



## Agenda

# Discover Ashfield Board Meeting

Date: **Friday, 7th March, 2025**

---

Time: **9.00 am**

---

Venue: **Hybrid - Microsoft Teams & Sherwood Observatory**

---

For any further information please contact:

**Hollie Maxwell-Smith**

[hollie.maxwell-smith@ashfield.gov.uk](mailto: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 Graw	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 Harwood	Substitute for Simon Cartwright	Operations Lead - Transforming Notts Together	
Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
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 Mayfield	Observer	NTU	
Sarah Speight	Observer	Deputy Vice-Chancellor & Provost, NTU	
Sam Howlett	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Simon Cartwright	Board Member	Chief Officer Transforming Notts	
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	
Shola Olawole	Board Member	North & East Midlands Group Performance Lead, DWP	
Tim Hepke	Board Member	UK Head of Maintenance and Group Property, ITP Aero	
Theresa Hodgkinson	Board Member	Chief Executive, Ashfield District Council	
Una Key	Board Member	Chief Officer, Ashfield Voluntary Action	
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**

**Page**

- 1. Welcome / Introductions / Apologies - Martin Rigley**
- 2. Reflections of Previous Meeting - Martin Rigley**
  - a Meeting Minutes** 5 - 16
  - b Action Log**

Board members to let Hollie know if they would like to join the funding subgroup. Information to follow board meeting. – Actioned.
- 3. New Declarations of Interest - ALL**
- 4. Regeneration Programmes Update - Sarah Daniel** 17 - 38
  - a Funding Report Annexes** 39 - 52
- 5. Theme Lead Reports - Theme Leads**
  - a Succeed in Ashfield - Martin Rigley**
  - b Love Where You Live - Liz Barrett**
  - c More to Discover - Darron Ellis**
  - d Be Healthy, Be Happy - Pete Edwards**
- 6. Discover Ashfield Project Officer Update - Hollie Maxwell-Smith**
- 7. Board Member Updates - ALL**
- 8. Any Other Business - ALL**
- 9. Date of Next Meeting - Wednesday 9th April**

This page is intentionally left blank



**DISCOVER ASHFIELD BOARD MEETING**

**Friday 31<sup>st</sup> January 2025  
9am – 11am**

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





**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	
Andrew Cropley	Observer	Principal, West Nottinghamshire College	
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 Graw	Director of Learning, Inspire: Culture, Learning and Libraries	
Jackie Insley	Board Member	Chief Executive Officer Citizens Advice Central Nottinghamshire	✓
James Biddlestone	Observer	CEO, Mansfield District Council	✓
Kieran Percival	Observer	Gardens of Giving	
Kelvin Eatherington	Presenting	Enterprising Ashfield Project and Economic Programme Manager, NTU	✓
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	
Mayor Andy Abraham	Observer	Executive Mayor of Mansfield	✓
Matthew Staniforth	Presenting	Employer Engagement Projects Manager , NTU	✓
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	
Sarah Mayfield	Substitute for Sarah Speight	Director of Mansfield Hub and UK College and Civic Partnerships, 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 Item	
<b>1</b>	<b>Welcome / Introductions / Apologies – Martin Rigley</b>
	<ul style="list-style-type: none"> <li>• Introductions were made for all meeting attendees, including Mayor Andy Abraham and James Biddlestone, CEO at Mansfield DC.</li> <li>• Apologies were given for Andrew Cropley, Christine Sarris, Cllr Girling, Pete Edwards, Leanne Harwood, Kieran Percival, Ian Bond, Peter Gaw, Claire Hinchley, Sarah Speight, Darron Ellis, Cllr Relf, Shola Olawole, Theresa Hodgkinson.</li> </ul>
<b>2</b>	<b>Review of Previous Meeting – Martin Rigley</b>
<b>a</b>	<b>Board Meeting Minutes</b>
	<ul style="list-style-type: none"> <li>• It was noted by Paula Longden that an action from the previous meeting was to add further development to the evaluation tools.</li> <li>• Sarah Daniel noted this and explained this is being worked on, with the aim to add to the next Board agenda pack.</li> </ul>
<b>b</b>	Action Log (these include actions from the below minutes)
	<ul style="list-style-type: none"> <li>• Board members to let Hollie know if they would like to join the funding subgroup. Information to follow board meeting.</li> </ul>
<b>3</b>	<b>New Declarations of Interest – ALL</b>
	<ul style="list-style-type: none"> <li>• There were no new declarations of interest.</li> </ul>
<b>4.</b>	<b>Regeneration Programmes Update – Sarah Daniel</b>
	<ul style="list-style-type: none"> <li>• Sarah went through the programmes update, starting with Succeed in Ashfield (included in the agenda pack).</li> </ul>
	<ul style="list-style-type: none"> <li>• Melanie Wheelwright updated on Supporting Local Business.</li> </ul>
	<ul style="list-style-type: none"> <li>• David Williams added that the GradConsult team will be visiting the DWP centre on 12<sup>th</sup> February to pick up another case load of unemployed graduates who they can support.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah continued with the report, from More to Discover (page 22 of the agenda pack).</li> <li>• Item 1.3 Monitoring and Evaluation.</li> <li>• Awaiting feedback on the Towns Fund / Future High Street Funds (FHSF) and LUF M&amp;E, which was submitted on 21<sup>st</sup> November.</li> <li>• The Ministry of Housing, Communities and Local Government (MHCLG) requested that accountable bodies submit a request for funding to be reprofiled for funding of more than £200k which hasn't already been drawn down and would need reprofiling into 2026/27. The submission was submitted on the 22<sup>nd</sup> of January for approval.</li> <li>• The North Kirkby Gateway scheme is the only project that is affected because funds are still due to be drawn down.</li> </ul>
	<ul style="list-style-type: none"> <li>• 1.5 Risk Registers.</li> <li>• The risk registers for Towns Fund, FHSF and UKSPF are included in the annexes to the agenda pack.</li> </ul>
	<b>1.7 Proposals</b> <ul style="list-style-type: none"> <li>• A cost review has identified an underspend in the Construction Centre and West Kirkby Gateway projects.</li> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"> <li>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.</li> </ul>
	<ul style="list-style-type: none"> <li>The board is asked 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.</li> </ul>
	<ul style="list-style-type: none"> <li>Gary Jordan proposed the decision, Louise Knott seconded.</li> </ul>
	<p><b>2.0 UK Shared Prosperity Fund (UKSPF) 2025-26.</b></p> <ul style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>EMCCA have advised of a potential change to the revenue/capital split from 70/30 to 60/40 which would mean c.£487k capital.</li> <li>The EMCCA Board will consider the plan to deploy the UKSPF allocation at its next meeting on 10<sup>th</sup> February and will confirm council allocations thereafter. EMCCA will set out regional priorities for the investment grounded in the national framework. They are also reviewing plans to utilise other funding sources to augment this regional allocation, particularly around Visit and Invest activities.</li> <li>The fund's three priority areas of Communities and Place; Support for Local Businesses; and People and Skills are unchanged.</li> <li>Funding for 2025-26 can be used to support activities from 1 April 2025 – 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 every six months through EMCCA.</li> <li>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 (TOR) will need to be reviewed. Proposals would then be brought to the board for sign off.</li> </ul>
	<ul style="list-style-type: none"> <li>The board is asked to discuss and agree its approach to facilitate the allocation of the UKSPF 2025-26 funding.</li> </ul>
	<ul style="list-style-type: none"> <li>Martin asked how soon, following the EMCCA 10<sup>th</sup> February meeting, the board will have an idea of funding.</li> </ul>
	<ul style="list-style-type: none"> <li>Sarah expected this to be shortly following their Board meeting.</li> </ul>
	<ul style="list-style-type: none"> <li>He continued, once there is confirmation, what is the timeframe for the Discover Ashfield board to agree and submit their proposals.</li> </ul>
	<ul style="list-style-type: none"> <li>Sarah explained they are unsure at the moment, however previously there was an investment plan, and it was relatively simple. She expected similar as there is a short timeframe of the funding spend.</li> </ul>
	<ul style="list-style-type: none"> <li>Martin suggested the funding subgroup be reestablished, once it was clear on funding, and this group then bring proposals back to the main Board for review.</li> </ul>
	<ul style="list-style-type: none"> <li>Sarah agreed, and added the funding subgroup would need to agree how submissions could be made for funding.</li> </ul>

	<ul style="list-style-type: none"> <li>• Leanne Monger commented that she believes there is no Place-Based Partnership representation on the Funding subgroup and was keen to have an NHS voice on it, to incorporate joint funding opportunities and wider health aspects can be looked at.</li> </ul>
	<ul style="list-style-type: none"> <li>• Paula Longden agreed with Leanne and added the funding subgroup's role should be to review submissions and ensure they are in line with the priorities and important for the communities. She felt it would still be beneficial to have some communications to smaller groups who had not been involved in the first round of funding, so they did not miss out.</li> </ul>
	<ul style="list-style-type: none"> <li>• Gary Jordan agreed on targeted communications but has reservations regarding any new consultation to be used. He felt it would be useful to look at projects which did not make it through to funding previously as these may be ready to go on short notice.</li> </ul>
	<ul style="list-style-type: none"> <li>• Joelle Davies has had similar conversations across the County and explained that whilst EMCCA had allocated this funding to districts and boroughs, they have also held some of this back, so there will be regional commissioning for business support.</li> <li>• They have also allocated some of their Gainshare funding toward inward investment and visitor economy, so there are already commitments made.</li> <li>• EMCCA are also receiving further funding for employment skills and training.</li> <li>• Joelle offered to attend the funding subgroup to offer an insight into this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin thanked Joelle.</li> </ul>
	<ul style="list-style-type: none"> <li>• Mayor Andy explained he is part of the overview and scrutiny committee at EMCCA and one of his concerns is the flow of information from council officers to the scrutiny committee for them to scrutinise plans, as these can sometimes come across vague without more detailed information.</li> <li>• He was also keen for councils to look at areas of success and where projects can join with others for the future within funding such as what follows UKSPF.</li> </ul>
	<ul style="list-style-type: none"> <li>• Simon Cartwright agreed with previous comments and building on success. He thought it important to look at regional projects and where these can be funded, along with collaborative projects.</li> <li>• Simon asked if there was voluntary sector representation on the funding subgroup.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah confirmed there are currently representatives from ADC, ATTFE, VWNC, Business rep, NTU and DWP.</li> <li>• This group is a volunteer basis and there is scope to welcome more volunteers to attend this as it evolves.</li> </ul> <p>Sarah thanked Joelle for her information and confirmed that ADC were linked with EMCCA on other programmes being developed.</p>
	<ul style="list-style-type: none"> <li>• John Bennett added that he too was keen for a wide representation on the group and was also keen for there to be a pragmatic approach when recognising programmes which could continue after March whilst recognising gaps for opportunities, and working with neighbours of the district when feasible by looking at the regional area and identifying where Ashfield can fit into this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Simon Martin, the chair of the funding subgroup, confirmed the group has taken on other functions in the past such as evaluation, and it does have the capacity to broaden membership and remit whilst being manageable.</li> </ul>
	<ul style="list-style-type: none"> <li>• The board is asked to agree its approach to facilitate the allocation of the UKPSF 2025-26 funding.</li> </ul>

	<ul style="list-style-type: none"> <li>• Gary Jordan proposed, and Tim Hepke seconded that proposals would come through the Funding Subgroup for the board to review and agree.</li> </ul>
	<ul style="list-style-type: none"> <li>• Melanie continued with the programme report from page 33.</li> <li>• E23 General Business support: Graduate Economic Development Officer port.</li> <li>• 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.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin endorsed this officer post extension.</li> </ul>
	<ul style="list-style-type: none"> <li>• The board was asked to agree a one-year extension to the post of graduate economic development officer, for the period of 1<sup>st</sup> April 2025 – 31<sup>st</sup> March 2026 and associated allocation of £39,985.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin Rigley proposed the decision, and Louise Knott seconded.</li> </ul>
	<ul style="list-style-type: none"> <li>• Melanie continued.</li> <li>• There has been identified an underspend of £8,077 in the E28 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.</li> <li>• 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).</li> <li>• 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.</li> <li>• 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.</li> </ul>
	<ul style="list-style-type: none"> <li>• The board were asked to agree the allocation of underspend £8,077 to work being undertaken by GradConsult.</li> </ul>
	<ul style="list-style-type: none"> <li>• Louise Knott proposed the decision, Tim Hepke seconded.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah continued with Kirkby Long-Term Plan for Towns.</li> <li>• 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.</li> <li>• The Safety and Town Centre subgroups are continuing to meet.</li> </ul>
	<ul style="list-style-type: none"> <li>• Hucknall Levelling Up Fund.</li> <li>• 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.</li> </ul>
<b>a</b>	<b>Enterprising Ashfield - Graduate Placement Update Proposal – Kelvin Eatherington &amp; Matthew Staniforth</b>
	<ul style="list-style-type: none"> <li>• Kelvin thanked the board for giving them an item to propose changes.</li> <li>• He went through an update on Enterprising Ashfield's delivery up to date, including within the agenda pack.</li> </ul>

	<ul style="list-style-type: none"> <li>• Mayor Andy raised if graduates were living in Mansfield but working in Ashfield and if people were missing out due to their postcode, which could alleviate issues, as he had previously raised.</li> </ul>
	<ul style="list-style-type: none"> <li>• Kelvin explained that if the individual lives or works in the eligible postcode they are then eligible to take part. There have been people who live outside of Ashfield who have been able to take up these offers.</li> </ul>
	<ul style="list-style-type: none"> <li>• Matthew Staniforth continued with the update from 1.7.1 Graduate Placements.</li> <li>• He went through graduates placed and funds awarded, and the impact across Ashfield that the business development activity has had, year on year.</li> </ul>
	<ul style="list-style-type: none"> <li>• Kelvin added that there had been engagement, which is increasing, and the vision is to develop this pipeline of roles in the future with businesses who have never taken graduates on and improving on this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Matthew confirmed the ask is to reduce the minimum graduate placements from 150 to 50 for the remaining period.</li> <li>• There would be a shortfall expected of £957 which could be covered by a slightly smaller fund for a graduate on a shorter term.</li> </ul>
	<ul style="list-style-type: none"> <li>• Mayor Andy asked if people living in Ashfield but worked in Mansfield were eligible. He also enquired if graduates working within local authorities were eligible.</li> </ul>
	<ul style="list-style-type: none"> <li>• Matthew reiterated that with the graduate placements the postcode of the business within Ashfield makes the business eligible for the grants.</li> </ul>
	<ul style="list-style-type: none"> <li>• Jackie Insley explained Citizens Advice Nottinghamshire are a recipient of the graduate talent programme and it has enabled them to recruit a trainee debt case worker. This has been invaluable for the business as the post is an FCA regulated post and requires ample training.</li> <li>• She thanked the team for the opportunity, as the process has been seamless.</li> </ul>
	<ul style="list-style-type: none"> <li>• Leanne highlighted there is a note within the report surrounding lack of graduate roles in healthcare within Ashfield, and asked who the team's contact was for this, and commented that the postcode eligibility could limit this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Matthew will contact Leanne with this information.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin asked Sarah Daniel what the procedure would be to reduce the output.</li> </ul>
	<ul style="list-style-type: none"> <li>• Sarah explained the process would be to complete a project adjustment request and submit this to MHCLG, if the board were to agree the proposal.</li> </ul>
	<ul style="list-style-type: none"> <li>• The board were 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 of the initial target, by helping create graduate level roles as they go, they are developing a pipeline of graduate level roles for the future.</li> </ul>
	<ul style="list-style-type: none"> <li>• Gary Jordan proposed the decision, and Jackie Insley seconded.</li> </ul>
<b>5</b>	<b>Theme Lead Reports – Theme Leads</b>
<b>a.</b>	<b>Succeed in Ashfield – Martin Rigley</b>
	<ul style="list-style-type: none"> <li>• Martin continues to support Sherwood Observatory such as seatsponsoring events.</li> </ul>
	<ul style="list-style-type: none"> <li>• Simon Martin added that the café at the Observatory had achieved 5 stars food safety during their Environmental Health Officer visit.</li> </ul>
	<ul style="list-style-type: none"> <li>• Martin attended an ATTFE Stakeholder meeting to look at their #InThisTogether activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• He met with Portland College to continue connections.</li> </ul>
	<ul style="list-style-type: none"> <li>• Gary Jordan and himself are supporting the Aspiring Careers Ashfield programme.</li> </ul>
<b>b.</b>	<b>Love Where You Live – Liz Barrett</b>
	<ul style="list-style-type: none"> <li>• BIG Congratulations to Andrew Cropley of West Notts for his MBE success. We are all proud of his achievement.</li> </ul>
	<ul style="list-style-type: none"> <li>• The Planetarium has now been officially opened. A stella achievement in Ashfield for us all and we are over the moon! The Observatory has a waiting list of over 3000 for the open days and 280 awaiting to book the space for private functions.</li> </ul>
	<ul style="list-style-type: none"> <li>• Vertical veg from an ATTFE College stance is moving forward with pace.</li> <li>• ATTFE College learners are building individual microgreen units which will be rolled out across Ashfield in Feb and March with learning attached to them.</li> <li>• Over 100 venues will also receive larger units to be able to produce microgreens en masse. Microgreens are extremely high in nutritional content and very tasty.</li> </ul>
	<ul style="list-style-type: none"> <li>• Ashfield’s Big Spring Clean is about to commence, which enables the whole of Ashfield to clear out rubbish and have it taken away for free. This annual initiative is usually very popular and productive.</li> </ul>
	<ul style="list-style-type: none"> <li>• Congratulations to Theresa for becoming chair of the mid-Nottinghamshire place-based partnership.</li> </ul>
	<ul style="list-style-type: none"> <li>• Theresa and Liz attended a Commonwealth meeting to explore how Ashfield could become more involved with it. The Commonwealth has pockets of funding which Ashfield and Ashfield residents can have access to so this is something that will be explored further.</li> </ul>
<b>c.</b>	<b>More to Discover – Darron Ellis</b>
	<ul style="list-style-type: none"> <li>• Darron has had a few enquiries to visit Lindley’s Mill which is positive.</li> </ul>
<b>d.</b>	<b>Be Healthy, Be Happy – Pete Edwards</b>
	<ul style="list-style-type: none"> <li>• Playzones are progressing. The 5 sites are Morven Park (Kirkby), Selston High School, Titchfield Park (Hucknall,) Stamper Rec (Stanton Hill) and Cow Pasture Rec (Sutton). Football Foundation have begun to carry out investigatory works on the sites.</li> <li>• Sport England Place Partnership Funding, Leamington. A 2-day Leadership event has been held as a condition of the funding. The event saw partners (including education, public health, VCS, councils and more) from across Ashfield, coming together to look at what needs to be done, and what they can do, to increase physical activity and reduce sedentary behaviour in the area. Notes from the meeting will be circulated to the board shortly.</li> <li>• Action plans are currently being developed for all networks – this includes the Community Partnerships, Children and Young People’s Network and Feeding Ashfield. These are all based on the Building Blocks of Health model.</li> <li>• Through UKSPF 200 growing packs, 150 indoor packs, and 200 litter pickers (and associated equipment) will be made available to residents. The application process for this will open in the first week of February 2025. 18 green activity mental health grants have been approved. Please continue to promote the scheme.</li> <li>• The link for the grants is here - <a href="https://www.ashfield.gov.uk/environment-health/health-wellbeing/feeding-ashfield/green-activity-grant-scheme/">https://www.ashfield.gov.uk/environment-health/health-wellbeing/feeding-ashfield/green-activity-grant-scheme/</a></li> </ul>



	<ul style="list-style-type: none"> <li>• Leanne Monger also congratulated Theresa on her role within the Place-Based Partnership.</li> </ul>
<b>6.</b>	<b>Board Member Updates - All</b>
	<ul style="list-style-type: none"> <li>• Gary updated that ATTFE opened a community hub in Idlewells at the end of last year.</li> <li>• On 17<sup>th</sup> February at 10am – 12:30pm there will be a run of four sessions inviting organisations to learn more about wellbeing in the workplace.</li> <li>• Further information will follow on this.</li> </ul>
<b>7.</b>	<b>Any Other Business – All</b>
	<ul style="list-style-type: none"> <li>• Martin thanked Mayor Andy and James for attending the meeting.</li> </ul>
<b>8.</b>	<b>Date of Next Meeting – Friday 7<sup>th</sup> March</b>

This page is intentionally left blank

## Regeneration Programmes update, March 2025

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

### 1.1 Finance



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


### 1.2 Progress

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

## Detailed Information

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Succeed in Ashfield</b>				
ADMC	<p>The first phase of pre-development work was completed with the boundary hedgerow reduction to prepare for it being relocated. The main works contract is being drafted for review and completion.</p> <p>The non-material amendment has been approved by the planning authority.</p> <p>Documentation for the procurement of an operator is progressing.</p>	<p>S: April 2025 C: Feb - March 2026</p>	Contract Start Est: April 2025	<p>↔</p> <p>Towns Fund: £20,483,141</p>
Ashfield Construction Centre and Satellite	<p>The purchase of the former Wilko's building has been completed including the lease of the building to Vision West Notts College and the award of grant to enable the college to renovate the building into a construction skills hub.</p>	<p>VWNC: S: Jan 2025</p>	Start of Renovation work – March/ April 2025	<p>↔</p> <p>Towns Fund: £4,801,755 Co-funding: £1,837,500</p>
Ashfield Civil Engineering Centre	<p>Two location options at the Council depot are being reviewed with stakeholders before agreeing the final position. A grant agreement is being developed to cover the delivery for the project and draft Heads of Terms are being prepared to lease the land to Vision West Notts College.</p>	<p>C: Dec 2025</p>	Partnerships working with local businesses March / April	<p>Towns Fund: £2,101,134 Co-funding: £763,517</p>

<p>Enterprising Ashfield</p>	<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><u>Reported Outputs Achieved to Date:</u></p> <table border="0"> <thead> <tr> <th></th> <th><u>Targets:</u></th> </tr> </thead> <tbody> <tr> <td>HeadStart: 133</td> <td>225</td> </tr> <tr> <td>Growth: 84</td> <td>121</td> </tr> <tr> <td>Specialist Growth: 0</td> <td>35</td> </tr> <tr> <td>R&amp;D Collaboration: 16</td> <td>50</td> </tr> <tr> <td>Graduate Placements: 41</td> <td>150**</td> </tr> <tr> <td>Professional Courses: 744</td> <td>900</td> </tr> </tbody> </table> <p>Based on EA past performance we forecast a medium risk to completing the profile targets for: HeadStart, Specialist Growth and R&amp;D Collaboration. Officers are working with Kelvin Eatherington to put together action plans to mitigate potential risks.</p> <p><b>Case studies:</b>  <a href="#">Enterprising Ashfield case studies   Nottingham Trent University</a></p>		<u>Targets:</u>	HeadStart: 133	225	Growth: 84	121	Specialist Growth: 0	35	R&D Collaboration: 16	50	Graduate Placements: 41	150**	Professional Courses: 744	900	<p>C: March 2026</p>	<p>December 2024  Enterprising Ashfield Business Support Event.</p>	<p>  <b>Risk Reduced</b></p> <p>Towns Fund: £3,845,000  Co-funding: £3,746,867</p>
	<u>Targets:</u>																	
HeadStart: 133	225																	
Growth: 84	121																	
Specialist Growth: 0	35																	
R&D Collaboration: 16	50																	
Graduate Placements: 41	150**																	
Professional Courses: 744	900																	
<p>High Pavement House</p>	<p>The Maker Space committee are progressing open days to grow interest in the facilities. The high-level governance is still being established before the public opening can be planned.</p>		<p>Maker Space Open Day March 2025</p>	<p></p>														

	<p>The commercial property team continue discussions with multiple businesses who are interested in the office units and five businesses have taken/ are taking up units.</p> <p>Four Rent Relief Grants have been awarded so far valued at: £2,548.75. The commercial property team advises that there are 9 units still vacant with no immediate occupancies expected. Estimate grants needed to cover these = £5,663.25 (as of 24/2/25). The current Rent Relief Grant scheme is now officially closed.</p> <p><b>Remains elevated:</b> due to the delays in setting up the governance structure for the MakerSpace and take up of the office space.</p>			<p>Towns Fund: £1,651,665 Co-funding: £937,289</p>												
<p>Supporting Local Business</p>	<p><b>Ashfield Accelerator</b> 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 £542,9922 in full. They achieved 312 outputs against a profile of 313.</p> <p><u>Reported Outputs Achieved to Date:</u></p> <table border="0" data-bbox="359 1232 877 1444"> <thead> <tr> <th></th> <th style="text-align: right;"><u>Targets:</u></th> </tr> </thead> <tbody> <tr> <td>E19 Digital: 85</td> <td style="text-align: right;">85</td> </tr> <tr> <td>E19 Innovation:90</td> <td style="text-align: right;">90</td> </tr> <tr> <td>E23: Trading Overseas: 12</td> <td style="text-align: right;">16</td> </tr> <tr> <td>E23 Workforce Development:52</td> <td style="text-align: right;">47</td> </tr> <tr> <td>E29 Decarbonisation: 74</td> <td style="text-align: right;">74</td> </tr> </tbody> </table> <p>Ten case studies have been requested of which 5 have been received. One video case study has been requested.</p> <p>Officers have asked East Midlands Chamber to focus on collating outcome data for the remainder of the contract.</p> <p><b>Enterprise Grant</b> The total budget of £190,698 has been awarded to 34 businesses. Officers expect to see an underspend of unclaimed grants valued at £11K but this won't be confirmed until 10<sup>th</sup> March.</p>		<u>Targets:</u>	E19 Digital: 85	85	E19 Innovation:90	90	E23: Trading Overseas: 12	16	E23 Workforce Development:52	47	E29 Decarbonisation: 74	74			<p style="text-align: center;"></p> <p style="text-align: center;">Risk Reduced</p> <p>UK Shared Prosperity Fund: £1,120,500.00</p>
	<u>Targets:</u>															
E19 Digital: 85	85															
E19 Innovation:90	90															
E23: Trading Overseas: 12	16															
E23 Workforce Development:52	47															
E29 Decarbonisation: 74	74															

	<p>21 site visits have been completed with businesses who have completed their growth projects. These visits form part of the process to evaluate economic impact of the grants. Officers have developed 3 case studies, and the communications team are now working with these same businesses to create video case studies which will be completed by 31<sup>st</sup> March.</p> <p><b>Save the High Street</b> The planned in person engagement and promotion has commenced: <a href="#">Calling all Ashfield High Streets and Market traders businesses</a>. 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><b>The pre-opening of the ADMC</b> project continues to deliver on time and to budget and is aligned to the Towns Fund project delivery.</p> <p><b>Special events</b> Five business events have been delivered to date with 439 attendees based on the following themes:</p> <ul style="list-style-type: none"> <li>• Apprenticeships</li> <li>• Automation for You and supporting ADMC</li> <li>• Go Green. Small Steps. Big Impact</li> <li>• Open-Up to the World. Go Global</li> <li>• Innovation: Bridging Creativity and Commerce</li> </ul> <p>The next business event will be held in April and 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</p>			
--	--	--	--	--

	Sherwood Observatory and Planetarium which took place on 23 <sup>rd</sup> January.			
People and Skills	<p><b>E15 Digital Support in Local Communities</b> UK Shared Prosperity Fund: £49,522</p> <p>Academy Transformation Trust Further Education (ATTFE) College are delivering 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>January 2025 performance report states that ATTFE are on track with 70 of the planned 100 participants along with 10 referrals achieved from the planned 25. The project is established in Kirkby and Sutton Centres (now utilising the new community hub on Low Street) and has created a presence in the Selston area. Future sessions arranged in Hucknall Leisure Centre to help grow presence in Hucknall</p> <p>January 2025 performance report also states that ATTFE have made significant progress against their outcome priorities and have now exceed their contractual requirement (151 out 135 outcomes achieved). They have surpassed both improved engagement numbers and the number of people in education &amp; training outcomes.</p> <p>During February 2025 and March 2025, they have a wide range of digital skills support sessions across the Ashfield district which includes: Online safety workshops at Hillocks and Bagthorpe Primary Schools to support National Online Safety Day, Digital Games SEND session in partnership with Enablement Care, online safety and scam awareness workshop in partnership with Barclay's Bank Community Team, and they will be delivering online safety workshop and family stop motion animation workshop during February half-term.</p> <p>8 case studies have been submitted so far.</p> <p><b>E33 Economically Inactive Support project</b></p> <p><b>Transform your Future programme</b></p> <p>UK Shared Prosperity Fund: £332,500.00</p> <p>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>January 2025 performance reports states that both Futures and Community Grant partners are exceeding their output performance with 174 of the planned 80 participants along with 155 people accessing mental and physical health support, from the planned 23. 150 people are being supported to engage in job-searching, from a target of 46. They are established within most of the Council's priority ward areas. They also ran a</p>			

successful Jobs and Training Fair at their centre in Mansfield, which attracted Ashfield residents to sign up to the Transform your Future programme.

January 2025 performance reports states that Futures and Community Grant (VCSE) partners are also exceeding contractual outcome requirements (633 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.

From January to March, they will be working in the Rural areas of the district which includes Selston, Jacksdale and Underwood. Futures are now engaged with HM Prison Service and are arranging a referral process for offenders that are due to leave prison.

### **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.

### **E33 Digital Infrastructure Grant scheme**

Futures are delivering a Digital Infrastructure Grant scheme on behalf of Ashfield District Council.

Grant recipients are:

- Citizens Advice Central Nottinghamshire
- Coxmoor Residents Action Group (CRAG)
- Our Centre
- Portland Pathways
- Thrive Consultancy

Recipients will use the grants to purchase IT infrastructure for their centres, allowing them to host the delivery of local employment and skills programmes.

7 case studies have been submitted so far.

### **E34 Basic and Life Skills**

**UK Shared Prosperity Fund: £199,000.00**

Futures are delivering this programme to support residents to acquire the Basic and Life skills needed for the workplace, building on the Multiply programme.

January 2025 performance states that Futures are currently behind profile for their output requirements. Positive output performances include: 59 of the planned 84 participants and 21 people have been referred to employment and skills programmes, out of the planned 21.

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. They are facing difficulty working with employed



individuals (4 supported out of the planned 25) but have an employer engagement plan to address this.

Futures are also behind profile with their outcome requirements. Positive outcome performance is that 35 participants have experienced reduced structural barriers post support, out of the planned 50.

As Futures are behind with achieving their delivery profile, they are now delivering a performance improvement plan, outlining how they intend to meet contractual targets. They are providing plan updates to council officers on a weekly basis.

Case study submitted: 1

**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.

The project is currently ahead of profile in the delivery of outputs with 538/409 planned outputs delivered.

The project is also on track or ahead on all but one of the mandatory outcomes with 211/230 delivered.

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.





**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.



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.



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.


Moving forward the focus will be on reaching those eligible for support as well as the execution of the contract variation.





Project	Achievements/ progress/next steps	Start / Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>More to Discover</b>				
Visitor Economy	<b>St. Mary's Magdalene Church, Hucknall</b> – 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 and options are being reviewed following confirmation from MHCLG that the Levelling Up Fund grant of £9.2m has been withdrawn from Hucknall by the government.			 UK Shared Prosperity 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: March 2025	Marketing / and press release	 Towns Fund: £214,809 Co-funding: £45,000
Ashfield Creates	Procurement for the Programme Management of Ashfield Creates has been completed.  The development of a Cultural Strategy is progressing well with completion due in April.			Risk register to be developed  Arts Council: £1,000,000
Events Programme	Complete.			 UK Shared Prosperity Fund: £116,000
Cornerstone Theatre	The contract work is progressing well and a completion date has been agreed with the contractor for 30 <sup>th</sup> July.  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.  The theatre delivery business plan has been updated and funding is being identified to cashflow the startup costs.  <b>Risk remains Elevated:</b> monitor due to the time and cost pressure ongoing through the contract delivery phase.	S: June 2024 C: July 2025	Construction progress update and Social value March / April 2025	 <b>Remains Elevated</b> FHSF: £2,347,118 Towns Fund: £1,112,067.81

Cycling and walking routes	Stage 3 - 4 detailed design and project planning and procurement is progressing and is planned for completion by April / May 2025.	C: Dec 2025	Contract works plan May 2025	 Towns Fund: £1,936,280 Co-funding: £45,000
Kings Mill Reservoir leisure development	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.  A draft lease is progressing with an operator.  Risk remains elevated due to delays in appointing an operator.		Operator procurement Jan 2025	 Remains Elevated  Towns Fund: £3,352,000 Co-funding: £648,000
	<b>Ranger / activities</b> 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.			 UK Shared Prosperity Fund: £30,000

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Be Healthy Be Happy</b>				
Kirkby Sports Hub	The Football Foundation funding application outcome is anticipated in February.  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.  Work is ongoing on a legal review between ADC and the Football Foundation in preparation of a grant being awarded.	Part 1: S:Nov 2024 C: March 2025  Part 2: S: April / May 2025 C: Feb 2026	Contract Award Jan / Feb 2025	 Towns Fund: £1,991,676 Co-funding: £339,000
Sutton Lawn Sports Hub	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.  Work is ongoing on a legal review between ADC, ATT and the Football Foundation to complete approvals.	Part 1: S: March 2025 C: August 2026  Part 2: Sept 2025 S: March 2026	Contract award March / April 2025	 Towns Fund: £2,818,633 Co-funding: £2,021,973

<p>Green social prescribing</p> <p>Walking and Cycling</p>	<p>This programme is supporting a wide variety of activities through:</p> <ul style="list-style-type: none"> <li>• Grants to support positive mental health (a further £5480 has been awarded)</li> <li>• Nature Trails (partially installed, work continues throughout March 2025)</li> <li>• Accessible maps (postponed – will complete during Spring 2025)</li> <li>• Activity boxes for residents to borrow to enhance their visit to the parks. (purchased, ready for distribution)</li> <li>• Story trails in February half-term. (complete)</li> <li>• Litter Picking events to thank existing volunteers and to register new volunteers, provision of equipment (delivery late Feb/March)</li> <li>• Growing Packs (delivery late Feb/March)</li> <li>• Cycle Activities on Sutton Lawn (complete)</li> <li>• Youth Cycling/Scouting in Kirkby (complete)</li> </ul>	<p>March 2025</p>		<p style="text-align: center;"></p> <p>UK Shared Prosperity Fund:</p> <p>£70,000 (Green Social Presc.)</p> <p>£90,000 (Walking and Cycling)</p>
<p>Community Vertical Farming</p>	<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>Funding has been allocated to St. Thomas Church, Kirkby, to develop a green space at the church to enable regular growing and social activities.</p>	<p>C: March 2024</p>	<p>Opening of facility</p>	<p style="text-align: center;"></p> <p>Project in delivery</p> <p>UK Shared Prosperity Fund: £87,500</p>

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Town Centres &amp; High Streets</b>				
<p>High Street Property Fund</p>	<p>Vison West Notts College are progressing the appointment of a principal contractor who will facilitate learning outcomes for students on the construction skills courses.</p> <p>Risk has stabilised following a delivery plan being Agreed for the project.</p>	<p>S: April 2024 C: March 26</p>	<p>Under appraisal. To be confirmed at next board meeting.</p>	<p style="text-align: center;"></p> <p>Towns Fund: £662,933.19 Co-funding: £100,000</p>

Hucknall				
Hucknall Town Centre-High Street Property Improvement Fund	<p>Only two grants were awarded but of these only one was accepted to the value of £4,385.65 with a total project value of £5,647.06.</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.</p>			 Reduced UK Shared Prosperity Fund: £90,000
Kirkby				
North Kirkby Gateway	<p>The conveyancing for the property purchase is being finalised.</p> <p>The RIBA stage one cost plan for Ellis Street has been completed and indicated a cost risk to the whole project being delivered in one phase. Options are being explored for funding and phasing of the project.</p> <p>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 March / April 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>A residential scheme is being developed to planning stage.</p> <p>The appointment of a design and build contractor has now been completed and the development / delivery programme prepared.</p>	S: July 2024 C: March 2026	Release of stage two vision project plans March 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 is taking shape.</p> <p><b>Risk remains elevated</b> due to ongoing cost pressures. A review of the project budget and costs risk is being completed.</p>	C: May 2025	Social value March / April 2025	 Remains Elevated  Portland Square: Towns Fund: £1,229,352

				Co-funding: £136,000 Fox Street: FHSF: £531,088 Co-funding: £70,912
Low Street	The carbon savings against the completed project are being assessed to support the monitoring and evaluation return.	Projects Completed		↔  FHSF: £1,750,000 Co-funding: £647,933
Library Innovation Centres - Kirkby & Sutton	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.	Anticipated S: TBC	Project announcement - Start date TBC	↔  Towns Fund: £737,478 Co-funding: £113,000

Project	Achievements/ progress/next steps	Start/ Completion Dates	Next key Milestone	Risk Level / programme and Budget
<b>Green Ashfield</b>				
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. <b>Risk remains elevated</b> due to delays in agreeing the project plan and performance of the lead consultant. Alternative delivery partner options are being explored.	C: Dec 2025	Retrofit PR – Carbon saving to project sites. March / April 2025	↑ <b>Remains Elevated</b>  Towns Fund: £2,198,048 Co-funding: £3,129,301

### 1.3 Monitoring and Evaluation

Preparation has started for the next monitoring and evaluation submission covering the reporting period October 2024 – March 2025. A consultant has been appointed to support the process and coordinate the data required for the submission.

The annual assurance statement has been submitted by the Council's S151 officer.

## 1.4 Communications

Communication activities during the last period were as follows:

- Portland Square progress
- Sutton Academy Theatre updates
- Construction Centre – Former Wilko’s building purchase and College lease.

The following communication opportunities will be undertaken in March:

- Programme level public update.
- Cornerstone Theatre– Progress updates and Social Value
- 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

Cost pressures remain across the Towns Fund programme as projects progress through the RIBA stages and the delivery stage is de-risked.

The ADMC project has seen an increase in costs associated with the S278 (highways) works and inflation which was managed through value engineering and reallocation of funding. The S278 works costs including utility diversions have escalated, however this work will also benefit the wider AITP site development outside of the towns fund programme. The Council is seeking through full Council, approval to bring forward a contribution towards these S278 development costs which will benefit the wider site. The result will free up £1.75 million from the ADMC budget to managed cost risk across the Towns Fund programme.

The projects listed below continue to see increased cost risk, which will need addressing to enable the schemes to move forward. The table below sets out the mitigation options.

<b>Project</b>	<b>Description</b>	<b>Cost Risk (£)</b>	<b>Mitigation</b>
Kingsway Park Sports Hub	Inflation and high drainage cost impact on the main pavilion building and car park.	750,000	Undertake value engineering to reduce cost by 150k. Secure 600k balance from ADMC reallocation detailed above.

North Kirkby Gateway		4,300,000	Develop overall project to stage 4 detailed design and secure planning. Explore capital funding options for phase 2 block through Kirkby Long-term Plan for Towns programme/ capital receipts and borrowing.
----------------------	--	-----------	--

**Decision 1: The board is requested to approve the cost mitigation options set out in the table above and to allocate funds where identified.**

## **2.0 UK Shared Prosperity Fund (UKSPF)**

The funding allocation for Ashfield for 2025-26 has been confirmed by EMCCA as £1,305,17 (Capital - £571,831, Revenue - £733,346). 39 bids were received from partners with requests for funding of over £2.88m.

The Funding Subgroup met on 26<sup>th</sup> February to discuss the process for allocating funds and consultants have been appointed to undertake a scoring process based on criteria including alignment to UKSPF interventions, response to identified local challenges, links to Ashfield strategies and action plans, local opportunities, additionality, transformative potential, deliverability and risk assessment / experience of delivery.

The consultants are due to conclude their assessment in early March and the Funding Subgroup will then reconvene to review the scoring and to agree recommendations for the board. These will be presented to the board at a meeting to be set for later in March.

Council officers are currently undertaking a review of all project spend for the 2022-25 programme and have identified underspend within certain projects. This will be reported to Board in March with a recommendation to reallocate funds where the projects cannot be completed by the end of the financial year to projects which have been completed and funded through other sources.

## **3.0 Kirkby Long-term Plan for Towns**

We are still awaiting a revised prospectus to be published by the government, 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 to develop draft project and programme proposals.

## **4.0 Hucknall Levelling Up Fund**

Government has confirmed the withdrawal of the Levelling Up Fund grant of £9.2m from Hucknall. Council officers are working with partners to review opportunities to take the projects forward through other funding sources as outlined below.



- Town centre improvements – Central Walk – UKSPF bid submitted, Section 106 funds due to be available
- Transport hub – awaiting confirmation of EMCCA's timetable for submission of bids for funding
- Visitor Economy – St. Mary's Church – working with the church and Diocese Buildings Support Officer and liaising with National Heritage Lottery Fund on next steps
- 3G pitches – working with the local organisations and Notts FA to develop a revised match funding package.

## Annex 1 – FHSF approved budgets

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

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

<b>TF-05 Enterprising Ashfield</b>	RDEL	2,344	681,553	1,360,103	985,000	816,000	3,845,000
	CDEL	-	-	-	-	-	-
	<b>Sub Total</b>	<b>2,344</b>	<b>681,553</b>	<b>1,360,103</b>	<b>985,000</b>	<b>816,000</b>	<b>3,845,000</b>
	<b>Co-funding</b>						<b>3,746,867</b>
<b>TOTAL</b>							<b>7,591,867</b>
<b>TF-06 Green Ashfield</b>	RDEL	-	-	-	-	-	-
	CDEL	1,142	114,457	1,684,401	398,048		2,198,048
	<b>Sub Total</b>	<b>1,142</b>	<b>114,457</b>	<b>1,684,401</b>	<b>398,048</b>	-	<b>2,198,048</b>
	<b>Co-funding</b>			<b>2,812,134</b>	<b>317,167</b>	-	<b>3,129,301</b>
<b>TOTAL</b>							<b>5,327,349</b>
<b>TF-07 High Street Property Fund</b>	RDEL	-	-	-	-	-	-
	CDEL	18,265	4,631	640,037.19			523,933
	<b>Sub Total</b>	<b>18,265</b>	<b>4,631</b>	<b>640,037.19</b>	-	-	<b>522,933</b>
	<b>Co-funding</b>			<b>100,000</b>			<b>100,000</b>
<b>TOTAL</b>							<b>623,933</b>
<b>TF-08 Kings Mill Reservoir Leisure Development</b>	RDEL	-	-	-	-	-	-
	CDEL	23,196	459,422	2,059,125	810,257		3,352,000
	<b>Sub Total</b>	<b>127,000</b>	<b>2,414,743</b>	<b>2,414,743</b>	<b>2,414,743</b>		<b>3,352,000</b>
	<b>Co-funding</b>			<b>192,000</b>	<b>456,000</b>		<b>848,000</b>
<b>TOTAL</b>							<b>4,200,000</b>
<b>TF-09 Kingsway Sports Hub</b>	RDEL	-	-	-	-	-	-
	CDEL	5,640	87,059	1,898,977			1,991,676
	<b>Total</b>	<b>5,640</b>	<b>87,059</b>	<b>1,898,977</b>	-	-	<b>1,991,676</b>
	<b>Co-funding</b>	<b>39,000</b>			<b>250,000</b>		<b>289,000</b>
<b>TOTAL</b>							<b>2,280,676</b>
<b>TF-10 Library Innovation Centres</b>	RDEL	-	-	48,000	51,000	51,000	150,000

	CDEL		3,375	509,625	38,000	36,478	587,478
	<b>Sub Total</b>	-	<b>3,375</b>	<b>557,625</b>	<b>89,000</b>	<b>87,478</b>	<b>737,478</b>
	<b>Co-funding</b>				<b>113,000</b>		<b>113,000</b>
<b>TOTAL</b>							<b>850,478</b>
<b>TF-11 North Kirkby Gateway</b>	RDEL	-	-	-	90,000	90,000	180,000
	CDEL	7,935	83,605	1,520,583	3,330,797	3,786,727	8,729,648
	<b>Sub Total</b>	<b>7,935</b>	<b>83,605</b>	<b>1,520,583</b>	<b>3,420,797</b>	<b>3,876,727</b>	<b>8,909,648</b>
	<b>Co-funding</b>				<b>2,155,000</b>	<b>2,985,999</b>	<b>5,140,999</b>
<b>TOTAL</b>							<b>14,050,647</b>
<b>TF-12 Portland Square Refurbishment</b>	RDEL	-	-	-	-	-	-
	CDEL	65,000	400,000	903,352	-	-	1,368,352
	<b>Total</b>	<b>65,000</b>	<b>400,000</b>	<b>903,352</b>	-	-	<b>1,368,352</b>
	<b>Co-funding</b>	-		<b>136,000</b>	<b>269,000</b>		<b>405,000</b>
<b>TOTAL</b>							<b>1,773,351</b>
<b>TF-14 Science Discovery Centre &amp; Planetarium</b>	RDEL	-	-	-	-	-	-
	CDEL	149,500	385,786	1,554,714	208,004		2,298,004
	<b>Total</b>	<b>149,500</b>	<b>385,786</b>	<b>1,554,714</b>	<b>208,004</b>	-	<b>2,298,004</b>
	<b>Co-funding</b>	-	<b>29,000</b>		<b>956,000</b>		<b>985,000</b>
<b>LUF- Science Discovery Centre</b>	CDEL	-	<b>250,000</b>	<b>1,425,000</b>	<b>1,425,000</b>	-	<b>3,100,000</b>
<b>Total</b>							<b>6,333,004</b>
<b>TF-15 Sutton Lawn Sports Hub</b>	RDEL	-	-	-	-	-	-
	CDEL	5,661	113,904	651,435	2,047,633		2,818,633
	<b>Total</b>	<b>5,661</b>	<b>113,904</b>	<b>651,435</b>	<b>2,047,633</b>	-	<b>2,818,633</b>
	<b>Co-funding</b>			<b>107,973.86</b>	<b>10,868</b>	<b>1,650,000</b>	<b>1,732,936</b>
<b>TOTAL</b>							<b>4,551,569</b>

TF-16 Visitor Digital Offer	RDEL	-	-	-	-	-	-
	CDEL	11,474	58,539	144,797			214,809
	<b>Total</b>	<b>11,474</b>	<b>58,539</b>	<b>144,797</b>	-	-	<b>214,809</b>
	<b>Co-funding</b>			<b>45,000</b>			<b>45,000</b>
<b>TOTAL</b>							<b>259,809</b>
TF-17 West Kirkby Gateway	RDEL	-	-	-	-	-	-
	CDEL	6,908	250,128	959,965	2,741,041		3,958,041
	<b>Total</b>	<b>6,908</b>	<b>250,128</b>	<b>959,965</b>	<b>2,741,041</b>	-	3,958,041
	<b>Co-funding</b>				<b>3,920,000</b>		<b>3,920,000</b>
							<b>7,878,041</b>
TF 18 Cornerstone Theatre	CDEL	-	1,496	-	1,110,571	-	1,112,067
<b>TOTAL</b>							<b>1,112,067</b>

## Annex 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
ADC1003608	TF03 ADMC Delivery Team	Regeneration	Cost and project management services	YMD Boon	£255,611.00	24-Nov	26-Apr	ESPO Direct Award	Medium Enterprise	6B Anson House Compass Point, Buiness Park, Market Haborough, LE16 9HW	5748517
ADC1003748	Overflow Carpark Design Fees	Regeneration	RIBA 4 Design for CP overflow to support Planning App	Focus Consultants	£6,090.00	Feb-25	Apr-26	Direct award	Medium Enterprise	Focus House, Millennium Way W, Nottingham NG8 6AS	2979463
ADC1003836	Project Management Services	Regeneration	PM for Fox Street/Portland Square & Hucknall LC Carpark	Matrix SCM	£18,501.00	Apr-25	27-06-25	Direct Award	Medium Enterprise	2nd Floor Partis House, Knowlhill, Milton Keynes MK58HJ	2227962
PC-2025-TF11-01	North Kirkby Gateway (NKG) – RIBA 2-7 Professional Services appointment	Regeneration	Professional services from RIBA stage 2 to 7 on the North Kirkby Gateway Towns fund Project.	Gleeds Cost Management Ltd	£230,902.80	Feb-25	Dec-27	ESPO	Medium Enterprise	Aurora, Finzels Reach, Counterslip, Bristol, United Kingdom, BS1 6BX	6472932
PC-2024-FHSF02b	Sutton Community Academy – Cornerstone – Appointment for Theatre consultancy services	Regeneration	Specialised theatre consultant services on the Sutton Academy Theatre project.	Stage Right Theatre Consultant	£9,847.50	Feb-25	Sep-25	Direct award	Small Size Enterprise	The Granary Abbey Manor Farm, Worcester Road, Evesham, Worcestershire, England, WR11 4TA	12345553

This page is intentionally left blank



# Agenda Item 4a

UKSPF	UKSPF Project & Intervention	Risk response	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	Responsible person	Date	Update	Changes	
	<b>Communities and Place</b>									
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 £36,394 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	Coonor 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. Was Green 4 now 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	Events and activities - increase resource/ create opportunities with local providers & groups. May not spend all the budget.	Fail to promote UKSPF. Underspend budget for Year 2	Avoid	2	2	4	Andrea Stone	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	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 as Green 4
	Arts Council Bid			1	2	2	Sarah Daniel	02-Dec-24	Budget reallocated from the 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 Rangers' 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	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 differing 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 ADC 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 NTU, is deliver a revised plan to meet the required outputs and outcomes.	An EDR is being process for ATTFE to deliver a revised project. The risk has reduced from amber 12 to amber 9.
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	ATTFE has been awarded the contract. Delivery has commenced - Marketing in hand. Progress meeting with ATTFE scheduled for 10th October. This project is in the delivery phase and is doing well. ATTFE have agreed to expand the programme and deliver outcomes for £38 Digital.	The delivery is in progress for Green 4 and the risk remains the same at Green 4
	<b>Supporting Local Business</b>									
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 upload 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 a £5k 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 idelwells market at £10k for 2023-24. The overall budget is £28k.	The idelwells 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 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 signed 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	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 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 reduced from Amber 6 to Green 4 due to agreed changes.
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 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 TIC). 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 Elle construction. The Spicing 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 now commenced on preparations to support other business events. Risk remains at Green 4
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. ADG 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. Bidding 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 rent relief is launched with one successful applicant.	Currently there are 4 successful rent 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	Maker space coordination	Unable to recruit	Avoid	2	2	4	Paul Crawford		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	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	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	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 £810 to Year 3 to cover the full year - payment of graduate of £33,510.50 - 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
<b>People and Skills</b>										
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 Melichollos/ Melanie Wheelwright	02-Dec-24	NGC 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 align £40k 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 Melichollos/ 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 UKSPF Multiply programme to increase the level of qualification in the District which is taking. This aligns with the Council's Skills Policy. Awaiting internal ADC sign off of EDR 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 Melichollos/ 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 ERD 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 help that is being offered.	The programme is in delivery and officers are putting in place the requirements 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 Melichollos/ Melanie Wheelwright	02-Dec-24	Part of the NGC framework agreement. Completed procurement in May 2024 published on 26 Feb 1014. 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.
<b>People and Skills Total</b>										

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

**Project 5: TF-05 Enterprising Ashfield**

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

**Project 6: TF-06 Green Ashfield**

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

**Project 7: TF-07 High Street Property Fund**

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

**Project 8: TF-08 Kings Mill Reservoir Leisure Development**

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

**Project 9: TF-09 Kingsway Sports Hub**

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

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

**Project 10: TF-10 Library Innovation Centres**

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

**Project 11: TF-11 North Kirkby Gateway**

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-Mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Governance	Property Development	Land Assembly	Inability to complete land assembly where required	Change in overall programme but individual project parameters	5 - Major impact	2 - Medium	10.00	Developing options -Acquisition due to complete in December 24	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Project Manager
2	Reputation	Reputational Risk	Negative local and regional press/social media relating to project delivery	The reputational damage which the Council would face in the event of delays, poor quality of construction or poor communication with stakeholders	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 cost 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 footprint when the project is completed	5 - Major impact	2 - Medium	10.00	Ensure a construction Communication Strategy is developed and followed, so that the public and all the impacted business are kept informed of the progress. Periodic meetings with contractor and relevant professional to ensure construction meets the required standards	3 - Medium impact	1 - Low	3.00	5 - Imminent: next month	Project Manager
3	Managerial/Professional	Poor Delivery	Poor performance of principle designer/ contract manager/consultants	Highways consultation fails and the Highways authority has no appetite for identified improvements	Delay to project and require to change	5 - Major impact	2 - Medium	10.00	Ensure Performance Requirements are regularly reviewed and monitored via periodic meetings	3 - Medium impact	1 - Low	3.00	5 - Imminent: next month	Project Manager

**Project 13: TF-14 Science Discovery Centre & Planetarium**

No.	Risk Name	Risk Category	Short description of the Risk	Full Description	Consequences	Pre-mitigated Impact	Pre-mitigated Likelihood	Pre-mitigated Raw Total Score	Mitigations	Post-Mitigated Impact	Post-Mitigated Likelihood	Post-mitigated Raw Total Score	Proximity	Risk Owner/Role
0	Example of how to complete >	External Stakeholder Management	Siloed Working	Working or communicating as a discrete silo and not learning from other Portfolios	Loss of opportunity to aggregate knowledge across teams, programmes, partners.	5 - Major impact	3 - High	15.00	Cross-function quarterly catchups	3 - Medium impact	2 - Medium	6.00	4 - Close: next 3 months	Rachel Gregson/Project Manager
1	Financial	Rising Costs	Unable to source additional funds required as a result of cost overruns	Costs exceed those originally anticipated and there is insufficient budget headroom	Either, all or part of the project is unable to be completed.	5 - Major impact	2 - Medium	10.00	Appointed experts on a Design and Build at each design phase constant review. Costs are now locked but actively managed.	2 - Low impact	1 - Low	2.00	1 - Remote	Project Manager
2	Managerial/Professional	Poor Delivery	Lack of Project management skills	Too much of the success in delivery relies on too few people with out the necessary back up	Delays occur if the OM is incapacitated for an extended time	4 - Significant impact	1 - Low	4.00	Design team appointed so the project can continue, external project management identified. The main contractor has been procured through a competitive process.	3 - Medium impact	2 - Medium	6.00	1 - Remote	Project Manager
3	Social / people	Health & Safety - Personnel and Public safety	Reputational	A health and safety incident occurs during construction	Reputational damage/ suspension/ termination of 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 r 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	1 - Remote
Change in Policy Focus	2 - Low impact	2 - Medium	2 - Distant: next 12 months
Client Mistreatment	3 - Medium impact	3 - High	3 - Approaching: next 6 months
Covid Disruption	4 - Significant impact	4 - Almost Certain	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			







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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	<b>5 Managerial risks</b>																	
39	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	25/02/25	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	25/02/25	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	25/02/25	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 inc regular meetings with necessary outputs	Accept	1	1	1	↔	Programme Lead	25/02/25	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	25/02/25	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	25/02/25	Archived	ADC appointed Business Case Consultants. All FBC 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	25/02/25	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	25/02/25	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 mitigate such risks.	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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	25/02/25	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:			Risk response	Description
<b>Threats</b>				
Contractual/Supplier	Governance	Physical	Avoid	The risk is avoided e.g. change in strategy
Customer/Citizen	Legal	Political	Transfer	Some or all of the risk is transferred to a 3 <sup>rd</sup> party
Economic	Legislative/Regulatory	Procurement/Competitive	Reduce	Action is taken to reduce either the likelihood of the risk occurring or the impact that it will have
Environmental	Managerial/Professional	Social/People	Accept	The risk may be accepted perhaps because there is a low impact or likelihood

83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83	83
84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84	84
85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85	85
86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86	86
87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87	87
88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88	88
89	89	89	89	89	89	89	89	89	89	89	89	89	89	89	89	89	89	89	89
90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90
91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91	91
92	92	92	92	92	92	92	92	92	92	92	92	92	92	92	92	92	92	92	92
93	93	93	93	93	93	93	93	93	93	93	93	93	93	93	93	93	93	93	93
94	94	94	94	94	94	94	94	94	94	94	94	94	94	94	94	94	94	94	94
95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95	95
96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96
97	97	97	97	97	97	97	97	97	97	97	97	97	97	97	97	97	97	97	97
98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98	98
99	99	99	99	99	99	99	99	99	99	99	99	99	99	99	99	99	99	99	99
100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
101	101	101	101	101	101	101	101	101	101	101	101	101	101	101	101	101	101	101	101
102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102	102
103	103	103	103	103	103	103	103	103	103	103	103	103	103	103	103	103	103	103	103
104	104	104	104	104	104	104	104	104	104	104	104	104	104	104	104	104	104	104	104
105	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105	105
106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106	106
107	107	107	107	107	107	107	107	107	107	107	107	107	107	107	107	107	107	107	107
108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108	108
109	109	109	109	109	109	109	109	109	109	109	109	109	109	109	109	109	109	109	109
110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110	110
111	111	111	111	111	111	111	111	111	111	111	111	111	111	111	111	111	111	111	111
112	112	112	112	112	112	112	112	112	112	112	112	112	112	112	112	112	112	112	112

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

Contingency	A plan is put in place to respond if the risk is realised
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

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.

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

This page is intentionally left blank