



Agenda

Discover Ashfield Board Meeting

Date: **Friday, 31st January, 2025**

Time: **9.00 am - 11.00 am**

Venue: **Main Committee Room, Council Offices & Microsoft Teams**

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
Martin Rigley OBE	Chair / Theme Lead – Succeed in Ashfield	Director, Gordian Consulting	
Louise Knott	Vice Chair	Vice Principal, West Nottinghamshire College MA2020 Representation	
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	
Liz Barrett OBE	Theme Lead – Love Where You Live	Principal, Academy Transformation Trust Further Education (ATTFE)	
Pete Edwards	Theme Lead – Be Happy, Be Healthy	Chair, Ashfield Health and Wellbeing Partnership	
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	
Cllr Keith Girling	Notts County Council Representative	Economic Development and Asset Management, Notts County Council	
David Williams	Substitute for Jean Sharpe	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	
Ian Bond	Substitute for Peter Gaw	Director of Learning, Inspire: Culture, Learning and Libraries	
Jackie Insley	Board Member	Chief Executive Officer Citizens Advice Central Nottinghamshire	
Kelvin Eatherington	Presenting	Enterprising Ashfield Project and Economic Programme Manager Nottingham Trent University	
Kieran Percival	Observer	Business Director, Doorcerts	
Kirsty Blyth	Substitute for Peter Gaw	Inspire: Culture, Learning and Libraries	
Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Matthew Staniforth	Presenting	Nottingham Trent University	

Mark Spencer, MP	Board Member	MP for Sherwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	
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 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	
Abbie Smith	Supporting Officer	Senior Communications Officer, Ashfield District Council	
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	
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	
Sarah Curtiss	Supporting Officer	Service Manager for Communications and Events, Ashfield District Council	
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	

AGENDA

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- 1. Welcome / Introductions / Apologies - Martin Rigley**
- 2. Reflections of Previous Meeting - Martin Rigley**
 - a Meeting Minutes** 5 - 14
 - b Action Log**

There were no actions from the previous meeting.
- 3. New Declarations of Interest - ALL**
- 4. Regeneration Programme Update - Sarah Daniel** 15 - 40
 - a Graduate Placements Update Proposal - Kelvin Eatherington & Matthew Staniforth** 41 - 46
 - b Funding Report Annexes** 47 - 60
- 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 7th March**



DISCOVER ASHFIELD BOARD MEETING

**Friday 13th December 2024
9am – 11am**

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

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- 2. Reflections of Previous Meeting – Martin Rigley**
 - a Meeting Minutes**
 - b Action Log**
 - There were no actions.
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- 5. Theme Lead Reports – Theme Leads**
 - a Succeed in Ashfield – Martin Rigley**
 - b Love Where You Live – Liz Barrett**
 - c More to Discover – Darron Ellis**
 - d Be Healthy, Be Happy – Pete Edwards**
- 6. Discover Ashfield Chair position – Hollie Maxwell-Smith**
- 7. Board Member Updates – All**
- 8. Any Other Business – All**
- 9. Date of Next Meeting – Wednesday 15th January**

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Name	Position on Board	Position/Organisation	Present
Martin Rigley OBE	Chair / Theme Lead – Succeed in Ashfield	Director, Gordian Consulting	√
Louise Knott	Vice Chair	Vice Principal, West Nottinghamshire College MA2020 Representation	√
Darron Ellis	Theme Lead – More to Discover	Historian, Sutton Living Memory Group	
Liz Barrett OBE	Theme Lead – Love Where You Live	Principal, Academy Transformation Trust Further Education (ATTFE)	√
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Mark Spencer, MP	Board Member	MP for Sherwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	
Nicola Stevens	Substitute for Cllr Girling	Nottinghamshire County Council	
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 Speight	Observer	Deputy Vice-Chancellor & Provost, NTU	
Sarah Mayfield	Substitute for Sarah Speight	Director of Skills and UK College and Civic Partnerships	√
Sam Howlett	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	

Simon Cartwright	Board Member	Chief Officer Transforming Notts	
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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	√
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	√
Sarah Curtiss	Supporting Officer	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 – Martin Rigley
	<ul style="list-style-type: none"> • Apologies were made for Sarah Speight, Charles Edwards, Mel Phythian, Jackie Insley, Gary Jordan, Shola Olawole, Kate Porter and Darron Ellis. • Introductions were made around the meeting.
2	Review of Previous Meeting – Martin Rigley
a	Board Meeting Minutes
	<ul style="list-style-type: none"> • All minutes agreed.
b	Action Log (these include actions from the below minutes)
	<ul style="list-style-type: none"> • There were no actions from the meeting.
3	New Declarations of Interest – ALL
	<ul style="list-style-type: none"> • There were no new declarations of interest.
4.	Regeneration Programmes Update – Sarah Daniel
	<ul style="list-style-type: none"> • Sarah went through the programmes update, starting with Succeed in Ashfield (included in the agenda pack).
	<ul style="list-style-type: none"> • Melanie Wheelwright updated on Supporting Local Business.
	<ul style="list-style-type: none"> • Cllr Girling commented that Nottinghamshire County Council held their Economic Development department staff Christmas event at Sherwood Observatory, and he recommended visiting the site.
	<ul style="list-style-type: none"> • Melanie continued to update the board on People and Skills.
	<ul style="list-style-type: none"> • Sarah continued with the update from More to Discover.
	<ul style="list-style-type: none"> • Cllr Gregory expressed how popular the Growing packs were previously and asked if there would be a contingency to ensure different groups were able to access these next time round.
	<ul style="list-style-type: none"> • Sarah confirmed she will check with the team and let Cllr Gregory know.
	<ul style="list-style-type: none"> • She continued with the report.
	<ul style="list-style-type: none"> • The Monitoring and Evaluation submission for the period of April 2024 to September 2024 was submitted to Ministry of Housing, Communities, and Local Government (MHCLG). A summary of the M&E was completed on 18th November and the funding subgroup agreed to make the recommendation to the board that the report is signed off by the DA Board Chair.
	<ul style="list-style-type: none"> • The M&E submission for April 2024-September 2024 for UK Shared Prosperity Fund has been submitted.
	<ul style="list-style-type: none"> • Sarah then moved onto Section 1.7 Proposals.
	<ul style="list-style-type: none"> • Reallocation of funding. The West Kirkby Gateway and Low Street project budgets have been reviewed to ensure funding can be committed and spent before the end of the programme.
	<ul style="list-style-type: none"> • West Kirkby Gateway/ADMC - The draft plans for residential development at West Kirkby Gateway (former Wyvern Club site) have been costed at £4,689,452 including site acquisition, demolition and fees. This budget would help to achieve Passivhaus certification on the building as an exemplar project within the District.
	<ul style="list-style-type: none"> • The balance of funds was ringfenced to support emerging plans for the Lane End derelict site which has recently been submitted for planning although subsequently withdrawn whilst issues are resolved. Delays in the private development on Lane End coming forwards means that there is insufficient time for a scheme to be completed before the end of the Towns Fund

	<p>programme. It is therefore recommended to move some of the unallocated balance of the project budget to projects where there are cost pressures.</p> <ul style="list-style-type: none"> • TF03 ADMC - The principal contractor has now completed the fixed cost plan which has identified increases in cost. The cost increases are principally in relation to higher building construction costs, Section 278 works and associated professional services delivery fees. The total increase is £1.9 million. • A value engineering review has been undertaken and £400k of cost savings have been identified. A decrease in the equipment budget from five to four million can also be achieved, both of which would have minimal impact on the overall project. If £500k is reallocated from West Kirkby Gateway project this would enable the budget deficit to be fully covered and the project to retain a healthy contingency.
	<ul style="list-style-type: none"> • Paula Longden asked what the consequences would be of not delivering the full footprint at the site as originally planned at West Kirkby Gateway.
	<ul style="list-style-type: none"> • Paul Crawford explained the site across the road has been derelict for decades and there had been no plan to repurpose this. Ashfield Council had looked into purchasing this to include another gateway into the town. • There is now private sector interest in this site which means ADC do not need to intervene.
	<ul style="list-style-type: none"> • The board were asked to approve the reallocation of £500k from the TF17 West Kirkby Gateway project to the TF03 ADMC project.
	<ul style="list-style-type: none"> • Tim Hepke proposed, and Cllr Relf seconded.
	<ul style="list-style-type: none"> • Sarah continued with the report 9-11 Low Street. • This project has been completed and has retained an unallocated contingency which could be allocated to address cost risks on the remaining Future High Streets Fund projects of Fox Street and the Cornerstone Theatre. Any funds that remain following completion of the FHSF programme could be used to reduce the Council's borrowing costs.
	<ul style="list-style-type: none"> • The board were asked to approve the reallocation of the remaining contingency costs of £227k to the two remaining Future High Streets Fund projects (Fox Street and Cornerstone Theatre).
	<ul style="list-style-type: none"> • Pete Edwards proposed, Una Key seconded.
	<p>Kirkby Long-term Plan for Towns</p> <ul style="list-style-type: none"> • Updated information was provided in late November which confirmed that a revised prospectus will be published by the government in the New Year, with associated timelines and new strategic objectives aligned with the government's missions. This will include a broader range of policy interventions, affording places greater flexibility in how they improve their areas. • Delivery grant funding will now not be available until March 2026, but Towns can use local authority financed spend to move their plans forward if their local authority and Town Board agree. Plans will still be subject to an assessment and approval process to confirm the eligibility of spend, so any spend incurred would be at the local authority's risk. • Additional engagement will be advisable due to the broadened scope of possible interventions. Governance arrangements are expected to be broadly the same.

	<ul style="list-style-type: none"> • Government representatives will visit places in the coming months. The Town Centre and Safety subgroups have met to agree Terms of Reference and future meetings are planned in. The Funding subgroup will meet once the new guidance is issued. • An additional capacity payment of £200k will be paid next financial year and this can be used to fund project development. The Kirkby Town Board is meeting in January to agree next steps.
	<p>Hucknall Levelling Up Fund</p> <ul style="list-style-type: none"> • The Council is submitting a consultation response together with further letters of support from partners by 13th December. The outcome is due by the end of January.
	<ul style="list-style-type: none"> • Paul Crawford highlighted that following the M&E subgroup meeting for Towns Fund monitoring, the recommendation was that the Chair bring this to the next board meeting and confirm they were happy to sign this off.
	<ul style="list-style-type: none"> • Martin confirmed he had spoken to the Chair of the Funding Subgroup and was happy to sign off.
	<ul style="list-style-type: none"> • Paul continued and presented on the Towns Fund / Future High Streets Fund projects. • West Kirkby Gateway – the original plan for the former Wyvern Club site was to build a commercial unit to support a wider provision of transport networks, such as a coffee shop or ticket office. • The viability of this has not proven positive. • Another option has been identified to build a housing scheme, with 12 apartments which will be accessible to the private sector market. • This scheme is in the first stages of RIBA stage 2 establishing fixed design and costs plan. The completion date is aimed for June / July 2026.
	<ul style="list-style-type: none"> • North Kirkby Gateway – the project was to bring together GP practices in the location however there were many challenges around this, for stakeholders and partners. • The focus has now moved onto how Ellis Street can be made more vibrant and to enhance the plaza. • The design team are now looking at a scheme located on the corner of Pond Street & Ellis Street, with a four-storey building which will have a mix of residential and private sector market with a commercial ground floor. • The team are working with local community groups and businesses on the plans for this. There will be designs presented to the board at a future meeting. • RIBA stage 1 design is in process, with completion on site due in October 2026.
	<ul style="list-style-type: none"> • ADMC – the team are developing the highway strategy. The project is progressing well with a principal contractor engaged, and the project is due to start in February 2026. The land assembly is still an ongoing process as the land ownership has been complex and should be completed early in the new year.
	<ul style="list-style-type: none"> • Portland Square & Fox Street – the Fox Stret project is the enabling site for Portland Square during construction. The contracts team will stay on site until the works are over. The raised planters and seating have been made by a local company in Huthwaite and site workers are predominantly local.

	<ul style="list-style-type: none"> • Kings Mill Reservoir Leisure Building – the building was handed over in July. Since then, the council has been working on securing an operator for the site. This process is nearing completion and in the new year a launch plan should be underway.
	<ul style="list-style-type: none"> • Cllr Relf explained that there had been delays with the Highways team for ADMC and asked Cllr Girling if he could look into this.
	<ul style="list-style-type: none"> • Cllr Girling offered to ask the questions.
	<ul style="list-style-type: none"> • Leanne Monger echoed the challenges around North Kirkby Gateway and was positive about the new design. • She asked Paul about the size and target population for the supported living at the new project site.
	<ul style="list-style-type: none"> • Paul explained the scheme is being led by a development partner. He believes there are 21 apartment at the site, but he will put Leanne in contact with the partner to give more context to the plan.
	<ul style="list-style-type: none"> • Paula asked how the board would be measuring the economic impact of these changes in the programme.
	<ul style="list-style-type: none"> • Paul explained the monitoring will continue for 5 years following project completion, this will include vacancy rates and footfall. Health & wellbeing will be covered by this team.
	<ul style="list-style-type: none"> • Sarah Daniel added that the Monitoring & Evaluation subgroup could be a group to look more into the impact of the projects in the new year.
	<ul style="list-style-type: none"> • Paula offered herself and Leanne to be able to help in looking at health metrics.
	<ul style="list-style-type: none"> • Simon Martin agreed that the M&E subgroup could look at measuring the impacts of these, with some changes to the terms of reference.
	<ul style="list-style-type: none"> • Leanne added that the Mid Notts Place Based Partnership was meeting the following week with an update from Place boards and she would be keen to hear more from Theresa on health and wellbeing.
5	Theme Lead Reports – Theme Leads
a.	Succeed in Ashfield – Martin Rigley
	<ul style="list-style-type: none"> • He has been supporting Inspiring Careers Ashfield, through Ideas for Careers, networking and making connections with local businesses to support the work experience agenda.
b.	Love Where You Live – Liz Barrett
	<ul style="list-style-type: none"> • Liz praised Sherwood Observatory and local bookings they have had. The official opening is in January.
	<ul style="list-style-type: none"> • As Deputy-Lieutenant, Liz attended a Trusted Partnership event, and Ashfield was represented very strongly. She is keen to know of anyone within the district doing great work who can be recognised at a local and national level through this.
	<ul style="list-style-type: none"> • As part of the Vertical Farming project, ATTFE are hopeful to have their first grown product by the end of the following week, with learners and volunteers being involved in this. The aim is to have a sustainable model by the end of March 2025.
	<ul style="list-style-type: none"> • The Christmas light switch on events were well attended and something to be proud of in Ashfield.
	<ul style="list-style-type: none"> • Cllr Girling thanked ATTFE for the catering at Sherwood Observatory during their visit.

	<ul style="list-style-type: none"> Liz thanked Simon for all his work on this and explained these are learners and volunteers working at the site, building their confidence and skills.
	<ul style="list-style-type: none"> Cllr Relf echoed the comments on the observatory and praised ATTFE's work at site.
	<ul style="list-style-type: none"> Una Key explained that Stewart Nubley of Ashfield Spartans Boxing Academy had been awarded with BBC's East Midlands Sport Personality Award of the Year Unsung Hero Award and is now progressing to the main Unsung Hero Award against all other regional winners in December. She asked Liz to mention this to the Lord Lieutenant.
c.	More to Discover – Darron Ellis
	<ul style="list-style-type: none"> There were no updates from Darron.
d.	Be Healthy, Be Happy – Pete Edwards
	<ul style="list-style-type: none"> The group had recently had a Management meeting with a presentation from Michael from A Better Life (ABL) who spoke about health in Nottingham and the programmes they are doing. There was also a presentation from Citizens Advice on their restructure. Mark Yates spoke about the Local Design Team change and the development of this in the future. All the dates for future meetings and networking events have been put into diaries to ensure minimal clashes.
6.	Discover Ashfield Chair Position – Hollie Maxwell-Smith
	<ul style="list-style-type: none"> Hollie explained that Martin will be stepping down from his role as Chair of the Discover Ashfield Board but continuing as a Board member in the future. An email went out to the Board asking if any private sector individuals would like to put themselves forward for this role, with only one volunteer coming forward which was Kieran Percival. The proposal is, in line with the formal documents of the board, for Kieran to shadow Martin in his role of Chair until March when the next Annual General Meeting is held. At this point there can be voting on the role of Chair at the AGM.
	<ul style="list-style-type: none"> Hollie asked the Board to approve Kieran to shadow Martin ahead of the AGM on March.
	<ul style="list-style-type: none"> Una Key proposed, and Pete Edwards seconded.
7.	Board Member Updates - All
	<ul style="list-style-type: none"> There were no updates from the board.
8.	Any Other Business – All
	<ul style="list-style-type: none"> Hollie updated the board that the January board meeting will be at the Planetarium, with an extended time of a Board meeting and a tour of the site. If the board can let Hollie know if they can attend and if there are any dietary requirements. She also explained that she had met with Leon Dale from Mansfield Place board and there had been a discussion regarding an Ashfield and Mansfield Place board away day. The board agreed this would be beneficial.
9.	Date of Next Meeting – Wednesday 15th January at Sherwood Observatory.

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Regeneration Programmes update, January 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.

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
Succeed in Ashfield				
ADMC	<p>The stage 4 cost plan has now been agreed and the contract is being formalised for the main contract works. Progress to finalise the S278 works and discharge of planning conditions has caused the start date to be delayed to April. There is no unmanageable risk impact of the delay on the project.</p> <p>The land purchase completed on 23rd December.</p> <p>Advice has been obtained to support the decision on the operator model for the new ADMC. The procurement for an operator is progressing.</p>	S: April 2025 C: Feb - March 2026	Contract Start Est: April 2025	 Towns Fund: £20,483,141
Ashfield Construction Centre and Satellite	<p>The final elements of the land purchase / lease agreement are still being completed which has delayed the completion. The team is pushing for completion in January otherwise there is likely to be an operational impact for Vision West Notts College being able to commence delivery of the construction skills programmes.</p>	VWNC: S: Jan 2025	Building acquisition Jan 2025	 Towns Fund: £4,801,755 Co-funding: £1,837,500

Ashfield Civil Engineering Centre	<p>Two potential sites at the Council’s depot have been identified for the civils provision following the depot redevelopment plan being agreed.</p> <p>The two options are being reviewed with stakeholders before agreeing the final location. A revised delivery plan will then be completed.</p>	C: Dec 2025	Partnerships working with local businesses	<p>Towns Fund: £2,101,134 Co-funding: £763,517</p>
Enterprising Ashfield	<p>A boosted Facebook post before Christmas yielded some great results. Achieving over 100k impressions, reached over 26k accounts/people which resulted in 737 clicks through to the course pages on the website. Following this, we then received 55 course enrolment forms in the w/c 16th December which is our most ever in one week.</p> <p>This level of course enrolments will hopefully be maintained through the coming weeks as the rest of the campaign kicks in (radio, bus stops, direct mail, socials etc).</p> <p>The team are now working to update the graduate placement offer on the website and communicate this via email and socials to eligible businesses.</p> <p>Working on producing analytics report to show the reach the marketing activity has had on the project to date.</p> <p>Case studies: Enterprising Ashfield case studies Nottingham Trent University</p>	C: March 2026	December 2024 Enterprising Ashfield Business Support Event.	<p style="text-align: center;"> Risk Reduced</p> <p>Towns Fund: £3,845,000 Co-funding: £3,746,867</p>
High Pavement House	<p>The Maker Space committee are now formally established enabling them to secure insurances to support the final stage of preparing the project rooms. The high-level governance is still being established before the public opening can be planned.</p> <p>Several businesses have signed leases for office space and have moved into the building with several others due to move in in the new year. An open day has been organised for 28th Jan to promote the remaining 10 units. Four rent relief grants</p>		Business units lease agreements start. 2025	<p style="text-align: center;"></p> <p>Towns Fund: £1,651,665 Co-funding: £937,289</p>

	<p>have been awarded to a total value of £1,591.75.</p> <p>Remains elevated: due to the delays in setting up the governance structure for the MakerSpace and take up of the office space.</p>			
Supporting Local Business	<p>Ashfield Accelerator This project has seen several changes affecting contract values and target outputs. The current contract value is £542,922 of which East Midlands Chamber (EMC) has achieved spend of £514,182 for 272 outputs of business supported. Officers forecast that the remaining £28,740 will be claimed by the end of January and with a further 41 outputs to achieve the agreed target of 313 businesses supported.</p> <p>Case studies have been requested. It is forecast to have a maximum of 3 case studies completed for each initiative.</p> <p>Enterprise Grant The total budget of £190,698 has been awarded to 34 businesses. Officers are working with applicants to ensure claims are completed and submitted by 31st January. Currently, £27,759 remains to be claimed by 8 SMEs who have advised they will claim their grant funding by the January deadline. It is anticipated however that there may be slight underspend of £7,442.34 as some businesses have not taken up their full grant award. The projected actual spend will be £183,255.66 from the original budget, subject to all the expected January claims being processed.</p> <p>Site visits are underway with businesses who have completed their growth projects. The visits form part of the process to evaluate economic impact of the grants and to develop a series of case studies. 13 have been completed to date, with 4 programmed for January. For businesses that have fully implemented their growth projects, officers will also use</p>			<p style="text-align: center;"></p> <p style="text-align: center;">Risk Reduced</p> <p>UK Shared Prosperity Fund: £1,120,500.00</p>


	<p>relevant data from these businesses' growth plans to assess the overall impact of this scheme.</p> <p>Save the High Street The planned in person engagement and promotion has commenced: Calling all Ashfield High Streets and Market traders businesses. STHS have seen good initial engagement but have indicated they will undertake phased engagement to hit output and outcome figures. STHS is engaging with the Council's markets team to attract and support market traders as well as meeting with consultants working on the Stanton Hill Regeneration project to support businesses on the High Street.</p> <p>The programme has engaged 26 businesses, 16 of which are market trader businesses and they are ahead of their profile for market engagement.</p> <p>The pre-opening of the ADMC project continues to deliver on time and to budget and is aligned to the Towns Fund project delivery.</p> <p>Special events Five business events have been delivered to date with 439 attendees based on the following themes:</p> <ul style="list-style-type: none"> • Apprenticeships • Automation for You and supporting ADMC • Go Green. Small Steps. Big Impact • Open-Up to the World. Go Global • Innovation: Bridging Creativity and Commerce <p>The next business event in April is themed on the Future of Work: Artificial Intelligence. The remaining funding will be used for the Discover Ashfield Awards and the opening event at Sherwood Observatory and Planetarium which took place on 23rd January.</p>			
People and Skills	E15 Digital Support in Local Communities Academy Transformation Trust Further Education (ATTFE) College are delivering			

	<p>the Digital Support in Local Communities programme, which supports residents to develop and gain practical and basic digital skills needed for day-to-day living. Sessions include, using a mobile phone, photo editing, video editing, online banking, staying safe online, applying for jobs online, and many more uses.</p> <p>ATTFE are on track with 61 of the planned 100 participants along with 37 referrals achieved from the planned 25. The project is established in Kirkby and Sutton Centres and has created a presence in the Selston area. It is proving a challenge to create a presence within Hucknall and Stanton Hill. Officers are working with ATTFE to resolve this.</p> <p>ATTFE have made significant progress against their outcome priorities and are close to meeting their contractual requirement (123 out 135 outcomes achieved). They have surpassed both improved engagement numbers and the number of people in education & training outcomes.</p> <p>E33 Economically Inactive Support project</p> <p>Transform your Future programme Futures and Voluntary, Community and Social Enterprise (VCSE) partners are delivering the Transform your Future programme, which is supporting those 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>Futures and Community Grant partners are exceeding their output performance with 147 of the planned 80 participants along with 131 people accessing mental and physical health support, from the planned 23. They are established within most of the Council's priority ward areas. From January to March they will be</p>			<p>UK Shared Prosperity Fund: £817,077</p>
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	<p>working in the Rural areas of the district which includes Selston, Jacksdale and Underwood. Working with the ex-offenders priority group has proved challenging, however Futures are now engaged with HM Prison Service and are planning to work with the career's services within local prisons.</p> <p>Futures and Community Grant (VCSE) partners are also exceeding contractual requirements (569 out of 246 outcomes achieved). They have surpassed all outcome measures except the "sustained employment for 6 months" outcome which is proving to be a challenge due to the short timeframe of the project.</p> <p>E33 Community Grants programme Community Grants Programme delivery ended in December. All contractual requirements have been met as well as delivering added value outputs and outcomes.</p> <p><i>The Board is asked to consider an extension of the programme to 31st March 2025 in Decision 5 later in this report.</i></p> <p>E33 Digital Infrastructure Grant scheme Futures are delivering a Digital Infrastructure Grant scheme on behalf of Ashfield District Council.</p> <p>Grant recipients are:</p> <ul style="list-style-type: none"> • Citizens Advice Central Nottinghamshire • Coxmoor Residents Action Group (CRAG) • Our Centre • Portland Pathways • Thrive Consultancy <p>Recipients will use the grants to purchase IT infrastructure for their centres, allowing them to host the delivery of local employment and skills programmes.</p> <p>E34 Basic and Life Skills</p>			
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	<p>Futures are delivering this programme to support residents to acquire the Basic and Life skills needed for the workplace, building on the Multiply programme.</p> <p>Futures are currently behind profile for their output requirements. Positive output performances include: 52 of the planned 84 participants and 25 people have been referred to employment and skills programmes, out of the planned 21.</p> <p>They are facing difficulty engaging with participants who require financial support as they are already receiving this support by other providers. Futures are still seeking to engage with individuals in Selston who may need this support by working closely with the Transform Your Future programme.</p> <p>Futures are also behind profile with their outcome requirements. Positive output performances include: 33 participants have experienced reduced structural barriers post support, out of the planned 50. 25 participants have basic skills post support, out of the planned 67.</p> <p>As Futures are behind with achieving their delivery profile, they have been asked to submit an action plan showing how they intend to meet contractual targets.</p> <p>Business and Education Collaboration (Aspiring Careers Ashfield) - Ideas4Careers (I4C). Delivery is progressing well with a good range of Secondary and Primary Schools. The programme aims to support the careers offer in select schools with both direct support to staff and students, in addition to the facilitation of key business relationships.</p> <p>The project is currently ahead of profile in the delivery of outputs with 538/409 planned outputs delivered.</p>			
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	<p>The project is also on track or ahead on all but one of the mandatory outcomes with 211/230 delivered.</p> <p>Following agreement with the supplier, a variation of £40,000 has been agreed for the final quarter of delivery, this will help with the provision of further links with employers, the addition of one extra school and the delivery of additional outputs and outcomes.</p> <p>Graduate Talent Match programme GradConsult is working with graduates in Ashfield who are unemployed and underemployed. They have undertaken productive engagement events, including at the DWP and the Ashfield Careers Fair which led to good engagement.</p> <p>As the programme has continued the main challenge is the relatively small pool of Ashfield graduates for the programme to draw upon. This is compounded by a downturn in the number of Ashfield businesses hiring into graduate level positions.</p> <p>As such the variation has focused on the promotion of Ashfield as a place to live and work through outreach events at universities, which has been met positively by partners.</p> <p>Moving forward the focus will be on reaching those eligible for support as well as the execution of the contract variation.</p>			
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Project	Achievements/ progress/next steps	Start / Completion Dates	Next key Milestone	Risk Level / programme and Budget
More to Discover				
Visitor Economy	St. Mary's Magdalene Church, Hucknall – work is progressing well on this project with the architects engaged to produce plans for the north transept and costings. The bid to the National Heritage Lottery Fund has been delayed until late January when the outcome of			 UK Shared Prosperity


	the Levelling Up Fund consultation should be known.			Fund: £85,000
Visitor digital offer	Refinement changes for the app are being carried out by the team. Work to promote this and the website, is being undertaken with the Council's new Comms. Officer who is supporting the Regeneration team.	C: June / July 2024	Marketing / and press release	↔ Towns Fund: £214,809 Co-funding: £45,000
Ashfield Creates	There have been four 'Have your Say' workshops across the district and two online. There have also been two artists' meet ups. Data from the online survey is being collated, and there is also a wider Arts Partnership survey which has gone out to partners who have signed up (over 100) to understand their role in the arts, how long they have been involved, what barriers they face and what they feel could be improved. An Ashfield Arts Partnership steering group meeting was held last week with the Cultural Strategist to review the work, with the draft strategy due for completion by February. Procurement for the Programme Management of Ashfield Creates is nearing completion with the evaluation now undertaken. Appointment is due by the end of the month.			Risk register to be developed Arts Council: £1,000,000
Events Programme	All of the Christmas light switch on events were well attended and this concludes the programme of events funded through UKSPF.			↔ UK Shared Prosperity Fund: £116,000
Science Discovery Centre and Planetarium	The new planetarium has now been open for 6 weeks. Up to 15 th Jan 3,740 people have visited for planetarium shows, plus 200 people on the December open evening and 50 people on the introduction to astronomy course. There have also been 938 people on private/group visits. The attendance levels are currently double the estimated visits to the facilities. The official opening took place on 23 rd January.	C: Nov 2024	Official opening Event Jan 2025	↔ Towns Fund: £2,298,004 Co-funding: £985,000 Levelling Up Fund: £3,100,000




<p>Cornerstone Theatre</p>	<p>The project is in the construction phase and remains on track. Further work which was unforeseen was identified once the strip out phase was completed, but the team has now had the changes approved by building control.</p> <p>The contractor is developing plans to support ATTFE to deliver a project at the school which will contribute to delivering social value through the contract.</p> <p>ATTFE are progressing plans with support from Stage Right to secure the required resourcing and set the delivery plan for the new facilities and are submitting a bid to the Arts Council to support the programme.</p> <p>Risk remains Elevated: monitor due to the time and cost pressure ongoing through the contract delivery phase.</p>	<p>S: June 2024 C: Feb 2025</p>	<p>Construction progress update and Social value Jan 2025</p>	<p> Remains Elevated</p> <p>FHSF: £2,347,118 Towns Fund: £1,112,067.81</p>
<p>Cycling and walking routes</p>	<p>Stage 3 - 4 detailed design and project planning is progressing and is planned for completion by March / April.</p>	<p>C: Dec 2025</p>	<p>Ashfield Matters – Unveiling of planned green network Feb 2025</p>	<p> Towns Fund: £1,936,280 Co-funding: £45,000</p>
<p>Kings Mill Reservoir leisure development</p>	<p>The development and feasibility work are ongoing to create new signage at key locations to the entrance and boundaries of the site to improve visibility of the facilities.</p> <p>A decision is due on the appointment of the operator.</p> <p>A licence agreement to enable the Sea Cadets to operate from the facilities has been issued, and options are being explored to formalise an agreement.</p> <p>Risk remains elevated due to delays in appointing an operator.</p>	<p>C: July 2024</p>	<p>Operator procurement Jan 2025</p>	<p> Remains Elevated</p> <p>Towns Fund: £3,352,000 Co-funding: £648,000</p>
	<p>Ranger / activities This programme continues to create volunteer opportunities. The monthly events remain popular. Planned outputs and outcomes have been exceeded in particular the number of people engaged through the programme which was planned to be 150 but has achieved 922.</p>			<p> UK Shared Prosperity Fund: £30,000</p>




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 outcome is anticipated in February.</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 initially under a PCSA agreement to support value engineering and pre-commencement works.</p> <p>Work is ongoing on a legal review between ADC and the Football Foundation in preparation of a grant being awarded.</p>	<p>Part 1: S:Nov 2024 C: March 2025</p> <p>Part 2: S: April / May 2025 C: Feb 2026</p>	Contract Award Jan / Feb 2025	<p>↔</p> <p>Towns Fund: £1,991,676 Co-funding: £339,000</p>
Sutton Lawn Sports Hub	<p>The Football Foundation funding application outcome is anticipated in February.</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 initially under a PCSA agreement to support value engineering and pre-commencement works.</p> <p>Work is ongoing on a legal review between ADC, ATT and the Football Foundation to complete approvals.</p>	<p>Part 1: S: March 2025 C: August 2026</p> <p>Part 2: Sept 2025 S: March 2026</p>	Contract award Jan / Feb 2025	<p>↔</p> <p>Towns Fund: £2,818,633 Co-funding: £2,021,973</p>
Green social prescribing Walking and Cycling	<p>Grants to support positive mental health (£20,000) To date 18 organisations have applied for a grant, totalling £14,850.</p> <p>A further £4,00 has been applied for by 4 organisations. These will be reviewed by the BHBH Management Group on 6 February 2025.</p> <p>Please encourage local groups to apply via https://www.ashfield.gov.uk/environment-health/health-wellbeing/feeding-ashfield/green-activity-grant-scheme/</p> <p>Nature Trails/Accessible maps (£35,000) Each site will have a map, and a mix of sensory totem poles and themed based totem poles (e.g. butterflies, bees). The poles will have a small plaque, giving interesting facts about the animal/species, and a QR code to direct residents to the Discover Ashfield website,</p>	March 2025		<p>↔</p> <p>UK Shared Prosperity Fund: £70,000 (Green Social Presc.) £90,000 (Walking and Cycling) Yr3 Budget</p>


	<p>for further information and links to other trails in the district.</p> <p>The totems have been delivered and are due for installation in early February (total cost £14,980).</p> <p>The map boards and plaques (circa £10,000) are being designed and will be installed in March.</p> <p>New maps are being produced, along with key information for each of the Green Flag parks. (£5,000)</p> <p>Activity boxes have been purchased for residents to borrow to enhance their visit to the parks and story trails are planned for February half-term. (£2,000)</p> <p>Litter Picking (£11,000) The online sign-up process on the Council’s website is now up and running. This enables litter pickers to sign up, report litter, and top up on supplies, which will be available to collect from the Leisure Centres. The web link is https://host02.digital.ashfield.gov.uk/w/webpage/volunteering</p> <p>In February three events will be held - Kirkby (27th Feb), Hucknall (6th March), Sutton (20th February) to thank litter pickers and to register new ones. This will be promoted as part of the Council’s Big Spring Clean.</p> <p>We aim to sign up 200 new litter pickers. The funding covers the cost of litter pickers, hi-vis vest, bags and gloves, as well as thank you refreshments during the events. This figure includes organisations who have accessed an adult or child litter picking pack.</p> <p>Growing Packs (£17,000) 200 Growing Packs have been purchased. Growing packs will be promoted in early February via ADC social media. The forms are ready. Residents will be able to collect growing packs at the 3 leisure centres, at the same time the litter picking packs will be distributed. We will encourage those coming for a growing pack to sign up as a litter picker at the same time.</p> <p>150 packs will also be distributed to supported living accommodation and care/residential homes. These will be packs which enable people to grow food/plants indoors. These will distributed through the BHBH networks.</p>			£101,000
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	<p>The cost of the growing packs is £14,000 to date.</p> <p>Cycle Activities on Sutton Lawn (£10,000) Ridewise have provided cycle-based activities at Sutton Lawn including learn to cycle, and bike maintenance. A report will be shared at a future board meeting. This activity is now concluded (£9,620)</p> <p>Youth Cycling/Scooting in Kirkby (£3,000) The last of the sessions at Asylum Skatepark will run at February half term, all 60 places are booked. Over the previous sessions 56 young people enjoyed activities and a warm meal.</p> <p>Projects are on track to achieve spend and outcomes. There is likely to be some movement within the approximate values given for each element.</p>			
Community Vertical Farming	<p>The facility is now set up and in production. The focus is on micro-greens which are young herbs and vegetables that can be harvested within a week or so. They have higher nutrient levels and are used for salads etc.</p> <p>Growing kits will be distributed to 100 schools across Ashfield and Mansfield and 100 individuals.</p> <p>ATTFE will be arranging a visit for board members in the next few weeks, please contact Liz Barrett if you would like to attend.</p> <p>£6,186.43 has been allocated to St Thomas Church, Kirkby, to develop a green space at the church to enable regular growing and social activities.</p>	C: March 2024	Opening of facility	 Project in delivery UK Shared Prosperity Fund: £87,500

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 council is working through options with Vision West Notts College to discharge the health and safety requirements. Appointment of additional roles will delay the project start.</p> <p>Elevated Risk: Due to the issue detailed above, options are being considered for a revised work programme which will be reported at the next board meeting.</p>	S: April 2024 C: March 26	Under appraisal. To be confirmed at next board meeting.	 Elevated Towns Fund: £662,933.19 Co-funding: £100,000

Hucknall				
Hucknall Town Centre-High Street Property Improvement Fund	<p>Two grants have been agreed to the value of £13,606.00 with a total project value of £17,007.00. There are currently 6 active enquiries.</p> <p>MHCLG have advised that this funding can be carried forward into next financial year as this project was part of the LUF bid. We are awaiting confirmation of the outcome of the LUF consultation.</p>			 Reduced UK Shared Prosperity Fund: £90,000
Kirkby				
North Kirkby Gateway	<p>The conveyancing for the property purchase is being finalised. The delivery team is awaiting confirmation from the seller's solicitor on subsidy control.</p> <p>The RIBA stage one plan for the Ellis Street project has been completed. The appointment of a design and build contractor is now progressing which will include the novation of the architects to progress the scheme.</p> <p>A planning application for the Pond Hole housing scheme has been delayed. The developer is finalising the submission and supporting documents.</p> <p>A developer's grant agreement is progressing to support the additional feasibility work and remediation plan for the Pond Hole site.</p>	C: March 2026	Release of stage two plan for the project Jan / Feb 2025	 monitor delays and seek to progress the design and construction phases. Towns Fund: £8,909,648 Co-funding: £5,140,999
West Kirkby Gateway & public transport hub	<p>Work to demolish the old building is completed.</p> <p>A proposed residential scheme design is being progressed.</p> <p>The appointment of a design and build contractor is progressing which will include the novation of the architects to progress the scheme.</p> <p>Risk has reduced following demolition of the building.</p>	S: July 2024 C: March 2026	Release of stage two project plans Feb 2025	 Towns Fund: £3,958,041 Co-funding: £3,920,000
Sutton				

Portland Square & Fox Street	<p>Contract work is on site and progressing as planned.</p> <p>The layout of the new public realm will start to take shape through January as the new locally manufactured planters start to be installed.</p> <p>Risk remains elevated due to ongoing cost pressures. Options to manage contingency risk are detailed in section 1.7. A review of the project budget and costs risk is being completed and an update will be included in the next report.</p>	C: May 2025	Tree planting and installation of planters late Jan 2025	<p> Remains Elevated</p> <p>Portland Square: Towns Fund: £1,229,352 Co-funding: £136,000 Fox Street: FHSF: £531,088 Co-funding: £70,912</p>
Low Street	<p>The tenant, ATTFE has taken occupation of the building.</p> <p>The carbon savings against the completed project are being assessed to support the monitoring and evaluation return.</p>	Completed		<p></p> <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 to be adjusted. The project remains planned to Start 2025/26 there may be an overrun into 26/27.</p>	Anticipated S: TBC	Project announcement - Start date TBC	<p></p> <p>Towns Fund: £737,478 Co-funding: £113,000</p>

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
Green Ashfield				
Green Ashfield	Evaluation of the completed green interventions is ongoing and will be completed in early 2025. 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.	C: Dec 2025	Retrofit PR – Carbon saving to project sites. Jan / Feb 2025	<p> Remains Elevated</p> <p>Towns Fund: £2,198,048 Co-funding: £3,129,301</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>			
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1.3 Monitoring and Evaluation

We are awaiting any further feedback on the Towns Fund / Future High Street Fund and LUF M&E submission for the period April 2024 to September 2024 which was submitted to MHCLG on 21st November.

MHCLG requested that accountable bodies submit a request for funding to be reprofiled where funding in excess of £200k hasn't already been drawn down and would need reprofiling into 2026/27. The submission was submitted on the 22nd of January for approval.

The North Kirkby Gateway scheme is the only project that is affected because funds are still due to be drawn down. It is anticipated that the following projects will have committed funds by the 31st of March, but completion may overrun into the 2026/27 financial year.

1. TF11 North Kirkby Gateway
2. TF17 West Kirkby Gateway
3. TF07 High Street Property Fund
4. TF03 ADMC
5. TF10 Libraries Project

1.4 Communications

Communication activities during the last period were as follows:

- Portland Square progress
- Completion / handover and official opening of the Planetarium

The following communication opportunities will be undertaken in February / March:

- High Pavement House Business event
- Cornerstone Theatre– Social Value output
- Walking and Cycling – Network development plan
- West Kirkby Gateway Stage 2 plans released
- North Kirkby Gateway Stage 2 plans released
- Discover Ashfield Website Marketing
- Portland Square ongoing contract delivery and social value
- Green Ashfield – Carbon saving benefits.

1.5 Risk registers

The risk registers for Towns Fund, FHSF and UKSPF 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 2.

1.7 Proposals

A cost review has identified an underspend in the Construction Centre and West Kirkby Gateway projects, and we are seeking approval from the board to reallocate the funds to address budget deficits identified in the sports hub projects.

The cost plan for the Construction Centre has been finalised including the deliverables through a grant agreement with Vision West Notts College and the purchase of a building to facilitate delivery.

The cost plan for the West Kirkby Gateway is at Stage 2 and a principal contractor is being appointed thereby minimising cost risk as the project progresses. Subject to final cost review £400k is currently unallocated within the budgets.

Decision 1: To approve the reallocation of the balance of funds from West Kirkby Gateway and the Construction Centre projects to Kirkby and Sutton Sports Hub projects.

2.0 UK Shared Prosperity Fund (UKSPF) 2025-26

UKSPF of c.£25m has been awarded to the East Midlands Mayoral Authority (EMCCA) for 2025-26, following the end of the initial three-year programme which will provide a transition to a new, future funding framework from April 2026.

EMCCA have indicated that the allocation to each authority will be c.60% of this year's UKSPF allocation. For Ashfield this is c.60% of £2,029,950 - **£1,217,970**. EMCCA have advised of a potential change to the revenue/ capital split from 70/30 to 60/40 which would mean **c.£731k revenue and c.£487k capital**.

The EMCCA Board will consider the plan to deploy the UKSPF allocation at its next meeting on 10th February and will confirm council allocations thereafter. EMCCA will set out regional priorities for the investment grounded in the national framework. EMCCA is also reviewing plans to utilise other funding sources to augment this regional allocation, particularly around Visit and Invest activities.

The fund's three priority areas of Communities and Place; Support for Local Business; and People and Skills are unchanged. There is some redefinition of the three priorities to align with the government's five Missions and a reduction from the 53 interventions to 12 as detailed below:

1. Communities and Place

- a. Healthy, Safe and Inclusive Communities: Improving health and wellbeing, reducing crime and the fear of crime, bringing communities together and tackling homelessness.
- b. Thriving Places: development of the visitor economy, high streets and town centre improvements.

2. Supporting Local Business

- a. advice and support to business, enterprise culture and start-up support, as well as business sites and premises.

3. People and Skills

- a. Employability: supporting people, including economically inactive, to progress towards and into sustained employment and support for young people who are at risk of becoming NEET.
- b. Essential skills (including numeracy, literacy, ESOL and digital) and employment related skills.

Funding for 2025-26 can be used to support activities from 1 April 2025 to 31 March 2026, including continuations of existing activity where appropriate.

A reduced and updated list of outputs and outcomes for 2025-26 will be published in due course, reporting will continue to be every six months through EMCCA.

The Multiply programme will not continue as a specific, ringfenced programme. Local authorities can fund adult numeracy support alongside the wider suite of people and skills related activities.

The full updated guidance can be found here which should be read with the updated prospectus:

[UKSPF 2025-26-technical-note](#)

[UKSPF updated prospectus](#)

With the confirmation that there is an additional year of UKSPF funding officers are undertaking a review of the existing programme to identify where projects have performed well and where there is a need for a continuation. For the existing three-year programme engagement workshops were facilitated which informed the programme. However, given the very tight timescale to develop/ procure and deliver programmes and the engagement previously undertaken it is recommended that a shortened process is used.

The suggested process is for the Discover Ashfield Funding Subgroup to be convened to review existing projects and proposals for new projects. The group's Terms of Reference would need to be reviewed.

Proposals would then be brought to the board for sign off.

The board should consider how new project proposals should be managed and whether there should be a call for projects or a more restricted process given the resource implications and timeframes for the funding. It should be noted that a number of grant programmes were run in the current programme and this approach could be repeated/ expanded. The Council has already received a number of project enquiries from organisations.

Council approval and sign-off processes would run in parallel.

Decision 2: The board is asked to discuss and agree its approach to facilitate the allocation of the UKSPF 2025/26 funding

Due to the challenging timeframes, there are a number of projects and resource we would like to extend in advance of the new programme being developed as detailed below.

E23 General Business support: Graduate Economic Development Officer post

The post of Graduate Economic Development Officer is required to ensure continuation of support for the delivery of the Supporting Local Business theme projects. An allocation of £39,985 (including oncosts) is proposed to support the extension of the post for an additional year.

Decision 3: To agree a one-year extension to the post of Graduate Economic Development Officer, for the period 1st April 2025 – 31st March 2026 and associated allocation of £39,985.

We have identified an underspend of £8,077 in the E38 programmes and propose running an extra event at one of the local universities to help graduates (both within and outside of Ashfield, past graduates and those graduating in 2025) to gain an increased understanding of employer expectations. This will support them in sustaining employment and in understanding how to succeed in role, and to identify any skills gaps (can signpost to further development, volunteering). An Ashfield based business would be used as an experiential case study for the session, to showcase the great work that locally based businesses are doing and help graduates see Ashfield businesses as an attractive destination to start their careers. 10-15 people could be attracted to the event, ensuring they receive referrals into further development and are aware of Ashfield as a potential future employment destination.

Decision 4: To agree the allocation of underspend of £8,077 to the work being undertaken by GradConsult.

We are continuing to review the current programme and have identified a number of likely underspends due to various issues around procurement, planning permission etc. which are delaying the completion of projects. We will bring a detailed report to the next board with a recommendation that any underspends are reallocated to existing projects which are on target thereby achieving the required spend for UKSPF by the end of March.

3.0 Kirkby Long-term Plan for Towns

We are awaiting a revised prospectus to be published by the government in the New Year, with associated timelines and new strategic objectives aligned with the government's missions. This will include a broader range of policy interventions, affording places greater flexibility in how they improve their areas.

The Safety and Town Centre subgroups are continuing to meet.

4.0 Hucknall Levelling Up Fund

The Council submitted a consultation response together with further letters of support from partners in December and the outcome is due by the end of January.

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 1 - 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 2

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
PC-2024-TF17-04	West Kirkby Gateway - G F Tomlinson	Regeneration	WKG - D&B	G F Tomlinson	TBC	TBC	TBC	PAGABO	Medium Size Enterprise	G F Tomlinson Building Ltd Tomlinson House 100 ALFRETON ROAD Derby	2332956
ADC1003172	Towns Fund M&E reprting	Regeneration	M&E reporting	Focus Consulting	£6,300.00	Mar-25	Mar-26	Direct award	Medium Size Enterprise	1 Pinnacle Way, Pride Park, Derby DE24	2979463
FHSF - Fox Street, TF12 Portland Square Project Management	Project Management Services	Regeneration	PM for Fox Street/Portland Square & Hucknall LC Carpark	Matrix SCM	£18,000.00	Jan-25	tbc	Direct Award	Medium Enterprise	2nd Floor Partis House, Knowlhill, Milton Keynes MK58HJ	2227962
R-2025-TF15-Focus_RIBA5-6	TF-15_Sutton Lawn Sports Hub – Professional Team Appointment – RIBA 5-6	Regeneration	Multi-disciplinary team to deliver RIBA 5-6 Services	Focus Consultants	£135,403.00	Jan-25	Mar-26	ESPO Direct Award	Medium Enterprise	Focus House, Millennium Way W, Nottingham NG8 6AS	2979463
R-2025-TF09-Focus_RIBA5-6	TF-09_Kingsway Park Sports Hub – Professional Team Appointment – RIBA 5-6	Regeneration	Multi-disciplinary team to deliver RIBA 5-6 Services	Focus Consultants	£128,048.00	Jan-25	Apr-26	ESPO Direct Award	Medium Enterprise	Focus House, Millennium Way W, Nottingham NG8 6AS	2979463

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1.7.1 Enterprising Ashfield proposal re: Graduate Placements

Enterprising Ashfield is a comprehensive programme delivered by NTU on behalf of Ashfield District Council to support businesses, entrepreneurs, and local people in Kirkby-in-Ashfield and Sutton-in-Ashfield.

1) Graduate Placements

NTU's Employability team support employers in eligible Ashfield postcodes with access to high-level skilled talent. Initially employers could receive a talent grant of up to £2,500 (match funded at least 50%) for the first 12 weeks of the placement and subsequently this offer was extended to a maximum of £10,000 for up to 48 weeks. This gives employers the opportunity to explore recruiting graduates where they previously may not have, creating more permanent jobs and a pipeline of graduate level jobs for the future.

At the outset of the programme, the Enterprising Ashfield talent strand had a target of 150 part-funded graduate placements ringfenced to businesses within the eligible Ashfield postcodes. With 15 months to go we have only secured 39 and now need to mitigate and respond to the challenges faced.

We have endeavoured to explore and secure as many graduate roles as possible and have tried to be flexible in our approach and update our offer based on market intelligence and feedback.

As previously reported in the monthly Highlight Reports, the output of 150 is proving to be extremely difficult to achieve based on a number of factors around the graduate landscape in the area.

Budget breakdown on talent grants awarded

Grants	Amount
19 paid (6 x £1,250 and 13 x £2,500)	£40,000
9 ready to award (1 x £2,500 and 8 x £10,000)	£82,500
5 in progress at £10,000	£50,000
6 due to start at £10,000	£60,000
Total 39 grants	£197,500

The table shows the maximum grant that can be paid to the 'ready', 'in progress', and 'due to start'.

This would take us to a remaining budget of £83,460 which could be allocated to a minimum number of 50 placements, with 8 grants of £10,000 and one grant of £2,500. With the overall budget of £280,957 this leaves a shortfall of £957 to allocate as we can at the end of the project.

However we will closely monitor the budget as grants are being awarded to help inform the maximum grant per business, and the total number of roles supported may increase by the end of the project from the 50 stated above.

Performance to date

NTU Talent have tracked all business leads: 241 unique organisations. We have converted 28% of our engagement into enrolled businesses (67), these have all shown interest in graduate recruitment, but not all have translated into advertising and/or hiring. The talent strand has enrolled 28% of businesses onto the Enterprising Ashfield programme.

Business Engagement	Number
Business Leads by Talent Strand	241
Businesses enrolled onto Enterprising Ashfield	124
Businesses enrolled by Talent Strand	67

To date of those 67 businesses enrolled on the talent strand, 28 businesses have had at least one graduate supported by a talent grant which is 42% of all businesses enrolled having had support through the talent strand.

The Talent Strand has enrolled numerous organisations to the project who have unfortunately not recruited graduates after joining the project. Factors include lack of applications / suitable candidates, changes in recruitment direction i.e. moving to apprenticeships, company relocations etc. In some cases an employer might have been enrolled by the Talent strand but would have benefited by one of the other strands in the project more so have been moved to a different output.

Table below shows a breakdown by year of graduates placed and grants awarded. There has been a slow increase over the years since the programme start, demonstrating the project has influenced businesses to recruit high-level skilled roles. We have included our forecast for 2025 with secured roles looking to start.

We believe our approach has encouraged more businesses to consider and take on graduate level roles and this evidences that we are creating a potential pipeline for these highly skills roles in the future.

Calendar Year	Graduates Placed	Grants Awarded
2022	5	0
2023	12	8
2024	16	11
2025	6 due to start from Jan onwards	9 due to be awarded from 2024 activity

The summary table below shows the impact across Ashfield* that the business development activity has had, starting from the 2021/2022 academic year at the start of the Enterprising Ashfield Project in March 2022.

Academic Year	Graduate Jobs Advertised	Sandwich Placements	Short-term Placements	Employer-Led Projects	Graduate Internship Scheme Roles Submitted
2021/2022	34	9	23	0	3
2022/2023	31	17	9	3	3
2023/2024	45	23	23	7	22
2024/2025 (Year to Date Sept-Dec 2024)	11	5	0	5	N/A

*all of Ashfield including the non-eligible areas such as Hucknall

There has been a steady increase in graduate jobs advertised on NTU's graduate job board, the activity has positively influenced the creation of highly skilled roles in the region.

Businesses can engage with other employability services such as student placements, employer-led projects and the 'Graduate Internship Scheme'. The 'Graduate Internship Scheme' saw a significant increase last year in graduate roles submitted by eligible Ashfield businesses (22), with 10 roles filled by NTU graduates. At the end of the 6 week fully funded scheme, 2 of these businesses kept their graduate on with a talent grant from Enterprising Ashfield.

Business development activity in eligible Ashfield postcodes

The business engagement methods used to identify and engage businesses include;

- CRM (engaged and lapsed employers)
- Inplace (placement management system)
- Careerhub (NTU's graduate job portal)
- Power BI Dashboard (Records all advertised graduate and student opportunities over last 5 years, and graduate destinations of NTU graduate respondents)
- FAME
- MarketIQ
- Indeed, LinkedIn and various other job advert websites, including employers' own careers pages
- Attending regional business networks and events
- Road spotting, e.g. Sherwood business park
- Attending Ashfield Careers Fair, and regular attendance at Pure Offices

The marketing activity below incorporates all Enterprising Ashfield campaign activity; however, the talent strand was always included:

- 2 x mailings to local businesses (one to over 1,200, the second to the 150 largest - covering letter highlighting strands plus EA project brochure)
- 2 x Mansfield Chad advertorial pieces
- Nottingham Post – In Your Area targeted digital campaign
- Full page ads in Mansfield Chad, News Journal and Voices magazine
- 8-week radio campaign on Mansfield 103.2
- 2 x business belters features on Mansfield 103.2
- 4-week bus stop campaign
- Email newsletters (1 x specific school mailing list, 2 x to all eligible businesses/residents within CRM, included in bi-monthly updates to enrolled businesses/individuals)
- 3 x mailings to eligible schools
- Sponsorship inclusion in Mansfield & Ashfield News Journal (includes printed ad spots each month and digital ads)
- Multiple social media posts across Facebook and LinkedIn (including cross-promotion with NTU Grad Intern Scheme)

Graduate recruitment in Ashfield

NTU Employability has been doing business engagement in Ashfield area for the past seven years, at first passively, however, have become more active as our Mansfield campus opened, and since delivering the Enterprising Ashfield programme. Our biggest challenge to date has been to identify graduate roles with Ashfield businesses. A summary below highlights key challenges in the local graduate labour market.

Key challenges		
Entry level roles are for apprenticeship/school leavers	Lack of graduate roles in healthcare (outside NHS qualified nurses)	Warehousing and logistics companies, with floor level staff
HQ is in other parts of UK; Ashfield premises are for factory workers	Top three industries (2024) are Hospital Activities, Warehousing and Storage, Construction or other Civil Engineering Projects.	Large companies disengage, don't need incentive of funding.
Role filled by non-graduate; internally / pulled / senior appointment / or school leavers	Lack of new graduate level roles being advertised on local and national job boards	Funding isn't large enough to incentivise job creation, time to recruit, induct, mentor, cost of equipment

Employer Feedback on not engaging with Enterprising Ashfield

Employers have a multitude of reasons as to why they are not wanting to recruit graduates, even with funding and / or the support from the University to recruit. Common themes revolve around the business lacking the organisational structure / capacity to recruit for a new role, roles unsuited to graduates, recruiting through apprenticeships instead / "tried and tested" methods of recruitment. Organisations have also stated that 2.5k funding is not enough of an incentive to create a position when factoring in costs related to equipment / training / induction and supervision of new staff.

Multiple Talent Grants have also not been awarded due to recruitment factors - Appointed non-graduates, successful candidate graduated too long ago, position was filled internally, position was withdrawn after advertising or lack of suitable applications, the role being "too senior" – ie. Looking for significant experience, ruling recent graduates out. We have also had issues where the Employer becomes unresponsive once appointed or has missed enrolling before the candidate's start date.

Finally, some larger employers who were engaged with the project have relocated away from the area (eg. Columbus and Summit Creative). We have also found that larger companies who recruit graduates don't need the incentive of funding and can become unresponsive. We have had multiple organisations state that Head Office / Decision-Makers are based elsewhere in the country, so they have very little say in recruitment and Ashfield locations being limited in the types of roles they recruit for on-site and these not being classified as graduate-level roles.



The Board is asked to agree Enterprising Ashfield's contingency plan to change the number of graduate placements to a minimum of 50. Although recognising this is a reduction over the initial target, we think that by helping create graduate level roles as we are, we are developing a pipeline of graduate level roles for the future.



Funded by
UK Government



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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1																		
2						Date:	End of September 2024											
3						Version:	Rev 1											
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	22/01/25	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	22/01/25	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	22/01/25	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	22/01/25	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.	Nil
13	2.4	Statutory approvals for programme outputs are delayed or not achieved	Legal	3	3	9	Delays or redesign of overall programme deliverables and individual project outputs	Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible	Reduce	2	3	6	↔	Programme Lead	22/01/25	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	22/01/25	Archived	The assurance process details this and acts as a check process. A good relationship exists with MHCLG representative so items can be flagged early if necessary. ADMC FBC has been submitted to MHCLG and approved.	Complete
15	3	Financial risks																
16	3.1	Brexit effect on supply chain -Labour/Materials price increase/fluctuation	Financial	4	2	8	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	2	6	↓	Project Leads	22/01/25	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	22/01/25	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	22/01/25	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	22/01/25	Active	ADC approved process in place	Nil
20																		

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
21	3.5	Individual project costs increase above agreed parameters	Financial	3	3	9	Impact on collective affordability of the programme	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Programme Lead	22/01/25	Active	The programme undergoes regular scrutiny. Whilst cost pressures are being experienced by some complex projects, in some cases they are being actively reduced and/or balanced by the programme as a whole. Approval for the Towns Fund PAR has been received in June 2023. All changes for Future High Streets, including the extension of time for Low Street, Fox Street and the Theatre have been accepted. Recent PAR for Towns Fund changes both delegated and from DLUHC are now accepted. PAR for additional changes agreed by Board at its meeting on 28 June 2024	Formal PAR to be submitted to MHCLG. Risk remains the same as last assessment.
22	3.6	In project cost variances at delivery phase of capital works	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Project Leads	22/01/25	Active	Each project cost plan being scrutinised and options for cost reduction or other viability considerations investigated where necessary.	Nil
23	3.7	Project delays put at risk the availability of funding	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding. Work with partners and funders	Reduce	3	2	6	↔	Programme Lead	22/01/25	Active	ADC is working with partners and funders to seek a way forward to ensure that projects with delays can be delivered where possible.	Nil
24	3.8	Drawdowns of funds are not received in line with expected deadlines	Financial	3	2	6	Impact on programme cashflow forecasts negatively impacting on the wider Council cashflow position	Ensure fund drawdowns are clearly identified and owned by individuals within the programme	Avoid	2	2	4	↔	Programme Lead	22/01/25	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	Ensure that reported forecasts and spends too MHCLG highlight the required drawdown profile in MHCLG six monthly reports.
25	3.9	Partner organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with partner organisations to consistently gauge delivery potential	Contingency	3	3	9	↔	Programme Lead	22/01/25	Active	ADC continues to monitor this carefully. Work closely with delivery partners to ensure that they have in place the necessary financial checks and balances in procurement and financial management.	Nil
26	3.10	Change in Taxation Status of a delivery partner	Financial	2	2	4	Variance to organisations financial standing limiting ability to deliver programme	As necessary conversations regarding ongoing viability and tax status	Avoid	2	2	4	↔	Programme Lead	22/01/25	Active	Continue to work with partners, finance experts, to ensure opportunities maximised for the betterment of the District and the projects.	Nil
27	3.11	Change in VAT Rules/Status	Financial	2	2	4	Change in ability to recoup/offset costs	Review any HM Government Changes in Law and ensure as necessary conversations with all parties regarding VAT implications	Reduce	1	2	2	↔	Programme Lead	22/01/25	Active	ADC continues to review VAT status of partner organisations to understand the implications of how the project budgets may be impacted. This is a process it will continue to do.	Nil
28	3.12	Supplier organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with the contractor. Support the supplier to help manage their situation. Ultimately retender or identify next preferred supplier.	Contingency	3	3	9	↔	Programme Lead	22/01/25	Active	In constant review	Nil
29	3.13	Inability to action capital funding swaps to ensure the allocated Towns Fund funding is fully utilised in each financial year.	Financial	3	3	9	Impact on overall programme deliverability due to non-compliance with Towns Fund requirements.	Continual dialogue and engagement with partner organisations to ensure spend profiling information is continually monitored to identify project slippage in advance to ensure corrective action can be taken so that spend requirements are met. Continual monitoring of the need for capital swaps in the context of the overall ADC capital programme and continual dialogue with MHCLG regarding underspend and inability to swap.	Contingency	3	3	9	↔	Programme Lead	22/01/25	Active	PARs submitted. PAR for Towns fund submitted in December 23 and agreed in April 2024. Review with finance team quarterly to monitor and formats requirements.	Nil
30	Legal risks																	

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
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	22/01/25	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	22/01/25	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. Thee 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	22/01/25	Active	Fortnightly meetings in place between Assets and the TF Programme Lead. Legal Colleagues to be included to support when land purchases are imminent	Nil
34	4.4	Contracts with suppliers/contractors are not correctly in place	Legal	1	1	1	Reduced or zero legal remedy for The Council should poor performance be observed	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support	Reduce	1	1	1	↔	Programme Lead	22/01/25	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	22/01/25	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	22/01/25	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	22/01/25	Active	Fortnightly meetings in place and strategy at ADC to ensure land acquisitions progress.Heads of terms and final negotiations are nearing completion.	Reducing risk as land is secured and final site are near completion.
38	5 Managerial risks																	
39	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	22/01/25	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
40	5.2	Covid-19 effect on supply chain - limitations on material supply/delivery delays	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	1	2	2	↓	Project Leads	22/01/25	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, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead	22/01/25	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 in regular meetings with necessary outputs	Accept	1	1	1	↔	Programme Lead	22/01/25	Active	Actively Managed	Nil
43	5.5	Change in Programme Lead at The Council	Managerial / Professional	3	2	6	Temporary impact on overall programme delivery including potential missed deadlines	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Contingency	3	2	6	↔	Programme Lead	22/01/25	Active	Programme Management team in place not sitting with one individual so risk is spread.	Nil

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R												
5.6	Development of Business Cases is not completed within programme and cost parameters	Managerial / Professional	2	2	4	Delays to the programme commencing including secondary impacts on finance and legal risk categories	Ensure that the Business Case Consultants are contracted to deliver outputs in good time to enable the Council to absorb any reviews by Discover Ashfield Board	Reduce	2	2	4	↔	Programme Lead	22/01/25	Archived	ADC appointed Business Case Consultants. All BFC submitted and are concluded and agreed by DLUHC	Complete												
5.7	In house Council delivery teams are reduced in effectiveness due to other deliverables	Managerial / Professional	3	3	9	Loss of momentum on programme and individual projects.	Ensure visibility of the Towns Fund Programme including the applicable resource plan required to oversee the programme	Contingency	2	2	4	↔	Programme Lead	22/01/25	Active	As more projects move into the delivery phase this creates more momentum.	Nil												
5.8	Consultants perform poorly against stated/contracted outputs	Managerial / Professional	2	2	4	Failure to deliver key programme outputs across various projects	Ensure clear Performance Requirements are stated within the tender and contract documents. Ensure regular performance reviews.	Contingency	3	2	6	↔	Programme Lead	22/01/25	Active	The programme is applying specific time/outputs pressures across programme level delivery. Exercising delivery delays with some projects which is putting pressure on the timely delivery of outputs. Put in place, where necessary, supports and resources to	Nil												
5.9	Failure to engage with wider internal Council stakeholders to gain buy in and support to Towns Fund	Managerial / Professional	2	2	4	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes	Contingency	3	2	6	↔	Programme Lead	22/01/25	Active	Regular meetings with key internal stakeholders. Feedback and active engagement with internal stakeholders, especially with those who manage the facilities is seen as vital to ensure that improvements are maximised.	Nil												
5.10	Reporting failure regarding partner organisations and to DLUHC	Managerial / Professional	3	2	6	Failure to adhere to grant terms and conditions & failure to achieve drawdowns as profiled	Ensure that clear reporting structures are in place including clarity over necessary detail/outputs	Contingency	3	2	6	↔	Programme Lead	22/01/25	Active	Regular meetings with partner organisations	Nil												
5.11	Changes at national or local level to political stakeholders or policies over the life of the programme	Political	3	2	6	Changing views in relation to projects resulting in delays to project delivery	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Contingency	3	2	6	↔	Programme Lead	22/01/25	Active	Watching brief	Nil												
6 Publicity & Promotion																													
6.1	Slave labour (Modern Slavery Act 2015) - association with any manufactures/companies in countries, performing slave labour	Political	2	2	4	The reputational damage which organisations face if exposed as having slavery within their supply chain	Ensure all necessary appointment processes include clear PASS/FAIL Criteria regarding this area	Contingency	2	2	4	↔	Programme Lead	22/01/25	Active	Within criteria	Nil												
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	22/01/25	Active	High level communications plan submitted to the DA Group. Engagement Group to be re-engaged to commence programme level deliverables	Nil												
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	22/01/25	Active	Grant Agreements address this and close working with partners to be able to deliver. Continue to review projects where there are changes that are being made that differ from the original business case to consider impact. Most of the Grant agreements are complete. 1 Partnership agreement is completed.	Nil												
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	22/01/25	Active	Communication Plan submitted and supported at DA Board	Nil												
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	22/01/25	Active	Covered in Communication Plan	Nil												
6.6	Individual projects fail to deliver the Council's Social Value Outputs	Customer/Citizen	2	3	6	Failure to deliver on key social and economic outcomes for the Council in the wider vision for Ashfield	Ensure that each project lead is aware of the Social Value Portal and that procurement strategies include this.	Contingency	2	2	4	↔	Programme Lead	22/01/25	Active	Programme manager has met with Social Value Portal and Social Value Engine and the detail is included in procurement paperwork. Work is being undertaken to demonstrate and implement these benefits practically in the District.	Nil												
The categories of risk to prompt identification and to help to identify the cause / source of risks are:																													
<table border="1"> <thead> <tr> <th>Risk response</th> <th>Description</th> </tr> </thead> <tbody> <tr> <td>Threats</td> <td></td> </tr> <tr> <td>Avoid</td> <td>The risk is avoided e.g. change in strategy</td> </tr> <tr> <td>Transfer</td> <td>Some or all of the risk is transferred to a 3rd party</td> </tr> <tr> <td>Reduce</td> <td>Action is taken to reduce either the likelihood of the risk occurring or the impact that it will have</td> </tr> <tr> <td>Accept</td> <td>The risk may be accepted perhaps because there is a low impact or likelihood</td> </tr> </tbody> </table>																		Risk response	Description	Threats		Avoid	The risk is avoided e.g. change in strategy	Transfer	Some or all of the risk is transferred to a 3 rd 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
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Risk rating Score	Risk rating action required
18-24	Risks at this level sit above the tolerance of the Council and are of such magnitude that they form the Council's biggest risks. The Council is not willing to take risks at this level and action should be taken immediately to manage the risk. Corporate Risks, monitored by CLT
15-16	These risks are within the upper limit of risk appetite. While these risks can be tolerated, controls should be identified to bring the risk down to a more manageable level where possible. Corporate Risks, monitored by CLT
5-12	These risks sit on the borders of the Council's risk appetite and so while they don't pose an immediate threat, they are still risks that should remain under review. If the impact or likelihood increases 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.

Contingency	Opportunities
Share	An opportunity is shared with a partner or supplier to maximise the benefits e.g. through use of shared resources/technology.
Exploit	A project could be adjusted e.g. to take advantage of a change in technology or a new market
Enhance	Action is taken to increase the likelihood of the opportunity occurring or the positive impact it could have. e.g. Strategic/commercial opportunities such as new partnerships, new capital investment
Reject	No action is taken and the chance to gain from the opportunity is rejected. Contingency plans may be put in place should the opportunity occur. - Political or environmental e.g. new transport links, change of government bringing positive changes in policy/opportunities

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

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

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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: 30 November 2024

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	Finance	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 conditions impact on the delivery costs	Supply chain drives up the costs and borrowing costs increase accordingly	Impacts 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 /inflation.	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 Kirkby 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 lose 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 Kirby and reduce the programme in 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 businesses 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 Gregson/Project Manager
1	Finance	Rising Costs	Cost inflation	Project cost increase above agreed parameters due to high demand of consultancy resourcing leading to price increase/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 Gregson/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 Gregson/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 Gregson/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 visibility 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 1 - Remote
Change in Policy Focus	2 - Low impact	2 - Medium	0.75 2 - Distant: next 12 months
Client Misreatment	3 - Medium impact	3 - High	0.95 3 - Approaching: next 6 months
Covid Disruption	4 - Significant impact	4 - Almost Certain	1 4 - Close: next 3 months
Credit Losses	5 - Major impact		5 - Imminent: next month
Delivery Partner Risk	6 - Critical impact		
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			

UKSPF	UKSPF Project & Intervention	Risk response	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	Responsible person	Date	Update	Changes	
E1	Hucknall Town Centre - High Street Property Improvement Fund	Fail to attract potential businesses to take on the grant.	Reduce	2	3	6	Melanie Wheelwright	02-Dec-24	Launched jointly on 31 July 2023 and is now live. Officers to make repeat visits to continue to raise awareness. All eligible premises have been visited. Eligibility criteria and the programme is in constant review. Proposal for additional support approved and budget for works reduced to £80k. Save the High Street has mobilised their programme is now complete. Need to consider reallocation of capital spend. The programme launched in April 2024. Site visits commenced. 5 businesses are interested to proceed, if so they form part of the first cohort. Officers participated on the site visits and will continue to do so. The risk is the same as the last assessment. Two applications received and £12,957 of the £80k has been allocated. Private sector investment being £3,239.	21 enquiries. 2 Grants awarded- revised value of £13,606. Private sector investment of £3,401. This leaves a total of £66,394 available of the £80k grant budget. A further £100k to be reallocated. It appears to be unlikely that this capital budget will be fully spent. In the short term- proposals for other similar capital spend should be considered. Was Green 4 now Amber 6.
E3	Selton Country Park Phase 2 improvements - play area, footpaths and biodiversity	Costs escalate due to inflation.	Avoid	1	1	1	Paul Crawford	02-Dec-24	On capital programme- Started in December 2023	Completed
E5	Comoor Estate, Kirkby - environmental improvements to reduce crime & ASB	Delayed programme due to problems with the site, costs escalate due to inflation.	Avoid	2	3	6	Mark Jenks	02-Dec-24	Met with Stakeholders to agree priorities. Contractor engaged- developing programme	In progress. The risk has increased since the last assessment as to lack of progress. Landscape architect is leading on this. Risk is the same as the last assessment. Risk is the same as the last assessment from Green 4 to Amber 6.
	Sutton-environmental improvements	Fail to promote UKSPF	Avoid	1	1	1	Antonio Taylor	02-Dec-24	Logos and branding- provided- project complete - required to monitor outputs and outcomes	Completed.
	Hucknall Safer Streets initiative - CCTV/ Safe Spaces	Fail to promote UKSPF	Avoid	1	1	1	Antonio Taylor	02-Dec-24	Logos and branding- provided- project complete - required to monitor outputs and outcomes	Completed.
E6	E6 Events and activities - increase resource/ create opportunities with local providers & groups. May not spend all the budget.	Fail to promote UKSPF. Underspend budget	Avoid	2	2	4	Andrea Stone	02-Dec-24	Reprofiled for 2024-25	The risk remains the same from the last assessment. Green 4
	Visitor economy - Consultancy & officer role for visitor economy/tourism, arts & culture	Unable to deliver within the time frame- insufficient resource to deal with the programme. Underspend budget for Year 2.	Reduce	2	2	4	Sarah Daniel	02-Dec-24	Paper written, developing an approach based on this to expand offer. Plan in place, budget reallocated to Arts Council Bid as if successful this will support the visitor economy. Reallocation has been approved by the DA Board. Consultancy appointed to assist with the programme. Proposal for signage agreed at January 2024 Board meeting. Signage has been procured.	The risk at the last assessment remains the same from the last assessment.
	St Mary Magdalene Grant support			2	2	4	Sarah Daniel	02-Dec-24	DA Board approved enabling support of £25k for this project in June 2024	Progress on project and Grant agreement is in progress. progress is assessed at Green 4
	Arts Council Bid			1	2	2	Sarah Daniel	02-Dec-24	Budget reallocated from the E events budget. Additional budget agreed and provided from Visit and Community Vertical farming budget. EOI submitted, feedback received. Clarifications are being provided. Bid is in progress. Funds may be required to be carried forward.	The Bid has been accepted by the Arts Council. The risk remains the same as assessed at the last meeting at Green 2
E9	Kings Mill Ranger/ activities	Unable to deliver programme- insufficient funds	Avoid	2	2	4	Paul Crawford	02-Dec-24	To be delivered in Year 3. Meeting with Communities Team to ensure good links between projects. Mill Adventure base etc. Proposal to bring forward funding has been agreed at the January 2024 Board meeting.	In progress. No changes the risk remains the same.
E9	Green Social prescribing, community growing / allotments / nursery	Fail to attract participants. Insufficient budget to deliver programme.	Avoid	3	1	3	Andrea Stone	02-Dec-24	Looking to expand plan with the potential of bringing forward funding from Year 3 to Year 2. Plan to accelerate delivery by bringing forward funding agreed to meet demand. Whilst progress is moving well, planned spend is being reviewed. DA Board has agreed the 2024-25 programme.	The 2024-25 programme is in process and the risk remains the same as previously assessed at Green 3.
E10	E10 Cycling and Walking for All- cycle training and access to refurbished bikes	Fail to attract participants. Insufficient budget to deliver programme.	Avoid	3	1	3	Andrea Stone	02-Dec-24	Project exceeding expectations. Plan to accelerate the project by bringing forward funding to deliver to more communities has been agreed. Whilst progress is moving well, spend is in constant review. The DA Board has agreed the 2024-25 programme.	The 2024-25 programme is in process and the risk remains the same as previously assessed at Green 3.
E13	Community Vertical Farming initiative	Delayed due to requirements of partner	Avoid	3	3	9	Sarah Daniel	02-Dec-24	Whilst there is commitment in Ashfield to deliver the programme, requirements from MDC have altered. MDC has agreed to fund the project and transfer the funds to DC to ensure delivery. Due to delays in site selection and planning the project delivery, the overall budget reduced. The DA Board in July 2024 have agreed that AATFE, rather than NTL, to deliver a revised plan to meet the required outputs and outcomes.	An EDR is being process for ATFE to deliver a revised project. The risk has reduced from amber 12 to amber 9.
E15	E15 Digital support for local communities	Unable to attract bidders to deliver the programme	Reduce	2	2	4	Nathan McNicholas/ Melanie Wheelwright	02-Dec-24	ATFE has been awarded the contract. Delivery has commenced. Marketing in hand. Progress meeting with ATFE scheduled for 10th October. This project is in the delivery phase and is doing well. ATFE have agreed to expand the programme and deliver outcomes for £38 Digital.	The delivery is in progress for 2024-25 and the risk remains the same as Green 4
	Supporting Local Business							02-Dec-24		
E16	E16 Enterprise grant for town centre properties and restoration/expansion	Fail to attract potential businesses to take on the grant	Reduce	2	1	2	Melanie Wheelwright	02-Dec-24	Meeting with ADC Web content in June to plan pilot of agreed documentation. Aiming for a launch with Hucknall Grant by 31 July 2023. There is already interest in the programme. Online applications, ensure support for applicants. 75% intervention rate - up to £9k grant. Programme Launched 31 July 2023. A number of enquiries, eligibility requirements extended. Review has been undertaken. Proposal to improve the programme was agreed by the DA Board.	The programme has closed and now officers are reviewing the impact of the projects. The risk is green and remains the same as the last assessment at Green 2.
	Online Trading Opportunities: develop online directory, media students to offer support services	Fail to deliver plan, unable to find the best product - Costs increase with inflation	Reduce	2	2	4	Kate Porter	02-Dec-24	Developing a potential online approach involving a pilot project centred around traders in the leisure/retail market at £10k for 2023-24. The overall budget is £28k.	The ideswells Market pilot project is being delivered, but at a slower pace. This is useful as the Market Traders support from STHS has been launched this month with delivery commencing imminently. The risk, due to agreed changes has reduced from Amber 6 to top Green 4
	Preopening support - ADMC	Fail to deliver the plan, Unable to spend the Year 2 budget	Reduce	2	1	2	Sarah Daniel	02-Dec-24	Developing a plan to support businesses who have interest in Automation and manufacturing as a precursor to the physical delivery of the ADMC. Plan has been developed with slightly reduced costs. New Plan and programme has been agreed by the DA Board. An agreement for the service is being put in place. Good engagement with existing Business support. On track and proposal to bring forward funding was agreed.	This project is on track for delivery. The risk assessment remains the same as the last assessment at Green 2
E18	E18 Ashfield Accelerator- Adopting digital technologies	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	02-Dec-24	The agreement has been signed and the contract order form has been sent to the Chamber to be signed Launched November 2023. Order complete. Steps have been undertaken as a result of the Board decision to implement the new Grant programme which is specifically for Accelerator participants. The grant programme has generated high interest.	Nearing the end of delivery. The risk has been reduced from Amber 6 to Green 4 due to agreed changes.
	Ashfield Accelerator- Workforce development courses - short skills courses, targeting top 5 industries and emerging sectors, includes skills access hub, training needs analysis	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	02-Dec-24	The agreement has been signed and the contract order form has been sent to the Chamber to be signed Launched November 2023. Order complete. Steps have been undertaken as a result of the Board decision to implement the new Grant programme which is specifically for Accelerator participants. The grant programme has generated high interest.	Nearing the end of delivery. The risk has been reduced from Amber 6 to Green 4 due to agreed changes.
E19	E19 Ashfield Accelerator Business advice and support improving productivity & innovation	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	02-Dec-24	The agreement has been signed and the contract order form has been sent to the Chamber to be signed Launched November 2023. Order complete. Steps have been undertaken as a result of the Board decision to implement the new Grant programme which is specifically for Accelerator participants. The grant programme has generated high interest.	Nearing the end of delivery. The risk has been reduced from Amber 6 to Green 4 due to agreed changes.
E19	E23 Specialist events / talks for businesses - expand existing programme	Fail to deliver events or attract businesses due to insufficient resource	Avoid	2	2	4	Paul Stoppard	02-Dec-24	We have identified an events programme for 2024 and our first business leaders networking event is on April 23rd - Unlocking Global Potential (the TBC). This will see Mentor City from US visit and be linked to inward investment opportunities across Ashfield. This event will also see East Midlands chamber talk about the 'trading overseas' UKSPF programme. The Go green event attracted 53 attendees at Van Elie construction. The Spring event is being planned for 23 April 2024 to coincide with the delegation from Mentor City, Ohio.	No changes. The risk remains the same from the last assessment. Successful Spring and Autumn events have been held as well as the Careers Fair. Work has commenced on preparations to support other business events. Risk remains at Green 4
E24	E24 High Pavement Business Hub- rental incentives	Fail to deliver the plan	Avoid	2	2	4	Matthew Kirk	02-Dec-24	Criteria for support has been completed. ADC business support team will be working in August with Matthew Kirk on a grant for rental incentives. Web application is being developed. Advertising collateral to be designed. Budget has been reviewed as less funds are needed overall. Building to be handed over in November 2023. A number of interested parties. Need to confirm rental prices which excluded service charge. Launched Campaign in place. Invested in signage. Campaign for rental relief is launched with one successful applicant.	Currently there are 4 successful rental relief grants. With a reduced budget, Officers are looking at different ways to attract businesses. This investment continues to be closely monitored. Risk has reduced from Amber 6 to Green 4
E24	E24 Low Street Improvements			2	2	4	Kate Porter	02-Dec-24	At the July 2024 DA Board meeting, it was agreed to reduce the investment in rental incentives in the Business hub and reallocate this to improvements into Low Street.	Project is in progress. Risk is currently assessed at Green 4
E24	E24 Maker space coordination	Unable to recruit	Avoid	2	2	4	Paul Crawford	02-Dec-24	Develop a specification for Makerspace support person. Work with partners to deliver. Working with partner on the job description. Job description agreed. Grant agreement in place. Coordinator has been recruited.	No changes. The risk assessment remains the same as the last assessment at Green 4

E28	E28	Ashfield Accelerator Trading Overseas programme - support SMEs to identify new markets, attend overseas trade shows	Fail to deliver plan	Avoid	2	2	4	Paul Stoppard		The agreement has been signed and the contract order form has been sent to the Chamber to be signed Launched November 2023. Order complete. Steps have been undertaken as a result of the Board decision to implement the new Grant programme which is specifically for Accelerator participants. The grant programme has generated high interest.	Nearing the end of delivery. The risk has been reduced from Amber 6 to Green 4 due to agreed changes.
E29	E29	Ashfield Accelerator - decarbonisation, with grant	Fail to deliver plan	Avoid	2	2	4	Paul Stoppard	02-Dec-24	The agreement has been signed and the contract order form has been sent to the Chamber to be signed Launched November 2023. Order complete. Steps have been undertaken as a result of the Board decision to implement the new Grant programme which is specifically for Accelerator participants. The grant programme has generated high interest.	Nearing the end of delivery. The risk has been reduced from Amber 6 to Green 4 due to agreed changes.
E29	E23	General business support through ADC team, need marketing budget	Unable to recruit, insufficient funding	Avoid	2	2	4	Melanie Wheelwright	02-Dec-24	Preparing to recruit for an October 2023 start- Need to reallocate Year 2 budget of E3510 to Year 3 to cover the full year payment of graduate of E33,510.50 - This includes oncosts. Post is being advertised for recruitment. Recruitment completed and the Graduate Economic Development Officer, Bertie Chadwick is in post.	No changes. The risk remains the same from the last assessment. Green 4
People and Skills											
E33	E33	Transform your Future -Support package for economically inactive incl: confidence building, customer service, social prescribing, coaching/ mentoring	Fail to deliver plan, No signposting in Year 2	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright		NCC joint commissioned framework, procurement completed. Look to find additional funding to support signposting the programme in Year 2 Effective stakeholder engagement will be part of the service delivery and the DA Board agreed to sign E46 for this to service delivery. The procurement has completed in November 2023, with the framework awarded to Futures All Council due diligence completed. The Council had its pre-contract meeting in December 2023. The service was awarded to Futures to deliver in October 2023. Contract meeting 19 December 2023. The framework contract was signed and sealed by all parties on 7 March 2024. All orders are in place.	Contract is in delivery. We are now supporting Futures to also deliver the Community Digital element E38B. The risk remains the same as the last assessment at Green 4.
E34	E34	Essential Skills For Life - Basic Skills Courses - English,ESOL & Maths, IT & Life Skills (inc gardening, cooking, baking)	Fail to deliver plan	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	02-Dec-24	Procure independently DA Board agreed to move E13 Financial resilience to Basic skills to complement the activities being provided in the LKSPF Multiple programme to increase the level of qualification in the District which is lacking. This aligns with the Council's Skills Policy. Awaiting internal ADC sign off of E20 to commence tendering work. DA Board agreed to move E13 Community finance skills investment into Basic Life Skills. 5 tenders received. The services has been awarded to Futures. Started on 4 December 2024. Marketing plan will start in January 2023 and this will include a press release. Steps are in place for Futures to deliver the additional element of E38 Local careers support.	The project is in progress. It is noted that the Grant scheme to support community groups in delivery has been highly successful. There are no changes in risk since the last assessment. Green 4
E38A	E38A	Education and Business Collaboration package -Careers Service in schools	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	02-Dec-24	ADC will procure this independently for a Year 3 start up. Aim to complete by January 2024 at the latest. Self-procure. Plan to tender Autumn 2023. Met with NTU with partners regarding current ERDF and ESF offer. Has been procured and beginning delivery. Ideas for careers have met with schools and are working closely with Officers. Schools are generally keen for the info that is being offered.	The programme is in delivery and officers are putting in place the requirements for ideas for Careers to deliver the additional outputs and outcomes for E38 Local careers and E16 Student engagement.
E37	E37								02-Dec-24		
E38	E38B	Ashfield talent Attraction -Graduate Talent Match	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	02-Dec-24	Part of the NCC framework agreement. Completed procurement in May 2024 published on 26 Feb 2014. Awarded to Graduate Consult.	Gradconsult is working with a range of referral partners and have clarified details with officers. The project is in delivery. The risk remains the same as the last assessment at Green 4.
People and Skills Total											