



Agenda

Discover Ashfield Board Meeting

Date: **Wednesday, 2nd July, 2025**

Time: **9.00 am – 11.00 am**

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

For any further information please contact:

Hollie Maxwell-Smith

hollie.maxwell-smith@ashfield.gov.uk

07826 921211

DISCOVER ASHFIELD BOARD MEETING

Attendees

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

Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Paula Longden	Substitute for Claire Hinchley	Associate Director of Strategy and Partnerships Sherwood Forest Hospitals	
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	
Sarah Mayfield	Board Member	Director of Skills and UK College and Civic Partnerships, NTU	
Sarah Speight	Observer	Deputy Vice-Chancellor & Provost, NTU	
Sam Howlett	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Simon Cartwright	Board Member	Chief Officer Transforming Notts	
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	
Shola Olawole	Board Member	North & East Midlands Group Performance Lead, DWP	
Tim Hepke	Board Member	UK Head of Maintenance and Group Property, ITP Aero	
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	
Una Key	Board Member	Chief Officer, Ashfield Voluntary Action	
Andrea Stone	Supporting Officer	Wellbeing Manager, Ashfield District Council	
Charles Edwards	Supporting Officer	Executive Director – Operations, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services, Ashfield District Council	
Hollie Maxwell-Smith	Supporting Officer	Discover Ashfield Lead, Ashfield District Council	
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development	
John Bennett	Supporting Officer	Executive Director, Place, Ashfield District Council	
Kate Porter	Supporting Officer	Towns Centre Manager, Ashfield District Council	
Melanie Wheelwright	Supporting Officer	Forward Planning & Economic Growth Team Manager Ashfield District Council	
Millie Connell	Supporting Officer	Communities Graduate - Regeneration, Ashfield District Council	
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	
Paul Coffey	Supporting Officer	Interim Service Manager for Communications and Events, Ashfield District Council	
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	

AGENDA

Page

- 1. Welcome / Introductions / Apologies - Kieran Percival**
- 2. Reflections of Previous Meeting - Kieran Percival**
 - a Meeting Minutes** 5 - 14
 - b Action Log**
 - The Board to send a letter of congratulations to the two Kings Award for Enterprises 2025 winners, who reside in Ashfield.
- 3. New Declarations of Interest - ALL**
- 4. Regeneration Programmes Update - Sarah Daniel** 15 - 36
 - a Supplementary Documents** 37 - 50
- 5. Theme Lead Reports - Theme Leads**
 - a Succeed in Ashfield - Martin Rigley**
 - b Love Where You Live - Liz Barrett**
 - c More to Discover - Darron Ellis**
 - d Be Healthy, Be Happy - Pete Edwards**
- 6. Board Member Updates - ALL**
- 7. Any Other Business - ALL**
- 8. Date of Next Meeting - Friday 22nd August**

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DISCOVER ASHFIELD BOARD MEETING

**Friday 30th May 2025
9am – 11:00am**

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

ATTENDEES

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

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

Agenda Item	
1	Welcome / Introductions / Apologies – Kieran Percival
	<ul style="list-style-type: none"> Apologies were made for Leanne Harwood, Sarah Daniel, Ian Bond, Jackie Insley, Liz Barrett, Tim Hepke, Dave Williams, Shola Olawole, Christine Sarris, Theresa Hodgkinson, Cllr Relf and Una Key.
2	Review of Previous Meeting – Kieran Percival
a	Board Meeting Minutes
	<ul style="list-style-type: none"> All minutes were agreed.
b	Action Log (these include actions from the below minutes)
	<ul style="list-style-type: none"> The Board to send a letter of congratulations to the two Kings Award for Enterprises 2025 winners, who reside in Ashfield.
3	New Declarations of Interest – ALL
	<ul style="list-style-type: none"> There were no new declarations of interest.
4.	Regeneration Programmes Update – Paul Crawford
	<ul style="list-style-type: none"> Paul updated on the May Board report. Succeed in Ashfield District ADMC - The start date of the contract work has slipped due to the current technical design approval still progressing for the Section 278 works. The S278 work had increased due to requirements set out through the planning process. The main building work is now due to commence late June / early July. Melanie Wheelwright updated the board on Economic Development Enterprising Ashfield Enterprising Ashfield and Ashfield District Council have agreed an action plan to improve performance of the HeadStart project, as forecasts show this will not achieve the required profile targets by the end of the contract. Officers will be closely monitoring progress over the next 3 months. Enterprise Development Grants These provide up to £10,000 for small to medium sized established enterprises (SMEs) with commercial premises based in the District of Ashfield. The grant will also allow membership organisations to apply that are based outside the district providing their growth plans support Ashfield SME's. Test trading opportunities – Provides up to 4 days trading as a guest at any of the ADC markets to test out new business ideas with access to a small grant of up to £500. Ashfield Business Leaders Networking Events: Future of Work: Artificial Intelligence. Sherwood Observatory and Planetarium which took place on 29th April-25. 58 people attended out of 60 places offered. Ashfield “Golden Ticket” Training Fair at Kirkby Leisure Centre on 24th June 2025 from 10am-2:30pm. DWP organising and ADC supporting. Ashfield Careers Fair 2025 at Kirkby Leisure Centre on 8th October 2025 from 10am-2pm. ADC organising and focus will be to promote STEM vacancies. Business leaders networking event is in Nov-25. High Street Business Support - This support will offer light touch 1-2-1 service that will enable small businesses to utilise grant opportunities to support commercial growth.

	<ul style="list-style-type: none"> • Melanie updated the board on People and Skills (included within the agenda pack).
	<ul style="list-style-type: none"> • Pete Edwards explained he had recently met with the senior leadership team at Sutton Community Academy, and he asked the Careers Officer, where he expressed the need to have more businesses present at Careers Fairs, as opposed to education providers. He is keen to help with arranging Ashfield businesses to visit schools.
	<ul style="list-style-type: none"> • Melanie explained Nathan McNicholas is working closely with secondary schools and businesses to link these together and have more business presence at the Careers Fair. Melanie will ensure Pete is invited to the Secondary School Network meetings.
	<ul style="list-style-type: none"> • Gary Jordan added that the Aspiring Ashfield group have a strong list of businesses which can be utilised.
	<ul style="list-style-type: none"> • Paul continued with the board updates. • Visitor Digital Offer – the Discover Ashfield website usage has increased by 729% since its launch. The refinement changes for the app are complete and app marketing is being rolled out shortly. • Cornerstone Theatre - The main contract work is progressing and remains on target for completion in July. Cost impact continues to be challenging with ongoing negotiations with the contractor seeking solutions to minimise the impact. • The opening resourcing plan has been developed by the College with support from a specialist consultant. The college will progress a soft launch from August 2025 providing performances from the school. The full public offer will be launch in March 2025.
	<ul style="list-style-type: none"> • Simon Martin added that the public programmer will shortly be in place and the programme will be from early Spring, which is currently being developed, as they have 10 months of contracted programming.
	<ul style="list-style-type: none"> • Paul continued with Kings Mill Reservoir Leisure Development - A draft lease is progressing with an operator. The kitchen fit out has now been agreed and the contractor has been instructed to progress to minimise further delays whilst the operator lease is finalised. • Kirkby Sports Hub - The Football Foundation funding application outcome is anticipated at the end of May. Procurement of the work has been completed, and a preferred supplier has been selected. Work is ongoing on a legal review between ADC and the Football Foundation and will be a condition of the grant funding. • Sutton Lawn Sports Hub - The PCSA agreement to enable the pre-construction phase work including surveys and minor works is being completed. The grant offer has been provided by the football foundation and the team have reviewed clarifications to enable the grant award to be signed. The Project team are working with the football foundation and ATT to enable works to be delivered. • Noth Kirkby Gateway - A mini tender has been completed through a framework provider to appoint the principal contractor under a design and build contract to take forward the Ellis Street Development. Subject to the contract team appointment being finalised in May 2025 the stage 2-3 Surveys and development work will proceed June 2025. The grant agreement and

	<p>associated due diligence is progressing, which will support the pond hole site to the rear of the Ellis Street development being brought forward by a developer.</p> <ul style="list-style-type: none"> West Kirkby Gateway - The stage two development work and cost plan has been completed and actions agreed to maintain the project within the cost envelop. The appointment of a design and build contractor has now been awarded, The Pre-construction services are underway to develop project through RIBA stage 3&4 to secure planning approval.
	<ul style="list-style-type: none"> Simon Cartwright asked if unsuccessful applicant of the UKSPF 2025-26 schedule were notified of the Community Grants which are in place.
	<ul style="list-style-type: none"> Hollie confirmed that these applicants were notified of these grants in their email correspondence., so if they are eligible and wish to submit, they have another round to do so.
	<ul style="list-style-type: none"> Simon followed by explaining he had recently been in Sutton Town Centre and noticed many community buildings being underutilised and noted there is a majority of capital spend, and lack of revenue spend. He expressed his concern that the lack of revenue is causing community buildings to not be fully exploited.
	<ul style="list-style-type: none"> Paul explained the capital and revenue split for Towns Fund was set by central government which limited the Boards scope. ADC have worked with partners over the years to ensure assets remain active and have partners working within them. The Board is a great example of assessing needs and working to rectify these as the environment changes. Paul asked if there were any sites Simon wished to flag, and he would see if these fall within the forward plan strategy.
	<ul style="list-style-type: none"> Simon understood the challenges; however he feels the voluntary sector would benefit from revenue spend. He flagged the SureStart buildings which had previously been used as some which are standing vacant for some time, and also All Saints Huthwaite and the Bridge Baptist Church in Sutton where managers are stretched running these facilities.
	<ul style="list-style-type: none"> John Bennett commented that under UKSPF, and the outcomes set by EMCCA and central government, many of these factors raised by Simon do not fall under these. It will be worth the Board understanding who owns these premises and what funding streams are available to them.
	<ul style="list-style-type: none"> Simon agreed and suggested this being raised at the Discover Ashfield Board Away day in July.
	<ul style="list-style-type: none"> Paul continued with Portland Square and Fox Street - Contract work is on site and the programme has been amended due to slippage on site. The layout of the new public realm is taking shape with the majority of Portland Square to be completed by the end of June and the rest of the works including Fox Street carpark is scheduled to complete at the end of July.
	<ul style="list-style-type: none"> 1.3 Monitoring and Evaluation The monitoring and evaluation return has been drafted for the Towns Fund and Future High Street Fund programmes. The Towns Fund and Future High Street Fund programmes have been presented to the subgroup on the 14th of May with the group confirming the approval for the subgroup chair (Simon

	<p>Martin) to make the recommendation to accept the return and for the chair of the Discover Ashfield to sign off the return.</p> <ul style="list-style-type: none"> LUF monitoring return has been completed and submitted to MHCLG on the 20th of May 2025.
	<ul style="list-style-type: none"> Simon added that the group went through every project comprehensively, with a new and revised reporting format which made it clearer for subgroups members to understand how projects were progressing. This was delivered by Paul and Heather Frecklington from Focus Consultants. The members of the subgroup unanimously agreed that the report should be recommended to the Board for sign off and approval.
	<ul style="list-style-type: none"> The Board were asked to accept the subgroup recommendation to approve and sign off the monitoring and evaluation return.
	<ul style="list-style-type: none"> Gary Jordan proposed the decision, and Edward Johnstone seconded.
	<ul style="list-style-type: none"> 1.7 Proposals Cost pressures remain monitored across the Towns Fund programme as projects progress through the RIBA stages and the delivery is de-risked. High risks remain within the following projects and recommendations are made to manage the variations in cost risks: <ol style="list-style-type: none"> TF18: Cornerstone Theatre: Retrofitting works within the building continues to raise unforeseen challenges to enable the project to be completed to meet the required regulatory standards. The full impact of project changes, and additional fire protection has prolonged the contract period increasing construction and preliminary costs. TF09: Kirkby Sports Hub: Cost have increased due to obligations identified through the planning process to secure planning approval. Higher costs identified during the tender stage associated to drainage works has also increased pressure on the budget. TF15: Sutton Lawn Sports Hub: Cost have increased due to obligations identified through the planning process to secure planning approval including additional parking spaces. Further invasive surveys have also revealed the roof of the pavilion required additional repairs. TF: Portland Square: Cost have increased due to design changes during the work to address unforeseen drainage and levels issues which would impact the S278 work signoff. The changes have prolonged the contract increasing all associated fees. The projects below both have balances unallocated: <ul style="list-style-type: none"> TF07 High Street Property Fund - The market for vacant properties which fall within the scope of the business case has been limited. The market failure hasn't been as severe as anticipated, and no further properties have been identified for acquisition which meets the project criteria. The project has a balance of £350k unallocated. The proposal is to reallocate this balance between Cornerstone Theatre and Kirkby Sports Hub. TF02 Construction Centre - The project development, costs, site acquisition and delivery grant have now been completed. The project has a balance of £200k unallocated. The proposal is to reallocate this balance between Portland Square and Sutton Lawn Sports Hub. The reallocation of funds falls within the Discover Ashfield Board delegated powers. Decisions on a single project resulting in a change of up to £500k

	can be taken by the board. MHCLG will be notified of any approved changes through a project adjustment notification.
	<ul style="list-style-type: none"> Paula Longden asked for clarification on the Boards delegated powers to reallocate funds up to £500k and if this was accumulative, or per project each time.
	<ul style="list-style-type: none"> Paul confirmed it is relatable to each occasion. The reallocation delegation is where the funding is coming from, not where it is going to. TF07 and TF02 have previously had no other changes made to them.
	<ul style="list-style-type: none"> Paula agreed it was sensible to use the funding in other areas it was needed as things change however questioned the schemes where the monies were being allocated to, and if these were still value for money. With Kirkby Sports Hub as an example, if £200k was transferred to this it would bring the total project amount to around £2m, which would be an extra 10% on the project costs and asked if the Board would have made the decision if this was the initial cost.
	<ul style="list-style-type: none"> Paul agreed this was a valid point to raise and the challenges faced with the four projects highlighted are in the delivery phase, within this risk, and there are timing issues within this to find funding elsewhere when other costs are highlighted during this delivery phase.
	<ul style="list-style-type: none"> John Bennett added reassurance to the Board that prior to the Board viewing the reallocation of funding decisions, the team at ADC look within the existing project and assess the projects. All of the projects with reallocated funds are within the 5-10% extra.
	<ul style="list-style-type: none"> Simon Martin agreed with Paulas comments, and he declared an interest as he has been involved with the Cornerstone project. He expressed that if projects were continually needing funding moved from one scheme to another then this would raise red flags, however if the one reallocation closes that funding gap, then it instils more confidence.
	<ul style="list-style-type: none"> Paul further explained that the cost risks are clearer as Cornerstone is within its last 6 weeks of delivery, the Sports Hubs have not started on site however the team understand the risks with the contractor will take on some of the risks.
	<ul style="list-style-type: none"> The Board were asked to approve the cost allocation / adjustments set out.
	<ul style="list-style-type: none"> Pete Edwards proposed the decision, Gardy Jordan seconded.
	<ul style="list-style-type: none"> Paul continued with 2.0 UK Shared Prosperity Fund (UKSPF) The proposed funding allocations for 2025-26 were agreed at the Funding Subgroup meeting on 2nd April. The new projects and allocations are included in the report and a table summarising the allocations and rationale for the funding is included in the annexes. The £1,305,17 (Capital - £571,831, Revenue - £733,346) has been allocated over a range of projects. The annual reporting for 2024/25 was submitted to MHCLG by the deadline of 1st May and confirmation was received that there are no outstanding queries. 3.0 Kirkby Neighbourhood Plan The Long-term Plan programme has been repurposed as the Plan for Neighbourhoods and is based on 3 goals: thriving places, stronger communities, and taking back control. Further engagement with local residents and groups is being planned. This will build on the engagement already completed and be a mixture of face-to-

	face engagement and an online survey. A Board away day has been organised for 6 th June 2025. This will enable stronger working relationships between Board Members, provide an update of the discussions/decisions taken so far, and help develop future plans.
5	Theme Lead Updates – Theme Leads
a	Succeed in Ashfield – Martin Rigley
	<ul style="list-style-type: none"> There were no updates from Succeed in Ashfield. Melanie Wheelwright added that two Ashfield businesses had won the Kings Award for Enterprises 2025 and asked the Board if they were keen to write a letter of congratulations to them.
	<ul style="list-style-type: none"> The Board agreed to this.
b	Love Where You Live – Liz Barrett
	<ul style="list-style-type: none"> Simon updated the Board on Liz's behalf. The VE Day celebration on Sutton Lawn saw everyone come together in an intergenerational day with primary school activities and community aspects. The Ashfield Show dates are set for August, and ATTFE look forward to this community event.
c	More to Discover – Darron Ellis
	<ul style="list-style-type: none"> Hollie met updated the Board on Darron's behalf.
	<ul style="list-style-type: none"> She met with Darron recently to discuss the Visitor Economy workshop plans, following the Destination Management Plan. This will bring together visitor and heritage groups to look at an action plan going forward and three focus groups within this.
d	Be Healthy Be Happy – Pete Edwards
	<ul style="list-style-type: none"> The management group are busy with the strategy for 2026-36. Pete has visited the subgroups including Leamington, Coxmoor, Children and Young People and Butlers Hill & Broomhill meetings. The work these groups are doing will be within the Strategy. A management group meeting is to be held on the 5th of June to discuss the action plans for each area. On 19th June there will be an Ashfield Wellbeing Network meeting with partners to finalise the draft of the Strategy. This will then be presented at the Board following this.
6.	Board Member Updates - All
	<ul style="list-style-type: none"> There were no board member updates.
7.	Any Other Business – All
	<ul style="list-style-type: none"> There was no other business raised.
8.	Date of Next Meeting – Wednesday 2nd July

Regeneration Programmes update, July 2025

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

1.1 Finance



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

1.2 Progress

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

Detailed Information

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
Succeed in Ashfield				
ADMC	<p>Contract:</p> <p>The main NEC contract for the building work is being reviewed by the legal team for approval.</p> <p>Technical approval of the S278 works is being finalised. The S278 works costings have been drafted for review. Costs of the work will be apportioned across the ADMC and wider AITP project budgets.</p> <p>The start date of the contract work has slipped due to the current technical design approval still progressing for the Section 278 works. The S278 work had increased due to requirements set out through the planning process. The main building work is now due to commence in July.</p> <p>Operator:</p> <p>Expressions of interest have been received and evaluated. The tender documents are being prepared ready for publishing.</p>	<p>S: April 2025</p> <p>C: Feb - March 2026</p>	<p>Social Value Investment</p> <p>Est: July 2025</p>	<p>↔</p> <p>Towns Fund: £20,483,141</p>
Ashfield Construction Centre and Satellite	<p>Vision West Notts College (VWNC) are progressing procurement of a contractor to undertake the refurbishment of the</p>	<p>VWNC:</p> <p>S: Jan 2025</p>	<p>Start of Renovation work – June / July 2025</p>	<p>↔</p>

	<p>former Wilko’s building, now branded as VWNC Portland Square.</p> <p>A planning application for alterations to the building façade has been approved.</p> <p>Contractors are unable to deliver the improvements by the planned opening date of September and this has been delayed until December.</p> <p>Work continues on the completion of the improvements to the existing Construction Centre campus at Julias Way</p>			Towns Fund: £4,801,755 Co-funding: £1,837,500														
Ashfield Civil Engineering Centre	<p>The preferred location at the depot has been agreed. The team is working alongside the depot development to coordinate project programming.</p> <p>The first phase of the capital works has been completed with the installation of rail track at the VWNC Engineering Campus at Oddicroft Lane.</p> <p>VWNC have formed a partnership with Collins Earthworks to deliver courses and practical experience at their Kirkby facility.</p> <p>A grant agreement is being developed and draft Heads of Terms will be prepared to lease land at the Depot to the college.</p>	C: Dec 2026	Project plans and Partnerships working with local businesses July / August	 Towns Fund: £2,101,134 Co-funding: £763,517														
Enterprising Ashfield	<p>Reported Outputs to Date:</p> <table><thead><tr><th></th><th><u>Targets:</u></th></tr></thead><tbody><tr><td>HeadStart: 154</td><td>225</td></tr><tr><td>Growth: 104</td><td>121</td></tr><tr><td>Specialist Growth: 10</td><td>35</td></tr><tr><td>R&D Collaboration: 17</td><td>50</td></tr><tr><td>Graduate Placements: 54</td><td>50</td></tr><tr><td>Professional Courses: 984</td><td>900</td></tr></tbody></table> <p>EA and ADC officers have agreed an action plan to improve performance of the HeadStart project which officers are monitoring. May-25 report saw a very</p>		<u>Targets:</u>	HeadStart: 154	225	Growth: 104	121	Specialist Growth: 10	35	R&D Collaboration: 17	50	Graduate Placements: 54	50	Professional Courses: 984	900	C: March 2026		 Risk Reduced Towns Fund: £3,845,000 Co-funding: £3,746,867
	<u>Targets:</u>																	
HeadStart: 154	225																	
Growth: 104	121																	
Specialist Growth: 10	35																	
R&D Collaboration: 17	50																	
Graduate Placements: 54	50																	
Professional Courses: 984	900																	



	<p>low output figure but overall, there is an improved forecast. The Growth strand is running well, and officers expect no issues with completing profile targets.</p> <p>For Specialist Growth, it is expected EA will achieve all outputs required, however officers are closely monitoring spend. R&D collaboration – in March, EA reported 17 projects with another 8 in delivery and 14 in development. However, no outputs were reported for May. Officers are meeting with EA in July to review actions.</p> <p>Graduates. The new minimum profile target is 50 placements which has been achieved. Officers are reviewing to ensure full spend of allocated funds.</p>			
Enterprise Development Grant	<p>Provides up to £10,000 (excluding VAT) or 75% of eligible project costs and is now available to small and medium sized established enterprises (SMEs) with commercial premises based in the District. The grant will also allow membership organisations to apply that are based outside the District providing their growth plans support Ashfield SMEs.</p> <p>This grant can be used towards the following eligible project costs:</p> <ol style="list-style-type: none"> 1. Capital expenditures that increase productivity and efficiency 2. 3rd party consultancy advice and services. 3. Specialist training and accreditations 4. Support with accessing new markets/supply chains or increasing existing commercial operations. <p>The grant has been extensively publicised with 56 business support meetings held to date with individual SMEs to discuss their eligibility for the grant. Where SMEs have been found not eligible, they have been signposted to other sources of support or funding</p>	23 rd Apr-25 to 31 st Oct-25 closing date for applications	Late August – comms push if required	£200K Budget




<p>Test Trading Opportunities (Markets)</p>	<p>opportunities. Applications are expected shortly.</p> <p>Provides up to 4 days trading as a guest at any of the ADC markets to test out new business ideas with access to a small grant of up to £500. The aim is to achieve 20-30 participants through this support programme.</p> <p>The trading opportunity has been extensively publicised. One application has been received to date with an award of £500. Further publicity work is ongoing, with promotions planned to ADC housing tenants.</p>	<p>23rd Apr-25 to 31st Oct-25 closing date for applications</p>	<p>Late August – comms push if required</p>	<p>£10K Budget</p>
<p>Special Events / Talks:</p>	<ul style="list-style-type: none"> • Ashfield “Golden Ticket” Training Fair @ Kirkby Leisure Centre on 24th June. DWP organised with ADC supporting. • Ashfield Careers Fair 2025 @ Kirkby Leisure Centre on 8th October from 10am-2pm. The focus will be to promote STEM vacancies. • Business leaders networking event is in November: Theme - to be confirmed. 	<p>24th June 2025</p> <p>8th October 2025</p>	<p>July 25 – planning commences</p>	<p>£4K</p> <p>£2k Budget</p>
<p>High Street Business Support:</p>	<p>This initiative has been procured and will offer the following to small businesses:</p> <ul style="list-style-type: none"> • Help to identify commercial challenges • Develop bespoke action plans to address most critical needs • Promote the Council’s new Enterprise Development Grant • Assist businesses with grant and business associations membership applications <p>This support will offer high touch 1-2-1 service that will enable small businesses to utilise grant opportunities to support commercial growth.</p>	<p>Nov 2025</p> <p>Start date TBC to 31st Mar-26</p>	<p>Aug-25: Start of next event planning</p> <p>Monitoring of delivery</p>	<p>£39,950</p>

	A decision is required from the Board to reallocate £10k funding from High Street Business Support to the Enterprise Grant (Ref item 1.7 Proposals)			
Business events etc.	Discover Ashfield Awards, business events, careers fair and software. Business and skills data software in process of procurement.	To be completed by 31 st March 2026		UKSPF: £10,000
People and Skills	<p>Transform your Future programme (Economically Inactive Support) Futures and Voluntary, Community and Social Enterprise (VCSE) partners have been delivering the Transform your Future programme since January 2024, supporting residents who are out of work gain skills that are essential to prepare them to move into the employment market. Priority groups include residents with long term health conditions, residents aged 50+, and ex-offenders.</p> <p>Due to the success of the project, a programme extension for 12 months is being progressed (April 2025 – March 2026). The focus will be to support individuals aged 16-24 that are either not in employment, education or training (NEET) or are at risk of being NEET.</p> <p>Business and Education Collaboration (Aspiring Careers Ashfield) Due to the success of last year's project, we are working with Ideas for Careers on a programme extension for 4 months (April 2025 – July 2025). The focus of the extension is to support four secondary schools (Selston High, Bracken Hill, Sutton Community Academy, Holgate Academy + 6th Form) to enhance their Careers Education programme and also support teachers at 13 primary schools (Kirkby Woodhouse Primary, Holgate Primary, Morven Park, Orchard Primary School, Newstead Primary School, Abbey Gates, Annesley Primary School, Kingsway Primary, Hillocks, Butlers Hill Infant School, Skegby Junior School,</p>	<p>To be completed by 31st March 2026</p> <p>To be completed by 31st July 2025</p>	<p>Monitoring of delivery</p> <p>Monitoring of delivery</p>	<p>£80,000 UKSPF for extension</p> <p>£17,000 UKSPF for extension</p>


	<p>Dalestorth School, and Abbey Hill) embed Careers Education into their curriculum.</p> <p>Last year's Aspiring Careers Ashfield contract resulted in Ideas4Careers being awarded the UK Career Development Award 2025 in the category 'Careers Programme in an Education Setting'. The judges praised the project stating "The judges were very impressed with the holistic and broad focus of this project. It was also exceptional in the way that the project was aligned with the forthcoming statutory guidance which places greater emphasis in engaging parents and careers in the communication and delivery of careers education in schools and colleges. The training for staff through a programme of CPD for primary schools was outstanding. The programme linked clearly to the local and regional skills needs whilst working alongside businesses, Further and Higher Education."</p> <p>Ashfield Financial Resilience project The project will work proactively with people and households who are financially excluded at the earliest point to keep them out of crisis and increase long-term financial resilience in areas such as increasing income, reducing spending, improving budgeting, building a safety net and protecting assets.</p> <p>Procurement has been completed, and Citizens Advice Central Nottinghamshire have been awarded the contract. Pre contract and commencement meetings have been held, with the Citizens Advice Central Nottinghamshire team already mobilised to deliver.</p> <p>Science, Technology, Engineering, and Maths (STEM) Careers Education for Stakeholders project</p>			
		To be completed by 31 st March 2026	Monitoring of delivery	£32,609 UKSPF




	<p>This project supports employees from key stakeholders understand the STEM opportunities that are available, giving them confidence to promote these opportunities with their service users. Key stakeholders include: DWP, primary schools, secondary schools, Voluntary, Community, and Social Enterprise (VCSE) organisations. The provider will help grow the existing STEM Ambassador network within the district.</p> <p>The project tender deadline was 20th June.</p>	<p>To be completed by 31st March 2026</p>	<p>Tender review</p>	<p>£40,000 UKSPF</p>
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Project	Achievements/ progress/next steps	Start / Completion Dates	Next key Milestone	Risk Level / programme and Budget
More to Discover				
St. Mary's Magdalene Church, Hucknall	The expression of interest to the National Heritage Lottery Fund is due to be submitted.	TBA		
Visitor digital offer	The new mobile app has been completed. Work to promote this and the website, is ongoing.	Completed	Ongoing Marketing	 Towns Fund: £214,809 Co-funding: £45,000
Ashfield Creates	<p>The Ashfield Creates team is now in place.</p> <p>Work is developing, with an Arts & Culture day within the Ashfield Show Community Tent.</p> <p>There is currently a call out for an artist to deliver the Kirkby Mural Project, and the Community Commissions opportunity is open for applications.</p> <p>More information is available at https://ashfieldcreates.co.uk/</p> <p>The development of a Cultural Strategy is progressing well with completion due in time for submission to July cabinet, following amends and the Arts Partnership review.</p>			Risk register to be developed Arts Council: £1,000,000 UKSPF: £10,000
Events Programme & Ashfield Show	<p>21/06/25 - Films in the Park was delivered successfully with Paddington and Wicked shown on the big screen at Selston Country Park.</p> <p>05/07/25 - Hucknall Fest 8-10/08/25 - Ashfield Show 17/08/25 - Food and Drink Festival Nov 25 - Sparks in the Park Nov/Dec 25 - Christmas Events</p>	June – December 2025	Delivery of Hucknall Fest	 UKSPF: £27,000





	<p>Ashfield Show – the programme is taking shape for the community area. Everyone Active and Ashfield Creates are supporting. The programme will run from 11am – 5pm, Friday – Sunday.</p> <p>Events programme - UKSPF: £20,000 Ashfield Show Community tent- UKSPF: £7,000</p>		Draft programme for Ashfield Show.	
Cornerstone Theatre	<p>The main contract work is progressing and remains on target for completion at the end of July. Cost impact continues to be challenging with ongoing negotiations with the contractor seeking solutions to minimise the impact.</p> <p>Loose equipment and house curtains have been ordered utilising the UKSPF funding. A decision is required from the board to re-allocate a maximum of £3,621 previously allocated to ‘re-dipping / replacing drapery’ to ‘essential loose theatre equipment’. (1.7 Proposals)</p> <p>Risk remains Elevated: monitor due to the cost pressure ongoing through the contract delivery phase.</p>	S: June 2024 C: 30 th July 2025	Construction progress update and Social value June 2025	<p> Remains Elevated</p> <p>FHSF: £2,347,118 Towns Fund: £1,112,067.81</p> <p>UKSPF: £66,866</p>
Cycling and walking routes	Cycle Route 4 is being prepared for tender and is due with NCC for review w/c 24 th , with publishing expected w/c 30 th June under a new DPS framework.	C: Dec 2025	Contract works plan May / June 2025	<p></p> <p>Towns Fund: £1,936,280 Co-funding: £45,000</p>
Kings Mill Reservoir leisure development	<p>A draft lease is progressing with an operator. The kitchen fit out has now been agreed and the contractor has been instructed to progress to minimise further delays whilst the operator lease is finalised.</p> <p>Risk remains elevated due to delays in finalising the lease with the operator.</p>		Operator Opening TBC	<p> Remains Elevated</p> <p>Towns Fund: £3,352,000 Co-funding: £648,000</p>
‘Now and then’ heritage	A programme delivery plan is being drafted by Inspire and a draft grant agreement is in progress.	S: July 2025 C: March 2026	Works plan July 2025	Risk register to be developed

	The programme will consist of 3 'Now and then' heritage projects for Hucknall, Selston & Skegby. Example of previous project - www.inspireculture.org.uk/arts-culture/ollertonthennow/			UKSPF: £15,000
Hucknall Library improvements	A programme delivery plan is being drafted by Inspire and a draft grant agreement is in progress. The project will improve access to historical resources, digitising valuable collections, and upgrading facilities to support digital learning and connectivity.	S: July 2025 C: March 2026	Works plan July 2025	Risk register to be developed UKSPF: £43,000
Sherwood Observatory	A draft grant agreement is progressing to support increased staff resource due to the high visitor numbers.	S: July 2025 C: March 2026		Risk register to be developed UKSPF: £13,695


Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
Be Healthy Be Happy				
Kirkby Sports Hub	<p>The Football Foundation funding application has been approved and capped at the expected limit of £250k.</p> <p>Procurement of the work has been completed, and a preferred supplier has been selected. The team is progressing the appointment of the contractor.</p> <p>Work is ongoing on a legal review between ADC and the Football Foundation and related conditions of the grant funding.</p>	S: July/Aug 2025 C: March/April 2026	Contract Award June/July 2025 (subject to grant award being signed)	 <p>Towns Fund: £2,835,176 Co-funding: £289,000</p>

Sutton Lawn Sports Hub	<p>The PCSA agreement to enable the pre-construction phase work including surveys and minor works is being completed.</p> <p>The team is progressing the contractor appointment.</p> <p>Work is ongoing on a legal review between ADC and the Football Foundation and related conditions of the grant funding.</p> <p>The project team are working with the Football Foundation and ATT to develop the agreements needed to deliver the works and operate the site.</p>	S: Sept 2025 C: April/May 2026	Contract award July/August 2025 (subject to grant award being signed)	 Towns Fund: £2,993,633 Co-funding: £2,218,828
PlayZones	<p>UKSPF will support activation of the PlayZones - a £1.5m programme to provide new facilities in some of the most deprived areas, and in Hucknall and the Rurals.</p> <p>The project team are currently working with the Football Foundation's frameworks consultants to clarify project budgets, carry out further site investigations, and to progress required planning applications for the sites:</p> <p>Stamper Rec. Cowpasture Rec. Morven Park Titchfield Park, Hucknall Selston High School</p>	S: Nov 25 C: Feb 26	Additional Site Surveys: July 25	 Football Foundation: £1,112,479 Co-Funding: £386,274 UKSPF: £30,000
Community Grants	Applications have been received for the first round and are currently being reviewed by the BHBH Management Group. The next deadline is 30 th June, and final deadline 15 th July.	June 25 – March 26	Submission dates June/July 2025. Project completion by Feb 26.	 UKSPF: £90,000

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
Town Centres & High Streets				
High Street Property Fund	<p>The final design, planning phase for the refurbishment of 1-5 Lowmoor Road flats is being completed.</p> <p>Vison West Notts College are progressing the appointment of a principal contractor to support the learning opportunities with the students during their construction skills courses.</p> <p>Feasibility work has been commissioned on 2-4 Low Street (Sutton) to inform options for redevelopment.</p>	<p>S: April 2024 C: March 26</p>	Skills delivery autumn 2025.	<p>↔</p> <p>Towns Fund: £662,933.19 Co-funding: £100,000</p>
Hucknall				
Central Walk & Chapel Street – public realm improvements	<p>Stage 1 project planning is underway to define the scope of works and delivery model. Site surveys and land ownership investigations have been instructed.</p>	<p>S: June 2025. C: March 2026</p>	Concept plans shared August / Sept 2025	<p>UKSPF: £313,265 Section 106: £114,800</p>
Kirkby				
North Kirkby Gateway	<p>The building on Ellis Street has been secured and utilities now transferred to ADC – Applications to disconnect services are to be submitted.</p> <p>A mini tender has been completed through a framework provider to appoint the principal contractor under a design and build contract to take forward the Ellis Street development.</p> <p>Delay to contract team appointment due to financial checks and sign off - Stage 2-3 Surveys and development work will proceed in July.</p> <p>The grant agreement and associated due diligence is progressing, which will support the Pond Hole site to the rear of the Ellis Street development being brought forward by a developer.</p>	<p>C: March 2027</p>	Release of stage two plan for the project May/June 2025	<p>↔</p> <p>monitor delays and seek to progress the design and construction phases.</p> <p>Towns Fund: £8,909,648 Co-funding: £5,140,999</p>

West Kirkby Gateway & public transport hub	<p>Following low interest from the market appraisal on the food and beverage offer, a residential scheme has been developed. The stage 2 development work and cost plan have been completed and actions agreed to maintain the project within the cost envelope.</p> <p>The appointment of a design and build contractor has now been completed, the pre-construction services are underway to develop the project through RIBA stages 3 & 4 to secure planning approval. A planning application is due to be submitted in early July.</p>	S: July 2024 C: August 2026	Release of stage two vision project plans May/June 2025	 <p>Towns Fund: £3,958,041 Co-funding: £3,920,000</p>
Sutton				
Portland Square & Fox Street	<p>The programme has been amended due to slippage of works.</p> <p>The layout of the new public realm is taking shape with the majority of Portland Square to be completed by the end of June and the rest of the works including Fox Street carpark are scheduled to complete at the end of July.</p> <p>Risk remains elevated due to ongoing cost pressures and signoff process for S278 works causing completion delays. A phased handover is being reviewed to reduce the impact on local businesses.</p>	C: June/July 2025	Social value July 2025	 <p>Remains Elevated</p> <p>Portland Square: Towns Fund: £1,448,352 Co-funding: £405,000 Fox Street: FHSF: £611,088 Co-funding: £70,912</p>
Low Street	<p>The carbon savings against the completed project are being assessed to support the monitoring and evaluation return.</p> <p>The council has entered into leases on both renovated properties which are now providing services to the public.</p>	Projects Completed		 <p>FHSF: £1,750,000 Co-funding: £647,933</p>
Library Innovation Centres - Kirkby & Sutton	<p>The programme in Kirkby is popular with local people and businesses. Inspire has been advised a structural assessment is being carried out on the Sutton Library which will determine how the delivery programme will need</p>	Anticipated S: TBC	Project announcement - Start date TBC	 <p>Towns Fund: £737,478 Co-funding: £113,000</p>

	to be adjusted. The project remains planned to start 2025/26 there may be an overrun into 26/27.			
Stanton Hill Investment Plan	<p>The Stanton Hill delivery group continues to meet frequently and are identifying priorities for UKSPF spend.</p> <p>The Stanton Hill Summer Event will be held on 16 August with the Vine Tree hosting the event.</p>	TBC	TBC	UKSPF: £40,000 Section 106: £199,940.39

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
Green Ashfield				
Green Ashfield	<p>Evaluation of the completed green interventions is ongoing and will be completed in soon. Initial feedback is reporting a lower return on carbon saving against investment than anticipated. The project team will be reviewing the remaining delivery opportunities to increase the carbon savings that can be achieved through the remaining projects.</p> <p>Risk remains elevated due to delays in agreeing the project plan and performance of the lead consultant. Alternative delivery partner options are being explored.</p>	C: Dec 2025	Retrofit PR – Carbon saving to project sites. July 2025	 Remains Elevated Towns Fund: £2,198,048 Co-funding: £3,129,301

1.3 Monitoring and Evaluation

The monitoring and evaluation return has been signed and submitted to MHCLG for the Towns Fund and Future High Street Fund programmes following board approval in May.

1.4 Communications

Communication activities during the last period were as follows:

- Sutton Academy Theatre updates
- West Kirkby Gateway Stage 2 plans released

The following communication opportunities will be undertaken in July / August:

- Programme level public update.
- Discover Ashfield Website/Mobile App Marketing
- Portland Square Handover /
- Green Ashfield – Carbon saving benefits

- Construction Centre – Former Wilko's
- ADMC – Social Value Investment

1.5 Risk registers

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

1.6 Procurement

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

1.7 Proposals

High Street Business Support Project (UKSPF)

The procurement of support and membership services to small businesses will:

- Help to identify commercial challenges
- Develop bespoke action plans to address most critical needs
- Promote the Council's new Enterprise Development Grant
- Assist businesses with grant and business associations membership applications

There will be an underspend of £10,000 from the £39,950 budget and it is proposed that this funding is reallocated to the Enterprise Grant to be available for local businesses.

Decision 1: To approve the reallocation of £10k funding from High Street Business Support to the Enterprise Grant

Cornerstone Theatre Project (UKSPF)

A variation request for a maximum of £3,621 previously allocated to 're-dipping / replacing drapery' to be reallocated to 'essential loose theatre fittings'. A new house curtain has been ordered (to a total of £4,428) however the existing stage curtains are proposed to be kept and cleaned. The total requested to be varied is a maximum of £3,621 but could be less subject to cleaning costs of the existing curtains. This variation is a result of the school's decision to keep the existing drapery.

Decision 2: To approve the reallocation of a maximum £3,621 from 're-dipping/replacing drapery' to 'essential loose theatre fittings'

2.0 Kirkby Neighbourhood Plan

The Neighbourhood Board met for an away day on 6th June. The focus was for Board members to get to know each other better, and discuss purpose, priorities and their thoughts on how the funding could be best utilised.

Draft documents were discussed at the follow up Board meeting, where the group agreed the purpose of their work, further developed their list of priorities, and agreed that a 'short story' would be helpful to support them articulate the work they are doing. The next meeting will include a follow up discussion on the story, along with a further look at the needs of the Board to ensure it can run effectively.

The community engagement surveys are now live, and open until 15th July. There is a survey for those who didn't have their say previously, and one for those who did and may wish to share their views on the additional elements. These have been distributed throughout partnership networks, with posters displayed in prominent buildings across Ashfield. The wellbeing team have also visited venues such as the library, Kirkby Leisure Centre and the Regent to share the opportunity.

Please encourage residents and businesses to share their thoughts:
<https://discoverashfield.co.uk/regeneration/kirkby-plan-for-neighbourhoods>

We want to know what you think!

Kirkby - Help Us Make It Better!
We have £19.5 million to spend over the next 10 years.

You may be aware, that Kirkby has been allocated £19.5m over the next 10 years.

During 2024 residents were asked to share their views. The Kirkby Neighbourhood board want to build on this, and hear from you again or for the first time.

What would make Kirkby a better place to live, work, play and learn?



Fill in the survey to share your ideas.
You could be in for a chance to win a £50 Voucher!
Closing Date: 15th July 2025



Funded by
UK Government



We have received an updated data pack from MHCLG and this will be reviewed in the next few weeks. We will also be developing a programme for completion of the Regeneration Plan to meet the required submission deadline of 28th November, with the intention to submit in October.

Annex 1 – FHSF approved budgets

Project	RDEL/CDEL	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
FHSF Sutton Academy Theatre / Cornerstone	RDEL (Revenue)	-	-	-	-	-	-
	CDEL (Capital)	48,545	143,287	2,155,287			2,347,118
		48,545	143,287	2,155,287	-	-	2,347,118
	Co-funding			100,000			100,000
TOTAL							3,183,385.81
FHSF High Pavement	RDEL						-
	CDEL	988,342	148,812	514,511			1,651,665
	Sub Total	988,342	148,812	514,511	-	-	1,651,665
	Co-funding		-	937,289			937,289
Total							2,588,954
FHSF Low Street 9-11 and No 14	RDEL						
	CDEL	86,920	1,081,310	581,770			1,750,000
	Co-funding			647,933			647,933
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
Total							602,000

Annex 2 - Towns Fund DA Board approved budgets

Project	RDEL/CDEL	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
TF-01 Ashfield Civil Engineering Centre	RDEL (Revenue)	-					-
	CDEL (Capital)	6,902	46,865	2,047,367	-		2,101,134
	Sub Total	6,902	46,865	2,047,367	-	-	2,101,134
	Co-funding		453,017	250,000	60,500		763,517
TOTAL							2,864,651
TF-02 Ashfield Construction Centre	RDEL	-	-	-	-	-	-
	CDEL	14,746	21,377	733,077	4,032,555		4,801,755
	Total	14,746	21,377	733,077	4,032,555	-	4,801,755
	Co-funding		-	1,837,500	-	-	1,837,500
TOTAL							6,639,255
TF-03 Automated Distribution and Manufacturing Centre	RDEL	-	-	500,000	375,000	125,000	1,000,000
	CDEL	17,035	153,724	19,079,241	233,141	-	19,983,141
	Sub Total	17,035	153,724	19,579,241	608,141	125,000	20,983,141
	Co-funding				467,000	934,000	1,401,000
TOTAL							22,384,141
TF-04 Cycling and Walking Routes	RDEL	-	-	-	-	-	-
	CDEL	1,142	30,000	1,808,138	97,000	-	1,936,280
	Total	1,142	30,000	1,808,138	97,000	-	1,936,280
	Co-funding			-	45,000		45,000
TOTAL							1,981,280
TF-05 Enterprising Ashfield	RDEL	2,344	681,553	1,360,103	985,000	816,000	3,845,000

	CDEL	-	-	-	-	-	-
	Sub Total	2,344	681,553	1,360,103	985,000	816,000	3,845,000
	Co-funding						3,746,867
TOTAL							7,591,867
TF-06 Green Ashfield	RDEL	-	-	-	-	-	-
	CDEL	1,142	114,457	1,684,401	398,048		2,198,048
	Sub Total	1,142	114,457	1,684,401	398,048	-	2,198,048
	Co-funding			2,812,134	317,167	-	3,129,301
TOTAL							5,327,349
TF-07 High Street Property Fund	RDEL	-	-	-	-	-	-
	CDEL	18,265	4,631	640,037.19			523,933
	Sub Total	18,265	4,631	640,037.19	-	-	522,933
	Co-funding			100,000			100,000
TOTAL							623,933
TF-08 Kings Mill Reservoir Leisure Development	RDEL	-	-	-	-	-	-
	CDEL	23,196	459,422	2,059,125	810,257		3,352,000
	Sub Total	127,000	2,414,743	2,414,743	2,414,743		3,352,000
	Co-funding			192,000	456,000		848,000
TOTAL							4,200,000
TF-09 Kingsway Sports Hub	RDEL	-	-	-	-	-	-
	CDEL	5,640	87,059	1,898,977			1,991,676
	Total	5,640	87,059	1,898,977	-	-	1,991,676
	Co-funding	39,000			250,000		289,000
TOTAL							2,280,676
TF-10 Library Innovation Centres	RDEL	-	-	48,000	51,000	51,000	150,000
	CDEL		3,375	509,625	38,000	36,478	587,478
	Sub Total	-	3,375	557,625	89,000	87,478	737,478

	Co-funding				113,000		113,000
TOTAL							850,478
TF-11 North Kirkby Gateway	RDEL	-	-	-	90,000	90,000	180,000
	CDEL	7,935	83,605	1,520,583	3,330,797	3,786,727	8,729,648
	Sub Total	7,935	83,605	1,520,583	3,420,797	3,876,727	8,909,648
	Co-funding				2,155,000	2,985,999	5,140,999
TOTAL							14,050,647
TF-12 Portland Square Refurbishment	RDEL	-	-	-	-	-	-
	CDEL	65,000	400,000	903,352	-	-	1,368,352
	Total	65,000	400,000	903,352	-	-	1,368,352
	Co-funding	-		136,000	269,000		405,000
TOTAL							1,773,351
TF-14 Science Discovery Centre & Planetarium	RDEL	-	-	-	-	-	-
	CDEL	149,500	385,786	1,554,714	208,004		2,298,004
	Total	149,500	385,786	1,554,714	208,004	-	2,298,004
	Co-funding	-	29,000		956,000		985,000
LUF- Science Discovery Centre	CDEL	-	250,000	1,425,000	1,425,000	-	3,100,000
Total							6,333,004
TF-15 Sutton Lawn Sports Hub	RDEL	-	-	-	-	-	-
	CDEL	5,661	113,904	651,435	2,047,633		2,818,633
	Total	5,661	113,904	651,435	2,047,633	-	2,818,633
	Co-funding			107,973.86	10,868	1,650,000	1,732,936
TOTAL							4,551,569
TF-16 Visitor Digital Offer	RDEL	-	-	-	-	-	-
	CDEL	11,474	58,539	144,797			214,809

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

Annex 3

Reference Number	Agreement Title	ADC Team	Description of goods or services being provided	Supplier Name	Value (£) one of payment or lifetime cost	Start Date of Contract	End Date of Contract	Tender or Quotations	Supplier Type:	Supplier Address	Company Reg No / Charity No
ADC1003608	TF03 ADMC Delivery Team	Regeneration	Cost and project managemment services	YMD Boon	£255,611.00	24-Nov	26-Apr	ESPO Direct Award	Medium Enterprise	6B Anson House Compass Point, Buiness Park, Market Haborough, LE16 9HW	5748517
ADC1003748	Overflow Carpark Design Fees	Regeneration	RIBA 4 Design for CP overflow to support Planning App	Focus Consultants	£6,090.00	Feb-25	Apr-26	Direct award	Medium Enterprise	Focus House, Millennium Way W, Nottingham NG8 6AS	2979463
ADC1003836	Project Management Services	Regeneration	PM for Fox Street/Portland Square & Hucknall LC Carpark	Matrix SCM	£18,501.00	Apr-25	27-06-25	Direct Award	Medium Enterprise	2nd Floor Partis House, Knowlhill, Milton Keynes MK58HJ	2227962
PC-2025-TF11-01	North Kirkby Gateway (NKG) – RIBA 2-7 Professional Services appointment	Regeneration	Professional services from RIBA stage 2 to 7 on the North Kirkby Gateway Towns fund Project.	Gleeds Cost Management Ltd	£230,902.80	Feb-25	Dec-27	ESPO	Medium Enterprise	Aurora, Finzels Reach, Counterslip, Bristol, United Kingdom, BS1 6BX	6472932
PC-2024-FHSF02b	Sutton Community Academy – Cornerstone – Appointment for Theatre consultancy services	Regeneration	Specialised theatre consultant services on the Sutton Academy Theatre project.	Stage Right Theatre Consultant	£9,847.50	Feb-25	Sep-25	Direct award	Small Size Enterprise	The Granary Abbey Manor Farm, Worcester Road, Evesham, Worcestershire, England, WR11 4TA	12345553
ADC1004103	Car Park Extension Lighting Planning Application Fees	Regeneration	Design team fees to develop and submit car park extension lighting planning application and supporting information.	Focus Consultants	£5,250.00	Mar-25	Apr-25	Direct award	Medium Enterprise	Focus House, Millennium Way W, Nottingham NG8 6AS	2979463

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1						Date:	May-25											
2						Version	Rev 10											
3																		
4																		
5	Risk No	Risk	Risk Sub-Category	Probability (P)	Impact (I)	Risk Rank	Programme Impact	Mitigation if Risk Occurs	Risk Response Threat & Opportunities	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	CURRENT Position	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	20.05.2025	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	20.05.2025	Archived	All business cases have been through the sub-group wand Board- ADMC Business Case was submitted to the department formerly known as DLUHC (now the Ministry of Housing, Communities and Local Government-MHCLG) in March 2023.	Complete
11	2.2	External support/consultants aren't procured at the correct point in project development	Managerial / Professional	3	3	9	Delays to the overall programme through individual project delays	Early identification for each project the necessary external support/consultant requirements and proactive management	Reduce	2	2	4	↔	Programme Lead	20.05.2025	Active	Procurements completed and others in progress. Other necessary procurements are in progress. Utilise frameworks where necessary. All consultancy and external support is in constant review. Continue to consider lessons learnt in procurement processes. Preparation for implications of the new procurement act need to be considered.	Generally risk is reducing as projects complete. Consideration of the new procurement at need to be factored in.
12	2.3	Inability to complete land assembly where required	Governance	4	4	16	Change in overall programme but individual project parameters	Early identification of potential risks and development of Plan 'B's where applicable	Contingency	3	3	9	↔	Programme Lead	20.05.2025	Active	Negotiations continue on major projects for pieces of land. Whilst these are proving positive CPO remains a possibility. The issue has decreased with a number of the larger projects. The Deals are near completion, hence the score remains the same. Plan Bs are in place for most of the programme where there is no ability gain CPOs. The risk is slowly reducing.	Generally risk is reducing as land assembly completes. Only one site acquisition remains within the existing TF and FHSF programme.
13	2.4	Statutory approvals for programme outputs are delayed or not achieved	Legal	3	3	9	Delays or redesign of overall programme deliverables and individual project outputs	Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible	Reduce	2	3	6	↔	Programme Lead	20.05.2025	Active	Projects which require planning permission are at various stages of development.	The need for statutory permissions such as Highways and Planning for some projects are challenging and could cause delays. This is being actively managed so the risk same the same as the last assessment.
14	2.5	Business Cases are not developed to the necessary Green Book Standard	Governance	3	3	9	Delays with the Business Case being approved/adopted resulting in delays to the overall programme including cost	Ensure that the procurement for the Business Case Consultant clearly identifies the requirement for Green Book Standard and adherence to other Client requirements	Contingency	2	2	4	↔	Programme Lead	20.05.2025	Archived	The assurance process details this and acts as a check process. A good relationship exists with MHCLG representative so items can be flagged early if necessary. ADMC FBC has been submitted to MHCLG and approved.	Complete
15	3	Financial risks													25/02/25			
16	3.1	Brexit effect on supply chain -Labour/Materials price increase/fluctuation	Financial	4	2	8	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and Implementation of Programme/Project Gateway Reviews	Accept	3	2	6	↓	Project Leads	20.05.2025	Active	ADC has approved processes in place. Partners who are delivering projects actively manage these issues and adapt as much as possible.	Risk reduced - markets have stabilised and are performing more consistently.
17	3.2	Covid-19 effect on supply chain - cost increase in labour/materials.	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and Implementation of Programme/Project Gateway Reviews	Accept	2	3	6	↓	Project Leads	20.05.2025	Active	ADC has approved processes in place. Partners who are delivering projects actively manage COVID impacts, if and when they occur. The risk is reducing.	Risk reduced - markets have stabilised and are performing more consistently. Early engagement with Controls to secure price certainty is reducing this risk.
18	3.3	Inflation effect on supply chain- supply of materials	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	3	9	↓	Programme Lead	20.05.2025	Active	Being managed at a project level. Constantly in review.	Risk reduced - markets have stabilised and are performing more consistently. Early engagement with Controls to secure price certainty is reducing this risk.
19	3.4	Cost of borrowing increases against assumptions in Business Cases	Financial	3	3	9	Negative impact on programme affordability due to increased debt repayments	Sensitivity Analysis in assumptions that allows for flex in borrowing costs without breaching financial parameters	Accept	3	3	9	↔	Programme Lead	20.05.2025	Active	ADC approved process in place	Nil
20																		

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31	4.1	Submissions to MHCLG are not completed in correct timescales	Governance	1	1	1	Impacts on the overall programme delivery of the Towns Fund	Ensure clear Project Plans are in place to ensure that submissions are available and have been QC'd in good time	Reduce	1	1	1	↔	Programme Lead	20.05.2025	Active	Report for October 2022 to March 2023 was provided by the department formerly known as DLUHC but now known as MHCLG, on 25 Apr 2023. Submissions for LUF and UKSPF have already been undertaken and provided to DLUHC on 24th par and 26 Apr respectively. A Dashboard for ease of decision making for DA Board has been developed for the DA Board. Whilst MHCLG is creating an on-line tool, current monitoring still uses spreadsheets which are uploaded online.	Nil
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	20.05.2025	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 GFA's are in place. One needs to align with a potential lease agreement and another is awaiting documentation to complete.	Nil
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	20.05.2025	Active	Fortnightly meetings in place between Assets and the TF Programme Lead. Legal Colleagues to be included to support when land purchases are imminent	Generally risk is reducing as land assembly completes. Only one site acquisition remains within the existing TF and FHSF programme and HoT are agreed.
34	4.4	Contracts with suppliers/contractors are not correctly in place	Legal	1	1	1	Reduced or zero legal remedy for The Council should poor performance be observed	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support	Reduce	1	1	1	↔	Programme Lead	20.05.2025	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	20.05.2025	Active		Nil
36	4.6	The change in legal standing of any of the partner organisations	Legal	1	1	1	Potential impact on ability to work in partnership due to change in legal standing	Continual dialogue and engagement with partner organisations to consistency gauge delivery potential	Reduce	1	1	1	↔	Programme Lead	20.05.2025	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	3	6	↓	Programme Lead	20.05.2025	Active	Fortnightly meetings in place and strategy at ADC to ensure land acquisitions progress. Heads of terms and final negotiations are nearing completion.	Generally risk is reducing as land assembly completes. Only one site acquisition remains within the existing TF and FHSF programme and HoT are agreed.
38	5	Managerial risks																
39	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, affecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	20.05.2025	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
40	5.2	Covid-19 effect on supply chain - limitations on material supply/delivery delays	Managerial / Professional	3	3	9	Delay to projects, affecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	1	2	2	↓	Project Leads	20.05.2025	Active	ADC has approved processes in place. Partners who are delivering projects actively manage COVID impacts, if and when they occur. The risk is reducing.	Risk reduced - markets have stabilised and are performing more consistently. Early engagement with Controls to secure price certainty is reducing this risk.
41	5.3	Inflation effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, affecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead	20.05.2025	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
42	5.4	Discover Ashfield Board & Sub Group are ineffective as oversight committee	Governance	1	1	1	Ineffective overall governance structure and management of programme	Ensure effective Terms of Reference are in place along with strong leadership inc regular meetings with necessary outputs	Accept	1	1	1	↔	Programme Lead	20.05.2025	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	2	2	4	↓	Programme Lead	20.05.2025	Active	Programme Management team in place not sitting with one individual so risk is spread.	Increase in team resourcing and shared responsibility is improving resilience.

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Towns Fund and Future High Street Projects Risk Register

Guidance Notes:

The pre-set risk categories, as well as definitions of impact, proximity, and likelihood, can be found at the bottom of this tab (click this link to jump to them).

Your reporting period: May 2025

SECTION A: Programme Risks

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Spend	Supply Chain Issues and Delays	Delays in the projects have resulted in underspend againsts TF expenditure profiles within the current financial year	Inability to meet funding expenditure resulting in the need to reprofile and causing delays in delivery	The programme is unable to achieve the desired outputs and outcomes.	4 - Significant impact	2 - Medium	8.00	Major cost items slightly behind (eg land assembly). Alternative delivery methods are being considered. Continual monitoring and acceleration measures to be implemented and employed when and if required.	2 - Low impact	2 - Medium	4.00	4 - Close: next 3 months	Programme Manager
2	Finance	Rising Costs	Volatile inflation prevent costs being able to be fixed	Projects become unaffordable and the project outcomes and benefits are unable to be realised	Negative impact on the programme's affordability due to increased costs.	4 - Significant impact	3 - High	12.00	Regular cost monitoring and design adjustment to remain within allocated budget.	4 - Significant impact	2 - Medium	8.00	4 - Close: next 3 months	Programme Manager
3	Procurement	Procurement & Outsourcing	In ability to procure necessary expertise	Delays in tendering for construction contractors.	Delays impact the deliverability of the programme as a whole	4 - Significant impact	2 - Medium	8.00	Use alternative procurement frameworks. Employ, where possible lessons learnt from other successfully delivered projects.	2 - Low impact	1 - Low	2.00	4 - Close: next 3 months	Programme Manager

SECTION B: Project Risks

Project 1: TF-01 Ashfield Civil Engineering Centre

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Property	Premises & Estate Management	Land Assembly	Land identified but the risk is the delivery timing for the projects new facility.	Change in the projects parameters.	5 - Major impact	3 - High	15.00	The construction delivery is behind, we are mitigating this risk in the short-term by providing alternative delivery sites for courses.	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Project Manager
2	Fiance	Rising Costs	Rising costs of borrowing, tender prices and materials	Costs increase against the assumptions in the Business case	Negative impact on the programme's affordability due to increased costs.	5 - Major impact	3 - High	15.00	Economies of scale, sharing facilities and working with partners means not as much build area will be required and this creates cost savings.	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Project Manager
3	Delivery	Delivery Partner Risk	Change in requirements due to land assembly delays	Education partner's strategy changes due to the performance of other sections or the direction of strategic focus.	Significant affects on the operational model	4 - Significant impact	1 - Low	4.00	Close partnership working with education partner and seeking strategic alliances and changes	2 - Low impact	2 - Medium	4.00	4 - Close: next 3 months	Project Manager

Project 2: TF-02 Ashfield Construction Centre

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Property	Premises & Estate Management	Project Delivery	This is a projects with 2 Phases. Phase 1 is the delivery of the Sutton satellite at Portland College and Phase 2 is the West Notts College Construction Centre expansion. On Phase 2 we have had delays and now have identified a new location for the project and constructing a deal to acquire a new site.	Delays reduce the ability to deliver the planned outputs and outcomes.	4 - Significant impact	3 - High	12.00	A new site has been identified for purchase. Ensure approval from the Discover Ashfield Board in May 2024. A delivery model will be put in place which mitigates risks	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Project Manager
2	Finance	Rising Costs	Economic conditons impact on the delivery costs	Supply chain drives up the costs and borrowing costs increase accordingly	Impactsa the collective affordability of not only the project but the programme	4 - Significant impact	2 - Medium	8.00	Mitigate this with an alternative site rather than using the current campus.	3 - Medium impact	1 - Low	3.00	3 - Approaching : next 6 months	Project Manager
3	Delivery	Delivery Partner Risk	Delivery of the project and the programme with a new delivery partner	A known partner who has not delivered such a project for the Council as yet.	Loss in momentum on programme and project. confusion around roles and responsibilities.	4 - Significant impact	3 - High	12.00	Work closely with the College. Agree the delivery plan. Have in place key delivery milestones based on their agreed delivery plan.	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager

Project 3: TF-03 Automated Distribution and Manufacturing Centre (ADMC)

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Property development	Property Development	Increased price for the desired property	Price of preferred land agreed with NCC exceeds available budget	If unavoidable the budget for the building and equipment will have to reduce	4 - Significant impact	2 - Medium	8.00	ADC have negotiated with NCC a mutually agreeable solution based on expected costs of development in land suitable for use.	1 - Marginal impact	1 - Low	1.00	1 - Remote	Project Manager
2	Cost Management	Rising Costs	Increased build costs	Rising contraction costs significantly reduce the scope of what is able to be achieved within the given budget	Building scope (size) and quality will have to reduce	4 - Significant impact	3 - High	12.00	Focus on functionality will be more important than aesthetics and will be included in the design brief. Building has been modified to reduce costs of steel works. Further value engineering can be accommodated during RIBA stage 4	3 - Medium impact	2 - Medium	6.00	1 - Remote	Project Manager
3	Finance	Rising Costs	Overall increases in development costs	Project costs increase above the agreed parameters either due to the supply chain or inflation or both	Negative impact on the programme and its affordability due to increased costs	4 - Significant impact	2 - Medium	8.00	Programme/project has been done and contractor has accepted the high level costs plan. Further value engineering can be done if required. Some of the equipment budget can be transferred to the construction budget if required.	3 - Medium impact	2 - Medium	6.00	1 - Remote	Project Manager

Project 4: TF-04 Cycling and Walking Routes

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager

1	Cost Management	Rising Costs	Cost inflation	Project cost increase above agreed parameters either due to impact on supply chain and/or labour, material price increased / inflations.	Negative impact on programme and affordability due to increased costs.	4 - Significant impact	3 - High	12.00	Development of Pre-tender feasibility estimate alongside programme / project gateway reviews.	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager
2	Finance	Geopolitical, Environmental or Economic Shock	Match funding unachievable	Total forecast match funding cannot be secured.	The project is unable to achieve the extent of outputs and outcomes.	4 - Significant impact	2 - Medium	8.00	Explore alternative match funding options and deliverable scope of the project.	3 - Medium impact	1 - Low	3.00	3 - Approaching : next 6 months	Project Manager
3	Management	Premises & Estate Management	Failure to secure landowner consent	Failure to secure consent for the walking and cycling network upgrades creating a continuous route.	The project is unable to achieve the extent of outputs and outcomes.	4 - Significant impact	1 - Low	4.00	Identify key routes within the ownership of the council or project partners. Identify plan B routes to ensure connectivity can still be achieved.	4 - Significant impact	1 - Low	4.00	3 - Approaching : next 6 months	Project Manager

Project 5: TF-05 Enterprising Ashfield

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Lack of uptake	Delivery Partner Risk	Lack of take up of the internship grant	A slow down in demand for Graduate talent reducing the opportunities for students to gain real world experience, reduces opportunities for businesses to obtain cutting edge industry support	Unable to attract the necessary match funding	4 - Significant impact	3 - High	12.00	Work with delivery partners to target Kirby and Sutton businesses to illicit their needs and tailor the offer accordingly	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Project Manager
2	Organisational Risk	Delivery Partner Risk	Lack of internship opportunities for Graduates	Since the start of the 2024-25 academic year the demand for internships has dropped.	Unable to deliver the extend o positive outcomes for the programme, both students and businesses loose an opportunity to improve	4 - Significant impact	3 - High	12.00	Based on joint working, tailor the graduate offer to meet local business needs	3 - Medium impact	1 - Low	3.00	2 - Distant: next 12 months	Project Manager
3	External risk	Poor Delivery	Lack of interest in the programme leading to a low level of engagement and resulting in fewer outputs and results.	Lack of interest and lack of access leads to low outputs and outcomes.	Limited attainment outputs	5 - Major impact	2 - Medium	10.00	Develop and continually improve a comprehensive marketing and publicity campaign, involving strategic partners, networks and proactively engaging with external networks.	3 - Medium impact	1 - Low	3.00	2 - Distant: next 12 months	Project Manager

Project 6: TF-06 Green Ashfield

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Opportunity Costs	Poor Delivery	Missing opportunities to improve the carbon efficiency within non-domestic properties	Delivering a quantity of projects rather than reducing the required reduced carbon reduction	Investments deliver outputs but not the required planned outcomes.	4 - Significant impact	2 - Medium	8.00	Undertake a review of key non-domestic assets to consider those interventions that can provide the best returns in reduced carbon emissions and value for money.	3 - Medium impact	1 - Low	3.00	3 - Approaching : next 6 months	Project Manager
2	Management	Delivery Partner Risk	Project delays due to the supply chain and labour market pressures	Project delays due to the supply chain and labour market pressures	Project is unable to meet the delivery programme due to increasing inflationary costs	3 - Medium impact	3 - High	9.00	Establish options for routes to market and contract arrangements to protect the Council and project programme.	2 - Low impact	1 - Low	2.00	3 - Approaching : next 6 months	Project Manager
3	Delivery	Procurement & Outsourcing	Procuring the best delivery mechanism	The Council may be unable to procure the best contractor to deliver the pins that are being designed/	Delays to the project deliverables means the programme is unable to meet its deadlines	4 - Significant impact	3 - High	12.00	Utilise frameworks to procure the best Contractor who will implement the plans developed by the design consultant.	2 - Low impact	2 - Medium	4.00	3 - Approaching : next 6 months	Project Manager

Project 7: TF-07 High Street Property Fund

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Opportunity Costs	Premises & Estate Management	Unable to purchase property	Inability to complete property purchases where required	Change in project's parameters	4 - Significant impact	3 - High	12.00	Early identification of potential risks and develop alternative where applicable. Design a delivery model which mitigates risks	3 - Medium impact	1 - Low	3.00	4 - Close: next 3 months	Project manager
2	Management	Rising Costs	Costs exceed budget	Project costs exceed parameters	Impact the collective affordability of the programme	3 - Medium impact	2 - Medium	6.00	Develop a detailed cost plan and implement Programme/ project gateway reviews	2 - Low impact	2 - Medium	4.00	4 - Close: next 3 months	Project manager
3	Delivery	Human resource - Capacity, Recruitment etc	Lack of capacity within the Council's teams	In-house Council delivery teams are reduced in effectiveness due to other work being undertaken	Loss in momentum on programme and project.	3 - Medium impact	2 - Medium	6.00	Ensure visibility of the Towns Fund Project including the applicable resource plan required to oversee the project.	3 - Medium impact	1 - Low	3.00	4 - Close: next 3 months	Project manager

Project 8: TF-08 Kings Mill Reservoir Leisure Development

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Financial	Rising Costs	Final project accounts and running cost of the new building	Risk for unidentified cost at the end of project overrunning the budget and not all new running cost of the new building been identified.	Budget overrun and revenue budget to be identified for running cost.	4 - Significant impact	2 - Medium	8.00	Development of detailed Cost Plans with regular reviews. Monitor closely contingency and risk budgets. Meetings with estate team to identify all costs.	1 - Marginal impact	1 - Low	1.00	4 - Close: next 3 months	Project Manager
2	Hand over	Premises & Estate Management	Handover to ADC staff, support for end users	Complex systems installed to the building require extensive training to ensure ongoing use and maintenance from end users	Sustainable technology not utilised to full extent and could increase time and costs	3 - Medium impact	1 - Low	3.00	Dedicated resource in place to administer training. ADC officers will then provided training to end users accordingly.	1 - Marginal impact	1 - Low	1.00	5 - Imminent: next month	Project Manager
3	Operator	Delivery Partner Risk	Operational partner procurement	Unable to procure a suitable operational partner for a successful commercial operation of the building	Long term operational viability undermined	4 - Significant impact	3 - High	12.00	Direct engagement with various providers. Producing a marketing brochure to attract an operator.	3 - Medium impact	2 - Medium	6.00	5 - Imminent: next month	Project Manager

Project 9: TF-09 Kingsway Sports Hub

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Financial	Rising Costs	Increased project cost	Cost increases against assumptions initial Cost Plan/Project Budget	Change in overall programme and a change in the individual project parameters	4 - Significant impact	4 - Almost Certain	16.00	Completed RIBA stage 4 and have costs from potential contractors. We will working closely with successful contractor to agree value engineering schedule and identify potential additional funding sources.	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager

2	Managerial/Financial	Funding Withdrawal	Unsuccessful FF grant application	Unable to deliver some of the items in the project scope, impacting the project outcomes and outputs	Remove some items from the project scope.	3 - Medium impact	2 - Medium	6.00	Frequent engagement and coordination with FF, proactive project management, working together with consultants and stakeholders to develop a strong grant application. Also to identify priority items to be delivered if funding is not to be received.	2 - Low impact	1 - Low	2.00	2 - Distant: next 12 months	Project Manager
3	Management	Human resource - Capacity, Recruitment etc	Reduced capacity	In house Council delivery teams are reduced in effectiveness due to other deliverables	Loss of momentum on the project	3 - Medium impact	3 - High	9.00	Ensure development of resource plan required to oversee the project	2 - Low impact	1 - Low	2.00	4 - Close: next 3 months	Project Manager

Project 10: TF-10 Library Innovation Centres

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Maintenance	Premises & Estate Management	Project must align with maintenance works planned by Notts County Council	Notts CC has identified maintenance works on the M&E of Sutton Library. Creating the innovation centre will be planned and delivered alongside these works to achieve best value and limit service disruption	Delivery delays have the potential to reduce the required outputs and outcomes	5 - Major impact	2 - Medium	10.00	Working with Notts CC to confirm intentions. Feasibility works to inform maintenance project undertaken	4 - Significant impact	2 - Medium	8.00	3 - Approaching: next 6 months	Project Manager
2	Finance	Rising Costs	Project cost increases	Building cost could increase due to inflation and delay in progressing works	*Higher costs Reduction in spend on ICT and specialist equipment *	5 - Major impact	3 - High	15.00	*Contingency Reduction in scope of works*	4 - Significant impact	2 - Medium	8.00	4 - Close: next 3 months	Project Manager
3	Operational	Delivery Partner Risk	Delays in delivery	Delivery partner is unable to complete the required physical changes needed	Unable to deliver the required outputs and outcomes in the programme.	3 - Medium impact	2 - Medium	6.00	Increase delivery in Kirkby and Sutton to meet the building completion date.	2 - Low impact	2 - Medium	4.00	4 - Close: next 3 months	Project Manager

Project 11: TF-11 North Kirkby Gateway

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Governance	Property Development	Land Assembly	Inability to complete land assembly where required	Change in overall programme but individual project parameters	5 - Major impact	2 - Medium	10.00	Developing options -Acquisition due to complete in December 24	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Project Manager
2	Reputation	Reputational Risk	Negative local and regional press/social media relating to project delivery	Project will effect local community groups and all users of public transport - Project to be delivered sensitively to ensure success.	Impacts and negative responses to major capital works intervention schemes	3 - Medium impact	2 - Medium	6.00	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.	2 - Low impact	1 - Low	2.00	4 - Close: next 3 months	Project Manager
3	Finance	Rising Costs	Increased project cost	Project costs increase above agreed parameters - Material, Labour or site acquisition costs	Impact on collective affordability of the project	3 - Medium impact	2 - Medium	6.00	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	2 - Low impact	1 - Low	2.00	4 - Close: next 3 months	Project Manager

Project 12: TF-12 Portland Square Refurbishment

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Management	Health & Safety - Personnel and Public safety	Impact on businesses and general public	Impact on Public and personnel safety, impact on surrounding businesses	Negative impact on businesses due to restricted access during construction	5 - Major impact	3 - High	15.00	Principal Contractor to follow all site rules and necessary procedures described in Construction Phase Health and safety plan to minimise or eliminate risk	3 - Medium impact	1 - Low	3.00	5 - Imminent: next month	Project Manager
2	Reputational	Reputational Risk	Negative local and regional press/social media relating to project delivery	The reputational damage which the Council would face in the event of delays, poor quality of construction or poor communication with stakeholders	Impact and negative responses to other Councils schemes. Impact on football when the project is completed	5 - Major impact	2 - Medium	10.00	Ensure a construction Communication Strategy is developed and followed, so that the public and all the impacted business are kept informed of the progress. Periodic meetings with contractor and relevant professional to ensure construction meets the required standards	3 - Medium impact	1 - Low	3.00	5 - Imminent: next month	Project Manager
3	Managerial/Professional	Poor Delivery	Poor performance of principle designer/ contract manager/consultants	Highways consultation fails and the Highways authority has no appetite for identified improvements	Delay to project and require to change	5 - Major impact	2 - Medium	10.00	Ensure Performance Requirements are regularly reviewed and monitored via periodic meetings	3 - Medium impact	1 - Low	3.00	5 - Imminent: next month	Project Manager

Project 13: TF-14 Science Discovery Centre & Planetarium

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Financial	Rising Costs	Unable to source additional funds required as a result of cost overruns	Costs exceed those originally anticipated and there is insufficient budget headroom	Either, all or part of the project is unable to be completed.	5 - Major impact	2 - Medium	10.00	Appointed experts on a Design and Build at each design phase constant review. Costs are now locked but actively managed.	2 - Low impact	1 - Low	2.00	1 - Remote	Project Manager
2	Managerial Professional	Poor Delivery	Lack of Project management skills	Too much of the success in delivery relies on too few people with out the necessary back up	Delays occur if the OM is incapacitated for an extended time	4 - Significant impact	1 - Low	4.00	Design team appointed so the project can continue; external project management identified. The main contractor has been procured through a competitive process.	3 - Medium impact	2 - Medium	6.00	1 - Remote	Project Manager
3	Social / people	Health & Safety - Personnel and Public safety	Reputational	A health and safety incident occurs during construction	Reputational damage/ suspension/ termination or the project. Property damage and/ or loss.	5 - Major impact	3 - High	15.00	Warning signs, security, main contractor will be appointed for construction as will PD. Require strong stakeholder engagement	3 - Medium impact	1 - Low	3.00	1 - Remote	Project Manager

Project 14: TF-15 Sutton Lawn Sports Hub

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Management of site works	Health & Safety - Personnel and Public safety	Coordination of multiple contractors working on site	Coordination and management of two Principal Contractors during construction, impact on public safety and stakeholders (Academy and clubs) business as usual activities	Negative impact on the park regular activities, safety of the public. Reputational damage to the Council. Potential delays on site works due to poor coordination of the the two main contractors	4 - Significant impact	3 - High	12.00	PM to ensure coordination between contractors and stakeholders prior to works starting. Principal Contractors to follow all site rules and necessary procedures described in Construction Phase Health and safety plan to minimise or eliminate risk	3 - Medium impact	2 - Medium	6.00	3 - Approaching: next 6 months	Project Manager

2	Finance	Funding Withdrawal	Failure to obtain sufficient or any Football Foundation funding	Failure to obtain match funding (Unsuccessful FF grant application)	Impossibility to deliver the 3G pitches without FF contribution and omission of other items in the project scope, impacting project outputs, outcomes and benefits	5 - Major impact	2 - Medium	10.00	Frequent engagement and coordination with FF, proactive project management, working together with consultants and stakeholders to develop a strong grant application. Also to identify priority items to be delivered if funding is not to be received.	3 - Medium impact	1 - Low	3.00	3 - Approaching : next 6 months	Project Manager
3	Managerial and Legal	Human resource - Capacity, Recruitment etc	Reduced capacity / involvement of Stakeholder and Council teams	In house Council's and key partner's delivery teams are reduced in effectiveness due to other deliverables	Loss of momentum on the project and delays in addressing key legal and procurement matters	5 - Major impact	3 - High	15.00	Frequent engagement between Council teams and key partners. Ensure project documentation is kept up to date to ensure smooth handovers and an accurate record of project process is accessible to all relevant members	3 - Medium impact	2 - Medium	6.00	5 - Imminent: next month	Project Manager

Project 15: TF-16 Visitor Digital Offer

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregon/Project Manager
1	Finance	Rising Costs	Cost inflation	Project cost increase above agreed parameters due to high demand of consultancy resourcing leading to price increased/inflation.	Reduced scope of the works and not all objectives being met.	4 - Significant impact	3 - High	12.00	Clear scope of works, managing each stage, working with key stakeholders	2 - Low impact	2 - Medium	4.00	1 - Remote	Project Manager
2	Technical	Poor Delivery	Consultants performance	Consultants perform poorly against stated / contractual outputs.	Failure to deliver key project outputs	5 - Major impact	2 - Medium	10.00	Ensure regular performance reviews and updates.	2 - Low impact	1 - Low	2.00	1 - Remote	Project Manager
3	Managerial	Poor Delivery	Poor management of completed digital assets	Difficulties in resourcing the management and maintenance of the digital assets.	Digital assets are not maintained properly and information and platform becomes outdated and disengaging. The website does not achieve repeat visits impacting the visitor economy	4 - Significant impact	2 - Medium	8.00	Early engagement with internal teams - establish ongoing management system and project team. Explore income generation to support future maintenance.	2 - Low impact	2 - Medium	4.00	1 - Remote	Project Manager

Project 16: TF-17 West Kirkby Gateway

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregon/Project Manager
1	Finance	Rising Costs	Increased costs	Project costs increase above agreed parameters - Material, Labour or site acquisition costs	Impact on collective affordability of the project	4 - Significant impact	3 - High	12.00	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews.	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager
2	Managerial / Professional	Poor Delivery	Supply chain	Covid-19/Brexit/War/ Inflation effects on supply chain - limitations on material supply/delivery delays	Delay to projects, affecting the overall programme completion	4 - Significant impact	3 - High	12.00	Establish alternative routes to market including the use of frameworks	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager
3	Managerial	External Stakeholder Management	Failure to engage key stakeholders such as High Ways Authority etc	Highways consultation fails and the Highways authority has no appetite for identified improvements	Delay to the projects requires change	5 - Major impact	3 - High	15.00	Undertake early discussions, public consultation and stakeholder engagement ensuring close working to enable required provisions	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager

Project 17: TF-18 Cornerstone

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregon/Project Manager
1	Finance	Rising Costs	Increased costs	Project costs increase above agreed parameters - Material, Labour or site acquisition costs	Impact on collective affordability of the project	3 - Medium impact	2 - Medium	6.00	Manage Cost Plans and ensure ongoing reviews.	3 - Medium impact	2 - Medium	6.00	3 - Approaching : next 6 months	Project Manager
2	Managerial / Professional	Poor Delivery	Supply Chain	Limitations on material supply/delivery delays	Delays to the project impacts the overall programme completion	3 - Medium impact	3 - High	9.00	Final orders for materials are being placed	2 - Low impact	2 - Medium	4.00	3 - Approaching : next 6 months	Project Manager
3	Managerial	External Stakeholder Management	Failure to engage key stakeholders such as the Academy, Trust and community groups	Poor engagement delays the delivery of the project.	Delay to project and this requires change	3 - Medium impact	3 - High	9.00	Undertake early discussions, ensuring close working to enable required provisions. Undertake with stakeholders early on variations	2 - Low impact	2 - Medium	4.00	3 - Approaching : next 6 months	Project Manager

Project 18: The Academy Theatre

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregon/Project Manager
1	Finance	Rising Costs	Project costs increase beyond budget	Market conditions push the cost of the projects above affordability thresholds	Inability to deliver project	5 - Major impact	4 - Almost Certain	20.00	Councils contract procedure rules. We are utilising lessons learnt, value for money and built professional relationships from other successfully delivered projects within the Future High Streets programme. This project also directly links to the delivery of the Towns Fund Cornerstone project.	2 - Low impact	2 - Medium	4.00	4 - Close: next 3 months	Project Manager
2	Procurement	Procurement & Outsourcing	Failure to comply with procurement rules or to procure suitable delivery partners	Failing to comply with legislative procurement requirements or procuring consultants / contractors without the skill set to deliver a suitable project.	Penalties for failure to operate within legislation, legal challenge, delays to programme and cost increases	5 - Major impact	2 - Medium	10.00	We have experience through programme in using frameworks to procure contractors to deliver our construction projects. All contracts and appointments are reviewed by the Councils Legal team and are in accordance with the Councils contract procedure rules. We are utilising lessons learnt, value for money and built professional relationships from other successfully delivered projects within the Future High Streets programme. This project also directly links to the delivery of the Towns Fund Cornerstone project.	2 - Low impact	1 - Low	2.00	3 - Approaching : next 6 months	Project Manager
3	Governance	Poor Governance	Subsidy control, grant agreements not put in place	Failing to comply with legislative procurement requirements or procuring consultants / contractors without the skill set to deliver a suitable project. Penalties for failure to operate within legislation, legal challenge, delays to programme and cost increases	The Council and government investment not suitably protected.	5 - Major impact	3 - High	15.00	Robust sign off process in place prior to submission to board and S151 officer has final sign off of all projects.	2 - Low impact	1 - Low	2.00	3 - Approaching : next 6 months	Project Manager

Project 19: High Pavement

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Handover	Training	Training on Handover to ADC staff and end users	Complex systems installed to the building require extensive training to ensure ongoing use from end users	Sustainable technology not utilised to full extent	3 - Medium impact	1 - Low	3.00	Dedicated resource in place to administer training. ADC officers will then provided training to end users accordingly - completed	2 - Low impact	1 - Low	2.00	1 - Remote	Project Manager
2	Finance	Rising Costs	Project cost increases	Inability to rent office units in accordance with revenue model	Revenue model implications	3 - Medium impact	2 - Medium	6.00	Advertisement of available units. End user on 60% of building now secured whilst ongoing discussions with other end users.	2 - Low impact	1 - Low	2.00	1 - Remote	Project Manager
3	Governance	Poor Governance	Property fund structure	Not securing the most advantageous structure for the property ownership and makerspace delivery	Failure of community asset	3 - Medium impact	2 - Medium	6.00	Ensure viability of Makerspace committee group has been established with significant uptake and positive feedback - Governance has been established with ADC assistance. Ensure full handover is managed.	3 - Medium impact	1 - Low	3.00	1 - Remote	Project Manager

Project 20: Low Street

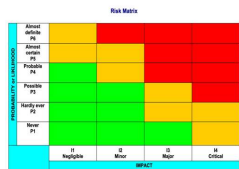
No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Handover	Training	Training on Handover to ADC staff and end users	Complex systems installed to the building require extensive training to ensure ongoing use from end users	Sustainable technology not utilised to full extent	3 - Medium impact	1 - Low	3.00	Dedicated resource in place to administer training. ADC officers will then provided training to end users accordingly.	2 - Low impact	1 - Low	2.00	4 - Close: next 3 months	Project Manager
2	Finance	Rising Costs	Project cost increases	Market conditions push the cost of the projects above affordability thresholds	Inability to deliver project	5 - Major impact	2 - Medium	10.00	Contract for construction to be completed Nov 2023 - costs are now secured. 14 Low Street completed in May 2023. 9-11 Low Street commenced construction in November 2023 and is planned to complete in November 2024.	3 - Medium impact	1 - Low	3.00	4 - Close: next 3 months	Project Manager
3	Governance	Poor Governance	Property cost increases	Not securing the most advantageous structure for the property ownership and management company	Project not viable in the long term	4 - Significant impact	3 - High	12.00	Robust legal review process in place and appropriate supporting resource in place.	3 - Medium impact	1 - Low	3.00	4 - Close: next 3 months	Project Manager

Project 21: Fox Street

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Managerial	Poor Delivery	Programme delays due to interdependency with The Town's Deal project Portland Square	Failure to deliver the project by the FHSF spent deadline due to project / programme delays	further delay with opening the site to the public	4 - Significant impact	2 - Medium	8.00	PM and Contract manager to work closely with contractor to ensure works are carried out according to agreed programme. Project is delivered at the same time as the adjacent site Towns Fund Project TF12 Portland Square, to allow economy of scale and provide suitable site compound to minimise impact on the town centre. Periodically review construction progress with contractor to identify opportunities for sectional opening of the site and relocation of site compound if necessary.	2 - Low impact	1 - Low	2.00	5 - Imminent: next month	Project Manager
2	Reputation	Reputational Risk	Negative local and regional press/social media relating to project delivery	The reputational damage which the Council would face in the event of delays, poor quality of construction or poor communication with stakeholders	Impact and negative responses to other Councils schemes. Impact on footfall when the project is completed	5 - Major impact	2 - Medium	10.00	Ensure a construction Communication Strategy is developed and followed, so that the public and all the impacted business are kept informed of the progress. Periodic meetings with contractor and relevant professional to ensure construction meets the required standards	2 - Low impact	1 - Low	2.00	5 - Imminent: next month	Project Manager
3	Handover	Premises & Estate Management	Adequate handover and operational support to the relevant Council Team's	To ensure that the new facilities are understood and handed over to the Council town centre team and are properly operated, maintained and kept in good order.	Impact on project benefits and the Council's reputation.	4 - Significant impact	3 - High	12.00	Ensure relevant Council teams are involved in the programme, staff understand the requirements of the new facilities and this becomes part of their Business as usual regime.	2 - Low impact	1 - Low	2.00	3 - Approaching: next 6 months	Project Manager

Risk Categories	Impact Inputs	Likelihood Inputs	Proximity Inputs
Business Continuity & Disaster	1 - Marginal impact	1 - Low	0.5
Change in Policy Focus	2 - Low impact	2 - Medium	0.75
Client Mistreatment	3 - Medium impact	3 - High	0.95
Covid Disruption	4 - Significant impact	4 - Almost Certain	1
Credit Losses	5 - Major impact		4 - Close: next 3 months
Delivery Partner Risk	6 - Critical impact		5 - Imminent: next month
Employee Conduct			
Environment			
External Stakeholder Management			
Financial Crime			
Funding Withdrawal			
Geopolitical, Environmental or Economic Shock			
Health & Safety - Personnel and Public safety			
Human resource - Capacity, Recruitment etc			
Ineffective Culture			
Information Technology & Infrastructure			
People / Wellbeing			
Poor Delivery			
Poor Governance			
Poor Policy Design			
Premises & Estate Management			
Procurement & Outsourcing			
Property Development			
Public objections or Appeals			
Regulatory			
Reporting			
Reputational Risk			
Rising Costs			
Security / Cyber / Technical Risk			
Supply Chain Issues and Delays			
Training			

Programme Level Risks



Risk Number	Date	Risk Description	Probability (P)	Impact (I)	Risk Rank	Programme Impact	Risk Response	Risk Owner	Last Reviewed	Reviewed By	Status	Comments
			1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain 6 - Almost Definite	1 - Negligible 2 - Minor 3 - Major 4 - Critical	P X I							
1	Health & Safety Risks											
1.1	06/05/2025	Authority H&S Policies not adhered to within individual projects.	2	2	4	Reputational Damage	Ensure all H&S policy and guidance is followed and monitored. Any individual project risks to be logged on project risk register and updated in project progress meetings with programme manager.	Programme Manager	25/06/2025	LL	Active	Mandatory corporate training is provided to ADC colleagues who are PMs. ADCs standard terms and conditions include statutory health and safety obligations for those projects where grant funding agreements are awarded.
2	Technical Risks											
2.1	06/05/2025	Unable to deliver against timescales set	3	3	9	Affects overall programme delivery and success, significant legal, reputational and financial impact.	Monitor progress with project leads and identify any barriers as early as possible	Programme Manager	25/06/2025	LL	Active	Regular project progress meetings are in the process of being set up. PMs are responsible for logging individual project risk and raising at progress meetings with PM. Quarterly monitoring templates have also been set up.
3	Financial risks											
3.1	06/05/2025	Underspend on individual projects	3	3	9	Affects overall programme spend and target outputs and outcomes. Reputational and financial impact.	Individual project budget sheets to be completed, regular review of forecast vs. actual spend. Budget is flexible and can be transferred to other areas if there is risk of individual project underspend but this needs to be tracked closely.	Programme Manager	25/06/2025	LL	Active	As above
3.2	06/05/2025	Individual project costs increase above agreed parameters	3	3	9	Impact on collective affordability of the programme	Reduce by developing detailed cost plans and regular financial/project review and monitoring	Programme Manager	25/06/2025	LL	Active	As above
3.3	06/05/2025	Supplier organisation suffers catastrophic change in financial standing once in delivery	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with the contractor. Support the supplier to help manage their situation. Ultimately retender or identify next preferred supplier.	Programme Manager	25/06/2025	LL	Active	As above
4	Legal risks											
4.1	06/05/2025	Submissions to EMCCA are not completed in correct timescales	1	1	1	Impacts on the overall programme delivery	Ensure clear Project Plans are in place to ensure that submissions are available and have been QC'd in good time	Programme Manager	25/06/2025	LL	Active	Individual PMs will be made aware of their outputs and outcomes. Templates have been set up for recording.
4.2	06/05/2025	Contracts with suppliers/contractors are not correctly in place	1	1	1	Reduced or zero legal remedy for The Council should poor performance be observed	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support	Programme Manager	25/06/2025	LL	Active	A governance monitoring template has been set up to ensure that all projects follow the correct legal channels for awarding funding.
5	Managerial risks											
5.1	06/05/2025	Discover Ashfield Board & Subgroup are ineffective as oversight body	1	1	1	Ineffective overall governance structure and management of programme	Ensure effective Terms of Reference are in place along with strong leadership inc regular meetings with necessary outputs	Programme Manager	25/06/2025	LL	Active	Structure is in place for reporting updates to the DA board including proposals.
5.2	06/05/2025	Change in Programme Lead at The Council	3	2	6	Temporary impact on overall programme delivery including potential missed deadlines	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Programme Manager	25/06/2025	LL	Active	A robust recording and monitoring structure has been implemented for ease of handover should changes occur.
5.3	06/05/2025	In house Council delivery teams are reduced in effectiveness due to other deliverables	3	3	9	Loss of momentum on programme and individual projects.	Ensure visibility of the Programme including the applicable resource plan required to oversee the programme	Programme Manager	25/06/2025	LL	Active	Project progress meetings will identify any capacity/resource concerns and find a solution.
5.4	06/05/2025	Contractors perform poorly against stated/contracted outputs	2	2	4	Failure to deliver key programme outputs across various projects	Ensure clear Performance Requirements are stated within the tender and contract documents. Ensure regular performance reviews.	Programme Manager	25/06/2025	LL	Active	Quarterly monitoring templates have been set up for progress monitoring against terms set out in grant funding agreements. A council lead is appointed for each project and is responsible for identifying and monitoring individual project risk and reporting concerns to the programme manager.
5.5	06/05/2025	Failure to engage with wider internal Council stakeholders to gain buy in and support to UKSPF	2	2	4	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes	Programme Manager	25/06/2025	LL	Active	Engagement through 6 weekly DA Board.
5.6	06/05/2025	Reporting failure regarding partner organisations and to EMCCA	3	2	6	Failure to adhere to grant terms and conditions & failure to achieve drawdowns as profiled	Ensure that clear reporting structures are in place including clarity over necessary detail/outputs	Programme Manager	25/06/2025	LL	Active	Quarterly monitoring templates have been set up for progress monitoring against terms set out in grant funding agreements. A council lead is responsible for identifying and monitoring individual project risk and reporting concerns to the programme manager.

5.7	06/05/2025	Changes at national or local level to political stakeholders or policies over the life of the programme	3	2	6	Changing views in relation to projects resulting in delays to project delivery	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Programme Manager	25/06/2025	LL	Active	Maintain current communication channels - DA board for stakeholder engagement and project progress meetings internally.
6 Publicity & Promotion												
6.1	07/05/2025	Slave labour (Modern Slavery Act 2015) - association with any manufactures/companies in countries, performing slave labour	2	2	4	The reputational damage which organisations face if exposed as having slavery within their supply chain	Ensure all necessary appointment processes include clear PASS/FAIL Criteria regarding this area	Programme Manager	25/06/2025	LL	Active	Relevant procurement policies and procedures to be followed by individual PMs.
6.2	07/05/2025	Negative local and regional press/social media relating to programme delivery	3	3	9	Impacts and negative responses to major capital works intervention schemes	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.	Programme Manager	25/06/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.
6.3	07/05/2025	Failure of partners to deliver projects following receipt of grant	2	2	4	Negative visibility of the programme and partners including the Council	Work proactively with partner agencies to ensure projects are delivered effectively and in the same methodology as those by the Council	Programme Manager	25/06/2025	LL	Active	Quarterly monitoring templates have been set up for progress monitoring against terms set out in grant funding agreements. A council lead is appointed for each project and is responsible for identifying and monitoring individual project risk and reporting concerns to the programme manager.
6.4	07/05/2025	Failure to develop Communications Strategy for overall programme	2	2	4	Failure to report positives and mitigate negatives of overall programme	Ensure communications stakeholders are engaged to develop detailed strategies	Programme Manager	25/06/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.
6.5	07/05/2025	Failure to gain recognition for the Council, Discover Ashfield Board and EMCCA for the levels of investment in the District	2	2	4	Failure to generate positive stories linked to investment and project deliverables	Ensure the communications strategy both at programme and individually at project level identify the UKSPF and also monies or equivalent from the Council	Programme Manager	25/06/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.
6.6	26/06/2025	Failure to follow government comms guidance	2	3	6	Reputational Damage, legal implications	Ensure PMs and Comms Teams have been briefed on guidelines	Programme Manager	25/06/2025	LL	Active	Comms plan in place and reviewed monthly at Regen Comms meeting.