembly where required	Governance	4	4	16	Change in overall programme but individual project parameters	Early identification of potential risks and development of Plan 'B's where applicable	Contingency	3	3	9	↔	Programme Lead	11/09/2025	Active	Negotiations continue on major projects for pieces of land. Whilst these are proving positive CPO remains a possibility. The issue has decreased with a number of the larger projects. The Deals are near completion, hence the score remains the same. Plan Bs are in place for most of the programme where there is no ability gain CPOs. The risk is slowly reducing.	Generally risk is reducing as land assembly completes. Only one site acquisition remains within the existing TF and FHSF programme.
13	2.4	Statutory approvals for programme outputs are delayed or not achieved	Legal	3	3	9	Delays or redesign of overall programme deliverables and individual project outputs	Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible	Reduce	2	3	6	↔	Programme Lead	11/09/2025	Active	Projects which require planning permission are at various stages of development.	The need for statutory permissions such as Highways and Planning for some projects are challenging and could cause delays. This is being actively managed so the risk same the same as the last assessment.
14	2.5	Business Cases are not developed to the necessary Green Book Standard	Governance	3	3	9	Delays with the Business Case being approved/adopted resulting in delays to the overall programme including cost	Ensure that the procurement for the Business Case Consultant clearly identifies the requirement for Green Book Standard and adherence to other Client requirements	Contingency	2	2	4	↔	Programme Lead	11/09/2025	Archived	The assurance process details this and acts as a check process. A good relationship exists with MHCLG representative so items can be flagged early if necessary. ADMC FBC has been submitted to MHCLG and approved.	Complete
15	3	Financial risks																
16	3.1	Brexit effect on supply chain -Labour/Materials price increase/fluctuation	Financial	4	2	8	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	2	6	↔	Project Leads	11/09/2025	Active	ADC has approved processes in place. Partners who are delivering projects actively manage these issues and adapt as much as possible.	markets have stabilised and are performing more consistently.
17	3.2	Covid-19 effect on supply chain - cost increase in labour/materials.	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and Implementation of Programme/Project Gateway Reviews	Accept	2	3	6	↔	Project Leads	11/09/2025	Active	ADC has approved processes in place. Partners who are delivering projects actively manage COVID impacts, if and when they occur. The risk is reducing.	Markets have stabilised and are performing more consistently. Early engagement with Controls to secure price certainty is reducing this risk.
18	3.3	Inflation effect on supply chain- supply of materials	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	3	9	↔	Programme Lead	11/09/2025	Active	Being managed at a project level. Constantly in review.	Markets have stabilised and are performing more consistently. Early engagement with Controls to secure price certainty is reducing this risk.
19	3.4	Cost of borrowing increases against assumptions in Business Cases	Financial	3	3	9	Negative impact on programme affordability due to increased debt repayments	Sensitivity Analysis in assumptions that allows for flex in borrowing costs without breaching financial parameters	Accept	3	3	9	↔	Programme Lead	11/09/2025	Active	ADC approved process in place	Nil
20																		

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31	3.5	Individual project costs increase above agreed parameters	Financial	3	3	9	Impact on collective affordability of the programme	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Programme Lead	11/09/2025	Active	The programme undergoes regular scrutiny. Whilst cost pressures are being experienced by some complex projects, in some cases they are being actively reduced and/ or balanced by the programme as a whole. Approval for the Towns Fund PAR has been received in June 2023. All changes for Future High Streets, including the extension of time for Low Street, Fox Street and the Theatre have been accepted. Recent PAR for Towns Fund changes both delegated and from DLUHC are now accepted. PAR for additional changes agreed by Board at its meetings.	Formal PAR to be submitted to MHCLG. Risk remains the same as last assessment.
32	3.6	In project cost variances at delivery phase of capital works	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Project Leads	11/09/2025	Active	Each project cost plan being scrutinised and options for cost reduction or other viability considerations investigated where necessary.	Nil
33	3.7	Project delays put at risk the availability of funding	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding. Work with partners and funders	Reduce	3	2	6	↔	Programme Lead	11/09/2025	Active	ADC is working with partners and funders to seek a way forward to ensure that projects with delays can be delivered where possible.	Nil
34	3.8	Drawdowns of funds are not received in line with expected deadlines	Financial	3	2	6	Impact on programme cashflow forecasts negatively impacting on the wider Council cashflow position	Ensure fund drawdowns are clearly identified and owned by individuals within the programme	Avoid	2	2	4	↔	Programme Lead	11/09/2025	Active	Regular project and programme budget reviews take place against original milestones so that any slippage in cost or advanced payments can be managed within existing budget allowances	Ensure that reported forecasts and spends too MHCLG highlight the required drawdown profile in MHCLG six monthly reports.
35	3.9	Partner organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with partner organisations to consistently gauge delivery potential	Contingency	3	3	9	↔	Programme Lead	11/09/2025	Active	ADC continues to monitor this carefully. Work closely with delivery partners to ensure that they have in place the necessary financial checks and balances in procurement and financial management.	Nil
36	3.10	Change in Taxation Status of a delivery partner	Financial	2	2	4	Variance to organisations financial standing limiting ability to deliver programme	As necessary conversations regarding ongoing viability and tax status	Avoid	2	2	4	↔	Programme Lead	11/09/2025	Active	Continue to work with partners , finance experts, to ensure opportunities maximised for the betterment of the District and the projects.	Nil
37	3.11	Change in VAT Rules/Status	Financial	2	2	4	Change in ability to recoup/offset costs	Review any HM Government Changes In Law and ensure as necessary conversations with all parties regarding VAT implications	Reduce	1	2	2	↔	Programme Lead	11/09/2025	Active	ADC continues to review VAT status of partner organisations to understand the implications of how the project budgets may be impacted. This is a process it will continue to do.	Nil
38	3.12	Supplier organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with the contractor. Support the supplier to help manage their situation. Ultimately retender or identify next preferred supplier.	Contingency	3	3	9	↔	Programme Lead	11/09/2025	Active	In constant review	Nil
39	3.13	Inability to action capital funding swaps to ensure the allocated Towns Fund funding is fully utilised in each financial year.	Financial	3	3	9	Impact on overall programme deliverability due to non-compliance with Towns Fund requirements.	Continual dialogue and engagement with partner organisations to ensure spend profiling information is continually monitored to identify project slippage in advance to ensure corrective action can be taken so that spend requirements are met. Continual monitoring of the need for capital swaps in the context of the overall ADC capital programme and continual dialogue with MHCLG regarding underspend and inability to swap.	Contingency	3	3	9	↔	Programme Lead	11/09/2025	Active	PARs submitted. Review with finance team monthly to monitor requirements.	Nil
40	<b>Legal risks</b>																	
41	4.1	Submissions to MHCLG are not completed in correct timescales	Governance	1	1	1	Impacts on the overall programme delivery of the Towns Fund	Ensure clear Project Plans are in place to ensure that submissions are available and have been QC'd in good time	Reduce	1	1	1	↔	Programme Lead	11/09/2025	Active	PMs are aware of reporting deadlines and are responsible for liaising with external suppliers to ensure that a schedule is in place to obtain relevant information. Next submission is due in December 2025.	Nil
42	4.2	Necessary sub-funding agreements with partner agencies aren't correctly in place	Governance	1	1	1	The Council is placed at risk of delivering a programme where necessary legal agreements aren't in place ensuring correct use of the Towns Fund monies	Develop 'Boiler Plate' ready documents for partner agencies in advance of the risk proximity	Reduce	1	1	1	↔	Programme Lead	11/09/2025	Active	All grant funding agreements will be in line with ADCs internal governance and legal procedures. GFAs are drafted via ADC's legal team with individual PM input for each project.	Nil

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
33	4.3	Failure to secure land where acquisition is required for project delivery	Legal	2	2	4	Failure to secure expected land parcels impacts on both programme and cost parameters	Develop clear property acquisition strategy for each individual project including awareness of individual implications both in relation to cost and programme	Accept	2	2	4	↔	Programme Lead	11/09/2025	Active	Fortnightly meetings in place between Assets and the TF Programme Lead. Legal Colleagues to be included to support when land purchases are imminent	Generally risk is reducing as land assembly completes. Only one site acquisition remains within the existing TF and FHSF programme and HoT are agreed.
34	4.4	Contracts with suppliers/contractors are not correctly in place	Legal	1	1	1	Reduced or zero legal remedy for The Council should poor performance be observed	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support	Reduce	1	1	1	↔	Programme Lead	11/09/2025	Active	PMs are responsible for ensuring that all procurement activity is in line with ADCs procurement rules, as well as governance procedures and contract procedure rules.	Nil
35	4.5	Planning judicial review of any of the programme outputs at the applicable time	Legal	2	2	4	Delays to overall programme delivery and negative publicity	Pre-planning advice taken on all projects where applicable	Reduce	1	2	2	↔	Programme Lead	11/09/2025	Active		Nil
36	4.6	The change in legal standing of any of the partner organisations	Legal	1	1	1	Potential impact on ability to work in partnership due to change in legal standing	Continual dialogue and engagement with partner organisations to consistency gauge delivery potential	Reduce	1	1	1	↔	Programme Lead	11/09/2025	Active	PMs are responsible for the management of contracts and regular communication with contractors and partner organisations.	Nil
37	4.7	Failure to procure land and require CPO Process	Legal	2	4	8	Potential significant delays on programme and reputational damage	Develop clear property acquisition strategy for each individual project including awareness of individual implications both in relation to cost and programme	Contingency	2	3	6	↔	Programme Lead	11/09/2025	Active	Fortnightly meetings in place and strategy at ADC to ensure land acquisitions progress. Heads of terms and final negotiations are nearing completion.	Only one site acquisition remains within the existing TF and FHSF programme and HoT are agreed.
38	<b>5 Managerial risks</b>																	
39	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, affecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	11/09/2025	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
40	5.2	Covid-19 effect on supply chain - limitations on material supply/delivery delays	Managerial / Professional	3	3	9	Delay to projects, affecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	1	2	2	↔	Project Leads	11/09/2025	Active	ADC has approved processes in place. Partners who are delivering projects actively manage COVID impacts, if and when they occur. The risk is reducing.	markets have stabilised and are performing more consistently. Early engagement with Controls to secure price certainty is reducing this risk.
41	5.3	Inflation effect on supply chain- supply of materials	Managerial / Professional	3	3	9	Delay to projects, affecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead	11/09/2025	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
42	5.4	Discover Ashfield Board & Sub Group are ineffective as oversight committee	Governance	1	1	1	Ineffective overall governance structure and management of programme	Ensure effective Terms of Reference are in place along with strong leadership inc regular meetings with necessary outputs	Accept	1	1	1	↔	Programme Lead	11/09/2025	Active	Actively Managed. Structure is in place for reporting updates to the DA board including proposals. Terms of reference has been drafted.	Nil
43	5.5	Change in Programme Lead at The Council	Managerial / Professional	3	2	6	Temporary impact on overall programme delivery including potential missed deadlines	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Contingency	2	2	4	↓	Programme Lead	11/09/2025	Active	Programme Management responsibility is shared so not sitting with one person. Filing structure in place to ensure consistent record keeping.	Increase in team resourcing and shared responsibility is improving resilience.
44	5.6	Development of Business Cases is not completed within programme and cost parameters	Managerial / Professional	2	2	4	Delays to the programme commencing including secondary impacts on finance and legal risk categories	Ensure that the Business Case Consultants are contracted to deliver outputs in good time to enable the Council to absorb any reviews by Discover Ashfield Board	Reduce	2	2	4	↔	Programme Lead	11/09/2025	Archived	ADC appointed Business Case Consultants. All FBC submitted and are concluded and agreed by DLUHC	Complete
45	5.7	In house Council delivery teams are reduced in effectiveness due to other deliverables	Managerial / Professional	3	3	9	Loss of momentum on programme and individual projects.	Ensure visibility of the Towns Fund Programme including the applicable resource plan required to oversee the programme	Contingency	2	2	4	↔	Programme Lead	11/09/2025	Active	As more projects move into the delivery phase this creates more momentum.	Increase in team resourcing and shared responsibility is improving resilience.
46	5.8	Consultants perform poorly against stated/contracted outputs	Managerial / Professional	2	2	4	Failure to deliver key programme outputs across various projects	Ensure clear Performance Requirements are stated within the tender and contract documents. Ensure regular performance reviews.	Contingency	3	2	6	↔	Programme Lead	11/09/2025	Active	The programme is applying specific time/outputs pressures across programme level delivery. Exercising delivery delays with some projects which is putting pressure on the timely delivery of outputs. Put in place, where necessary, supports and resources to mitigate such risks	Nil
47	5.9	Failure to engage with wider internal Council stakeholders to gain buy in and support to Towns Fund	Managerial / Professional	2	2	4	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes	Contingency	3	2	6	↔	Programme Lead	11/09/2025	Active	Regular meetings with key internal stakeholders. Feedback and active engagement with internal stakeholders, especially with those who manage the facilities is seen as vital to ensure that improvements are maximised.	Nil
48	5.10	Reporting failure regarding partner organisations and to MHCLG	Managerial / Professional	3	2	6	Failure to adhere to grant terms and conditions & failure to achieve drawdowns as profiled	Ensure that clear reporting structures are in place including clarity over necessary detail/outputs	Contingency	3	2	6	↔	11/08/2025	11/09/2025	Active	Regular meetings with partner organisations	Nil

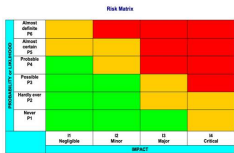
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	5.11	Changes at national or local level to political stakeholders or policies over the life of the programme	Political	3	2	6	Changing views in relation to projects resulting in delays to project delivery	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Contingency	3	2	6	↔	11/08/2025	11/09/2025	Active	Watching brief. Maintain current communication channels - DA board for stakeholder engagement and project progress meetings internally to ensure that any changes are navigated effectively.	Nil
49																		
50	6	Publicity & Promotion																
	6.1	Slave labour (Modern Slavery Act 2015) - association with any manufactures/companies in countries, performing slave labour	Political	2	2	4	The reputational damage which organisations face if exposed as having slavery within their supply chain	Ensure all necessary appointment processes include clear PASS/FAIL Criteria regarding this area	Contingency	2	2	4	↔	Programme Lead	11/09/2025	Active	Within criteria. Relevant procurement policies and procedures to be followed by individual PMs.	Nil
51																		
	6.2	Negative local and regional press/social media relating to programme delivery	Customer/Citizen	3	3	9	Impacts and negative responses to major capital works intervention schemes	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.	Contingency	2	3	6	↔	Programme Lead	11/09/2025	Active	High level communications plan submitted to the DA Group. Engagement Group to be re-engaged to commence programme level deliverables. Comms plan in place and reviewed monthly at Regen Comms meeting.	Nil
52																		
	6.3	Failure of partners to deliver projects following receipt of grant	Customer/Citizen	2	2	4	Negative visibility of the programme and partners including the Council	Work proactively with partner agencies and Engagement Group to ensure projects are delivered effectively and in the same methodology as those by the Council	Contingency	2	2	4	↔	Programme Lead	11/09/2025	Active	Grant Agreements address this and close working with partners to be able to deliver. Continue to review projects where there are changes that are being made that differ from the original business case to consider impact. Most of the Grant agreements are complete. 1 Partnership agreement is completed.	Nil
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	6.4	Failure to develop Communications Strategy for overall programme	Customer/Citizen	2	2	4	Failure to report positives and mitigate negatives of overall programme	Ensure communications stakeholders are engaged to develop detailed strategies	Contingency	1	2	2	↔	Programme Lead	11/09/2025	Active	Communication Plan submitted and supported at DA Board	Nil
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	6.5	Failure to gain recognition for the Council, Discover Ashfield Board and MHCLG for the levels of investment in the District	Customer/Citizen	2	2	4	Failure to generate positive stories linked to investment and project deliverables	Ensure the communications strategy both at programme and individually at project level identify the Towns Fund and also monies or equivalent from the Council	Contingency	2	2	4	↔	Programme Lead	11/09/2025	Active	Covered in Communication Plan	Nil
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	6.6	Individual projects fail to deliver the Council's Social Value Outputs	Customer/Citizen	2	3	6	Failure to deliver on key social and economic outcomes for the Council in the wider vision for Ashfield	Ensure that each project lead is aware of the Social Value Portal and that procurement strategies include this.	Contingency	2	2	4	↔	Programme Lead	11/09/2025	Active	PMs are responsible for agreeing and monitoring progress of social value outputs. A new recording structure has been implemented to support this.	Nil
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100		Impact 4, Likelihood 1	completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.															
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104			Rare events that have a catastrophic impact form part of the Council's Business Continuity Planning response.															
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## Programme Level Risks



Risk Number	Date	Risk Description	Probability (P)	Impact (I)	Risk Rank	Programme Impact	Risk Response	Risk Owner	Last Reviewed	Reviewed By	Status	Comments
			1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain 6 - Almost Definite	1 - Negligible 2 - Minor 3 - Major 4 - Critical	P X I							
1	Health & Safety Risks											
1.1	06/05/2025	Authority H&S Policies not adhered to within individual projects.	2	2	4	Reputational Damage	Ensure all H&S policy and guidance is followed and monitored. Any individual project risks to be logged on project risk register and updated in project progress meetings with programme manager.	Programme Manager	11/09/2025	LL	Active	Mandatory corporate training is provided to ADC colleagues who are PMs. ADCs standard terms and conditions include statutory health and safety obligations for those projects where grant funding agreements are awarded.
2	Technical Risks											
2.1	06/05/2025	Unable to deliver against timescales set	3	3	9	Affects overall programme delivery and success, significant legal, reputational and financial impact.	Monitor progress with project leads and identify any barriers as early as possible	Programme Manager	11/09/2025	LL	Active	Regular project progress meetings are in the process of being set up. PMs are responsible for logging individual project risk and raising at progress meetings with PM. Quarterly monitoring templates have been completed.
3	Financial risks											
3.1	06/05/2025	Underspend on individual projects	3	3	9	Affects overall programme spend and target outputs and outcomes. Reputational and financial impact.	Individual project budget sheets to be completed, regular review of forecast vs. actual spend. Budget is flexible and can be transferred to other areas if there is risk of individual project underspend but this needs to be tracked closely.	Programme Manager	11/09/2025	LL	Active	As above
3.2	06/05/2025	Individual project costs increase above agreed parameters	3	3	9	Impact on collective affordability of the programme	Reduce by developing detailed cost plans and regular financial/project review and monitoring.	Programme Manager	11/09/2025	LL	Active	As above
3.3	06/05/2025	Supplier organisation suffers catastrophic change in financial standing once in delivery	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with the contractor. Support the supplier to help manage their situation. Ultimately retender or identify next preferred supplier.	Programme Manager	11/09/2025	LL	Active	As above
4	Legal risks											
4.1	06/05/2025	Submissions to EMCCA are not completed in correct timescales	1	1	1	Impacts on the overall programme delivery	Ensure clear Project Plans are in place to ensure that submissions are available and have been QC'd in good time	Programme Manager	11/09/2025	LL	Active	Individual PMs are aware of their outputs and outcomes. Templates have been set up for recording.
4.2	06/05/2025	Contracts with suppliers/contractors are not correctly in place	1	1	1	Reduced or zero legal remedy for The Council should poor performance be observed	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support	Programme Manager	11/09/2025	LL	Active	A governance monitoring document is in place to ensure that all projects follow the correct legal channels for awarding funding.
5	Managerial risks											
5.1	06/05/2025	Discover Ashfield Board & Subgroup are ineffective as oversight body	1	1	1	Ineffective overall governance structure and management of programme	Ensure effective Terms of Reference are in place along with strong leadership inc regular meetings with necessary outputs	Programme Manager	11/09/2025	LL	Active	Structure is in place for reporting updates to the DA board including proposals. Terms of reference has been drafted.
5.2	06/05/2025	Change in Programme Lead at The Council	3	2	6	Temporary impact on overall programme delivery including potential missed deadlines	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Programme Manager	11/09/2025	LL	Active	A robust recording and monitoring structure has been implemented for ease of handover should changes occur.
5.3	06/05/2025	In house Council delivery teams are reduced in effectiveness due to other deliverables	3	3	9	Loss of momentum on programme and individual projects.	Ensure visibility of the Programme including the applicable resource plan required to oversee the programme	Programme Manager	11/09/2025	LL	Active	Project progress meetings will identify any capacity/resource concerns and find a solution.
5.4	06/05/2025	Contractors perform poorly against stated/contracted outputs	2	2	4	Failure to deliver key programme outputs across various projects	Ensure clear Performance Requirements are stated within the tender and contract documents. Ensure regular performance reviews.	Programme Manager	11/09/2025	LL	Active	Quarterly monitoring templates are in place for progress monitoring against terms set out in grant funding agreements. A council lead is appointed for each project and is responsible for identifying and monitoring individual project risk and reporting concerns to the programme manager.
5.5	06/05/2025	Failure to engage with wider internal Council stakeholders to gain buy in and support to UKSPF	2	2	4	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes	Programme Manager	11/09/2025	LL	Active	Engagement through 6 weekly DA Board.
5.6	06/05/2025	Reporting failure regarding partner organisations and to EMCCA	3	2	6	Failure to adhere to grant terms and conditions & failure to achieve drawdowns as profiled	Ensure that clear reporting structures are in place including clarity over necessary detail/outputs	Programme Manager	11/09/2025	LL	Active	Quarterly monitoring templates are in place for progress monitoring against terms set out in grant funding agreements. A council lead is appointed for each project and is responsible for identifying and monitoring individual project risk and reporting concerns to the programme manager.
5.7	06/05/2025	Changes at national or local level to political stakeholders or policies over the life of the programme	3	2	6	Changing views in relation to projects resulting in delays to project delivery	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Programme Manager	11/09/2025	LL	Active	Maintain current communication channels - DA board for stakeholder engagement and project progress meetings internally.
6	Publicity & Promotion											
6.1	07/05/2025	Slave labour (Modern Slavery Act 2015) - association with any manufactures/companies in countries, performing slave labour	2	2	4	The reputational damage which organisations face if exposed as having slavery within their supply chain	Ensure all necessary appointment processes include clear PASS/FAIL Criteria regarding this area	Programme Manager	11/09/2025	LL	Active	Relevant procurement policies and procedures to be followed by individual PMs.

6.2	07/05/2025	Negative local and regional press/social media relating to programme delivery	3	3	9	Impacts and negative responses to major capital works intervention schemes	Ensure that Communications Strategy is agreed.	Programme Manager	11/09/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.
6.3	07/05/2025	Failure of partners to deliver projects following receipt of grant	2	2	4	Negative visibility of the programme and partners including the Council	Work proactively with partner agencies to ensure projects are delivered effectively and in the same methodology as those by the Council	Programme Manager	11/09/2025	LL	Active	Quarterly monitoring templates are in place for progress monitoring against terms set out in grant funding agreements. A council lead is appointed for each project and is responsible for identifying and monitoring individual project risk and reporting concerns to the programme manager
6.4	07/05/2025	Failure to develop Communications Strategy for overall programme	2	2	4	Failure to report positives and mitigate negatives of overall programme	Ensure communications stakeholders are engaged to develop detailed strategies	Programme Manager	11/09/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.
6.5	07/05/2025	Failure to gain recognition for the Council, Discover Ashfield Board and EMCCA for the levels of investment in the District	2	2	4	Failure to generate positive stories linked to investment and project deliverables	Ensure the communications strategy both at programme and individually at project level identify the UKSPF and also monies or equivalent from the Council	Programme Manager	11/09/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.
6.6	26/06/2025	Failure to follow government comms guidance	2	3	6	Reputational Damage, legal implications	Ensure PMs and Comms Teams have been briefed on guidelines	Programme Manager	11/09/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.