



## Agenda

# Discover Ashfield Board Meeting

Date: **Friday, 18th March, 2022**

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Time: **9.00 am for**

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Venue: **West Notts College, Derby Road Campus NTU Hub or via Teams**

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For any further information please contact:

**Lindsey Kenworthy**

[lindsey.kenworthy@ashfield.gov.uk](mailto:lindsey.kenworthy@ashfield.gov.uk) or via 01623 457201

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# DISCOVER ASHFIELD BOARD MEETING

## Attendees

	Position on Board	Position/Organisation	Present
Martin Rigley <b>MBE</b>	<b>Chair</b> / Theme Lead – Succeed in Ashfield	Managing Director, Lindhurst Engineering	✓
Louise Knott	<b>Vice Chair</b>	Vice Principal, West Nottinghamshire College	✓
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	Via Teams
Liz Barrett <b>OBE</b>	Theme Lead – Love Where You Live	Principal, Academy Transformation Trust Further Education (ATTFE)	✓
Pete Edwards	Theme Lead – Be Happy, Be Healthy	Chair, Ashfield Health and Wellbeing Partnership	✓
Callum Parr MYP	Board Member	Member of Youth Parliament for Ashfield	Via Teams
Chloe O'Donnell	Board Member	Shopping Centre Manager, Idlewells Shopping Centre	Via Teams
Christopher Baron	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	✓
Claire Ward	Board Member	Chair of Sherwood Forest Hospitals NHS Foundation Trust	✓
Cllr Christian Chapman	Board Member	Scrutiny Rep, Ashfield District Council	X
Cllr Helen-Ann Smith	Board Member	Deputy Council Leader, Ashfield District Council	X
Cllr Daniel Williamson	Board Member	Annesley and Felley Parish Council	X
Cllr Matthew Relf	Board Member	Portfolio Holder, Planning & Regen, Ashfield District Council	✓
David Ainsworth	Board Member	Locality Director of Nottinghamshire Clinical Commissioning Group, NHS	✓
David Jackson	Board Member	Centre Manager, East Midlands Designer Outlet	X
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	Via Teams
Fiona Anderson	Board Member	Head of Civic Engagement, Nottingham Trent University (NTU)	✓
Frank Horsley	Board Member	Head of Business and Innovation, D2N2	✓
Julia Terry	Board Member	Development Worker, Transforming Notts Together	X
Kathryn Stacey	Board Member	Chief Executive, Citizens Advice Ashfield	Via Teams
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	✓
Mark Spencer, MP	Board Member	MP for Sherwood	X
Mark Clifford	Substitute for Viki Dyer	Department of Work and Pensions	X
Mark Yates	Board Member	NHS	Via Teams
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	✓
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	✓

Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	Via Teams
Scott Barlow	Board Member	Director, Barlows Butchers	X
Teresa Jackson	Board Member	Chief Officer, Ashfield Voluntary Action	Via Teams
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	✓
Viki Dyer	Board Member	District Operations Lead, Department of Work and Pensions	X
Andrea Stone	Supporting Officer	Health and Wellbeing Manager, Ashfield District Council	Via Teams
Alastair Blunkett	Observer	Service Manager for Neighbourhoods and Environment	✓
Bev Bull	Supporting Officer	Chief Accountant, Ashfield District Council	✓
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services	Via Teams
Katherine Green	Supporting Officer	Senior Communications Officer, Ashfield District Council	✓
Lindsey Kenworthy	Secretary / Supporting Officer	Executive Project Officer, Ashfield District Council	✓
Matthew Neal	Supporting Officer	Service Director of Investment and Growth, Nottinghamshire County Council	X
Sarah Daniel	Supporting Officer	Service Manager for Place and Wellbeing, Ashfield District Council	✓
Trevor Middleton	Supporting Officer	Town Centres and Markets Manager, Ashfield District Council	Via Teams
Andy Dean	Presenter	Business Solutions – Managing Director	✓

## **AGENDA**

**Page**

- 1. Welcome / Introductions / Apologies - Martin Rigley**
- 2. ADMC Project - Andy Dean, AD Business Solutions in attendance**
- 3. Reflections of Previous Meeting 11th February 2022 - Martin Rigley**
  - a Meeting Minutes** 5 - 16
  - b Action Log**
- 4. New Declarations of Interest - ALL**
- 5. Town Funding Update - Sarah Daniel**
  - a Towns Fund** 17 - 22
  - b Risk Register (March 2022 Update)** 23 - 28
  - c Draft Towns Fund Communication Plan** 29 - 34
- 6. 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**
- 7. Discover Ashfield Project Officer Update - Trevor Middleton**
- 8. Board Member Updates - ALL**
- 9. Any Other Business - ALL**
- 10. Date of Next Meeting**

- Friday 8<sup>th</sup> April 2022, 9am for 9.05am start – hybrid meeting, Committee Room at Ashfield District Council Urban Road and via Teams.  
Please confirm if attending in person to Lindsey Kenworthy.

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**DISCOVER ASHFIELD BOARD MEETING**

**Friday 11<sup>th</sup> February 2022  
9:00am – 9:05am start**

**Hybrid Meeting – Committee Room, Ashfield District  
Council and via Microsoft Teams**

## Attendees

	Position on Board	Position/Organisation	Present
Martin Rigley <b>MBE</b>	<b>Chair</b> / Theme Lead – Succeed in Ashfield	Managing Director, Lindhurst Engineering	✓
Louise Knott	<b>Vice Chair</b>	Vice Principal, West Nottinghamshire College	✓
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	X
Liz Barrett <b>OBE</b>	Theme Lead – Love Where You Live	Principal, Academy Transformation Trust Further Education (ATTFE)	X
Pete Edwards	Theme Lead – Be Happy, Be Healthy	Chair, Ashfield Health and Wellbeing Partnership	✓
Callum Parr MYP	Board Member	Member of Youth Parliament for Ashfield	X
Chloe O'Donnell	Board Member	Shopping Centre Manager, Idlewells Shopping Centre	X
Christopher Baron	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	✓
Claire Ward	Board Member	Chair of Sherwood Forest Hospitals NHS Foundation Trust	✓
Cllr Christian Chapman	Board Member	Scrutiny Rep, Ashfield District Council	X
Cllr Helen-Ann Smith	Board Member	Deputy Council Leader, Ashfield District Council	X
Cllr Daniel Williamson	Board Member	Annesley and Felley Parish Council	X
Cllr Matthew Relf	Board Member	Portfolio Holder, Planning & Regen, Ashfield District Council	✓
David Ainsworth	Board Member	Locality Director of Nottinghamshire Clinical Commissioning Group, NHS	X
David Jackson	Board Member	Centre Manager, East Midlands Designer Outlet	X
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	X
Fiona Anderson	Board Member	Head of Civic Engagement, Nottingham Trent University (NTU)	✓
Frank Horsley	Board Member	Head of Business and Innovation, D2N2	X
Gary Jordan <b>MBE</b>	Board Member	Chair, Mansfield and Ashfield 2020	✓
Julia Terry	Board Member	Development Worker, Transforming Notts Together	X
Kathryn Stacey	Board Member	Chief Executive, Citizens Advice Ashfield	X
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	X
Mark Spencer, MP	Board Member	MP for Sherwood	X
Mark Clifford	Substitute for Viki Dyer	Department of Work and Pensions	✓
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	✓
Paula Longden	Substitute for David Ainsworth	Deputy Locality Director: Mid Nottinghamshire, NHS	✓
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	X
Robert Orgill	Board Member	Property Manager EMEA, Rolls Royce Being replaced	X
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	✓
Scott Barlow	Board Member	Director, Barlows Butchers	X
Teresa Jackson	Board Member	Chief Officer, Ashfield Voluntary Action	✓



Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	X
Viki Dyer	Board Member	District Operations Lead, Department of Work and Pensions	X
Andrea Stone	Supporting Officer	Health and Wellbeing Manager, Ashfield District Council	X
Alastair Blunkett	Observer	Service Manager for Neighbourhoods and Environment	X
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services	✓
Katherine Green	Supporting Officer	Senior Communications Officer, Ashfield District Council	✓
Lindsey Kenworthy	Secretary / Supporting Officer	Executive Project Officer, Ashfield District Council	✓
Matthew Neal	Supporting Officer	Service Director of Investment and Growth, Nottinghamshire County Council	✓
Paul Crawford	Supporting Officer	Senior Regeneration Officer, Ashfield District Council	X
Sarah Daniel	Supporting Officer	Service Manager for Place and Wellbeing, Ashfield District Council	✓
Tracey Bird	Supporting Officer	Health and Wellbeing Officer, Ashfield District Council	✓
Trevor Middleton	Supporting Officer	Town Centres and Markets Manager, Ashfield District Council	X
<b>In attendance</b>			
Stephen Williams	Presenter	NTU -	

## Minutes

Agenda Item	
<b>1</b>	<b>Welcome / Introductions / Apologies</b>
	The Chair, Martin Rigley welcomed everyone to the hybrid meeting.
	Apologies were received and it was noted that: <ul style="list-style-type: none"> <li>• Chris Baron representing Lee Anderson, MP</li> <li>• Paula Longden representing David Ainsworth, NHS.</li> <li>• Martin Rigley welcomed Stephen Williams from NTU who would be presenting.</li> </ul>
<b>2</b>	<b>European Graduate Challenge - Stephen Williams NTU in attendance</b>
	Stephen Williams from NTU presented the European Graduate Challenge with the following being noted:
	<ul style="list-style-type: none"> <li>• 58 NTU students to travel in mainland Europe between 2 – 10 April 2022</li> <li>• Students travel in groups of 7 or 8 with an academic mentor.</li> <li>• Students will work in cross-disciplinary teams to address an enquiry-based learning challenge that will add value to Mansfield and Ashfield.</li> <li>• The challenge themes are Levelling Up and Graduate Retention:           <ul style="list-style-type: none"> <li>○ How can Mansfield and Ashfield become more attractive places for students/graduates/ residents to live, work and play?</li> <li>○ What contribution can students and graduates make to the revitalisation of Mansfield and Ashfield?</li> </ul> </li> <li>• Students will be representing each of the NTU's campuses, this is a first and 24 of the 58 students are coming from the Mansfield University Hub</li> <li>• Students and academic mentors engaged with Ashfield and Mansfield District Councils to identify issues and Council priorities this happened on 9th February. This was great and really inspired the students. Councillor Relf represented Ashfield and was thanked for his session.</li> <li>• Students to participate in a discovery day to visit local Nottinghamshire initiatives (23 February) – will on site visits happening.</li> <li>• The trip will commence on 2<sup>nd</sup> April and then on 3<sup>rd</sup> – 4<sup>th</sup> April students, mentors and council representatives will explore local revitalisation initiatives around Lille; meeting university partners and civic leaders. Student groups and mentors will depart Lille on 5<sup>th</sup> April with Ashfield's destination being <u>Ronchin</u> which is Kirkby in Ashfield Twin Town.</li> <li>• Student groups present their findings at a showcase event in May 2022 with District and County Councils judging the findings and enter into an ongoing dialogue with students on implementing the best recommendations.</li> <li>• NTU will capture outputs of the Challenge in a report on Nottinghamshire's contribution to the Levelling Up/Graduate Retention debates.</li> <li>• Benefits of this trip was discussed, and it was noted by all the board that this was an amazing opportunity for students, Ashfield District Council but also for the community and businesses.</li> <li>• Paula Longden, NHS stated that from a health perspective like a lot of business locally, anything that can learnt from the trip with regards recruiting and retention would be of great benefit.</li> <li>• Pete Edwards raised that this is a brilliant project, and it was mentioned about the project being inclusive and asked how many students (percentage) have</li> </ul>

	<p>disabilities / special needs. Stephen Williams informed that this wasn't asked as part of the application, but they were asked if they were a 'wider participation student' by ways of asking if the students received a bursary. There were 23 out of 58 students that were identified as being from the wider participation backgrounds. Should a student have been identified as having a disability/special needs, this would have been known but there was no notifications. Stephen Williams informed that is something that NTU do monitor and now that there is to be a new UK Disability/Educational needs scheme this should help improve and encourage more participation. Pete Edwards informed that he would be happy to provide any support in this area.</p> <ul style="list-style-type: none"> <li>• Stephen Williams thanked the Board and Councillor Relf.</li> <li>• Presentation slides to be circulated. Lindsey Kenworthy to circulate with the minutes.</li> </ul>	
<b>3</b>	<b>YMCA Presentation - Jo Bradley-Fortune in attendance</b>	
	Martin Ridgley informed that Jo Bradley-Fortune could not make today's meeting due to unforeseen circumstances. Lindsey Kenworthy to rearrange.	
<b>4</b>	<b>Review of Previous Meeting - Friday 7<sup>th</sup> January 2022</b>	
<b>4.1</b>	<b>Board Meeting Minutes</b>	
	Board minutes were agreed as a true and accurate record.	
<b>4.2</b>	<b>Action Log</b>	
<b>4.2.1</b>	<b>Completed Actions</b>	<b>Lead</b>
<b>4.2.1.1</b>	<p><b>Board Member Updates, Business and Innovation Patent Centres</b> (17.12.2021, Minute 7.4)</p> <p>Information with regards to the Business and Innovation Patent Centres was shared by Peter Gaw via Lindsey Kenworthy. Christine Sarris has passed information to Senior Economic Development Officers. They are aware of the Patent Centres and will distribute it more widely.</p>	<b>CS</b>
<b>4.2.1.2</b>	<p><b>Any Other Business, Chair of Sherwood Hospital Trusts</b> (17.12.2021, Minute 8.1)</p> <p>Martin Rigley has made contact with Claire Ward, Chair of Newark and Sherwood NHS Trust and she has agreed to join the board. Claire has sent apologies for this but will attend the next meeting. LKE has sent all Board dates out and also the Development Day which Claire attended. Completed action.</p>	<b>MR</b>
<b>4.2.1.3</b>	<p><b>Any Other Business, Chair of Sherwood Hospital Trusts</b> (17.12.2021, Minute 8.1)</p> <p>Martin Rigley met with Anthony Hughes, of Greene King Brewery to carry out an induction. Anthony has stated that at present he doesn't feel he can contribute to the Board so has declined to become a Board Member. Martin and Trevor Middleton are giving thought about how to secure Hucknall Board members to ensure a good spread of all three towns.</p>	<b>MR</b>

<b>4.2.1.4</b>	<b>Board Member Updates</b> (07.1.22, Minute 7)  European Exchange – Stephen Williams in attendance and presented at the meeting (see agenda item 2 of the minutes).	<b>FA</b>
<b>4.2.1.5</b>	<b>Board Member Updates</b> (07.01.22, Minute 7)  WNC Update – Louise Knott shared information with the Board about the Open Day Event on automation and robotics event and Skills Conference. Completed action.	<b>LK</b>
<b>4.2.1.6</b>	<b>Any Other Business</b> (07.01.22, Minute 8)  MSAS – Sarah Daniel clarified that it would be the capacity funding that MSAS required and this has been communicated to them that they can use this funding for legal fees and a fund-raising consultant. Completed action.	<b>PC/SD</b>
<b>4.3</b>	<b>Actions (Includes actions from below minutes)</b>	<b>Lead</b>
<b>4.3.1</b>	<b>Stakeholder Engagement Plan – Business Support</b> (16.07.2021, Minute - 5)  Comms Plan Update - Sarah Daniel has received a draft comms plan which she will review and circulate in due course to the Board.	<b>SD</b>
<b>4.3.2</b>	<b>Public Consultation</b> (17.12.2021, Minute 4.1)  Public consultation will be undertaken on a project-by-project basis when required. The shop in the Idlewells and library in Kirkby will provide good venues for physical displays.	<b>SD</b>
<b>4.3.3</b>	<b>More to Discover</b> (17.12.2021, Minute 5.3)  Trevor Middleton to arrange a Heritage meeting in 2022 with all Heritage groups; Sutton, Hucknall and Kirkby. Trevor has spoken to partners before Christmas, and a meeting will be scheduled by the end of January. Trevor to provide an update at next meeting.	<b>TM</b>
<b>4.3.4</b>	<b>Board Member Updates, Getting Ready</b> (17.12.2021, Minute 7.1)  Fiona Anderson stated that David Woolley has contact details of Martin Rigley. It was noted that no contact has been made, Fiona will liaise with David Woolley.	<b>FA</b>



<b>4.3.11</b>	<b>Risk Register</b> (11.02.22, Minute 6.2)  Sarah Daniel to share with Melanie Pythian the construction inflation review which is highlighted within the risk register so that this can be shared with colleagues and Ministers so they can have an understanding. Sarah confirmed she would share.	<b>SD</b>
<b>4.3.12</b>	<b>Theme Leads Reports - Succeed in Ashfield</b> (11.02.22, Minute 7)  ADMC - Martin Rigley to liaise with the AMDC Board to ensure that Gary Jordan gets invited to the meetings again.	<b>MR</b>
<b>4.3.13</b>	<b>Board Member Updates</b> (11.02.22, Minute 8)  It was noted that Rafael Castro of ITP who have now taken over Rolls Royce about him joining the Board. Martin Rigley to contact Rafael and provide an update at the next Board meeting.	<b>MR</b>
<b>4.3.14</b>	<b>Any Other Busines</b> (11.02.22, Minute 9)  Declaration of Interest Form and Skills Audit – Lindsey Kenworthy to resend documents out and Board members to return by 28 <sup>th</sup> February.	<b>LKe</b>
<b>5</b>	<b>New Declarations of Interest</b>	
	The following declarations were noted in relation to the Towns Fund and the Future High Streets Fund projects:	
	<ul style="list-style-type: none"> <li>• Martin Rigley, Chair and Theme Lead for Succeed in Ashfield <ul style="list-style-type: none"> <li>- Sherwood Observatory (Chair of the Board)</li> <li>- Sutton Academy Theatre Project (Board Member)</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>• Louise Knott - Vice Chair <ul style="list-style-type: none"> <li>- Colleges/further education projects (Vice Principal, Vision West Notts College)</li> <li>- Construction and Civil Engineering Centre project (Vice Principal, Vision West Notts College)</li> <li>- Automated Distribution and Manufacturing Centre (Vice Principal, Vision West Notts College)</li> <li>- Learning in Skills Project (Vice Principal, Vision West Notts College)</li> <li>- Community Renewal Fund (Vice Principal, Vision West Notts College)</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>• Pete Edwards, Theme Lead for Be Happy, Be Healthy <ul style="list-style-type: none"> <li>- Sutton Academy Theatre Project (Chair of Governors, Sutton Academy)</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>• Simon Martin, Board Member <ul style="list-style-type: none"> <li>- College/further education projects (Vice Principal, ATTFE)</li> <li>- Construction centre projects (Vice Principal, ATTFE)</li> <li>- Sutton Centre Theatre Project (Vice Principal, ATTFE)</li> <li>- Community Renewal Fund (Vice Principal, ATTFE)</li> </ul> </li> </ul>	
	<ul style="list-style-type: none"> <li>• Fiona Anderson, Board Member</li> </ul>	

	<ul style="list-style-type: none"> <li>- The Towns Fund; in particular in the ADMC project, Enterprising Ashfield Project. (Head of Civic Engagement, NTU)</li> <li>- Community Renewal Fund (Head of Civic Engagement, NTU)</li> </ul>
<b>6</b>	<b>Towns Fund – Sarah Daniel</b>
	Sarah Daniel provided an update on the Towns Funding update with the following being noted:
	<ul style="list-style-type: none"> <li>• Slight changes to the format report which will hopefully make it easier for the Board Members to understand. Table with the report shows where each project is at.</li> </ul>
	<ul style="list-style-type: none"> <li>• Procurement Issues – the Council’s procurement partner Nottingham City Council unable to resource the Towns Fund and FHSF programme due to resourcing issues. A consultant will be appointed to support procurement activity for the next three months and framework contracts are being used where it is advantageous, to ensure delivery continues. We will be working with Nottingham City Council to secure a private sector procurement partner.</li> </ul>
	<ul style="list-style-type: none"> <li>• Business Cases – Project confirmation forms for the Portland Square and Visitor Digital projects have been submitted to Government on 14th January and which have been approved. Second stage release of funds for these projects are due in March.</li> </ul>
	<ul style="list-style-type: none"> <li>• Consultants have been appointed to complete all of the business cases, with the exception of the Walking and Cycling project which is due within the next two weeks. All business case assurance consultants have also been appointed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Project sponsors that the Science Discovery Centre and Planetarium (MSAS) and the Library Innovation Centres (Inspire) project business case submission will be moved from the April tranche to the final submission in July. Sarah Daniel gave apologies to Melanie Pythain as she hadn’t spoken to her about the change and that information will be provided.</li> </ul>
	<ul style="list-style-type: none"> <li>• The ADMC business case will be taken through the local assurance process before being submitted to DLUHC for review.</li> </ul>
	<ul style="list-style-type: none"> <li>• To accommodate the timeframes for the ADMC project we will need to reschedule the next board from 11th to 18th March. This will also enable the project manager, Andy Dean to attend to present the project. Lindsey Kenworthy to action.</li> </ul>
	<ul style="list-style-type: none"> <li>• Following a review of resources and issues in recruiting to the Regeneration Officer and Place and Project Officer roles it has been concluded that an additional post is required for the management of the Towns Fund/ FHSF programmes. Following a review of the options for external support it has been concluded that the most cost-effective option is to increase the project management contract with Kinver Solutions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin Rigley raised are the issues about procurement and recruitment reflected in the risk register. Sarah Daniel confirm that the issues are reflected within the report.</li> </ul>



<b>6.2</b>	<b>Risk Register – Sarah Daniel</b>
	Sarah Daniel reported on the changes to the Risk Register
	<ul style="list-style-type: none"> <li>External Support Consultants Risk - not recruited at the correct stages so increase in risk.</li> </ul>
	<ul style="list-style-type: none"> <li>Financial Risk – this risk indicator has increased.</li> </ul>
	<ul style="list-style-type: none"> <li>Brexit Effects – this risk indicator has increased.</li> </ul>
	<ul style="list-style-type: none"> <li>Covid Effects – this risk indicator has increased.</li> </ul>
	<ul style="list-style-type: none"> <li>Paula Longden reported that there are certain projects, if they go ahead, that would need to go through the NHS Governance process as this is set in statute too, so needs to be reflected in one of the risks. Sarah Daniel and Paula Longden are meeting next week where this will be discussed further.</li> </ul>
	<ul style="list-style-type: none"> <li>Gary Jordan reported that this is a comprehensive risk register and thanked all the staff involved.</li> </ul>
	<ul style="list-style-type: none"> <li>Gary Jordan raised about mitigation of Brexit effect and is there any businesses who can provide support. Sarah confirmed that there are mitigation details within the risk register which is developing detailed cost plans. Working with four different consultants and asked all of them to provide information on inflation and what costs will be. Also developing project risk registers which will also provide further information and detail.</li> </ul>
	<ul style="list-style-type: none"> <li>Melanie Pythian raised about the construction inflation review which is highlighted within the risk register and asked if this could be shared with her, as this is something that could be shared with colleagues and Ministers so they can have an understanding. Sarah confirmed she would share.</li> </ul>
	<ul style="list-style-type: none"> <li>Performance and Assurance reporting - Melanie Pythian asked Sarah Daniel about the Performance and Assurance reporting document that has been sent through for completion and that if there is anything that she is unsure of to contact her.</li> </ul>
<b>7</b>	<b>Theme Lead Reports – Theme Leads</b>
<b>7.1</b>	<b>Succeed in Ashfield</b>
	Martin Rigley, Theme Lead for Succeed in Ashfield stated provided the following update:
	<ul style="list-style-type: none"> <li>Delivery Group meetings – all four chairs met and it was great meeting.</li> </ul>
	<ul style="list-style-type: none"> <li>Schools Partnership work – Martin working with Nathan McNicholls to ensure these start up again.</li> </ul>
	<ul style="list-style-type: none"> <li>D2N2 Board – continue to represent Ashfield at various board.</li> </ul>
	<ul style="list-style-type: none"> <li>Intereg Group/Project which is Europe wide project looking at five cities across Europe and how do they drive business grow within businesses. Nottingham has been chosen as the UK representative. The growth hub at NTU has been leading on this and it has been really interesting.</li> </ul>
	<ul style="list-style-type: none"> <li>DA Project Officer – interviews taken place and have recruited. Awaiting start date.</li> </ul>
	<ul style="list-style-type: none"> <li>WNC Robot Automated event – Martin Rigley attended, and it was an excellent event. The feedback was great from attendees, and they all stated they wanted the ADMC sooner rather than later! It was noted Gary Jordan had been missed from the meetings and Martin will pick this up with Board.</li> </ul>



	<ul style="list-style-type: none"> <li>High Street Task Force Meeting – Martin Rigley, Liz Barrett, Councillor Relf, Darron Ellis, Melanie Pythian and Sarah Daniel met with a consultant from the High Street Task Force. The feedback from the day was positive and we are awaiting a report which will then provide recommendations and support.</li> </ul>
<b>7.2</b>	<b>Love Where You Live (LWYL)</b>
	Martin Rigley provided an update on behalf of Liz Barrett, Theme Lead for Love Where You Live provided the following update:
	<ul style="list-style-type: none"> <li>The monthly Primary School meetings are working well and are well attended by schools throughout the district, this is mainly down to Tracey Bird. Thanks were given to Tracey. There are guest speakers who attend the monthly meetings this is of great benefit and helps the schools support their students, parents and staff.</li> </ul>
	<ul style="list-style-type: none"> <li>Queen’s Jubilee – things are being looked at by the Council such as Beacon’s being lit on Thursday 2<sup>nd</sup> June, Big Lunch being hosted in a Park on Sunday 5<sup>th</sup> June and Tree Planting which is a Queens green canopy incentive. Cream Tea event being undertaken at ATTFA and this will involve the Primary Schools as well.</li> </ul>
<b>7.3</b>	<b>More to Discover</b>
	Apologies were received from Darron Ellis, Theme Lead for More to Discover. Nothing to note.
<b>7.4</b>	<b>Be Healthy, Be Happy</b>
	Pete Edwards, Theme Lead for Be Healthy, Be Happy reported the following:
	<ul style="list-style-type: none"> <li>Partnership meeting held on 26<sup>th</sup> January. Started the meeting by informing partners that a template would be sent out for them to complete. This will help to link into the strategy and what parts of the strategy they will collaborate and possibly lead on.</li> </ul>
	<ul style="list-style-type: none"> <li>Values were discussed; these are: <ul style="list-style-type: none"> <li>o Collaboration</li> <li>o Respectful</li> <li>o Inclusiveness</li> <li>o People Centred</li> <li>o Ambitious</li> <li>o Inviative</li> <li>o Committed</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>Priority Places – Coxmoor, Leamington and Broomhill and Butlers Hill. Funding is being sort for two out of the three areas.</li> </ul>
	<ul style="list-style-type: none"> <li>AGM being held on 27<sup>th</sup> April and Pete has offered to stay as chair. .</li> </ul>
	<ul style="list-style-type: none"> <li>Hucknall Health and Wellbeing Centre – first stakeholder group meeting is being held on 2<sup>nd</sup> March and then Pete will attend the next programme board meeting as well.</li> </ul>
	<ul style="list-style-type: none"> <li>Paula Longden gave apologies to Pete as she is conscious that updates haven’t been provided, this is due to priority of covid vaccinations that have had to take priority but that there is now a need to get back involved in the Health and Wellbeing partnership.</li> </ul>

	<ul style="list-style-type: none"> <li>Paula Longden - National Scheme the Winter access fund that all practices have received additional funding to provide additional services which will see additional appointments for patients.</li> </ul>
	<ul style="list-style-type: none"> <li>Coxmoor priority area – Paula Longden informed that Dr Balakrishnan from Lowmoor Road Surgery is linked into the Coxmoor group and that she is part of the national NHS England project around population management so this will hopefully add value to the Coxmoor area and link into the Health and Wellbeing Partnership. Teresa Jackson reported that she is currently working with the South Notts CCG about population management and that she would link with Dr Balakrishnan.</li> </ul>
<b>8</b>	<b>Discover Ashfield Officer Update</b>
	Light Night – this is happening in Sutton in Ashfield tonight 7 <sup>th</sup> and 8 <sup>th</sup> February 2022.
<b>9</b>	<b>Board Members Updates</b>
	Rolls Royce – Robert Orgill will step down from the board. Christine Sarris stated that she had made contact with Robert Orgill and that he had provided a suitable replacement. Rafael Castro of ITP who have taken over Rolls Royce Hucknall plant. Rafael is based in Madrid. Martin Rigley will make contact and thanked Christine for her assistance. A further update will be provided at the next Board meeting.
<b>10</b>	<b>Any Other Business</b>
<b>10.1</b>	Declaration of Interest Form and Skills Audit – Lindsey Kenworthy to resend documents out.
<b>11</b>	<b>Date of Next Meeting</b>
	Note Change of Date: Friday 18 <sup>th</sup> March, 9.00am - 9.05am start. Post meeting note: meeting to be held at <b>WNC, Derby Road Campus that will be hybrid.</b>

## Future High Streets and Towns Fund Update

Year end (calendar year) Performance and Assurance reporting to DLUHC has been completed.

### 1. Future High Streets Fund

The four projects within the programme are all progressing, an overview is contained within the project highlights report at section 2.2.

### 2. Towns Fund

#### 2.1 Business cases

There are now due to be four projects taken through the local assurance process in March/ April and ten in June/July. Portland Street Sustainable Housing and the Construction Centre have both been delayed from the March/ April tranche due to uncertainty around land acquisition.

We are currently reviewing the programme and will look to split the ten business cases in the last tranche into two groups to ensure that the process is manageable for the subgroup and ADC staff. To support the process we are bringing in an additional programme management resource for an initial six month period. Tom Mukherjee-Neale will provide support four days a week. Tom is an experienced programme and project manager and has recently been supporting another Towns Fund programme.

The ADMC business case will be taken through the local assurance process before being submitted to DLUHC for review. Due to issues in agreeing the land value with the vendor the ADMC business case has been delayed and the project is now due to be taken through the scheduled subgroup meeting on 4<sup>th</sup> April. The Board are asked to approve the project following the presentation by the project manager Andy Dean - subject to the subgroup appraisal. This would require the chair Martin Rigley to be given delegated authority to approve the business case so that it can then be submitted to DLUHC.

Business case submissions are rescheduled as follows:

Project	Business Case submission to DLUHC
<b>Be Healthy Be Happy</b>	
North Kirkby Gateway	15.7.22
Kirkby Sports Hub	15.7.22
Sutton Lawn Sports Hub	15.7.22
<b>More to Discover</b>	
<b>Sutton Town Centre</b>	
Low Street Property Purchase & Repurposing - <b>FHSF</b>	Completed
Fox Street - <b>FHSF</b>	Completed
Sutton Theatre - <b>FHSF</b>	Completed
Portland Square, Sutton	Completed
<b>Visitor Economy</b>	
Cycling and walking routes	15.7.22

Visitor digital offer	Completed
Science Discovery Centre and Planetarium	15.7.22
Kings Mill Reservoir leisure development	15.4.22 (TBC)
<b>Succeed in Ashfield</b>	
Maker Space and business hub (Sutton) - <b>FHSF</b>	Completed
ADMC (Kirkby/Sutton)	15.4.22 (TBC)
Ashfield Construction Centre and Satellite (Sutton) and vehicle maintenance	15.7.22
Ashfield Civil Engineering Centre	15.4.22
Enterprising Ashfield	Completed
Library Innovation Centres - Kirkby & Sutton	15.7.22
<b>Greener Ashfield</b>	
West Kirkby Gateway & public transport hub	15.7.22
Green Ashfield	15.7.22
High Street Property Fund	15.4.22
Portland Street Sustainable Housing (Kirkby)	15.7.22

## 2.2 Project highlights report

A summary of progress for each project is provided below.

Project	Achievements/ progress/next steps
<b>Be Healthy Be Happy</b>	
North Kirkby Gateway	Discussions with the CCG, GP practices, landowners, agents and stakeholders are ongoing.
Kirkby Sports Hub	A workshop with the design team took place on 16th March. The consultation with sports clubs is underway for both sites.
Sutton Lawn Sports Hub	
<b>More to Discover</b>	
<b>Sutton Town Centre</b>	
Low Street Property Purchase & Repurposing - <b>FHSF</b>	Plans for 14 Low Street submitted for planning approval. The tender pack is ready to be published – a procurement specialist is being appointed to manage the process. 9-11 Low Street - Structural Survey completed and design is being reviewed. Wider options continue to be explored to renovate the units at 2-4 Low Street. A site meeting was held in February with agents to discuss a grant opportunity.
Fox Street (FHSF) and Portland Square	Appointment of the design team Guy Taylor Associates has now been completed and they are progressing the initial concept design.
Sutton Theatre - <b>FHSF</b>	Procurement for the design team is nearing completion - seven tenders were received which have been evaluated. Once the social value scores have been received the appointment can be made. A Business Development Consultant has been appointed with an initial meeting held. The consultant will support ATTFE in developing the business plan for the new venue to ensure sustainability. A Branding Consultant has been appointed with initial meetings held.

<b>Visitor Economy</b>	
Cycling and walking routes	The project initiation document has been approved and a quote is due from transport consultants on 11 <sup>th</sup> March.
Visitor digital offer	Procurement of a consultant to deliver the project is due to commence once the procurement partner is appointed.
Science Discovery Centre and Planetarium	Design work is progressing to programme. The grant agreement for the early release funds has been signed and the first tranche of funding released.
Kings Mill Reservoir leisure development	Appointment of consultants for the design development is due to be completed w/c 14 <sup>th</sup> March
<b>Succeed in Ashfield</b>	
Maker Space and business hub (Sutton) - <b>FHSF</b>	The planning application has been submitted. Mechanical and Electrical specifications are being developed. The Branding Consultant has been appointed and initial meetings have been held.
ADMC (Kirkby/Sutton)	Land purchase negotiations ongoing, branding work completed. Concept design for the building produced. Procurement process for architects underway. Draft business case completed
Ashfield Construction Centre and Satellite (Sutton) and vehicle maintenance	The planning application for the Satellite Centre has been submitted by Portland College. Options for the location of the main centre in Sutton are being reviewed with valuations of sites completed.
Ashfield Civil Engineering Centre	Options for the location of the centre are being reviewed, Vision West Notts. have submitted a funding application to D2N2
Enterprising Ashfield	Kelvin Eatherington joined NTU on 7 <sup>th</sup> March as the new Project Manager for Enterprising Ashfield. Kelvin joins from Birmingham City University where he was the Business Advice Centre Manager.  Support staff will be joining NTU in the next few weeks
Library Innovation Centres - Kirkby & Sutton	Business case being prepared.
<b>Greener Ashfield</b>	
West Kirkby Gateway & public transport hub	Meetings held with agents and landowners, consultations are ongoing.
Green Ashfield	Priority sites have been identified and work is underway to develop costing plan
High Street Property Fund	Meetings ongoing to discuss the creation of a housing company to manage the properties. Business case completed.
Portland Street Sustainable Housing (Kirkby)	Valuations being undertaken for areas of land, draft business case prepared, economic case due to be completed.

### 2.3 Towns Fund Accelerated Projects

Cycle network – commencement of the works is now planned for March.

Hornbeam Park – The developer is resolving landownership issues before the site can be opened to the public.

## **2.4 Decisions**

**Decision 1** - approve the business case for ADMC (subject to subgroup approval) and agree delegated authority to the chair to approve the business case for submission of the Summary Document to DLUHC.

**2.5 Communications** - a communications plan has been developed and is appended at the end of the report. The Engagement Group will be meeting at the end of March and regular meeting dates will be agreed moving forwards.


**2.6 Risk register** – the programme risk register was reviewed and updated at the end of February and is appended at the end of the report.

**2.7 Procurement record** – the contracts register for Towns Fund/ FHSF has been updated and is provided below.

Project	Contractor / Consultant	Value	Procurement Type	Project	Status	Address	Order placed
Reporting Period		Oct-Nov					
TF Development	Focus	£59,231.25	ESPO	Business Case	Awarded	Nottingham NG8 6AS	27.11.2021
TF Development	Focus	£28,128.00	ESPO	Business case Assurance	Awarded	Nottingham NG8 6AS	14.10.2021
TF Development	Focus	£12,500.00	ESPO	Carbon Management	TBC	Nottingham NG8 6AS	TBC
TF Development	Gleeds	£108,830.00	ESPO	Business case	Awarded	Nottingham NG11 7DD	27.11.2021
TF Development	Kinver Solutions	£676,200.00	Open tender	Project management services	Awarded	Sedgley, West Midlands DY3 1JA	15.11.2021
ADMC	GTA	£2,700.00	Direct Award	Riba Stage 1	Awarded	Derby Abbey Mills, Derby	31.10.2021
Portland Square	Live Tender	TBC	Open tender	Architectural Design	To be	No Award	No Award
High Pavement	Gleeds	£117,962.50	ESPO	High Pavement – Design	Awarded	Nottingham NG11 7DD	27.10.2021
Low Street	Gleeds	£180,476.07	ESPO	Low Street – Design	Awarded	Nottingham NG11 7DD	27.10.2022
Low Street	Live Tender	TBC	Open Tender	14 Low Street –	Tender to	TBC	TBC
Cycle Network	PM Harris	£148,560.00	Open Tender	Cycling Network	Awarded	Ashbourne DE6 3DH	8.10.2021
Total		£1,334,587.82					
Reporting Period		Nov-Dec					
Kingsway Sports Hub/Sutton Lawn Sports Hub	FMG Consulting Limited	£19,995.00	Open Tender	Sport&Leisure Consultancy	Awarded	Bank House, Market Square Congleton Cheshire CW12 1ET	TBC
Portland Square	Live Tender	TBC	Open tender	Architectural Design	Published	TBC	TBC
Sutton Academy Theatre	Live Tender	TBC	Open Tender	Architectural Design	Closing	TBC	TBC
TF Programme	MACE	£18,885.90	SCAPE	Business Case Assurance	Awarded	TBC	TBC
TF Programme	MACE	£13,842.00	SCAPE	ADMC Economic Case	Awarded	TBC	TBC
TF02-Construction	Innes England	£2,500.00	Open tender	Valuation of 33 property	Awarded	TBC	07.01.22
Total		£52,722.90					
Reporting Period		17th Dec - 7th Jan					
TF08-Kings Mill	Live Tender	£259,832.00	SCAPE /	Design fee RIBA1-7	Awaiting	TBC	TBC
TF13-Portland	Live Tender	est. £3,000	Open tender	Valuation of 14 property	Suppliers	TBC	TBC
FHSF - Low St	BH-Compliance	£2,400.00	2 Quotations	FHSF- 9-11 Low Street	Awarded	Rothwell	17.12.2021
FHSF - Low St	BH-Compliance	£1,590.00	2 Quotations	FHSF- 14 Low Street	Awarded	Rothwell	17.12.2021
TF-11 North Kirkby	Heb	£1,000.00	3 Quotations	Valuation of property	Awarded	Nottingham	06.01.2022
FHSF High Pavement	Orb Design and Print	£1,750.00	Direct Award	High Pavement - Sign	Awarded	Kirkby	21.21.2021
Total		£6,740.00					
Reporting Period		7th Jan - 10th Feb					
FHSF - HP	Cockell Electrical	£712.45	Direct Award	High Pavement	Awarded	Mansfield	18.01.22
FHSF - HP	Hoot Fire	£1,045.00	Direct Award	High Pavement	Awarded	Mansfield	14.01.22
FHSF - HP	DFPServices	£605.00	Direct Award	High Pavement	Awarded	Durham	14.01.22
FHSF - HP	Second Element	£820.00	Direct Award	High Pavement	Awarded	Lincolnshire	14.01.22
FHSF - HP	Second Element	£450.00	Direct Award	High Pavement	Awarded	Lincolnshire	14.01.22
TF02-Construction	MACE	£1,028.00	Direct Award	Support on the economic	Awarded		
FHSF - Low St	Western Power	14336.29	Direct Award	14 Low Street	Awarded	Plymouth	28.01.22
FHSF - Fox St/TF-12	Guy Taylor Associates	£129,400.00	Open Tender	Architectural/Landscape/	Awarded	The Coach House - 29	TBC
Reporting Period		10th Feb - 11th March					
TF04 - Cycling & Walking	Systra	TBC	ESPO	Business Case	Awaiting		
TF02-Construction	Maber	£3,000.00	Direct Award	Design ATTFE layout for	Awarded		08.03.22
FHSF - HP	Three Rooms	£6,750.00	Open Tender	High Pavement -	Awarded		Mar-22
FHSF - Theatre	Three Rooms	£6,750.00	Open Tender	High Pavement -	Awarded		Mar-22
FHSF - Theatre	Stage Right (ArtReach)	£9,114.00	Call Off	Business Support	Awarded		Mar-22

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10	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	Latest Update	
11				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 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain 6 - Almost Definite	1 - Negligible 2 - Minor 3 - Major 4 - Critical	RP x RI						
12	<b>1</b>	<b>Health &amp; Safety Risks</b>																
13	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.	Contingency	2	2	4	↔	Programme Lead		Active		
14	2	<b>Technical Risks</b>																
15	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	3	3	9	↔	Programme Lead		Active		
16	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	3	3	9	↔	Programme Lead	28.02.22	Active	ADC have instigated interim arrangements to ensure that all necessary immediate procurement is completed. ADC are developing a procurement brief for wider procurement of consultants to ensure programme delivery.	
17	2.3	Inability to complete land assembly where required	Governance	3	4	12	Change in overall programme but individual project parameters	Early identification of potential risks and development of Plan 'B's where applicable	Contingency	3	4	12	↔	Programme Lead	28.02.22	Active	ADC have developed a detailed strategy regarding land acquisition across necessary projects.	
18	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		Active		
19	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	3	6	↔	Programme Lead		Active		
20	<b>3</b>	<b>Financial risks</b>																
21	3.1	Brexit effect on supply chain - Labour/Materials price increase/fluctuation	Financial	4	2	8	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	4	3	12	↔	Project Leads	28.02.22	Active	ADC Finance have approved the proposed mitigation of cost increases and this has been communicated to all Project Leads for application.	
22	3.2	Covid-19 effect on supply chain - cost increase in labour/materials.	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	4	12	↔	Project Leads	28.02.22	Active	ADC Finance have approved the proposed mitigation of cost increases and this has been communicated to all Project Leads for application.	
23																		

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
24	3.3	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	Active		
25	3.4	Individual project costs increase above agreed parameters	Financial	3	3	9	Impact on collective affordability of the programme	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Programme Lead	Active		
26	3.5	In project cost variances at delivery phase of capital works	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Project Leads	Active		
27	3.6	Drawdowns of funds are not received in line with expected deadlines	Financial	3	2	6	Impact on programme cashflow forecasts negatively impacting on the wider Council cashflow position	Ensure fund drawdowns are clearly identified and owned by individuals within the programme	Avoid	2	2	4	↔	Programme Lead	28.02.22	Active	ADC currently reviewing project progress against original milestones so that any slippage in cost or advanced payments can be managed within existing budget allowances
28	3.7	Partner organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with partner organisations to consistently gauge delivery potential	Contingency	3	3	9	↔	Programme Lead	Active		
29	3.8	Change in Taxation Status of a delivery partner	Financial	2	2	4	Variance to organisations financial standing limiting ability to deliver programme	As necessary conversations regarding ongoing viability and tax status	Avoid	2	2	4	↔	Programme Lead	Active		
30	3.9	Change in VAT Rules/Status	Financial	2	2	4	Change in ability to recoup/offset costs	Review any HM Government Changes in Law and ensure as necessary conversations with all parties regarding VAT implications	Reduce	1	2	2	↔	Programme Lead	28.02.22	Active	ADC to check the VAT status of partner organisations to understand the implications of how the project budgets may be impacted.
31	3.10	Supplier organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with the contractor. Support the supplier to help manage their situation. Ultimately retender or identify next preferred supplier.	Contingency	3	3	9	↔	Programme Lead	Active		
32	3.11	Inability to action capital funding swaps to ensure the allocated Towns Fund funding is fully utilised in each financial year.	Financial	3	3	9	Impact on overall programme deliverability due to non-compliance with Towns Fund requirements.	Continual dialogue and engagement with partner organisations to ensure spend profiling information is continually monitored to identify project slippage in advance to ensure corrective action can be taken so that spend requirements are met. Continual monitoring of the need for capital swaps in the context of the overall ADC capital programme and continual dialogue with DLUHC regarding underspend and inability to swap.	Contingency	3	3	9	↔	Programme Lead	Active		
33	<b>4 Legal risks</b>																
34	4.1	Submissions to DLUHC are not completed in correct timescales	Governance	1	1	1	Impacts on the overall programme delivery of the Towns Fund	Ensure clear Project Plans are in place to ensure that submissions are available and have been QC'd in good time	Reduce	1	1	1	↔	Programme Lead	28.02.22	Active	DLUHC return date of end of Jan delayed. Further guidance received by ADC but no return date so far

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35	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	28.02.22	Active	Standard form of agreement circulated to each of their partners. Partner individual elements/changes are resulting in each agreement being different, thus creating a delay in agreements being signed and funds transferred. ADC internal governance procedures also need to be reviewed to ensure compliant progress
36	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	28.02.22	Active	Fortnightly meetings in place between Assets and the TF Programme Lead. Legal Colleagues to be included to support when land purchases are imminent
37	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	28.02.22	Active	ADC ensuring that procurement strategies are clear in terms of inputs and outputs and what frameworks/forms of contract are used
38	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		Active	
39	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		Active	
40	4.7	Failure to procure land and require CPO Process	Legal	2	4	8	Potential significant delays on programme and reputational damage	Develop clear property acquisition strategy for each individual project including awareness of individual implications both in relation to cost and programme	Contingency	2	4	8	↔	Programme Lead	28.02.22	Active	Fortnightly meetings in place and strategy at ADC to ensure land acquisitions progress
41	<b>5 Managerial risks</b>																
42	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead		Active	
43	5.2	Covid-19 effect on supply chain - limitations on material supply/delivery delays	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead		Active	
44	5.3	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		Active	
45	5.4	Change in Programme Lead at The Council	Managerial / Professional	3	2	6	Temporary impact on overall programme delivery including potential missed deadlines	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Contingency	3	2	6	↔	Programme Lead		Active	
46	5.5	Development of Business Cases is not completed within programme and cost parameters	Managerial / Professional	3	2	6	Delays to the programme commencing including secondary impacts on finance and legal risk categories	Ensure that the Business Case Consultants are contracted to deliver outputs in good time to enable the Council to absorb any reviews by Discover Ashfield Board	Reduce	3	2	6	↔	Programme Lead	28.02.22	Active	ADC to conclude the appointment of Business Case Consultants. Progress being made across the programme, however specific issue remains with one sub-contractor
47	5.6	In house Council delivery teams are reduced in effectiveness due to other deliverables	Managerial / Professional	3	3	9	Loss of momentum on programme and individual projects.	Ensure visibility of the Towns Fund Programme including the applicable resource plan required to oversee the programme	Contingency	2	2	4	↔	Programme Lead	28.02.22	Active	Pressures across the programmes and other conflicting work remains consistent.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
48	5.7	Consultants perform poorly against stated/contracted outputs	Managerial / Professional	2	2	4	Failure to deliver key programme outputs across various projects	Ensure clear Performance Requirements are stated within the tender and contract documents. Ensure regular performance reviews.	Contingency	2	2	4	↔	Programme Lead	28.02.22	Active	The programme is applying specific time/outputs pressures across programme level delivery
49	5.8	Failure to engage with wider internal Council stakeholders to gain buy in and support to Towns Fund	Managerial / Professional	2	2	4	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes	Contingency	2	2	4	↔	Programme Lead		Active	
50	5.9	Reporting failure regarding partner organisations and to DLUHC	Managerial / Professional	3	2	6	Failure to adhere to grant terms and conditions & failure to achieve drawdowns as profiled	Ensure that clear reporting structures are in place including clarity over necessary detail/outputs	Contingency	3	2	6	↔	Programme Lead		Active	
51	5.10	Changes at national or local level to political stakeholders or policies over the life of the programme	Political	3	2	6	Changing views in relation to projects resulting in delays to project delivery	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Contingency	3	2	6	↔	Programme Lead		Active	
52	6	Publicity & Promotion															
53	6.1	Slave labour (Modern Slavery Act 2015) - association with any manufactures/companies in countries, performing slave labour	Political	2	2	4	The reputational damage which organisations face if exposed as having slavery within their supply chain	Ensure all necessary appointment processes include clear PASS/FAIL Criteria regarding this area	Contingency	2	2	4	↔	Programme Lead		Active	
54	6.2	Negative local and regional press/social media relating to programme delivery	Customer/Citizen	3	3	9	Impacts and negative responses to major capital works intervention schemes	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.	Contingency	2	3	6	↔	Programme Lead	28.02.22	Active	High level communications plan submitted to the DA Group. Engagement Group to be re-engaged to commence programme level deliverables
55	6.3	Failure of partners to deliver projects following receipt of grant	Customer/Citizen	2	2	4	Negative visibility of the programme and partners including the Council	Work proactively with partner agencies and Engagement Group to ensure projects are delivered effectively and in the same methodology as those by the Council	Contingency	2	2	4	↔	Programme Lead		Active	
56	6.4	Failure to develop Communications Strategy for overall programme	Customer/Citizen	2	2	4	Failure to report positives and mitigate negatives of overall programme	Ensure communications stakeholders are engaged to develop detailed strategies	Contingency	1	2	2	↔	Programme Lead	28.02.22	Active	Communication Plan submitted and supported at DA Board
57	6.5	Failure to gain recognition for the Council, Discover Ashfield Board and DLUHC for the levels of investment in the District	Customer/Citizen	2	2	4	Failure to generate positive stories linked to investment and project deliverables	Ensure the communications strategy both at programme and individually at project level identify the Towns Fund and also monies or equivalent from the Council	Contingency	2	2	4	↔	Programme Lead		Active	
58	6.6	Individual projects fail to deliver the Council's Social Value Outputs	Customer/Citizen	2	3	6	Failure to deliver on key social and economic outcomes for the Council in the wider vision for Ashfield	Ensure that each project lead is aware of the Social Value Portal and that procurement strategies include this.	Contingency	2	2	4	NEW	Programme Lead		Active	

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

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

Actions in service plans      Changes in processes

Risk response	Description
<b>Threats</b>	
Avoid	The risk is avoided e.g. change in strategy
Transfer	Some or all of the risk is transferred to a 3 <sup>rd</sup> party
Reduce	Action is taken to reduce either the likelihood of the risk occurring or the impact that it will have
Accept	The risk may be accepted perhaps because there is a low impact or likelihood
Contingency	A plan is put in place to respond if the risk is realised
<b>Opportunities</b>	
Share	An opportunity is shared with a partner or supplier to maximise the benefits through use of shared resources/technology

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

Risk rating Score	Risk rating action required
18-24	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to manage the risk. Corporate Risks, monitored by CLT

74		Decision-making reports	Finance																
75		Health and safety risks	Partnership working																
76		Policy changes	Project management process e.g. new business case																
77																			
78																			
79																			
80																			
81																			
82		No change in risk score in																	
83																			
84																			
85		Risk score has increased																	
86																			
87																			
88																			
89		Risk score has decreased																	
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Exploit	A project could be adjusted e.g. to take advantage of a change in technology or a new market
Enhance	Action is taken to increase the likelihood of the opportunity occurring or the positive impact it could have. e.g. Strategic/commercial opportunities such as new partnerships, new capital investment
Reject	No action is taken and the chance to gain from the opportunity is rejected. Contingency plans may be put in place should the opportunity occur. - Political or environmental e.g. new transport links, change of government bringing positive changes in policy/opportunities

Probability Score	Impact Score			
	1 Negligible	2 Minor	3 Major	4 Critical
6 (Very High)	Monitor Quarterly	Monitor Monthly	Monitor Quarterly to CLT	Monitor Quarterly to CLT
5 (High)	Monitor Quarterly	Monitor Monthly	Monitor Quarterly to CLT	Monitor Quarterly to CLT
4 (Significant)	Monitor Quarterly	Monitor Monthly	Monitor Monthly	Monitor Quarterly to CLT
3 (Low)	Monitor Quarterly	Monitor Quarterly	Monitor Monthly	Monitor Monthly
2 (Very Low)	Monitor 6 Monthly	Monitor Quarterly	Monitor Quarterly	Monitor Quarterly
1 (Almost Impossible)	No action required	Monitor 6 Monthly	Monitor 6 Monthly	Business Continuity Plan

15-16	These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible. Corporate Risks, monitored by CLT
5-12	These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases then risk owners should seek to manage the increase. Corporate Risk only if deemed threat to delivery of Corporate Objectives
3-4	These are low level risks that could impede or hinder achievement of objectives. Due to the relative low level it is unlikely that additional controls will be identified to respond to the risk.
1-2	Minor level risks with little consequence but not to be overlooked completely. They are enough of a risk to have been assessed through the process, but unlikely to prevent the achievement of objectives.
Impact 4, Likelihood 1	Rare events that have a catastrophic impact form part of the Council's Business Continuity Planning response.

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Update Log	
Date	Initials
28.01.2022	Project Team



Next Update	
Date	Early April

Key	Project Manager/ ADC		Theme Leads
HH	Helena Hanson-Fure	MR	Martin Rigley
PC	Paul Crawford	PE	Pete Edwards
SD	Sarah Daniel	DE	Darron Ellis
AD	Andy Dean		

Project / Comms. Activity	Date Proposed / required	Description	Owner / Input required	RAG / status
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TF – 01 Ashfield Civil Engineering				
Purchase/ acquisition of site	Q3 2022	News article with images of the site for the new Civil Engineering site	HH / Comms / SD / Members / VWN/ MR	
Build start	July 2023	News article with progress of work etc. At intervals throughout the build as milestones are reached	HH / Comms / SD / Members / VWN/ MR	
Completion	Jan 2024	News article with images and operator of the site, project completion.	HH / Comms / SD / Members / VWN/ MR	

<b>TF – 02 Ashfield Construction Centre</b>			
Portland College Satellite Centre	July 2022	First spend of the TF grant for this project to establish the satellite centre for the construction centre	<b>HH / Comms / SD / Members / Portland/ VWN / ATTFE / Inspire/ MR</b>
Full planning application	2023 - TBC	Consultation for the new Construction Centre	<b>HH / Comms / SD / Members / Portland/ VWN / ATTFE / Inspire / MR</b>
Planning permission secured	2023 TBC	Outcome from the planning application with high level construction start etc.	<b>HH / Comms / SD / Members / Portland/ VWN / ATTFE / Inspire /MR</b>
Build Start  Centre completed	Q1 2025	At intervals throughout the build as milestones are reached News article with completion of the project and information of the start dates & operator of the new building	<b>HH / Comms / SD / Members / Portland/ VWN / ATTFE / Inspire /MR</b>
<b>TF – 03 ADMC</b>			
Branding Launch	Feb 2022	Completion of new project brand.	<b>AD / SD – Project Board</b>
Full planning application	2023 - TBC	Consultation for the new Construction Centre	<b>AD / SD – Project Board</b>
Planning permission secured	2023 TBC	Outcome from the planning application with high level construction start etc.	<b>AD / SD – Project Board</b>
Project Comms Plan	TBC	To be developed with lead project partner	<b>AD / SD – Project Board</b>
<b>TF – 04 Cycling and Walking</b>			
Project approval and initial network plans	August 2022	Outline project plan.	<b>Comms / PC / members / NCC / DE</b>



<b>TF – 05 Enterprising Ashfield</b>				
Project Comms Plan	TBC	To be developed with lead project partner	<b>NTU / SD / MR</b>	
<b>TF – 06 Green Ashfield</b>				
Confirmation of projects	August 2022	Details of each of the individual projects that will be supported by the investment.	<b>PC / Comms / Members / Assets &amp; Investment</b>	
Individual sub projects to be identified	August onwards	TBC	<b>PC / Comms / Members / Assets &amp; Investment</b>	
Project Case studies	2023/24	Produce project case studies	<b>PC / Comms / Members / Assets &amp; Investment</b>	
<b>TF – 07 High Street Property Fund</b>				
First tenant	March 2023	News article about the grant funding securing empty property & renovation to provide housing	<b>HH / Comms / PC / Members</b>	
Project completion	March 2024	News article about the 10 properties and maybe interview one of the tenants? + completion of the project	<b>HH / Comms / PC Members</b>	
<b>TF – 08 Kings Mill Reservoir</b>				
Full planning application	May 2022	Consultation for the new leisure building	<b>HH / Comms / PC / Members / Stakeholders / DE</b>	
Planning permission	July 2022	News article about the next steps (demolition, build start and completion) including images (if the outcome is approved)	<b>HH / Comms / PC / Members / DE</b>	
Construction starts	Nov 2022	News article with picture from site	<b>HH / Comms / PC / Members / Site Stakeholder/ DE</b>	
Construction phase	Jan – August 2023	Construction stage project tours At intervals throughout the build as milestones are reached	<b>HH / Comms/ PC /stakeholders/ Members / DE</b>	
Completion and launch	March 2024	News article with pictures and operators of the new building	<b>HH / Comms / PC / Members / Site Stakeholder/ DE</b>	

<b>TF – 09 Kirkby Sports Hub</b>				
Assurance Project Gateway/ Sports Hub concept design	July 2022	Approval of project / summary of the project plan	<b>CC / Comms / PC / Members/ PE</b>	
Planning application outcome/FF funding secured	August 2022	News article/ images of proposed project with description of new facilities / social media	<b>CC / Comms / FF / PC / Members/ PE</b>	
Construction starts	June 2023	News article with photos	<b>CC / Comms / PC / Members/ PE</b>	
Construction phase	July – Sept 2023	Construction stage project tours	<b>CC / Comms/ PC ATT/Clubs/ Members / PE</b>	
Completion	June 2024	News article with photos and clubs' input	<b>CC / Comms/ Clubs/ PE</b>	
<b>TF – 10 Library Innovation Centre</b>				
Project Comms Plan	TBC	To be developed with lead project partner	<b>Inspire / PC / MR</b>	
<b>TF – 11 North Kirkby Gateway</b>				
Portland Pathways	Aug 2022	Progress and funding made available through Towns Fund – Social Media	<b>KM / Comms / NHS/ PC / Members/ PE</b>	
Plaza café/restaurant designs	Feb 2023	Plaza café/restaurant designs (following planning submission). Opportunity for new tenant.	<b>KM / Comms / NHS / PC / Members/ PE</b>	
Health Hub concept designs	Feb 2023	Health Hub concept designs (following negotiations with relevant Stakeholders)	<b>KM / Comms / NHS / PC / Members /PE</b>	
<b>TF – 12 Portland Square</b>				
Assurance Project Gateway	Jan / Feb 2022	Approval of project / summary of the project plan (video update)	<b>CC / Comms / PC / Members/ DE</b>	
Planning application outcome	July 2022	Positive outcome, marketing opportunity for the site	<b>CC / Comms / PC / Members/ DE</b>	
Construction starts	Jan 2023	News article with picture from site	<b>CC / Comms / PC / Members/ DE</b>	
Completion	July 2023	News article with picture of the new square / video update	<b>CC / Comms / PC / Members/ DE</b>	
<b>TF – 13 Portland Street Sustainable Housing</b>				
Completion of land assembly	Jan 2023	ADC completed the land assembly to enable 50 affordable homes to be built	<b>HH / Comms / PC / members</b>	

Towns Fund

V1

Outline planning application	Jan 2023	Consultation for the development of the site	HH / Comms / PC / Members
Outcome from the planning application	March 2024	Positive outcome, marketing opportunity for the site	HH / Comms / PC / Members
Sale of land to a developer	June 2024	Press release together with the developer and completion of the project	HH / Comms / PC Portfolio holder / DLUHC / ADC Housing / Homes England
<b>TF – 14 Science Discovery Centre</b>			
Project Comms Plan		To be developed with lead project partner	SW / PC/ DE
<b>TF – 15 Sutton Lawn Sports Hub</b>			
Tennis Courts improvements	March 2022	New article/marketing opportunities to advertise smart access and other improvements to the Tennis Courts	CC / Comms / LTA / PC / Members/ PE
Assurance Project Gateway/ Sports Hub concept design	July 2022	Approval of project / summary of the project plan/ Sutton Academy involvement	CC / Comms / ATT / PC / Members /PE
Planning application outcome/FF funding secured	August 2022	News article/ images of proposed project with description of new facilities, construction of new 3G pitch / Social media	CC / Comms / FF/ATT / PC / Members/ PE
Construction starts	June 2023	News article with photos	CC / Comms / ATT / PC / Members/ PE
Construction phase	July – Sept 2023	Construction stage project tours	CC / Comms/ PC ATT/Clubs/ Members/ PE
Completion	June 2024	News article with photos and clubs' input	CC / Comms/ ATT/Clubs/ PC / Members/ PE
<b>TF – 16 – Visitor Digital</b>			
Assurance Project Gateway	Jan / Feb 2021	Approval of project / summary of the project plan (video update)	PC / Comms / Members / Digital transformation / Visit Nottinghamshire/ DE

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V1

Draft graphics - web site – Coming soon	Nov 2022	Social media update.	<b>PC / Coms / Members / Visit Nottinghamshire /DE</b>	
Web / app launch	Jan 2023	Social media / video launch	<b>PC / Comms / Members / DLUHC / Visit Nottinghamshire / NCC/ DE</b>	
<b>TF – 17 – West Kirkby Gateway</b>				
Transport Hub proposals	May 2022	Transport Hub proposals (following consultation and agreement with Network rail)	<b>KM / Comms / PC / Members</b>	
Bus provisions	August 2022	Bus provisions including consultation and agreement with Highways	<b>KM / Comms / PC / Members</b>	
Development Site	Oct 2022	Development plans on brown field site (following submission for planning) and agreement with developers	<b>KM / Comms / PC / Members</b>	