



## Agenda

# Discover Ashfield Board Meeting

Date: **Friday, 14th July, 2023**

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Time: **9.00 am – 11am**

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Venue: **Hybrid - Microsoft Teams & Meeting Room 1, Council, Offices, Urban Road.**

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For any further information please contact:

**Hollie Maxwell-Smith**

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07826 921211

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# DISCOVER ASHFIELD BOARD MEETING

## Attendees

<b>ATTENDEES</b>			
<b>Name</b>	<b>Position on Board</b>	<b>Position/Organisation</b>	<b>Present</b>
<b>Martin Rigley MBE</b>	<b>Chair / Theme Lead – Succeed in Ashfield</b>	<b>Managing Director, Lindhurst Engineering</b>	
<b>Louise Knott</b>	<b>Vice Chair</b>	<b>Vice Principal, West Nottinghamshire College – joined the meeting at 9.50am</b>	
<b>Darron Ellis</b>	<b>Theme Lead – More to Discover</b>	<b>Historian, Sutton Living Memory Group</b>	
<b>Liz Barrett OBE</b>	<b>Theme Lead – Love Where You Live</b>	<b>Principal, Academy Transformation Trust Further Education (ATTFE)</b>	
<b>Pete Edwards</b>	<b>Theme Lead – Be Happy, Be Healthy</b>	<b>Chair, Ashfield Health and Wellbeing Partnership</b>	
Callum Parr MYP	Board Member	UK Youth Parliament Steering Group Representative for the East Midlands	
Claire Ward	Board Member	Chair of Sherwood Forest Hospitals NHS Foundation Trust	
Clare Hitchings	Substitute for Tim Hepke	Communications Lead, ITP Aero	
Christopher Baron	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Cllr Helen-Ann Smith	Board Member	Deputy Council Leader, Ashfield District Council	
Cllr Julie Gregory	Board Member	Scrutiny Representative, Ashfield District Council	
Cllr Matthew Relf	Board Member	Executive Lead Member for Regeneration and Corporate Transformation, Ashfield District Council	
Cllr Keith Girling	Notts County Council Representative	Economical Development and Asset Management, Notts County Council	
David Ainsworth	Board Member	Director of Sherwood Forest Hospitals Trust	
David Williams	Substitute for Jean Sharpe	Partnerships Manager North Nottinghamshire DWP	
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	
Ella McManus	Board Member	Mansfield & Ashfield 2020	
Fiona Anderson	Board Member	Associative Director, Civic Engagement, Nottingham Trent University (NTU)	
Gary Jordan MBE	Board Member	Executive Coach / GMJ Solutions	
Ian Bond	Substitute for Peter Graw	Director of Learning, Inspire: Culture, Learning and Libraries	
Jean Sharpe	Board Member	Lincolnshire, Nottinghamshire & Rutland Progression Champion for In-Work Progression	
Julia Terry	Board Member	Development Worker, Transforming Notts Together	
Kathryn Stacey	Board Member	Chief Executive, Citizens Advice Ashfield	
Lorraine Palmer	Board Member	Programme Director, Mid Notts Place Based Partnership	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Mark Spencer, MP	Board Member	MP for Sherwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and	

		Nottinghamshire ICB	
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	
Paula Longden	Board Member	Deputy Locality Director, Nottingham and Nottinghamshire ICB	
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	
Teresa Jackson	Board Member	Chief Officer, Ashfield Voluntary Action	
Tim Hepke	Board Member	UK Head of Maintenance and Group Property, ITP Aero	
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	
Will Morlidge	Board Member	Chief Executive, D2N2 LEP	
Andrea Stone	Supporting Officer	Health and Wellbeing Manager, Ashfield District Council	
Alastair Blunkett	Supporting Officer	Service Manager for Neighbourhoods and Environment	
Bev Bull	Supporting Officer	Chief Accountant, Ashfield District Council	
Chris Stephenson	Supporting Officer	Communications Manager, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services	
Hollie Maxwell-Smith	Supporting Officer	Project Officer Discover Ashfield, Ashfield District Council	
Jas Hundal	Supporting Officer	Interim Executive Director – Place, Ashfield District Council	
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development	
Melanie Wheelwright	Supporting Officer	Forward Planning & Economic Growth Team Manager	
Nathan McNicholas	Supporting Officer	Senior Economic Development Officer	
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	
Trevor Middleton	Supporting Officer	Town Centres and Markets Manager, Ashfield District Council	

## **AGENDA**

**Page**

- 1. Welcome / Introductions / Apologies - Martin Rigley**
- 2. Reflections of Previous Meeting - Martin Rigley**
  - a Meeting Minutes** 5 - 18
  - b Action Log**

There were no actions from the board meeting.
- 3. New Declarations of Interest - ALL**
- 4. Funding Update - Sarah Daniel & Paul Crawford** 19 - 36
  - a Risk Assessment Management Map Programme Level** 37 - 42
  - b UKSPF Risk Assessment Map** 43 - 44
- 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. Discover Ashfield Project Officer Update - Hollie Maxwell-Smith**
- 7. Board Member Updates - ALL**
- 8. Any Other Business - ALL**
- 9. Date of Next Meeting – Wednesday 23<sup>rd</sup> August**



**DISCOVER ASHFIELD BOARD MEETING**

**Wednesday 31<sup>st</sup> May 2023  
9am – 11am**

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

## **AGENDA**

**Page**

- 1. Welcome / Introductions / Apologies - Martin Rigley**
- 2. Reflections of Previous Meeting - Martin Rigley**
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  - b Action Log**

**Hollie to send out information on the Kirkby Library Innovation Centre opening day on 15<sup>th</sup> July to the board – Just waiting on the invite from Inspire to send to the board once completed.**
- 3. New Declarations of Interest - ALL**
- 5. Monitoring and Evaluation Report – Paul Crawford**
  - a Funding Update – Sarah Daniel**
- 8. Board Member Updates - ALL**
- 9. Any Other Business - ALL**
- 10. Date of Next Meeting – Friday 14<sup>th</sup> July 2023**

### ATTENDEES

Name	Position on Board	Position/Organisation	Present
Martin Rigley MBE	Chair / Theme Lead – Succeed in Ashfield	Managing Director, Lindhurst Engineering	√
Louise Knott	Vice Chair	Vice Principal, West Nottinghamshire College – joined the meeting at 9.50am	
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	√
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	
Callum Parr MYP	Board Member	UK Youth Parliament Steering Group Representative for the East Midlands	
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Cllr Keith Girling	Notts County Council Representative	Economic Development and Asset Management, Notts County Council	
David Ainsworth	Board Member	Director of Sherwood Forest Hospitals Trust	√
David Williams	Substitute for Jean Sharpe	Partnerships Manager North Nottinghamshire DWP	√
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	√
Ella McManus	Board Member	Mansfield & Ashfield 2020	
Fiona Anderson	Board Member	Associative Director, Civic Engagement, Nottingham Trent University (NTU)	√
Gary Jordan MBE	Board Member	Executive Coach / GMJ Solutions	
Ian Bond	Substitute for Peter Gaw	Director of Learning, Inspire: Culture, Learning and Libraries	√
Jean Sharpe	Board Member	DWP - Lincolnshire, Nottinghamshire & Rutland Progression Champion for In-Work Progression	
Julia Terry	Board Member	Development Worker, Transforming Notts Together	
Kathryn Stacey	Board Member	Chief Executive, Citizens Advice Ashfield	√
Lorraine Palmer	Board Member	Programme Director, Mid Notts Place Based Partnership	
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Mark Spencer, MP	Board Member	MP for Sherwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	√
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	
Paula Longden	Board Member	Deputy Locality Director, Nottingham and Nottinghamshire ICB	√
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	√

Teresa Jackson	Board Member	Chief Officer, Ashfield Voluntary Action	
Tim Hepke	Board Member	ITP Aero	
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	
Will Morlidge	Board Member	Chief Executive, D2N2 LEP	√
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Alastair Blunkett	Supporting Officer	Assistant Director - Neighbourhoods	
Chris Stephenson	Supporting Officer	Communications Manager, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning	
Hollie Maxwell-Smith	Supporting Officer	Project Officer Discover Ashfield, Ashfield District Council	√
Jas Hundal	Supporting Officer	Interim Executive Director – Place, Ashfield District Council	√
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development, Nottinghamshire County Council	√
Melanie Wheelwright	Supporting Officer	Forward Planning & Economic Growth Team Manager	√
Nathan McNicholas	Supporting Officer	Senior Economic Development Officer	
Paul Crawford	Supporting Officer	Investment Manager, Ashfield District Council	√
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	√
Trevor Middleton	Supporting Officer	Town Centres and Markets Manager, Ashfield District Council	



Agenda Item	
<b>1</b>	<b>Welcome / Introductions / Apologies</b>
	<ul style="list-style-type: none"> <li>• Welcome and introduction to Jas Hundal, the Interim Executive Director of Place at Ashfield District Council.</li> <li>• Introductions were made by all attendees at the meeting.</li> </ul>
	<ul style="list-style-type: none"> <li>• Apologies noted from Callum Parr, Nathan McNicholas, Julia Terry, Chris Baron, Lee Anderson, Louise Knott, Alastair Blunkett, Christine Sarris, Cllr Relf, Pete Edwards, Tim Hepke, Theresa Hodgkinson, Trevor Middleton, Gary Jordan, Andrea Stone.</li> </ul>
<b>2</b>	<b>Review of Previous Meeting – Martin Rigley</b>
<b>a</b>	<b>Board Meeting Minutes</b>
	All minutes agreed.
<b>b</b>	Action Log (these include actions from the below minutes)
	<ul style="list-style-type: none"> <li>• There are no actions from the board meeting.</li> </ul>
<b>3</b>	<b>New Declarations of Interest – ALL</b>
	<ul style="list-style-type: none"> <li>• No new declarations of interest were noted.</li> </ul>
<b>4</b>	<b>Towns Fund/ Future High Streets Fund - Monitoring and Evaluation Report – Paul Crawford</b>
	<ul style="list-style-type: none"> <li>• Paul Crawford explained that the report is due to submission to DLUCH, and the decision today is for the board to support Martin and the Section 151 officer to sign off the report for submission.</li> </ul>
	<ul style="list-style-type: none"> <li>• The report has been summarised for the board to enable them to understand all the information. The key points reported on are financial outputs achieved through the programme through the Future High Streets Fund and Towns Fund. The report also includes outputs (pages 19 – 23 of the agenda pack) agreed with DLUCH and risk.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul ran through the forecasted spend, spend to date and project budget for Fox Street, Low Street, High Pavement and the Theatre projects.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul explained that Fox Street was due to be finished by now although there have been challenges over the last 10 months for tendering the scheme with limited interest.</li> <li>• The next step is to look at framework contract arrangements to deliver the work. Issues such as this cause problems trying to deliver the project however the project is still on track to be delivered under the Future High Streets Fund.</li> </ul>
	<ul style="list-style-type: none"> <li>• Low Street schemes are on target, 14 Low Street is complete.</li> </ul>
	<ul style="list-style-type: none"> <li>• High Pavement expenditure was primarily on the purchase of the asset initially and then investment into the design and delivery.</li> <li>• Contractors have started on site and completion is forecasted for September.</li> </ul>
	<ul style="list-style-type: none"> <li>• The Academy Theatre project has low expenditure now as there is a need to identify how to deliver this scheme that covers safeguarding as it's a school environment and open to the public.</li> <li>• There has been development design to RIBA stage 2 which has flagged challenges around budget due to inflation, so the project is being rescopeed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin wanted to confirm that the Forecast spend on the table was the spend remaining, and Paul confirmed this.</li> </ul>

	<ul style="list-style-type: none"> <li>• Jas Hundral asked what the profile of overall spend is for the projects for the Future High Streets Fund.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul explained the funding was just over £6 million from central government plus match funding.</li> <li>• The total was just over £8m with match funding from Ashfield District Council and partners.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jas commented that it would be helpful to show the profile of the spend so the board can clearly see if the projects are on target or behind.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul ran through the agreed projects outputs for Low Street, the unit of measurement and figures to date.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin asked if the 'future' column of the table was outstanding outputs, and the total is the agreed targets.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul confirmed they are.</li> </ul>
	<ul style="list-style-type: none"> <li>• Fiona Anderson asked about the projects where there are no project outputs as of yet and if there are any risks attached with these or whether there are any projects which are behind in schedule for this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul explained that across Future High Streets and Towns Fund a lot of the projects are related to capital improvements, such as the renovation of asset and generally the outputs achieved will show towards the end of the scheme.</li> <li>• The risk profile reflects whether projects are on target and the key risks associated with all the projects.</li> <li>• Paul asked if there were any recommendations as to how the outputs were put to the board for a clear understanding.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin commented that it should be clear what the target is and if this is achievable.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paula Longden explained that on reading the report it would have helped if there was an extra column to show where the project would be expected to be at certain points and if there are zero outputs expected then have this noted and to also have a target on there.</li> <li>• Paula also commented on the report that the risks for the projects were further down, and she found she was moving around the paper to go back for more information on each project.</li> <li>• She said it may be easier to have all project information together for each.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul understood that getting information to the board that is useful and the process is understood is the main objective and any advice from the board is appreciated.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paula said it may be useful to RAG rate all aspects so any that are of risk are flagged and easy to see.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jas noted the importance of having all the information in a summary sheet so the board can see an overall picture of any financial targets, project-based targets, outputs, budgets and milestones for each individual projects, so it is clear to have an overview of the programme.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul agreed and confirmed the report will be refined for the next reporting period as there will be more to report on as the Towns Fund projects progress.</li> </ul>
	<ul style="list-style-type: none"> <li>• David Ainsworth asked if there were any risks on funding being withdrawn where projects are off track of delivery, as this is something the NHS faces, and if there are reputational risks as a board and place.</li> </ul>

	<ul style="list-style-type: none"> <li>• Paul asked if Melanie Phythian could comment on central government's position on this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Melanie stated that at this stage there is no policy around this. Ashfield District Council are currently submitting their performance returns and it will be looked at if spend is meeting the profile. Payment may be withheld until the next stage of the project.</li> <li>• It would be expected that the council would explain the rationale for the delay and any mitigations that are being undertaken to address this.</li> <li>• It was also noted that the importance is not on the project being completed but that the funding is spent.</li> </ul>
	<ul style="list-style-type: none"> <li>• David thanked Melanie for the information and commented that there is still confusion on what is off track, and where do we need to worry or what is off track, and where do we not need to worry.</li> <li>• His final point was that he is keen not to have money lost as the money is for Ashfield residents and increasing their activity levels and having pride of their district.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jas suggested that he works with Paul to refine the report with the comments from the board meeting and get this back to the board before the next meeting.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah Daniel explained that the deadline for this report is 9<sup>th</sup> June and there may not be enough time to amend the report, send out to board members and ensure it is signed off in time, unless there is a quick turnaround on this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin agreed that there would need to be a deadline for the board to agree the report for submission if there were amendments made and sent out.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul continued with the Future High Streets risks at a high level.</li> <li>• The two highlighted green, Fox Street and High Pavement, have had their risks mainly eliminated and are now down to contractual risks with the delivery phase on site.</li> <li>• Fox Street risk is around the procurement of contractors being delayed because of limited and noncompliant.</li> <li>• Cornerstone is amber as there is a lot of work to do in the next phase of this scheme to deliver by the deadline agreed with DLUCH. There is mitigation in place to deal with these issues and are awaiting confirmation from DLUCH regarding funding timeframes.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin asked is there were any factors as to why there are issues to tender Fox Street.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul explained that contracts which sit between £500,000 – £1,500,000 do not get much interest in the construction market and they have struggled with this in the local market.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin asked if the scheme could be split into separate lots.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul confirmed they had looked at this and on the second attempt at open tender there is one tender which is being checked for compliancy. He also explained that the Fox Street tender included Portland Square at the same time to gain efficiencies with the option to deliver one and the other separately however the framework route may give more options.</li> </ul>
	<ul style="list-style-type: none"> <li>• Simon Martin commented that the Cornerstone project may have a way forward from the last meeting he was part of in regard to the design and cost aspect and there is a potential way forward to mitigate the difficulties of having a public space within a school environment.</li> </ul>

	<ul style="list-style-type: none"> <li>• Jas agreed with Paul that lower tenders have more interest in his experience. He suggested that going forward it could be advisable to do an evaluation of the project to see what the most appropriate way to get suitable contractors, tendering and using partnership arrangements in place.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin added that as a board they are keen to use local employment however understand that this may not be an option sometimes.</li> </ul>
	<ul style="list-style-type: none"> <li>• The ADMC project business case is still being finalised for submission to DLUCH so the low expenditure on this scheme relates to early design work and business case development. This scheme is within the Towns Fund timescale so there is until 2026 for this to be delivered.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin asked how far along the business case for ADMC was.</li> </ul>
	<ul style="list-style-type: none"> <li>• It was explained that the project team is finalising the economic case for resubmission to DLUCH on 12<sup>th</sup> June.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah Daniel confirmed that there had been an email from the DLUCH analyst to say the approach was correct and that the queries were around adding in extra benefits for health and wellbeing, which increases the BCR.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jas commented that site selection and land assembly is a large factor in these early stages for ADMC. The key partner in these discussions is Nottinghamshire County Council to agree location and ensure the delivery of this flagship project to ensure a high level of inward investment.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paula agreed this is a big project and a lot of investment is going into this and feels there could be more reporting on this.</li> <li>• She also commented that she was unaware what ADMC stood for (Automated Distribution and Manufacturing Centre) and felt it would be useful to explain acronyms within the report for those unaware.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin followed on from this that he had attended the Business Support event at the Summit Centre which was around automation and there is already interest on the ADMC.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah explained the project group for ADMC has various partners from education to business and they are all frustrated on not being able to secure the ideal site. It is critical within the next few weeks to get this decision made. In the meantime, there is a focus on promoting ADMC by speaking to and offering practical support to local businesses.</li> <li>• The project manager is going to discuss using West Notts College's mobile unit, which has a robot in it, to utilise this and take to businesses to get the message across around automation.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jas commented on the title of the project and that he feels it doesn't explain fully the depth of it. He wondered if the title would grab the attention of businesses outside the local area and get them to relocate into Ashfield and put forward that a name such as 'Innovation Centre', like the one in Nottingham City, would be more beneficial as he feels it captures the project better and asked if any professional advice could be sought.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin informed Jas that he sits on the steering group for ADMC, and a branding exercise was done to agree this name. Initially the discussion was to build a catapult centre, but they understood many businesses do not know what a catapult centre is.</li> <li>• Martin will take this back to the steering group to discuss.</li> </ul>
	<ul style="list-style-type: none"> <li>• Will Morlidge responded to Jas that he likes the name ADMC but also understands the point that the acronym could be explained more in full more</li> </ul>

	<p>often. As this is the largest Towns Fund project in the region there should be a lot of promotion and shouting about regionally.</p> <ul style="list-style-type: none"> <li>• Will also mentioned there is an emerging push from the government for a coordinated regional foreign directive investment strategy and Joelle Davies is the thinking for the region of how local authority can get involved with this and the ADMC is a project which fits in perfectly.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jo came in to say she is happy to discuss ADMC in wider discussions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin made a point that the steering group and everyone involved with the ADMC project are keen to have the centre recognised on a national scale as a centre of excellence for distribution and is happy to take Will's offer of having his communications team promote this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul continued with the Towns Fun expenditure report.</li> <li>• The Cornerstone project had been discussed, and the expenditure will be spent at the end of project, and the contribution from Towns Fund has been profiled into the next financial year to give more flexibility on delivery.</li> <li>• West Kirkby Gateway land assembly purchase has been completed, and this is now in the design and development phase. There is further expenditure for this project, and it is on target at this point in time.</li> <li>• Visitor Digital is midpoint of delivery for a launch date in August. There is work ongoing to build the digital asset and establish the content for this, which Darron Ellis is assisting with. The team are paid retrospectively and there are no concerns with this project achieving its target.</li> <li>• Sutton Lawn Sports Hub has a slight delay in the programme as there are inflation challenges identified and there is work being done to get this within budget. There is match funding from the Football Foundation and the application for the funding is not until April 2024</li> <li>• Science Discovery Centre is now at RIBA stage 4 and the cost certainty will be established within the next few weeks as a principal framework contractor has been employed. There is also ongoing work by the centre on fundraising for the remaining £650,000 funding gap. The next stage is for a summary to be provided of how they will mitigate any risks of funding at the end of the project if they are unable to generate the final funding gap.</li> <li>• Portland Square was profiled later in the year, though it is being managed together with Fox street, so it is not as far behind. If a framework contractor is hired, then this will bring the project back in line for delivery. There are no concerns for expenditure however the budget may be stretched due to inflation risks, however this won't be known until the project is in RIBA stage 4.</li> <li>• North Kirkby Gateway is the early stages and there has been work with the Integrated Care Board. The expenditure is low due to being very early days.</li> <li>• Library Innovation project is being delivered by Inspire Learning as they draw down funds for this. They are close to completing the first part of this project with the Kirkby Library relaunch in July. Work will then start on the Sutton site, which has higher complexities due to the intricacies of working on the building.</li> <li>• Kingsway Sports Hub also has budget challenges due to inflation which are being worked through and this project will also submit for Football Foundation funding. The project is on schedule within the timetable and there are no concerns.</li> </ul>

	<ul style="list-style-type: none"> <li>• Kings Mill Reservoir now has cost certainty as the contract was awarded under framework contract and works will start in June with the demolition of the previous site and the main contract build to start in August. Previously the plan was to work alongside Nottinghamshire County Council to be in line with their plans to open their new outdoor adventure provision however this has been delayed so there is more flexibility for when the project can be finalised. There is also work with an organisation to take on the lease for the building.</li> <li>• High Street Property Fund has high costs for technical design input could increase budget constraints. The market continues to be monitored for purchase options.</li> <li>• Green Ashfield has a design team appointed; they are working through the design phase for the different priority assets. This is profiled over the next few years to deliver as there are many assets. Most of the spend will start to be used once the capital works begin. There is a lot of design development work to focus on over the coming months. There is one asset which has been delivered already.</li> <li>• Enterprising Ashfield is on track for spend and the project is picking up pace. Output is a fraction behind target, but the scheme does continue to grow with promotion and a change in how NTU are delivering the programme.</li> <li>• Cycling and Walking is programmed over the next few years and will be delivered through multiple small projects to deliver the output. Reporting on this over the next 12 months will identify any risks, however there are currently none.</li> <li>• The Construction centres project is progressing and there has been success in that the VAT is being managed through the Council, so the unrecoverable VAT is now recoverable which gives more flexibility. This means the design team and development team will be hired by the Council on behalf of Vision West Notts. The small spend now is expected as this will happen more so in the coming two years.</li> <li>• Civils project expenditure is low because it is in the development period with Vision West Notts. There are some challenges as the aim is for this project to be live in the next academic year but there are complexities on land ownership and lease arrangements. There may be some delay in being open for September and the worst-case scenario would be this be delayed until January 2024.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul then went onto the outputs achieved for the Towns Fund programme (pages 19 – 23 of the agenda pack).</li> </ul>
	<ul style="list-style-type: none"> <li>• He then went through the risks for Towns Fund (pages 23-25 of the agenda pack) with land assembly, construction market availability and inflation costs being the major factor for some.</li> </ul>
	<ul style="list-style-type: none"> <li>• Will Morlidge questioned if the RAG rating was high enough for the North Kirkby Gateway project, as there is land assembly and with the issue of contaminated land, is there enough time to deliver this within the funding timeframe.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paul explained we are working with a developer who has got heads of terms signed for the first part of the land, which is the area that's associated with the contaminated land. The Council have done work on land contamination at this site previously because of an earlier development so there is knowledge on</li> </ul>

	<p>how to deal with this, the risk is more on the remediation strategy and the cost of this.</p> <ul style="list-style-type: none"> <li>As the developer is leading on the project, they have more ability to negotiate within the market.</li> </ul>
	<ul style="list-style-type: none"> <li>Will thanked Paul and also commented it would be useful to have an arrow on the RAG rating to explain which way the risk had moved.</li> </ul>
	<ul style="list-style-type: none"> <li>Melanie Wheelwright added that the Business Support team have quarterly meetings with NTU around the Enterprising Ashfield project and regularly offer support and promote this.</li> </ul>
	<ul style="list-style-type: none"> <li>Fiona Anderson offered her assistance for any queries on Enterprising Ashfield.</li> </ul>
	<ul style="list-style-type: none"> <li>Martin agreed with Will regarding having arrows on the RAG rating to understand its movement.</li> </ul>
	<ul style="list-style-type: none"> <li>Paul explained the decision for the board is to note and approve the summary of the Monitoring and Evaluation submission.</li> </ul>
	<ul style="list-style-type: none"> <li>Martin asked the board if there was a need for any amendments of the report and to bring this back to the board or if it is agreed that comments can be actioned on the next report.</li> </ul>
	<ul style="list-style-type: none"> <li>Sarah confirmed the date for submission was Friday 9<sup>th</sup> June and that she would like the board to be comfortable with the report for submission.</li> </ul>
	<ul style="list-style-type: none"> <li>Martin confirmed he is happy to sign this report off, with the agreement that future reports are presented differently and more clearly for the board.</li> </ul>
	<ul style="list-style-type: none"> <li>Paula agreed with Martin as there had been a full and informed presentation with no concerns but that an improved report would be helpful.</li> </ul>
	<ul style="list-style-type: none"> <li>Fiona Anderson expressed there had been a good discussion and happy to go forward with this.</li> </ul>
	<ul style="list-style-type: none"> <li>Jas also agreed the information was helpful and that he will work with Paul to represent the information for a future board meeting and get this over to board members for comments.</li> </ul>
	<ul style="list-style-type: none"> <li>Fiona Anderson proposed the submission and Darron Ellis seconded this.</li> </ul>
	<ul style="list-style-type: none"> <li>Paul then ran through the Project Boundary Adjustment proposal (pages 25-26 of the agenda pack).</li> </ul>
	<ul style="list-style-type: none"> <li>The proposal is to extend the boundary for the TF11 North Kirkby Gateway project to include elements of the Portland Street Sustainable Housing Scheme.</li> </ul>
	<ul style="list-style-type: none"> <li>Jas agreed that the decision to move the boundary makes sense.</li> </ul>
	<ul style="list-style-type: none"> <li>Martin also mirrored this.</li> </ul>
	<ul style="list-style-type: none"> <li>Melanie Phythian commented that she was unsure if this needed to be submitted for project submission as the Town Deal boundary is not changing, it is just the development site being extended and she will check with colleagues if this is something that can be agreed locally.</li> </ul>
	<ul style="list-style-type: none"> <li>The board is asked to agree the realignment of the project boundary for TF11 North Kirkby Gateway Project. The realignment may be subject to DLUHC approval.</li> </ul>
	<ul style="list-style-type: none"> <li>Will Morlidge proposed and Fiona Anderson seconded this.</li> </ul>
<b>a</b>	<b>Funding Update – Sarah Daniel</b>
	<ul style="list-style-type: none"> <li>Sarah gave an update on the Shared Prosperity Fund as this has moved into year 2.</li> </ul>

	<ul style="list-style-type: none"> <li>• The project manager has been asked to do a review on the programme to ensure the funding is spent by the end of the programme, which is March 2025.</li> <li>• The majority of projects are on target however some may have some underspend. There will be a report at the next board meeting regarding this and if any more needs to be moved.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah explained that Ashfield is one of the 54 priority places being supported by the Arts Council to develop the arts and cultural offer. Priority places are where fewer people are involved in creativity and culture, have received less Arts Council Funding, and have few places where people can get involved in creativity and culture.</li> <li>• There is an officer from the Arts Council, Heloise Davies, who is supporting with this.</li> <li>• There is an Ashfield Arts Partnership, a subgroup of the board, which feeds into the Mansfield and Ashfield Cultural Compact. The first meeting was in April, to introduce Heloise to the group, and a follow up meeting.</li> <li>• Partners have agreed that the next step is to develop funding applications to support enhanced arts provision and participation in the District, supporting the asset-based projects being delivered through Towns Fund / Future High Streets Fund.</li> </ul>
	<ul style="list-style-type: none"> <li>• The board is asked to approve allocating £10,000 from E6 – Events and activities to support the development and submission of funding bid(s) to the Arts Council and other funding bodies.</li> </ul>
	<ul style="list-style-type: none"> <li>• Fiona commented she is very supportive of this and the benefits it can bring to Ashfield.</li> </ul>
	<ul style="list-style-type: none"> <li>• Fiona Anderson proposed this decision and Paula Longden seconded.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah then gave an update on the Shared Prosperity Fund project for E10 Cycling and Walking.</li> <li>• In year 1 the following activity was delivered by Ridewise: Promotional campaign to build interest in donating bikes, getting bikes refurbished and improving bike maintenance skills, as well as cycle confidence. 8 weeks of sessions were held at Titchfield Park, Hucknall which provided 1 Dr Bike 2-hour session and 2 fun sessions, each 1 hour, with a maximum of 12 spaces each. During the sessions, over 30 bikes were donated, refurbished and repurposed and the fun sessions all had over 90% occupancy.</li> <li>• The proposal for year 2 is to continue work with Ridewise to deliver further sessions at Titchfield Park from July – November and then restart for February and March 2024. Cost £14,686.</li> <li>• Also, to engage a local artist to work with them and some attendees to develop the container purchased for Titchfield Park into a cycle hub. This would include artwork for the container. Cost £1,000.</li> <li>• To deliver one walk leader training course in the district and cover expenses for volunteers to travel across the district to the course. Cost £1,000.</li> <li>• To deliver an 8-week programme pilot in an Ashfield Secondary School with young people from one priority place. The pilot would engage up-to 15 young people to co-design a programme that works for them. The session will</li> </ul>



	include taster sessions in a variety of activities, including walking and cycling, and will help to support them to create something sustainable. Cost £2,600.
	<ul style="list-style-type: none"> <li>The board is asked to consider and approve the proposal for year 2 of the project</li> </ul>
	<ul style="list-style-type: none"> <li>Will Morlidge proposed this, and Fiona Anderson seconded.</li> </ul>
<b>5</b>	<b>Board Member Updates – All</b>
	<ul style="list-style-type: none"> <li>There were no board member updates.</li> </ul>
<b>6</b>	<b>Any Other Business - All</b>
	<ul style="list-style-type: none"> <li>None.</li> </ul>
<b>10</b>	<b>Date of Next Meeting – Friday 14<sup>th</sup> July 2023.</b>

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## Programmes and Funding Update July 2023

The report format has been updated to provide a more detailed overview of the projects being delivered following feedback from the last Board meeting and recommendations from the internal audit undertaken from January – April and provides further detail on risk changes and financial monitoring.

Across the Towns Fund, Future High Streets, Levelling Up Fund and UKSPF programmes we are delivering £104 million of direct investment into Ashfield.

### 1. Future High Streets Fund

#### 1.1 Finance:





The table below sets out the approved profiled income from DLUHC and associated co-funding for each project.

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>
	<b>Co-funding</b>			<b>100,000</b>			<b>100,000</b>
TF18 Cornerstone	CDEL	-	1,496	-	498,504	-	500,000
	<b>TOTAL</b>						<b>2,947,118</b>
FHSF High Pavement	RDEL						-
	CDEL	988,342	148,812	514,511			1,651,665
	<b>Sub Total</b>	<b>988,342</b>	<b>148,812</b>	<b>514,511</b>	-	-	<b>1,651,665</b>
	<b>Co-funding</b>		-	<b>937,289</b>			<b>937,289</b>
	<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
	<b>Co-funding</b>			<b>647,933</b>			<b>647,933</b>

	Total	2,397,933					
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>					

## 1.2 Progress

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

Project	Achievements/ progress/next steps	Risk Level / programme and cost
<b>Theatre Project</b>	RIBA stage 2 has been completed. The design team are now progressing RIBA stage 3. A revised programme has been forecast to deliver the project. Delays in finalising RIBA stage 2 have pushed the completion of the project back. We are now in discussion with DLUHC regarding revising the delivery programme. There remain budget pressures with the project.	
<b>Low Street</b>	14 Low Street - Complete. 9-11 Low Street - Value engineering completed and due to be retendered late July. The project is behind the forecast programme due to delays in managing the inflation cost risk but remains on track for completion March 2024.	
<b>High Pavement</b>	Project commenced on site and remains on track to complete November. Makerspace committee has been formed and is developing the project awareness and equipment fit out.	
<b>Fox Street</b>	Two unsuccessful open procurement routes have delayed the delivery of the project. We are now working with a framework contractor to establish a fixed cost for the scheme to enable it to proceed. It is anticipated that the project will progress on site in October.	

## 2. Towns Fund

### 2.0 Finance

The table below sets out the approved profiled income from DLUHC and associated co-funding for each project.

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
	<b>Sub Total</b>	<b>6,902</b>	<b>46,865</b>	<b>2,047,367</b>	<b>-</b>	<b>-</b>	<b>2,101,134</b>
	<b>Co-funding</b>		<b>453,017</b>	<b>250,000</b>	<b>60,500</b>		<b>763,517</b>
<b>TOTAL</b>							<b>2,864,651</b>
TF-02 Ashfield Construction Centre	RDEL	-	-	-	-	-	-
	CDEL	14,746	21,377	1,108,877	4,032,555		5,177,555
	<b>Total</b>	<b>14,746</b>	<b>21,377</b>	<b>1,108,877</b>	<b>4,032,555</b>	<b>-</b>	<b>5,177,555</b>
	<b>Co-funding</b>		<b>-</b>	<b>1,837,500</b>	<b>-</b>	<b>-</b>	<b>1,837,500</b>
<b>TOTAL</b>							<b>7,015,055</b>
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	-	19,483,141
	<b>Sub Total</b>	<b>17,035</b>	<b>153,724</b>	<b>19,579,241</b>	<b>608,141</b>	<b>125,000</b>	<b>20,483,141</b>
	<b>Co-funding</b>				<b>467,000</b>	<b>934,000</b>	<b>1,401,000</b>
<b>TOTAL</b>							<b>21,884,141</b>
TF-04 Cycling and Walking Routes	RDEL	-	-	-	-	-	-
	CDEL	1,142	30,000	1,808,138	97,000	-	1,936,280
	<b>Total</b>	<b>1,142</b>	<b>30,000</b>	<b>1,808,138</b>	<b>97,000</b>	<b>-</b>	<b>1,936,280</b>



	<b>Co-funding</b>			-	<b>45,000</b>		45,000
<b>TOTAL</b>							
							<b>1,981,280</b>
<b>TF-05 Enterprising Ashfield</b>	RDEL	2,344	681,553	1,360,103	985,000	816,000	3,845,000
	CDEL	-	-	-	-	-	-
	<b>Sub Total</b>	<b>2,344</b>	<b>681,553</b>	<b>1,360,103</b>	<b>985,000</b>	<b>816,000</b>	<b>3,845,000</b>
	<b>Co-funding</b>						<b>3,746,867</b>
<b>TOTAL</b>							
							<b>7,591,867</b>
<b>TF-06 Green Ashfield</b>	RDEL	-	-	-	-	-	-
	CDEL	1,142	114,457	1,684,401	398,048		2,198,048
	<b>Sub Total</b>	<b>1,142</b>	<b>114,457</b>	<b>1,684,401</b>	<b>398,048</b>	-	<b>2,198,048</b>
	<b>Co-funding</b>			<b>2,812,134</b>	<b>317,167</b>	-	<b>3,129,301</b>
<b>TOTAL</b>							
							<b>5,327,349</b>
<b>TF-07 High Street Property Fund</b>	RDEL	-	-	-	-	-	-
	CDEL	18,265	4,631	876,305			899,201
	<b>Sub Total</b>	<b>18,265</b>	<b>4,631</b>	<b>876,305</b>	-	-	<b>899,201</b>
	<b>Co-funding</b>			<b>100,000</b>			<b>100,000</b>
<b>TOTAL</b>							
							<b>999,201</b>
<b>TF-08 Kings Mill Reservoir Leisure Development</b>	RDEL	-	-	-	-	-	-
	CDEL	23,196	459,422	2,059,125	810,257		3,352,000
	<b>Sub Total</b>	<b>127,000</b>	<b>2,414,743</b>	<b>2,414,743</b>	<b>2,414,743</b>		<b>3,352,000</b>
	<b>Co-funding</b>			<b>192,000</b>	<b>456,000</b>		<b>648,000</b>
<b>TOTAL</b>							
							<b>4,000,000</b>
<b>TF-09 Kingsway Sports Hub</b>	RDEL	-	-	-	-	-	-
	CDEL	5,640	87,059	1,398,977			1,491,676
	<b>Total</b>	<b>5,640</b>	<b>87,059</b>	<b>1,398,977</b>	-	-	<b>1,491,676</b>
	<b>Co-funding</b>	<b>39,000</b>			<b>910,000</b>		<b>949,000</b>

<b>TOTAL</b>							<b>2,440,676</b>
<b>TF-10 Library Innovation Centres</b>	RDEL	-	-	48,000	51,000	51,000	150,000
	CDEL		3,375	509,625	38,000	36,478	587,478
	<b>Sub Total</b>	<b>-</b>	<b>3,375</b>	<b>557,625</b>	<b>89,000</b>	<b>87,478</b>	<b>737,478</b>
	<b>Co-funding</b>				<b>113,000</b>		<b>113,000</b>
<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	4,630,797	3,786,727	10,029,648
	<b>Sub Total</b>	<b>7,935</b>	<b>83,605</b>	<b>1,520,583</b>	<b>4,720,797</b>	<b>3,876,727</b>	<b>10,209,648</b>
	<b>Co-funding</b>				<b>2,155,000</b>	<b>2,985,999</b>	<b>5,140,999</b>
<b>TOTAL</b>							<b>15,350,647</b>
<b>TF-12 Portland Square Refurbishment</b>	RDEL	-	-	-	-	-	-
	CDEL	65,000	400,000	264,352	-	-	729,352
	<b>Total</b>	<b>65,000</b>	<b>400,000</b>	<b>264,352</b>	<b>-</b>	<b>-</b>	<b>729,352</b>
	<b>Co-funding</b>	<b>-</b>		<b>136,000</b>			<b>136,000</b>
<b>TOTAL</b>							<b>865,352</b>
<b>TF-14 Science Discovery Centre &amp; Planetarium</b>	RDEL	-	-	-	-	-	-
	CDEL	149,500	385,786	1,554,714	208,004		2,248,004
	<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	1,247,633		2,018,633
	<b>Total</b>	<b>5,661</b>	<b>113,904</b>	<b>651,435</b>	<b>1,247,633</b>	<b>-</b>	<b>2,018,633</b>










	<b>Co-funding</b>			<b>83,340</b>	<b>2,064,000</b>		<b>2,147,340</b>
<b>TOTAL</b>							<b>4,165,973</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	1,459,965	2,741,041		4,458,041
	<b>Total</b>	<b>6,908</b>	<b>250,128</b>	<b>1,459,965</b>	<b>2,741,041</b>	-	<b>4,458,041</b>
	<b>Co-funding</b>				<b>3,920,000</b>		<b>3,920,000</b>
<b>TOTAL</b>							<b>8,378,041</b>



## 2.4 Project highlights report

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

<b>Project</b>	<b>Achievements/ progress/next steps</b>	<b>Risk Level / programme and cost</b>
<b>Be Healthy Be Happy</b>		
North Kirkby Gateway	The realignment of the boundary approved by the board will be submitted to DLUHC in July. We are working with a developer to masterplan the land across Pond Hole and Ellis Street sites and will be drafting a developer agreement to manage the project delivery.	
Kirkby Sports Hub	A new project design team are being appointed to review and finalise RIBA stage 2 and address budget risks to ensure the scheme remains within the budget envelope. The target date for the Football Foundation submission has been moved to July 2024 to ensure sufficient time to meet the level of approvals required.	



Sutton Lawn Sports Hub	<p>A new project design team are being appointed to review and finalise RIBA stage 2 and address budget risks to ensure the scheme remains within the budget envelope. The target date for the Football Foundation submission has been moved to July 2024 to ensure sufficient time to meet the level of approvals required.</p> <p>Improvements to the tennis courts are being progressed this summer through the Lawn Tennis Association (LTA) framework and funding.</p>	
<b>More to Discover</b>		
<b>Sutton Town Centre</b>		
Portland Square	<p>Nottinghamshire County Council has committed to waiver the S278 agreement fees for the project and are progressing the S278 agreement review process.</p> <p>We are working with a framework contractor to establish a fixed cost for the scheme to enable it to proceed. It is anticipated that the project will progress on site in January 2024.</p>	
Sutton Academy Theatre	RIBA stage 2 has now been completed. The design team are now progressing RIBA stage 3. A revised programme has been forecast to deliver the project.	
<b>Visitor Economy</b>		
Cycling and walking routes	The procurement of the design team is now progressing.	
Visitor digital offer	<p>The web and app digital infrastructure are built and awaiting testing. The project team are now progressing the development of the content.</p> <p>Options are being developed for marketing content to support the launch.</p>	
Science Discovery Centre and Planetarium	MSAS are finalising the fixed price costs with the appointed predevelopment phase construction contractor. The contracts are due to be signed July 2023.	
Kings Mill Reservoir leisure development	The enabling contract work for the new leisure building commenced on 28 <sup>th</sup> June. The initial stages will progress the demolition of the former club house and construction of the new car park. Negotiations are ongoing for an operator to take on the new facilities.	
<b>Succeed in Ashfield</b>		
ADMC (Kirkby/Sutton)	The business case for the ADCM project has now been approved by DLUHC. A formal offer has been submitted to the landowner for site option A and negotiations are ongoing. Outline planning approval is being progressed for site option B.	
Ashfield Construction Centre and Satellite	Handover of the RIBA stage 2 development work undertaken by VWNC is underway to the ADC project manager. The procurement strategy and delivery model are being reviewed for agreement to proceed.	

Ashfield Civil Engineering Centre	Project development work is underway including site surveys and assessments in preparation for the planning application. Complexities around land ownership are being reviewed to enable the legal agreements between ADC and Vision West Notts to be progressed.	
Enterprising Ashfield	<p>Delivery Achievements:</p> <p>Enterprise – HeadStart</p> <ul style="list-style-type: none"> <li>• 7 clients on current cohort starting 7th July</li> <li>• 32 clients assessed and confirmed Enterprise Ready</li> <li>• 32 Grant Agreements signed</li> <li>• 32 grants paid to clients</li> <li>• 7 clients being supported through 1:1 mentoring</li> </ul> <p>Enterprise – R&amp;D Collaboration</p> <ul style="list-style-type: none"> <li>• 3 enrolled</li> <li>• 12 potential leads. We are supporting several eligible businesses through our Productivity through Innovation programme that will progress onto additional support through Enterprising Ashfield.</li> <li>• Supply Chain Management Event: 8 businesses registered to attend but only 3 businesses attended. 2 businesses have signed up for further support.</li> </ul> <p>Enterprise – Growth</p> <ul style="list-style-type: none"> <li>• 11 Total enrolments to date</li> <li>• 9 Clients currently undergoing support</li> <li>• 1 growth grant authorised.</li> <li>• 16 businesses in pipeline</li> <li>• Retail offer being developed as part of our Demonstrator projects. – Our Growth Business Adviser has met and facilitated tours around Kirkby in Ashfield and Sutton in Ashfield town centres with Ophelia Gamble and Wendy Walker from The High Street Experts. As a result, options about potential delivery projects regarding our retail demonstrator are now being scoped.</li> </ul> <p>Talent – Graduate Placements</p> <ul style="list-style-type: none"> <li>• 11 graduates placed since start of programme.</li> <li>• 9 Placements completed.</li> <li>• 9 Grant Agreements in pipeline</li> </ul> <p>Talent – Apprenticeships</p> <ul style="list-style-type: none"> <li>• 23 live apprenticeships</li> <li>• 28 potential leads</li> <li>• Range of apprenticeships – Level 5 Nursing Associate,</li> </ul> <p>Skills</p> <ul style="list-style-type: none"> <li>• 20 short courses completed:</li> <li>• 97 clients attended courses to date.</li> <li>• 69 enrolments for future courses</li> <li>• 52 places booked for 2nd/3rd courses.</li> <li>• 5 bespoke courses in pipeline/delivered with a potential of 123 participants:</li> </ul>	

Library Innovation Centres - Kirkby & Sutton	The official opening of the Kirkby Library project takes place on 15 <sup>th</sup> July. Project planning is progressing for the Sutton project.	↔
<b>Greener Ashfield</b>		
West Kirkby Gateway & public transport hub	RIBA Stage 2 design development work has been progressed for the North side of Lane End and will be completed early July.	↔
Green Ashfield	The first retrofit PV system has been completed at 14 Low Street with the second scheme underway at High Pavement House. A metering and data collection strategy is being progressed and the asset investment plan and procurement strategy is being finalised.	↔
High Street Property Fund	Development phase for the Moor Market flats is underway. The property market is being monitored for new opportunities.	↔

## 2.5 Future Monitoring and Evaluation

The monitoring and evaluation return has been submitted to DLUHC. DLUHC are testing an online system although timelines have not been confirmed. It has been highlighted to DLUHC that dashboard tools to aid signoff would be beneficial for board approvals.

## 2.6 Project Adjustment Request Guidance

Confirmation has been received from DLUHC that new guidance for the **Project Adjustment Request (PAR)** has been approved.

A summary of the changes are provided below:

To expedite delivery, DLUHC are delegating decisions over project changes to Accountable Bodies within a 30% threshold as follows:

- 1) up to 30% change to agreed project outputs and outcomes (up or down, DLUHC would expect this to normally be a reduction, recognising the impact of inflation on project scope). Changes to the type of outputs are not in scope, i.e. changes from transport outputs to public realm outputs which would be considered a material change in the type of project;
- 2) changes to project spend timetable with up to 30% flexibility between financial years;
- 3) moving money between projects within a Town Deal, FHSF programme or Levelling Up Fund bid provided i) the change does not exceed 30% of project value ii) the project remains good value for money as per the requirements of each fund and iii) outputs, outcomes and spend timetable do not move by more than 30%.

## 2.7 Communications

- ADMC automation event.
- 14 Low Street – Opening of the new Rendezvous café and bar business.
- High Pavement – Start of construction contract.
- Kings Mill Reservoir – Start of contract.

Next period:

- TF01 Civils – Vision West Notts College takes a step closer following the submission of a planning application.
- TF 03 Announcement of plans including site assembly for the ADMC. (Subject to land agreement)
- TF 07 Announcement of plans for the residential flats above Moor Market (Lowmoor Road)
- TF14 Contract award for the Science Discovery Centre
- Public Q&A sessions for the programmes.

## 2.8 Risk registers

The Towns Deal and Future High Streets programmes have the following changes in risk: -

- Where necessary, procurement frameworks are being utilised to advance projects.
- Formal approval for Towns Deal project adjustments received but still awaiting Future High Streets project adjustments.
- Processes for reporting continue to be refined.
- Grant Funding agreements are being put in place and partnering agreements are being developed.

A separate risk register is being kept for the UKSPF programme. Whilst some projects are being or have been delivered, there are many projects that are being procured through joint commissioning and local procurement. The procurement process in some cases has taken longer than anticipated. The various processes highlight the pressures of affordability, competency, and quality.

The Council submitted a plan to deliver Year 1 (2022-2023) underspend, and DLUHC has approved the plan to carry forward the spend. For Year 2 (2023-2024) there is no guarantee that underspend will be able to be carried forward to Year 3 (2024-2025). Project managers have forecasted or are in the process of forecasting planned spend for Year 2 and are considering, where possible, how to accelerate, or reduce or reallocate spending. These considerations are reported in Section 3.

## 2.9 Procurement

Project	Contractor / Consultant	Value	SME or VCSE Y/N	Procurement Type	Project	Status	Address	Award Date
Reporting Period	4th May - 5th July 2023							
FHSF	Bloom - CPMG	£15,500.00		Bloom	Theatre	Complete		30.05.23
TF08	Lindum Ltd	£901,770.00		Scape Framework	Kings Mill	Complete	Lindum Business Park, Station Road, North Hykeham, Lincoln LN6 3QX	30.06.23

## 2.10 Towns Fund and Future High Streets Decisions

The Future High Streets Project / TF18 Cornerstone Theatre project has now completed RIBA stage 2. The team have explored multiple options to address inflation and project cost complexities to set a design that represents the stakeholder's requirements whilst meeting the agreed outputs of the project.

The tables below outline the current funding income and RIBA stage 2 cost model.

<b>Project Funding</b>	
FHSF Capital	£ 2,346,545
AATFE	£ 100,000
Towns Fund TF 18 Cornerstone project allocation	£ 500,000
Green Ashfield TF06 allocation	£ 250,000
<b>TOTAL BUDGET</b>	<b>£ 3,196,545</b>

<b>RIBA Stage 2 Cost Plan</b>	
Project Management Fees	£ 41,514.66
Theatre Consultant	£ 55,548.50
Branding	£ 6,750.00
Surveys	£ 50,000.00
Planning	£ 500.00
Design Fees	£ 214,174.00
Equipment	£ 660,000.00
Construction (including external)	£ 1,989,348.00
Inflation (10%)	£ 264,934.80
Contingency (12.5%)	£ 331,168.50
<b>Total Project Costs</b>	<b>£ 3,572,423.80</b>
Funding Gap	<b>- £375,879.30</b>

It is recommended to increase the budget for the project by £375,800 to enable the project to proceed. Alternative funding options have been explored however they are unachievable within the timeframe to deliver the project. We are therefore asking the board to consider the relocation of funds from TF02 Construction Centre Project.

It was reported to the board in May that the Council had obtained advice in relation to the recoverable VAT for TF02 Construction Centre. The VAT advice outlined that where the Council directly delivered the Towns Fund investment, the VAT could be recovered. The business case development had made the assumption that Vision West Notts College would deliver the investment under a grant agreement and therefore would include the VAT as unrecoverable.

The VAT allocation within the project budget is £757,000. The RIBA stage 2 development has identified that the scheme remains within the estimated budget envelope without using the VAT allocation after factoring in contingency and inflation.

We therefore recommend that £381,200 is retained as a risk contingency sum and or considered to support any residual funding gap within the TF14 Science Discovery Centre Project, subject to any further challenges of MSAS meeting their identified funding strategy objectives and the balance of £375,800 to be reallocated to TF18 Cornerstone Theatre.

**Decision 1: To note and approve the recommendation for the transfer of funds (£375,800) between TF02 and the TF18 Cornerstone project. The transfer of funds is within the board's delegated powers but will be subject to the approval of a project adjustment request (PAR) to DLUHC.**

## **3.0 UK Shared Prosperity Fund**

### **3.1 Programme Update**

On 2 May, the Council submitted its year-end report for UKSPF and in June, DLUHC confirmed that the year-end report and Credible Plan were accepted. The year 2 allocation and year 1 carry forward fund are approved we can implement our plans with confidence.

#### **3.1.1 Communities and Place**

Most community infrastructure projects are either on track for delivery or have been delivered. The Hucknall High Street Improvement Fund will launch jointly with the High Street Grant on 31 July, using an online tool. There is already interest in both schemes. Community programmes are at various stages of procurement. Changes are further detailed in section 3.2.

#### **3.1.2 Supporting Local Business**

Many of the services are part of the Nottinghamshire County Council joint procurement for services to Support Local Business. The framework has been awarded to the East Midlands Chamber of Commerce, the details of which are captured in section 3.3. Smaller projects are being delivered and are further detailed in section 3.2. Specialist events are being planned for Year 2, including an event to support the Hucknall and High Street Grants launch and a Net Zero event in early November.

#### **3.1.3 People and Skills**

There are two key services that are being procured for delivery in year 2, detailed in section 3.2 and 3.3.

### **3.2 Year 2 Review**

As reported at the May Board meeting, a mid-year review has been undertaken across the SPF programme with a number of recommendations provided below.

#### **E6 Visitor economy - total allocation £150,000**

The visitor economy has a total three-year allocation of £150k. In Year 1 £50,000, Year 2 £40,000, and Year 3 £60,000. Due to underspending in Year 1, £48,590 was carried forward to the Year 2 budget. This has created a budget for year 2 of £88,590.00. A plan is being developed to maximise spend but it is unlikely that the whole budget will be spent. In Year 2 it is proposed to reallocate £40,000 as match funding for an Arts Council Place Partnership Funding Bid.

The Arts Council Funding Bid aligns to the visitor economy work and can maximise value for the District. As agreed at the last Board meeting £10k of reallocated SPF funds is being used for consultancy support to prepare the bid which will support increased creative engagement and activity and build skills and capacity in the cultural sector. The bid includes in-kind contributions of £300k, together with SPF funding this will allow us to bid for the maximum grant of £1million.

**Decision 1: the board is asked to consider and approve the reallocation of £40,000 to be used as match funding for the Arts Council funding bid.**

### **E9 Green Social prescribing 1 April 2023- 31 March 2025- total allocation - £70,000**

In March, the Board agreed the Year 2 allocation for green prescribing community growing and allotments of £10,000. This consists of £5,000 for coordination and £5,000 to support small community grants, investment in planters for Coxmoor, Leamington and Broomhill/Butler's Hill and the distribution of seeds. The project has been reviewed and it is proposed to bring forward £20,000 from the £60,000 in Year 3 (2024-25) into this financial year. This is to both accelerate and maximise the opportunity to deliver the project's outputs and outcomes. A detailed proposal will be brought to the August Board meeting for consideration.

### **E10 Cycling and Walking February 2023- 31 March 2025- total allocation £90,000**

The project in Hucknall is delivering further cycling for fun and maintenance sessions, will develop a cycle hub and deliver a walking course with volunteers. In Year 1 £10k was allocated to the programme, which was well received and exceeded expectations in delivery. As only £9,175 was spent in Year 1, £825 was carried forward into year 2 which increases the allocation to £20,825. In May, the Board agreed the Year 2 funding of £20,968 which reduced the Year 3 allocation to £59,857. The Hucknall project is very popular with residents, and the proposal will identify how we can capitalise on momentum and deliver the project in a second area. This would increase the Year 2 allocation to £40,968 and reduce the Year 3 allocation to £39,857. A detailed proposal will be brought to the August Board meeting for consideration.

### **E13 Financial resilience support for local communities - £64,000**

This initiative was to support people with money management, an open tender process was undertaken recently but no bids were received.

The Nottinghamshire UKSPF Multiply programme, (delivered by Inspire, Futures, and West Nottinghamshire College (VWNC) in Ashfield) is delivering similar support through: Inspire - [Understanding money](#), and VWNC - [Make your money go further](#). Futures is looking to reshape its offer to link with budgeting and money management.

In consideration of the success of the Nottinghamshire Multiply programme in money management and to deliver the Council's [Education and Skills Improvement Plan 2022-2031](#) it is seen as more beneficial to increase the investment in E34 Basic Skills programme money management. This will build on the success of the Nottinghamshire UKSPF Multiply programme and provide a higher level of learning for participants.

**Decision 2: the board is asked to consider and approve the reallocation of £64,000 from E13 Financial resilience support for local communities to E34 Basic Skills programme.**

### **E13 Community Vertical Farming initiative - total allocation £105,350**

This is a community project to establish a vertical farming facility, delivered by Nottingham Trent University (NTU). This will promote healthier food choices and sustainable buying as well as a means for residents to engage with innovative food production technology, driving interest in science, sustainability and health, and a connection to nature. Potentially to be based at Kings Mill Reservoir and co-funded by Mansfield District Council - the site is located on the boundary of the two districts. NTU is recognised as being at the forefront of vertical farming technology at its Brackenhurst campus.

The project has not been able to progress until Mansfield District Council was able to confirm funding. Planning permission will be required for the facility and the project will not be operational until the autumn. The revenue commitment for this year is therefore reduced and there has been a slight reduction in the capital costs as shown in the table below.

	2023/24		2024/25		
	Capital	Revenue	Capital	Revenue	Total
<b>Allocation</b>	<b>65,000</b>	<b>20,175</b>	<b>0</b>	<b>20,175</b>	<b>105,350</b>
	<b>£85,175</b>		<b>£20,175</b>		
Revised allocation	60,540	11,004	0	20,175	<b>91,719</b>
	<b>£71,544</b>		<b>£20,175</b>		
<b>Reduction</b>	<b>4,460</b>	<b>9,171</b>	<b>0</b>	<b>0</b>	<b>13,631</b>
	<b>£13,631</b>		<b>£0</b>		

The cost reduction creates an opportunity to re-allocate £13,631. It is proposed that £10,000 be reallocated to the Arts Council bid and £3,631 retained for a contingency until the project is up and running.

**Decision 3: the board is asked to consider and approve the revised Year 2 allocation from £85,175 to £71,544 and to consider and approve the reallocation of £10,000 to the Arts Council bid.**

### **E16 ADMC pre-opening support - total allocation £150,000**

The Automated Distribution and Manufacturing Centre is Ashfield's £30m flagship Towns Fund project which will support the adoption, integration, and expansion of new automated technologies to improve productivity and competitiveness.



Due to underspend in Year 1 of £25k, these funds were carried forward to Year 2. A new programme to stimulate interest and support businesses prior to the building being operational has been developed with an estimated spend of £142,000 - £50,000 in Year 2 and £92,000 in Year 3. The programme has been developed by the project manager for the ADMC and will be delivered jointly by the project manager and a specialist consultant. The programme includes a series of events to introduce businesses to automation and connections with suppliers. It will also consider spaces available for a 'pop up ADMC' offer and developing a plan for advanced services.

**Decision 4: the board is asked to consider and approve the revised allocation to a total of £142,000 for the project. £50,000 in Year 2 and to carry forward £12,000 from Year 2 to increase the Year 3 allocation from £80,000 to £92,000 and to retain £8,000 as a contingency for Year 2.**

### **E18 Business advice and support for digital technologies - £227,000**

This service is being procured through the Nottinghamshire County Council joint framework and will provide specialist advice and support to businesses to become more productive, more competitive and/or to enter new markets by adopting new (to company) technologies. Initially a total of £167,000 was allocated (£27,000 in Year 1, which is carried forward), £20,000 in Year 2 and £120,000 in Year 3. As a result of the joint procurement, we can obtain more value than originally anticipated and therefore have a surplus of £27,000. The service will also provide Workforce Development courses. These are short skills courses targeting the top five growth industries and emerging sectors which will include a skills access hub, training needs analysis and access to funded short courses. A total of £60k is allocated - £20,000 in Year 2 and £40,000 in Year 3. The Council is in negotiation with the successful bidder.

It is recommended that the surplus £27k is reallocated to the decarbonisation programme.

**Decision 5: the board is asked to consider and approve reallocating E18 Business advice for digital technologies funding of £27,000 to Decarbonisation Grants in Years 2 and 3.**

### **E24 High Pavement Incentives - £70,000**

The original spend forecast was Year 2 £30,000 and year 3 £40,000. In March, the Board agreed to split the funding with £35,000 towards rental incentives for the High Pavement offices and Low Street developments and £35,000 towards a Makerspace Co-ordinator.

The two activities have been reprofiled as detailed in the table below.

<b>E24</b>	<b>Year 2 23/24</b>	<b>Year 3 24/25</b>	<b>Total</b>
<b>Initial investment</b>	<b>30,000.00</b>	<b>40,000.00</b>	<b>70,000.00</b>
High Pavement incentives	10,000.00	25,000.00	<b>35,000.00</b>
Makerspace Coordinator	17,000.00	18,000.00	<b>35,000.00</b>
<b>Total E24 Proposed Allocation</b>	<b>27,000.00</b>	<b>43,000.00</b>	<b>70,000.00</b>
Proposed carry forward to year 3	3,000.00	(3,000.00)	-

<b>Total initial investment</b>	<b>30,000.00</b>	<b>40,000.00</b>	<b>70,000.00</b>

This will require £3,000 of Year 2 spend to be carried forward into Year 3.

**Decision 6: the board is asked to consider and approve the proposed Year 2 and Year 3 allocations for E24 High Pavement incentives and carrying forward £3,000 of the Makerspace Coordinator’s allocation from Year 2 into Year 3.**

**E19 Business advice and support- Improving productivity and innovation - £140,000**

This service is being procured through the Nottinghamshire County Council joint framework. It is focused on providing specialist advice for established businesses and start-ups to improve productivity and innovation. This programme offers fully funded support to SMEs to improve their productivity and market competitiveness. Year 2 allocation is £20,000 and Year 3 is £120,000.

**E28 Trading overseas programme - £108,000**

This service is being procured through the Nottinghamshire County Council joint framework. Offering support to SMEs to identify new markets, the opportunity to attend overseas trade shows, finding trade missions and meeting buyers and suppliers. Year 2 allocation is £20,000 and Year 3 is £88,000.

**E29 Decarbonisation - £120,000.**

This service is being procured through the Nottinghamshire County Council joint framework. It offers specialist advice for established businesses and start-ups on decarbonisation. The current allocation is £90,000 for support (£20,000 in Year 2 and Year 3 £70,000) and £30,000 for Grants available in Year 3.

Decarbonisation Grants of £30k are only available in Year 3 and it is seen that the surplus allocation in E18 Business advice and support for digital technologies would be useful to be re-allocated to Decarbonisation Grants as follows: Year 2 - £15,000 and Year 3 - £12,000. This provides participating businesses with Decarbonisation plans from the programme the opportunity to accelerate their identified investments with the availability of match funding in both programme years.

**3.3.2 People and Skills**

**E33 Effective Sign posting Year 3 £40,000**

As part of developing the people and skill’s E33 support package for the economically inactive it was seen as important to have a programme that would help signposting potential service users.

Currently E33 services are being procured through the Nottinghamshire County Council collaboration framework. To be consistent with partners it is recommended that the £40,000

identified in year 3 for this element be included in E33 Support package. This will not change the overall outputs and outcomes.

**Decision 7: the board is asked to consider and approve reallocating the total funding for Year 3 £40,000 to E33 Support package for the economically inactive.**

**End of report.**

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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1																		
2																		
3																		
4																		
5	Risk No			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	Responsible Person	Last Reviewed	Status	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						
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	End June 2023	Active	All works are aligned to H&S legislation and reviewed by the Project PM. Walk about on the potential Civils site to ensure plans for development align with existing activities.	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	End June 2023	Active	All business cases have been through the sub-group wand Board- ADMC Business Case was submitted to DLUHC in March 2023.	Nil
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	End June 2023	Active	Procurements completed and others in progress. Other necessary procurements are in progress	Utilising frameworks where necessary
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	4	12	↔	Programme Lead	End June 2023	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 still incomplete, hence the score remains the same.	Nil
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	End June 2023	Active	Projects which require planning permission are at various stages of development.	Nil
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	End June 2023	Active	The assurance process details this and acts as a check process. A good relationship exists with DLUHC representative so items can be flagged early if necessary. ADMC FBC has been submitted to DLUHC	Nil
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	4	2	8	↔	Project Leads	End June 2023	Active	ADC has approved processes in place. Partners who are delivering projects actively manage these issues and adapt as much as possible.	Nil
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	3	3	9	↓	Project Leads	End June 2023	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.	Nil
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	End June 2023	Active	Being managed at a project level. Constantly in review.	Nil
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	End June 2023	Active	ADC approved process in place	Nil
20	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	End June 2023	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.	Formal Approval for Towns Fund PAR has been received. Yet to receive the formal approval for the changes in Future High Street programme

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
22	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	End June 2023	Active	Each project cost plan being scrutinised and options for cost reduction or other viability considerations investigated where necessary.	Nil
23	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	End June 2023	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
24	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	End June 2023	Active	ADC currently reviewing project progress against original milestones so that any slippage in cost or advanced payments can be managed within existing budget allowances	Nil
25	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	End June 2023	Active	ADC continues to monitor	Nil
26	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	End June 2023	Active	Continue to work with partners , finance experts, to ensure opportunities maximised for the betterment of the District and the projects.	Nil
27	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	End June 2023	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
28	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	End June 2023	Active	In constant review	Nil
29	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 DLUHC regarding underspend and inability to swap.	Contingency	3	3	9	↔	Programme Lead	End June 2023	Active	PARs submitted	All PARs submitted. Towns Deal agreed. Awaiting response from DLUHC for Future High Streets's adjustments.
30	<b>Legal risks</b>																	
31	4.1	Submissions to DLUHC 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	End June 2023	Active	Report for October 2022 to March 2023 was provided by DLUHC on 25 Apr 2023. Submissions for LUF and UKSPF have already been undertaken and provided to DLUHC on 24th apr and 26 Apr respectively. Developing a Dashboard for ease of decision making for DA Board	2022-2023 Reports for Towns Fund and Future High Street was reviewed by DA Board on 31 May 2023 by way of a Dash Board. The report was submitted to DLUHC on 8 June 2023 ,signed by Section 151 Officer and Chair of the DA Board.
32	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	End June 2023	Active	Standard form of agreement circulated to each of the partners. Partner individual elements/changes are resulting in each agreement being different, thus creating a delay in agreements being signed and funds transferred. ADC legal team reviewing thoroughly and working closely with Programme team to manage time frames. Standard GFA is in place and is aligned to Subsidy control review.	Three GFAs are in place. One draft GFAs is being prepared for signing. One GFA needs to align with a potential lease agreement before being completed. The Council is also developing a standard Partnering agreements where it is undertaking works on behalf of a partner. Three projects will be subject to partnering agreements.

	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	End June 2023	Active	Fortnightly meetings in place between Assets and the TF Programme Lead. Legal Colleagues to be included to support when land purchases are imminent	Nil
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	End June 2023	Active	ADC ensuring that procurement strategies are clear in terms of inputs and outputs and what frameworks/forms of contract are used	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	End June 2023	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	End June 2023	Active		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	4	8	↔	Programme Lead	End June 2023	Active	Fortnightly meetings in place and strategy at ADC to ensure land acquisitions progress	Nil
38	5	<b>Managerial risks</b>																
39	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	End June 2023	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, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	End June 2023	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
41	5.3	Inflation effect on supply chain- supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead	End June 2023	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	End June 2023	Active	Actively Managed	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	3	2	6	↔	Programme Lead	End June 2023	Active	Programme Management team in place not sitting with one individual so risk is spread.	Nil
44	5.6	Development of Business Cases is not completed within programme and cost parameters	Managerial / Professional	3	2	6	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	End June 2023	Active	ADC to conclude the appointment of Business Case Consultants but detail all agreed. All are concluded with only one to be returned	Nil
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	End June 2023	Active	As more projects move into the delivery phase this creates more momentum.	Nil
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	2	2	4	↔	Programme Lead	End June 2023	Active	The programme is applying specific time/outputs pressures across programme level delivery	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	2	2	4	↔	Programme Lead	End June 2023	Active	Regular meetings with key internal stakeholders	Nil

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
48	5.10'	Reporting failure regarding partner organisations and to DLUHC	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	↔	Programme Lead	End June 2023	Active	Regular meetings with partner organisations	Nil
49	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	↔	Programme Lead	End June 2023	Active	Watching brief	Nil
50	6	Publicity & Promotion																
51	6.1	Slave labour (Modern Slavery Act 2015) - association with any manufacturers/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	End June 2023	Active	Within criteria	Nil
52	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	End June 2023	Active	High level communications plan submitted to the DA Group. Engagement Group to be re-engaged to commence programme level deliverables	Nil
53	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	End June 2023	Active	Grant Agreements address this and close working with partners to be able to deliver.	Nil
54	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	End June 2023	Active	Communication Plan submitted and supported at DA Board	Nil
55	6.5	Failure to gain recognition for the Council, Discover Ashfield Board and DLUHC 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	End June 2023	Active	Covered in Communication Plan	Nil
56	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	End June 2023	Active	Programme manager has met with Social Value Portal and Social Value Engine and the detail is included in procurement paperwork. Work is being undertaken to demonstrate and implement these benefits practically in the District.	Nil

The categories of risk to prompt identification and to help to identify the cause / source of risks are:

Contractual/Supplier	Governance	Physical
Customer/Citizen	Legal	Political
Economic	Legislative/Regulatory	Procurement/Competitive
Environmental	Managerial/Professional	Social/People
Financial	Partnership	Technological

Actions in service plans	Changes in processes
Decision-making reports	Finance
Health and safety risks	Partnership working
Policy changes	Project management process e.g. new business case

Risk response	Description
<b>Threats</b>	
Avoid	The risk is avoided e.g. change in strategy
Transfer	Some or all of the risk is transferred to a 3 <sup>rd</sup> party
Reduce	Action is taken to reduce either the likelihood of the risk occurring or the impact that it will have
Accept	The risk may be accepted perhaps because there is a low impact or likelihood
Contingency	A plan is put in place to respond if the risk is realised
<b>Opportunities</b>	
Share	An opportunity is shared with a partner or supplier to maximise the benefits e.g. through use of shared resource/technology
Exploit	A project could be adjusted e.g. to take advantage of a change in technology or a new market
Enhance	Action is taken to increase the likelihood of the opportunity occurring or the positive impact it could have. e.g. Strategic/commercial opportunities such as new partnerships, new capital investment
Reject	No action is taken and the chance to gain from the opportunity is rejected. Contingency plans may be put in place should the opportunity occur- Political or environmental e.g. new transport links, change of government bringing positive changes in policy/opportunities

Aligned with the Risk Appetite Framework which describes the type of action required in accordance with our risk appetite

Risk rating Score	Risk rating action required
18-24	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to manage the risk. Corporate Risks, monitored by CLT
15-16	These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible. Corporate Risks, monitored by CLT
5-12	These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases

Probability Score	Impact Score			
	1 Negligible	2 Minor	3 Major	4 Critical
6 (Very High)	Monitor Quarterly	Monitor Monthly	Monitor Quarterly to CLT	Monitor Quarterly to CLT
5 (High)	Monitor Quarterly	Monitor Monthly	Monitor Quarterly to CLT	Monitor Quarterly to CLT
4 (Significant)	Monitor Quarterly	Monitor Monthly	Monitor Monthly	Monitor Quarterly to CLT



	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
102		When risk owners should seek to manage the increase.																
103		Corporate Risk only if deemed threat to delivery of Corporate Objectives																
104		3-4	These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be identified to respond to the risk.				3 (Low)	Monitor Quarterly	Monitor Quarterly	Monitor Monthly	Monitor Monthly							
105							2 (Very Low)	Monitor 6 Monthly	Monitor Quarterly	Monitor Quarterly	Monitor Quarterly							
106		1-2	Minor level risks with little consequence but not to be overlooked completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.				1 (Almost Impossible)	No action required	Monitor 6 Monthly	Monitor 6 Monthly	Business Continuity Plan							
107																		
108																		
109																		
110		Impact 4, Likelihood 1	Rare events that have a catastrophic impact form part of the Council's Business Continuity Planning response.															
111																		
112																		

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UKSPF	UKSPF Project & Intervention	Risk response	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	Responsible person	Date	Update	Changes	
			1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain 6 - Almost Definite	1 - Negligible 2 - Minor 3 - Major 4 - Critical	RP x RI					
<b>Communities and Place</b>										
E1	E1 Hucknall Town Centre - High Street Property Improvement Fund	Fail to attract potential businesses to take on the grant	Reduce	2	2	4	Melanie Wheelwright	01 July 2023	Documentation complete ready to signed off. Web content is required for online portal. Joint Launch with High Street Grant	Online applications, ensure support for applicants. 50% intervention rate majority of award budgeted for Year 3
E3	E3 Selston Country Park Phase 2 Improvements - play area, footpaths and biodiversity	Costs escalate due to inflation	Avoid	3	2	6	Paul Crawford	01 July 2023	On capital programme- schedule procurement for July 2023-	Scheduled to finalise procurement in July 2023
E5	E5 Coxmoor Estate, Kirkby - environmental improvements to reduce crime & ASB	Delayed programme due to problems with the site, costs escalate due to inflation	Avoid	2	2	4	Paul Crawford	01 July 2023	Contractor engaged- developing programme	Contractor is engaged to design programme
	TBC Sutton-environmental improvements	Fail to promote UKSPF	Avoid	2	2	4	Antonio Taylor	01 July 2023	Logos and branding- provided- project complete -required to monitor outputs and outcomes	Monitoring outputs and outcomes
	Hucknall Safer Streets Initiative - CCTV/ Safe Spaces	Fail to promote UKSPF	Avoid	2	2	4	Antonio Taylor	01 July 2023	Logos and branding- provided- project complete -required to monitor outputs and outcomes	Monitoring outputs and outcomes
E6	E6 Events and activities - increase resource/ create opportunities with local providers & groups . May not spend all the budget.	Fail to promote UKSPF. Underspend budget for Year 2	Avoid	2	2	4	Andrea Stone	01 July 2023	Reprofiling programme- delivered Coronation Event, planning Ashfield Day and Seaton event. Putting a contingency for potential Arts Council Bid	Budget carried forward to 2023/24. Refining plan and budget requirements. Aim for a more refined plan to be presented to DA Board in August 2023.
	Visitor economy - Consultancy & officer role for visitor economy/tourism, arts & culture	Unable to deliver within the time frame- insufficient resource to deal with the programme. Underspend budget for Year 2.	Reduce	2	2	4	Sarah Daniel	01 July 2023	Paper written, developing an approach based on this to expand offer	Developing plan and refining budget
E9	E9 Kings Mill Ranger/ activities	Unable to deliver programme- insufficient funds	Avoid	2	2	4	Paul Crawford	01 July 2023	To be delivered in Year 3	Nil
	Green Social prescribing, community growing / allotments / nursery	Fail to attract participants. Insufficient budget to deliver programme.	Avoid	2	2	4	Andrea Stone	01 July 2023	Looking to expand plan with the potential of bringing forward funding from Year 3 to Year 2	Plan refinement with potential larger spend in Year 2
E10	E10 Cycling and Walking for All- cycle training and access to refurbished bikes	Fail to attract participants. Insufficient budget to deliver programme.	Avoid	2	1	2	Andrea Stone	01 July 2023	Plan is exceeding expectation. Refining plan with the possibility to accelerate bringing in additional communities	Plan refinement with potential larger spend in Year 2
	Financial resilience support for local communities	Unable to attract bidders to deliver the programme	Reduce	6	3	18	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	Procurement process has been undertaken. End passed and unable to attract any bidders. County Council who delivers Multiply advise that their Financial resilience programme has been over subscribed. Recommended to add this funding to E34 basic skills and procure a programme that builds on the multiply programme.	There is no bidder interest. Recommend to move budget to Basic Skills but deliver improved outputs and outcomes.
E13	E13 Community Vertical Farming Initiative	Delayed due to differing requirements of partner	Avoid	3	2	6	Sarah Daniel	01 July 2023	Whilst there is commitment in Ashfield to deliver the programme, requirements from MDC have altered. Aiming to gain clarity with MDC on their needs and work with delivery partner.	Continue to work with MDC and NTU. Refining project and budget.
E15	E15 Digital support for local communities	Unable to attract bidders to deliver the programme	Reduce	3	2	6	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	ADC is currently procuring this and the result will be known in July 2023.	Result of procurement will be known in July 2023
<b>Supporting Local Business</b>										
E16	E16 Enterprise grant for town centre properties and relocation/expansion	Fail to attract potential businesses to take on the grant	Reduce	2	2	4	Melanie Wheelwright	01 July 2023	Meeting with ADC Web content in June to plan update of agreed documentation. Aiming for a launch with Hucknall Grant by 31 July 2023	Online applications, ensure support for applicants. 75% intervention rate - up to a £2k grant. The majority of award budgeted for Year 3. There is already interest and may need to increase or bring forward Year 3
	Student programme for design/manufacture of property fronts	Fail to deliver plan	Reduce	3	2	6	Melanie Wheelwright	01 July 2023	Although this is a Y3 investment, the agreed criteria for the Town Centre enterprise grant will influence how this project will be implemented. Officers will work closely with the College to develop this project and provide a proposal to the DA Board.	The criteria for the Enterprise grant provides the outline for the Student programme to be developed with the College.
	Online Trading Opportunities: develop online directory, media students to offer support services	Fail to deliver plan, unable to find the best product. - Costs increase with inflation	Reduce	3	2	6	Trevor Middleton	01 July 2023	Developing a potential online approach. Still in development. Budget is 28k.	Currently looking at options.
	Preopening support - ADMC	Fail to deliver the plan, unable to spend the Year 2 budget	Reduce	3	2	6	Sarah Daniel	01 July 2023	Developing a plan to support businesses who have interest in Automation and manufacturing as a precursor to the physical delivery of the ADMC.	Developing a plan and refining the required budget.
E18	E18 Business advice and support - Adopting digital technologies	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	01 July 2023	Details of the NCC Supporting Business Framework are being refined subject to the letting of the framework. Council contractual processes will be implemented once the framework and programme with the successful bidder is concluded.	Conclusion of the letting the NCC framework and contractual requirements. Working with the successful bidder to ensure we will get the services outlined in the Ashfield Investment Plan
	Workforce development courses - short skills courses, targeting top 5 industries and emerging sectors, includes skills access hub, training needs analysis	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	01 July 2023	Details of the NCC Supporting Business Framework are being refined subject to the letting of the framework. Council contractual processes will be implemented once the framework and programme with the successful bidder is concluded.	Conclusion of the letting the NCC framework and contractual requirements. Working with the successful bidder to ensure we will get the services outlined in the Ashfield Investment Plan
E19	E19 Business advice and support - Improving productivity & innovation	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	01 July 2023	Details of the NCC Supporting Business Framework are being refined subject to the letting of the framework. Council contractual processes will be implemented once the framework and programme with the successful bidder is concluded.	Conclusion of the letting the NCC framework and contractual requirements. Working with the successful bidder to ensure we will get the services outlined in the Ashfield Investment Plan
E23	E23 Specialist events / talks for businesses - expand existing programme	Fail to deliver events or attract businesses due to insufficient resource	Avoid	3	2	6	Paul Stoppard	01 July 2023	Develop programme that aligns with local business needs.	Seek support to deliver e.g. an external contract with a third party to deliver, additional internal resource
E24	E24 High Pavement Business Hub and Low Street- rental incentives	Fail to deliver the plan	Avoid	3	2	6	Matthew Kirk	01 July 2023	Develop a specification for support	Nil
	E24 Maker space coordination	Unable to recruit	Avoid	3	2	6	Paul Crawford	01 July 2023	Develop a specification for Makerspace support person. Work with partners to deliver	Work with partners to deliver

E28	E28	Trading Overseas programme - support SMEs to identify new markets, attend overseas trade shows	Fail to deliver plan	Avoid	2	2	4	Paul Stoppard	01 July 2023	Details of the NCC Supporting Business Framework are being refined subject to the letting of the framework. Council contractual processes will be implemented once the framework and programme with the successful bidder is concluded.	Conclusion of the letting the NCC framework and contractual requirements. Working with the successful bidder to ensure we will get the services outlined in the Ashfield Investment Plan
E29	E29	Business advice and support - decarbonisation, with grant	Fail to deliver plan	Avoid	2	2	4	Paul Stoppard	01 July 2023	Details of the NCC Supporting Business Framework are being refined subject to the letting of the framework. Council contractual processes will be implemented once the framework and programme with the successful bidder is concluded.	Conclusion of the letting the NCC framework and contractual requirements. Currently grants only available in Year 3.
E23		General business support through ADC team, need marketing budget	Unable to recruit, insufficient funding		3	2	6	Melanie Wheelwright	01 July 2023	Preparing to recruit for an October 2023 start- Need to reallocate Year 2 budget of £8510 to Year 3 to cover the full year payment of graduate of £33,510.50 - This includes oncosts.	Proposal agreed- recruitment for October 2023 start date. Require to move Year 2 underspend into Year 3.
<b>People and Skills</b>											
E33	E33	Support package for economically inactive incl. confidence building, customer service, social prescribing, coaching/ mentoring	Fail to deliver plan. No signposting in Year 2	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	NCC joint commissioned framework. Currently being procured. Will be reviewing in late June -early July 2023. Look to find additional funding to support sign posting the programme in Year 2	In process
		Effective stakeholder engagement (signposting and referrals)	Fail to deliver plan. insufficient funding		2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	NCC joint commissioned framework. Currently being procured. Will be reviewing in late June -early July 2023. Require to start in 2023-24 to align with the delivery of the Support package for the economically inactive. Seek to move related underspend to support this.	Noted that other participants in the joint procurement have not ring fenced Year 3 stakeholder engagement but wish to have this. E40k allocation is moved into E33 service delivery.
E34	E34	Basic Skills Courses - English/ESOL & Maths, IT & Life Skills (inc gardening, coding, baking)	Fail to deliver plan	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	ADC is procuring this independently. Will be reviewing in July 2023.	Due to inability to procure E13 Financial resilience and a similar product is being offered by the County who is delivering UKSPF. Multiply recommend to move investment into Basic life skills to increase the level of qualification in the District which is lacking. This aligns we the Council's Skills Policy.
E37	E37	Education and Business Collaboration package - Grow Discover Ashfield Ambassador programme, Open Doors programmes (for students & teachers) - hybrid model, School talks, Work experience programme (including Health & Safety checks), Careers Service in schools	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	ADC will procure this independently for a Year 3 start up. Aim to complete by January 2024 at the latest.	ADC to self procure. Aim to complete by January 2024
E38	E38	Talent attraction and retention package - Graduate talent match programme with Notts. & Darby's. universities	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie	01 July 2023	Part of the NCC framework agreement. Aim to complete by January 2024	Aim to complete by January 2024
		Digital training at Level 2 for employed & unemployed inc Microsoft Office / Azure / Structured Query Language (SQL) / C# / Java / Adobe Photoshop / Coding / Python	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	Part of the NCC framework agreement	Aim to complete by January 2024
		Local Careers Service – targeting residents in employment - preparing them to move into priority sectors Training/Careers Hub – businesses/Ambassadors engaging with hub	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 July 2023	ADC will procure this independently for a Year 3 start up. Aim to complete by January 2024 at the latest.	Aim to complete by January 2024