



Agenda

Discover Ashfield Board Meeting

Date: **Wednesday, 14th February, 2024**

Time: **9.00 am**

Venue: **Hybrid - Microsoft Teams & Meeting Room 1, Urban Road,
Council Offices, NG17 8DA**

For any further information please contact:

Hollie Maxwell-Smith

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DISCOVER ASHFIELD BOARD MEETING

Attendees

ATTENDEES			
Name	Position on Board	Position/Organisation	Present
Martin Rigley OBE	Chair / Theme Lead – Succeed in Ashfield	Business Development Manager	
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 Ward	Board Member	Chair of Sherwood Forest Hospitals NHS Foundation Trust	
Clare Hitchings	Substitute for Tim Hepke	Communications Lead, ITP Aero	
Christopher Baron	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Cllr Helen-Ann Smith	Board Member	Deputy Council Leader, Ashfield District Council	
Cllr Julie Gregory	Board Member	Scrutiny Representative, Ashfield District Council	
Cllr Matthew Relf	Board Member	Executive Lead Member for Growth, Regeneration and Local Planning, Ashfield District Council MA2020 Representation	
Cllr Keith Girling	Notts County Council Representative	Economical Development and Asset Management, Notts County Council	
David Ainsworth	Board Member	Director of Sherwood Forest Hospitals Trust	
David Williams	Substitute for Jean Sharpe	Partnerships Manager North Nottinghamshire DWP	
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	
Fiona Anderson	Board Member	Associative Director, Civic Engagement, Nottingham Trent University (NTU)	
Gary Jordan MBE	Board Member	Community Engagement and Learning Lead, ATTFE	
Ian Bond	Substitute for Peter Graw	Director of Learning, Inspire: Culture, Learning and Libraries	
Jean Sharpe	Board Member	Lincolnshire, Nottinghamshire & Rutland Progression Champion for In-Work Progression	
Julia Terry	Board Member	Development Worker, Transforming Notts Together	
Kathryn Stacey	Board Member	Chief Executive, Citizens Advice Ashfield	
Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Mark Spencer, MP	Board Member	MP for Sherwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	

Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	
Peter Gaw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	
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	
Will Morlidge	Board Member	Chief Executive, D2N2 LEP	
Andrea Stone	Supporting Officer	Health and Wellbeing Manager, Ashfield District Council	
Chris Stephenson	Supporting Officer	Communications Manager, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services, Ashfield District Council	
Hollie Maxwell-Smith	Supporting Officer	Project Officer Discover Ashfield, Ashfield District Council	
Jas Hundal	Supporting Officer	Programme Director – Place, Ashfield District Council	
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development	
John Bennett	Supporting Officer	Executive Director, Place, 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 Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	
Trevor Middleton	Supporting Officer	Town Centres and Markets Manager, Ashfield District Council	

AGENDA

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

There were no actions from the previous meeting.
- 3. New Declarations of Interest - ALL**
- 4. Major Projects & Funding Update - Sarah Daniel** 15 - 40
- 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 - Friday 5th April 2024**



DISCOVER ASHFIELD BOARD MEETING

**Friday 12th January 2024
9am – 11am**

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

AGENDA

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- 1. Welcome / Introductions / Apologies - Martin Rigley**
- 2. Reflections of Previous Meeting - Martin Rigley**
 - a Meeting Minutes**
 - b Action Log**
 - Paul Crawford to bring a revised Theatre programme to the next board meeting.
 - The Board is asked to consider and approve the request for allocation of funding for gateway signage under the Visitor Economy update from the 15th of November meeting.
- 3. New Declarations of Interest - ALL**
- 4. Major Projects & Funding Update – Sarah Daniel**
- 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 14th February 2024**

ATTENDEES

Name	Position on Board	Position/Organisation	Present
Martin Rigley OBE	Chair / Theme Lead – Succeed in Ashfield	Innovation Engineer, ECS Engineering	√
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 Ward	Board Member	Chair of Sherwood Forest Hospitals NHS Foundation Trust	
Clare Hitchings	Substitute for Tim Hepke	Communications Lead, ITP Aero	√
Christopher Baron	Substitute for Lee Anderson, MP	Office Manager, Ashfield & Eastwood MP's Office	
Cllr Helen-Ann Smith	Board Member	Deputy Council Leader, Ashfield District Council	
Cllr Julie Gregory	Board Member	Scrutiny Representative, Ashfield District Council	√
Cllr Matthew Relf	Board Member	Executive Lead Member for Growth, Regeneration and Local Planning, Ashfield District Council MA2020 Representation	√
Cllr Keith Girling	Notts County Council Representative	Economical Development and Asset Management, Notts County Council	√
David Ainsworth	Board Member	Director of Sherwood Forest Hospitals Trust	
David Williams	Substitute for Jean Sharpe	Partnerships Manager North Nottinghamshire DWP	√
Edward Johnstone	Board Member	Assistant Principal (Development), Portland College	√
Fiona Anderson	Board Member	Associative Director, Civic Engagement, Nottingham Trent University (NTU)	√
Gary Jordan MBE	Board Member	Community Engagement and Learning Lead, ATTFE	√
Ian Bond	Substitute for Peter Graw	Director of Learning, Inspire: Culture, Learning and Libraries	√
Jean Sharpe	Board Member	Lincolnshire, Nottinghamshire & Rutland Progression Champion for In-Work Progression	
Julia Terry	Board Member	Development Worker, Transforming Notts Together	
Kathryn Stacey	Board Member	Chief Executive, Citizens Advice Ashfield	√
Leanne Monger	Board Member	Interim Programme Director, Mid Notts PBP	√
Lee Anderson, MP	Board Member	MP for Ashfield and Eastwood	
Mark Spencer, MP	Board Member	MP for Sherwood	
Mark Yates	Substitute	PCN Development Managers, Nottingham and Nottinghamshire ICB	
Melanie Phythian	Observer	Towns Fund Policy Advisor, Cities & Local Growth Unit	
Peter Graw	Board Member	Chief Executive Officer, Inspire: Culture, Learning and Libraries	√
Simon Martin	Board Member	Vice Principal, Academy Transformation Trust Further Education (ATTFE)	√
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	√
Will Morlidge	Board Member	Chief Executive, D2N2 LEP	
Andrea Stone	Supporting Officer	Health and Wellbeing Manager, Ashfield District Council	
Chris Stephenson	Supporting Officer	Communications Manager, Ashfield District Council	
Christine Sarris	Supporting Officer	Assistant Director – Planning and Regulatory Services	√
Hollie Maxwell-Smith	Supporting Officer	Project Officer Discover Ashfield, Ashfield District Council	√
Jas Hundal	Supporting Officer	Programme Director – Place, Ashfield District Council	
Joelle Davies	Supporting Officer	Group Manager for Growth, Infrastructure and Development	
John Bennett	Supporting Officer	Executive Director, Place, Ashfield District Council	√
Melanie Wheelwright	Supporting Officer	Forward Planning & Economic Growth Team Manager	√
Paul Crawford	Supporting Officer	Investment Manager – Regeneration, Ashfield District Council	
Sarah Daniel	Supporting Officer	Assistant Director - Regeneration, Ashfield District Council	√
Trevor Middleton	Supporting Officer	Town Centres and Markets Manager, Ashfield District Council	√

Agenda Item	
1	Welcome / Introductions / Apologies
	<ul style="list-style-type: none"> • Apologies were noted from Pete Edwards, Chris Stephenson, David Ainsworth, Nathan McNicholas, Paul Crawford, Jean Sharpe and Mel Phythian. • Introductions were made to Leanne Monger, Interim Programme Director for Mid Notts Place Based Partnership and to Una Key, the new CEO at Ashfield Voluntary Action. • Theresa Hodgkinson gave congratulations to Martin upon receiving his OBE in the new years honour list. • Cllr Relf thanked Martin for all his help and efforts in the last year.
2	Review of Previous Meeting – Martin Rigley
a	Board Meeting Minutes
	<ul style="list-style-type: none"> • All minutes agreed.
b	Action Log (these include actions from the below minutes)
	<ul style="list-style-type: none"> • There were no actions from this meeting.
3	New Declarations of Interest – ALL
	<ul style="list-style-type: none"> • Cllr Girling made a declaration of interest in regard to the Ranger Activities decision as this is within his portfolio. • Theresa Hodgkinson declared that she has been appointed as a Governor on the West Notts College board.
4	Major Projects & Funding Update – Sarah Daniel
	<ul style="list-style-type: none"> • Sarah ran through the Future High Streets Fund update. • The planning application for the Theatre project has been submitted and the procurement of a principal contractor is progressing. A project extension request has been put in to DLUHC as they requested some more information. Sarah noted that the revised programme was included in the annexes which as an action from the last meeting. • High Pavement – the contract reached practical completion in December. The council is working with multiple stakeholders and private sector businesses to secure tenancies within the building. The Maker Space CIS has now been approved. The committee is preparing for the fit out of facilities over the next few months. • Fox Street – the framework contract agreement is progressing via legal services. The project is being progressed alongside the Towns Fund Portland Square scheme. An extension of time request has been submitted to DLUHC which is awaiting approval.
	<p>Towns Fund</p> <ul style="list-style-type: none"> • North Kirkby Gateway – two options have been drafted for the Pond Hole / factory shop sites. A cost appraisal is now being completed before a decision can be reached. • Kirkby Sports Hub and Sutton Lawn Sports Hub – both are progressing through RIBA stage 3. The tender to secure an operator for the tennis courts at Sutton Lawn has closed and is being evaluated before the award is made, which will include Huthwaite Welfare and Kingsway Park. • Cycling and Walking routes – a mini tender is underway to appoint the design team and is due to close mid-January.

	<ul style="list-style-type: none"> • Visitor Digital Offer – the testing protocol is near completion and the team is preparing to launch the website at the Discover Ashfield awards. • Science Discovery Centre and Planetarium – works progressing well with the retaining wall now constructed and foundations completed. • Kings Mill Reservoir leisure development – the construction phase remains on programme and within budget. • ADMC – the project team are progressing RIBA stage 3 and the construction phase procurement plan for the site. The planning application is on programme to be submitted by 4th March. • Ashfield Construction Centre and Satellite – Portland college: Construction works have commenced and are scheduled to be completed in April with training courses due to commence as soon as it is practicable after completion. Vision West Notts College: The draft grant agreement for the construction centre at West Notts College (VWNC) has been prepared for the college to sign. • Ashfield Civil Engineering Centre – the project has been delayed as the site development will need to align to any changes to the Council’s wider depot development work. The project opening will now be delayed until September 2025. • Enterprising Ashfield – the team will provide a report of outcomes at the next board meeting. • West Kirkby Gateway & public transport hub – a public consultation is being prepared which will be displayed in Moor Market and the Library at the end of January. An online update will also be circulated to residents via Facebook. • Green Ashfield – a review of the project progress is underway. Workshops have been completed and the project delivery plan is being updated ready for delivery. • High Street Property Fund – a meeting has been held with VWNC to explore options for learners to use the refurbishment of the flats above Moor Market as a work experience project.
	<ul style="list-style-type: none"> • Sarah explained that the monitoring and evaluation report was submitted for the Future High Streets Fund on 30th November including the request for an extension of time for the Theatre project, Fox Street and 9-11 Low Street. • The monitoring and evaluation report was prepared and submitted to DLUHC on 4th December. A summary of the report was reviewed by 6 Board members on 15th December at a subgroup meeting due to board meeting dates not aligning. • The subgroup voted to recommend to the Discover Ashfield board that they approve the Monitoring and Evaluation return.
	<ul style="list-style-type: none"> • The Board were asked to approve the recommendation by the subgroup for the Chair of the Discover Ashfield board to sign the monitoring and evaluation return.
	<ul style="list-style-type: none"> • Gary Jordan proposed, and Edward Johnstone seconded.
	<ul style="list-style-type: none"> • Sarah highlighted point 2.4 in the agenda pack on Communications and commented that the risk register was within this pack as an annex. • She also highlighted point 2.6 of Procurement activity since the last board meeting.
	<ul style="list-style-type: none"> • UK Shared Prosperity Fund update (UKSPF)

	<ul style="list-style-type: none"> • Hucknall Town Centre High Street Property Improvement Fund – there has been relatively low interest in this scheme with only four enquiries. The project has a budget of £190k with £50k of budget available this year. It is unlikely there will be any spend this financial year so will be an underspend. A review is being undertaken to consider the next steps, which will consider the best way to utilise this investment whilst delivering the planned outputs and outcomes for this priority. • Selston Country Park – the installation of the new play area is complete. • Coxmoor Estate, Kirkby – the contractor is engaged, and the programme is being developed. • Visitor Economy – a consultant has been appointed to undertake a review and provide recommendations following the consultation workshops later this month.
	<ul style="list-style-type: none"> • Sarah brought up the decision for the board on gateway signage which was not formally agreed at the November board meeting. • £150k is currently allocated to the visitor economy theme in the UKSPF programme, of which up to £18k is allocated for the consultancy work. It is recommended that £25k of the funding is allocated to a phase 2 replacement of the gateway signage in Ashfield.
	<ul style="list-style-type: none"> • Martin confirmed this had been brought to the previous board meeting however it had not been voted on.
	<ul style="list-style-type: none"> • The Board was asked to consider and approve the request for allocation of funding for the gateway signage.
	<ul style="list-style-type: none"> • Gary Jordan proposed, and Cllr Relf seconded.
	<ul style="list-style-type: none"> • Arts Council Bid – further work has been undertaken on the Expression of Interest (EOI) and this was resubmitted in December and there should be feedback on this shortly. • Community Vertical Farming – the risk for this has increased due to limited progress on the project and the need to commit the capital spend this financial year. Planning for delivery is underway with Nottingham Trent University (NTU) and funding from Mansfield District Council is agreed subject to receiving the funds. The project site is agreed for Sutton Lawn with the location to be confirmed. • Digital support for local communities – the Digital skills programme is being delivered by ATTFE in locations across Sutton and Kirkby using repurposed laptops. • Supporting Local Business – the East Midlands Chamber of Commerce launched the delivery of the Ashfield Accelerator programme, which covers specialised business support for digital, innovation, workforce skills, overseas trade and decarbonisation plans and grants. The Enterprise grant, for high street properties, has had low interest. The programme is currently being reviewed. • People and Skills – the joint procurement for supporting economically inactive people has been awarded to Futures and the project is due to start soon. Support is available to all residents with delivery sites in priority areas listed within the agenda pack. • Futures are also delivery the Ashfield’s Basic and Lifestyle skills programme, with marketing starting in January and the programmes being delivered in 2024 – 2025.

	<ul style="list-style-type: none"> • Sarah moved onto item 3.2 of the agenda pack, the Risk Register. • She explained the highest risk is the potential underspend on projects and the payment of Year 3 funds. • Payment of Year 3 allocations is based on spend over the first two years of the fund. To receive 100% of the Year 3 payment in April the total combined spend must be 80% or higher. Authorities who have committed less than this will be paid the remaining balance at the end of the financial year based on actual spend. When an underspend remains at the end of 2024/25, funds will be expected to be repaid. Based on the worst-case scenario for Ashfield which would be the 60-79% band this would mean that 70% would be paid at the start of the year with the remaining 30% paid in arrears. • There is currently a review of the programme to identify where spend can be brought forward from other projects and to ensure funds are committed on the projects. A more detailed report will be brought to the next Board meeting.
	<ul style="list-style-type: none"> • Agenda item 3.3 Ranger Activities. • Sarah explained the Mill Waters Officer Post builds on the work delivered by the Heritage Lottery funded Ranger post, in partnership with Nottinghamshire County Council. • The new post will be extended in focus to the District and support the wider visitor economy offer. The project has £30k allocated in the 2024 -2025 Financial year but it is requested that the project delivery is brought forward to January 2024 with an end date of March 2025.
	<ul style="list-style-type: none"> • The board is asked to consider and approve a proposal to bring forward £6k of funds from 2024 – 25 allocations to accelerate the delivery of this project in the 2023 – 24 financial year.
	<ul style="list-style-type: none"> • Tim Hepke proposed, and Edward Johnstone seconded.
	<p>4.0 Kirkby Plan for Towns</p> <ul style="list-style-type: none"> • A £20m allocation of government funding was announced for Kirkby in October as part of a national ‘Plan for Towns’ programme. There has been additional information from the government guidance which was issued on 18th December. • The funding is aligned to the themes of: Safety and security. High streets, heritage, and regeneration. Transport and connectivity. • The long-term plan (LTP) is a 10-year vision which needs to include a 3-year investment plan. Towns will be required to demonstrate how they have developed plans in consultation with local people and will be expected to provide a contribution, for example time and resource, local match-funding, or properties to include in regeneration projects. • MPs should be closely engaged in the design and delivery of the long-term plan and should be involved in reviewing the plan prior to submission. • It has been agreed that a Kirkby Town Board (KTB) will be set up which will be part of the Discover Ashfield structure. The KTB will oversee the fund and plan and will be chaired by a local business or community leader. • The independent chair of the board should be invited by the local authority, with the MP engaged as part of the process. • Sarah asked the board to give recommendations for a KTB Chair if they have any.

	<ul style="list-style-type: none"> The government has agreed to provide capacity funding this financial year with a £50k payment received by the Council in December. This funding is part of the £20m allocation and will be used to fund consultation and engagement activities and support to develop the plan. Submission of the LTP is due between 1st April – 1st August. Sarah noted to the board there are links to the interventions, original guidance from the government and the updated version from December within the agenda pack.
5	Theme Lead Reports – Theme Leads
a	Succeed in Ashfield – Martin Rigley
	<ul style="list-style-type: none"> Martin attended the monitoring and evaluation meeting on 15th December. He is continuing work with ADMC and the Science Discover Centre.
b	Love Where You Live – Liz Barrett
	<ul style="list-style-type: none"> Martin delivered Liz’s update. Liz gave thanks to the Council and partners for the Christmas events. She attended all three of them and all were vibrant and brilliant. The Made in Ashfield branding is progressing with students from VWNC designing the logo.
c	More to Discover – Darron Ellis
	<ul style="list-style-type: none"> There was no update from Darron.
d	Be Healthy, Be Happy – Pete Edwards
	<ul style="list-style-type: none"> There was no update from Pete.
6	Discover Ashfield Project Officer Update – Hollie Maxwell-Smith
	<ul style="list-style-type: none"> Hollie explained that Discover Ashfield Champions certificates had been given to schools and dance groups at the Christmas events, which were well received and given out in assemblies. The Awards planning is progressing, and the team are looking forward to celebrating some great local people.
7	Board Member Updates – All
	<ul style="list-style-type: none"> Fiona Johnson updated the board that NTU are working with a range of stakeholders to create the Ashfield & Mansfield stakeholder conference in June. Good progress is being made by the steering group, with a draft plan being produced. John Bennett is the ADC representative and Louise Knott is both the Discover Ashfield and VWNC representative within the group. She explained that there is a plan to learn from what other towns are doing. There is also the potential scope following the conference to hold workshops with themes.
	<ul style="list-style-type: none"> Martin commented that the previous conference by NTU was very beneficial, and he is supportive of using it as a catalyst to do further workshops following the conference.
	<ul style="list-style-type: none"> Cllr Girling explained he is the Armed Forces Champion for Nottinghamshire and last year Nottinghamshire County Council (NCC) held the first ever Boots & Beret Awards which was aimed at businesses who employed veterans, reservists, or adult volunteer cadent instructors. These Awards will be an annual event, with the next one being held in August 2024. NCC are the only council who host awards like this.

	<ul style="list-style-type: none"> • Cllr Girling will distribute the information to the board to share with businesses or also to anyone who would be able to sponsor the awards. • He is keen to get as many businesses as possible signed up to the Armed Forces Covenant.
	<ul style="list-style-type: none"> • Edward Johnstone updated the board that Portland College has been delivering a pilot, alongside the Duke of Edinburgh and the National Citizens Service, looking at educational providers who have resources which are not currently being used externally. • These providers will be mapped out and use events / training to get schools and other organisations sharing resources.
	<ul style="list-style-type: none"> • Fiona responded to Cllr Girling that NTU are supportive of the Armed Forces awards, as NTU is signed up to the Covenant. • She commented that there may be a link with the National Rehabilitation Centre in Nottinghamshire.
	<ul style="list-style-type: none"> • Una Key explained that Ashfield Voluntary Action is also an employer of ex-service individuals. • Una asked Cllr Girling to send over the information of signing up to the Armed Forces Covenant.
	<ul style="list-style-type: none"> • David Williams noted that the Department for Work & Pensions have a district wide armed forces champion who supports customers who are ex-forces and reservists. David asked Cllr Girling if he could pass his details onto this champion.
	<ul style="list-style-type: none"> • Cllr Girling is happy to be contacted regarding this and will get interested board members to the right department.
8	Any Other Business - All
	<ul style="list-style-type: none"> • There was no other business.
9	Date of Next Meeting – Wednesday 14th February

Programmes and Funding Update February 2024

The report provides an overview of programme performance for regeneration funding.




1. Future High Streets Fund


1.1 Finance:

There are no changes since the last board report, the approved budgets are shown in annex 1.

1.2 Progress

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

Project	Achievements/ progress/next steps	Start / Completion Dates	Next key Milestone	Risk Level / programme and cost
Theatre Project	<p>The planning application will be presented at the March planning committee meeting for approval.</p> <p>A project extension request has been approved in principle by DLUHC. Following the approval the project is now being managed within the agreed timeframe. The costs remain manageable.</p>	<p>S: May 2024 C: Dec 2024</p>	<p>Planning Approval March 2024</p>	
Low Street	<p>14 Low Street - Complete.</p> <p>9-11 Low Street – The contract commenced at the beginning of December; minor delays have occurred due to site access issues, but these have now been overcome. The project cost remains controlled.</p>	<p>S: Dec 2023 C: April 2024</p>	<p>Securing a tenancy / Social value delivery</p>	
High Pavement	<p>The Maker Space CIS has been approved. The committee has started to fit out of facilities with the new equipment orders being received.</p> <p>A VIP open event is being prepared for 21st of March.</p>	<p>C: Nov 2024</p>	<p>Inspire’s new tenancy within the building Feb / March 2024</p>	

	Recruitment to the Maker Space coordinator role will be published in February.			
Fox Street	<p>The framework contract agreement between Lindum and Ashfield District Council is progressing via legal services.</p> <p>The project is being progressed alongside the Towns Fund Portland Square scheme. Delays in completing the S278 agreement with NCC have pushed the start date back. An extension of time request has been approved by DLUHC. The risk remains elevated due to the delay in starting the contract.</p>	<p>S: Feb 2024 C: May / June 2024</p>	<p>Official appointment of the contractor and works Start.</p> <p>Project display boards to be erected in the town centre.</p>	


2. Towns Fund





2.1 Finance

There are no changes since the last board report, the approved budgets are shown in annex 1.



2.2 Project highlights report





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

Project	Achievements/ progress/next steps	Start / Completion Dates	Next key Milestone	Risk Level / programme and cost
Be Healthy Be Happy				
North Kirkby Gateway	<p>Two options have been drafted for the Pond Hole/factory shop sites. A stage 1 cost appraisal has been completed and a commercial option is being explored with one of the landowners to complete the land assembly.</p> <p>Risk is elevated, the project is behind programme due to delays in securing all the land required for the project.</p> <p>Options have been developed to progress alternative commercial models to overcome the challenges.</p>	<p>S: Jan 2025 (Est) C: March 2026</p>	<p>Agree final development option, complete stage 2 designs for public display March 2024</p>	

Kirkby Sports Hub	<p>The project is now progressing through RIBA stage 3</p> <p>The design team are progressing the project in two parts ready for the planning application and procurement:</p> <ul style="list-style-type: none"> • bowls pavilion, car park and floodlight work Q4 2024 • Main changing pavilion/pitch works Q1 2025 	<p>Part 1: S: Nov 2024 C: March 2025</p> <p>Part 2: S: April / May 2025 C: Feb 2026</p>	Publish new Bowls pavilion plans: Feb 2024.	
Sutton Lawn Sports Hub	<p>The project is now progressing through RIBA stage 3</p> <p>The design team are progressing the project in two parts ready for the planning application and procurement:</p> <ul style="list-style-type: none"> • Car park/Pavilion/shale pitch: Q1 2025 • 3G pitches: Q3 2025 <p>The tennis courts improvements are progressing well on site and are due to be completed in early March.</p> <p>An operator contract for the tennis courts has been awarded and the contract is being drawn up to commence delivery.</p>	<p>Part 1: S: March 2025 C: August 2026</p> <p>Part 2: Sept 2025 S: March 2026</p>	Completion and opening of the new tennis courts and appointment of the operator: March 2024	
More to Discover				
Sutton Town Centre				
Portland Square	<p>The framework contract agreement between Lindum and Ashfield District Council is progressing via legal services. The project is being progressed alongside the Towns Fund Portland Square scheme. Delays in completing the S278 agreement with NCC have pushed the start date back.</p>	<p>S: June/ July 2024 C: Dec 2024</p>	Official appointment of the contractor and works start.	
Sutton Academy Theatre	<p>The planning application will be presented at the March planning committee meeting for approval.</p> <p>A project extension request has been approved in principle by DLUHC. Following the approval the project is now being managed within a deliverable timeframe. The costs remain manageable.</p>			

Visitor Economy				
Cycling and walking routes	Procurement of the design team is being finalised and the consultant will be appointed in February 2024.	S: April / May 2024 C: April 2025	Release plans around route upgrades and improvements	↔
Visitor digital offer	The new website is now live. Additional content is being developed / added and adjustments are being made to the Discover Ashfield App. The app will go live once the web infrastructure testing is complete.	C: Feb 2024	Marketing / and press release	↔
Science Discovery Centre and Planetarium	Works on site are progressing well with the foundations and sub structure works nearing completion. The project has been able to donate hundreds of tons of sand excavated from the site to Hollingwell and Coxmoor Golf clubs.	C: Nov 2024		↔
Kings Mill Reservoir leisure development	The construction phase remains on programme and within budget.	C: July 2024	Operator procurement Feb 2024	↔
Succeed in Ashfield				
ADMC (Kirkby/Sutton)	The project team are progressing RIBA stage 3. The planning application is on programme to be submitted by 4th March. Development work for the operating model and governance is ongoing.	S: July /August 2024 C: Sept 2025	Website launch and promotion: Feb 2024. Design vision release: Feb 2024	↔
Ashfield Construction Centre and Satellite	Portland College: Construction works have commenced at Portland College and are scheduled to be completed in April with training courses due to commence as soon as is practicable after completion.	Part 1 Portland College: S: Nov 2023 C: April 2024	Launch of new facilities	↔

	<p>Vison West Notts College: The draft grant agreement for the construction centre at West Notts College (VWNC) has been prepared for the college to sign.</p> <p>The revised project plan indicates completion of the construction works in September. Development work is ongoing to explore increasing parking provision.</p>	<p>Part 2 VWNC: S: July / August 2024 C: Dec 2024</p>																														
<p>Ashfield Civil Engineering Centre</p>	<p>The project has been delayed as the site development will need to align to any changes to the Council’s wider depot development work. The key factor is sufficient safe working space to develop the area. The project opening will now be delayed until September 2025.</p>	<p>C: Dec 2025</p>	<p>Depot plan to be agreed.</p>	<p style="text-align: center;"></p>																												
<p>Enterprising Ashfield</p>	<p>Risks remain elevated because the target outputs are behind plan at this point in the programme. A proposal to adapt the project to improve the target outputs has been drafted and will be reviewed before recommendations are made to the board.</p> <p>An overview of outputs against the project target is provided below.</p> <table border="1" data-bbox="371 1265 892 1912"> <thead> <tr> <th>Project Output</th> <th>Total</th> <th>Total planned to date</th> <th>Total delivered to date – February 2024</th> </tr> </thead> <tbody> <tr> <td>Headstart- Entrepreneur Enterprise ready</td> <td>225</td> <td>60</td> <td>78</td> </tr> <tr> <td>Growth - Businesses/ Enterprises receiving non-financial support</td> <td>121</td> <td>26</td> <td>36*</td> </tr> <tr> <td>Growth – Businesses/Enterprise receiving financial support</td> <td>172</td> <td>33</td> <td>1</td> </tr> <tr> <td>New Learners-Skills</td> <td>900</td> <td>290</td> <td>228**</td> </tr> <tr> <td>Internships- Graduate placements</td> <td>150</td> <td>41</td> <td>18</td> </tr> <tr> <td>Closer Collaborations-R&D</td> <td>50</td> <td>12</td> <td>1***</td> </tr> </tbody> </table>	Project Output	Total	Total planned to date	Total delivered to date – February 2024	Headstart- Entrepreneur Enterprise ready	225	60	78	Growth - Businesses/ Enterprises receiving non-financial support	121	26	36*	Growth – Businesses/Enterprise receiving financial support	172	33	1	New Learners-Skills	900	290	228**	Internships- Graduate placements	150	41	18	Closer Collaborations-R&D	50	12	1***	<p>C: March 2026</p>	<p>24th January Free Enterprising Ashfield Business Support Event.</p>	<p style="text-align: center;"></p>
Project Output	Total	Total planned to date	Total delivered to date – February 2024																													
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Library Innovation Centres - Kirkby & Sutton	Project planning is progressing for the Sutton project in collaboration with Nottinghamshire County Council and Inspire.	Anticipated S: Q3 2024	TBC	
Greener Ashfield				
West Kirkby Gateway & public transport hub	<p>The design team are progressing RIBA Stage 3 plans. The planning application is due to be submitted in March.</p> <p>The tenancy of the Wyvern Club has now ended, and the Council has secured the site.</p> <p>A public engagement event will be held on 9th February with information displayed in Moor Market, at the outdoor market and library. An online update will also be circulated to residents via Facebook.</p> <p>Opportunities for the land on Lane End are still being monitored.</p>	S: July 2024 C: July 2025	Public display of Wyvern Club and Station plans: 9 th February	
Green Ashfield	<p>A review of project progress is underway. Workshops have been completed and the project delivery plan being finalised.</p> <p>The risk remains elevated slightly because the project programme has slipped due to delays in agreeing the project plan and performance of the lead consultant.</p>	C: Dec 2025	Retrofit PR - Carbon saving on High Pavement House: Feb 2024	
High Street Property Fund	A project review of the Lowmoor Road flats conversion is to be undertaken by Vision West Notts college.	S: April 2024	PR on the Collaboration with VWNC.	

2.3 Monitoring and Evaluation

The monitoring and evaluation report was submitted for the Future High Streets Fund on 30th November including the request for an extension of time for the following schemes:

1. Theatre Project
2. Fox Street
3. 9-11 Low Street

The extension of time request has now been approved.

2.3a Project adjustment request (PAR)

A project adjustment request (PAR) was submitted to DLUHC on 16th January, the PAR detailed the proposed movement of funds between projects agreed at the October Discover Ashfield Board. The report detailed the delegated decision which the board can approve and decisions that required DLUHC sign off.

Three changes are delegated by the Board:

Reduce budget TF17 West Kirkby Gateway:	£500,000
Increase budget TF09 Kingsway Sports Hub:	£500,000
Increase budget TF12 Portland Square:	£500,000

Two are standard PARs

Reduce budget TF11 North Kirkby Gateway:	£1,300,000
Increase budget TF15 Sutton Lawn Sports Hub	£800,000

2.4 Communications

A number of communication activities have occurred during this period including ADMC event, Maker Space social media posts and contract work progress.

During the next period it is anticipated that the following communication opportunities will be available:

- TF 03 – ADMC: Development
- TF08 – Kings Mill Leisure Building construction milestones and promotional / marketing information for the operator contract
- TF 17 West Kirkby Gateway engagement 9th February
- FHSF – High Pavement House business units and grant funding.
- FHSF – MakerSpace – VIP event and general project development.
- FHSF –9-11 Low Street Contract update.
- FHSF – Fox Street Starts
- Public Q&A sessions for the programmes.

2.5 Risk registers

The risk registers for Towns Fund and FHSF are included in the annexes to the report.

2.6 Procurement



There have been no new orders placed / contracts completed during this reporting period (January to February 2024).

3.0 UK Shared Prosperity Fund

3.1 Project highlights report

A progress and risk based summary are provided below for Community and Place projects and the Supporting Local Business and People and Skills programmes.

Programme	Achievements/ progress/next steps	Risk Level / programme and cost
Communities and Place Projects		
Hucknall Town Centre- High Street Property Improvement Fund	Please refer to section 3.3 below.	↔
Selston Country Park Phase 2 improvements	Completed.	↔
Coxmoor Estate, Kirkby – environmental improvements	The contractor is engaged, and the programme is being developed. However, spend of £32k is unlikely to be committed this financial year.	↑
Sutton – environmental improvements	Completed. Outputs and outcomes are being reported.	N/A
Hucknall Safer Streets	Completed. Outputs and outcomes are being reported.	N/A
Events and Activities	Completed for 2023/24. Proposal to bring forward 2024-25 funding is in section 3.3.	↔
Visitor economy	Spending has been agreed for consultancy and signage. Quotes for the signage are being sought.	↔
Arts Council Bid	The Expression of Interest has been accepted. Budget for this year will need to be brought forward to 2024-2025.	↓
Ranger / activities	An Order has been raised with the delivery partner.	↔
Green social prescribing	The programme has been accelerated to meet local demand. Some of the planned interventions are being offered by others and we are looking at other processes to maximise value and spend. We are achieving the desired outputs though spend is less than initially anticipated.	↑
Cycling and Walking	The programme has been accelerated to meet local demand. Outputs are greater than planned but the current spend is less than initially forecasted.	↑
Community Vertical Farming	Planning for delivery is underway with NTU. Funding from MDC is agreed. The risk is still increased, a further update will be provided at the board.	↑
Digital support for local communities	Kirkby Job Centre continues to be a good point of engagement in the ADC Digital Zone, engaging with 1 to 2 people at each of the weekly sessions that are running on Mondays. As noted at the last board meeting, this aims to be replicated at Sutton	↓

	<p>Job Centre. ATTFE is looking at further roll out in Skegby and where there is need. The programme has the flexibility to meet this demand. 13 learners have been engaged and ATTFE is confident on meeting the required targets. There are 7 potential learners that may be moved on to courses. The programme is meeting its reporting requirements.</p>	
<p>Supporting Local Business</p>	<p>The East Midlands Chamber of Commerce is now delivering the Ashfield Accelerator programme providing business support for digital, innovation, workforce skills, overseas trade and decarbonisation plans and grants. Take up for the Enterprise Grant has significantly improved with 4 grants totalling £20,250 with 3 more in the pipeline. The total budget of £140k with £40k available this financial year, the programme has been reviewed a proposal is in section 3.4.</p> <p>Currently officers are working with West Notts College to finalise the pilot project for online trading and are considering how best to undertake the 2024-25 student programme for the High Street.</p> <p>The Pre-opening ADMC programme is in delivery with the next event planned for 23rd April. Due to its acceleration in delivery, there is a proposal in section 3.5 to bring forward funding from 2024-25. The spring Special business event is scheduled for 23 April at the Mour Hotel, near Annesley, focussing on Global trading. This coincides with a visit from a delegation from Mentor City, Ohio. The High Pavement House marketing material has been finalised and distributed. There is currently one rent relief application.</p>	
<p>People and Skills</p>	<p>The joint procurement for supporting economically inactive people has been awarded to Futures and the project is due to start soon. Support is available to all residents with delivery sites in the following priority areas:</p> <ul style="list-style-type: none"> • Sutton Central & Leamington • Kirkby Central • Selston • Jacksdale & Underwood • The Dales & South Skegby. • Hucknall Town <p>Futures are also delivering Ashfield's Basic and Lifestyle skills programme - the project is available to all residents, with delivery sites in the following priority areas: -</p> <ul style="list-style-type: none"> • Sutton Central and Leamington 	

	<ul style="list-style-type: none"> • Stanton Hill & Skegby • Kirkby Central • East Kirkby (covering Sutton Junction/ Harlow Wood, Kingsway, and Abbey Hill) • Selston • Hucknall Westville <p>For the programmes being delivered in 2024-25, specifications are being prepared. The Education and Business Collaboration programme is currently out to tender.</p>	
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3.2 Risk Register

The risk register is contained within the annexes. As noted in the last report, the highest risk is the potential underspend on projects and the payment of Year 3 funds at the start of the financial year. This is based on spend over the first two years of the fund. To receive 100% of the Year 3 payment in April the total combined spend must be 80% or higher. Authorities who have committed less than this will be paid the remaining balance at the end of the financial year based on actual spend. Higher risks remain around committing spend for the Community Vertical Farming project which has £71,544.00 allocated this year and slippage in the Hucknall High Street Grant and the Environmental Improvements in Coxmoor. However, forecast committed spend is currently around 84.2% and spend and commitments are being closely monitored. The following section provides proposals that will mitigate some of the risk by increasing the percentage of funds committed this financial year.

3.3 E1 Hucknall High Street Grant

£190,000 is allocated to the Hucknall Town Centre High Street Grant - £50,000 in 2023-2024 and £130,000 in 2024-25. Council officers have visited businesses in the eligible areas with only 15 enquiries and one application which was not taken further. The area was expanded to include Annesley Road and Watnall Road. Learning from the contact already made with businesses considering their needs, it is proposed to engage Save the High Street <https://savethehighstreet.org/about-us> to undertake a pilot project. They will engage directly with all businesses directly and provide 30 eligible businesses with foundation support. This is at a cost of £10,000 to be delivered over 6 months.

[Save the High Street](#) (STHS) comprises an Advisory Board of 200+ high street businesses and industry experts, a community of Local Champions and many other partners across the public and private sectors. They have supported over 25,000 local businesses in the U.K to date.

The pilot project would be delivered by Save the High Street and managed by Council officers. The project would comprise:

- Light Touch Support- initial 1to1 engagement, invitation to ongoing newsletter communication - up to 30 businesses.
- Medium Touch Support - initial engagement, invitation to ongoing newsletter communication, Business 'Health Check' Survey and personalised Action Plan (total 4 weeks) - up to 10 businesses.

- Intensive Support - initial engagement, invitation to ongoing newsletter communication, Business 'Health Check' Survey, personalised Action Plan, and Implementation Support (total 8 weeks) - up to 5 businesses.

Save the High Street has a good track record of delivering fully managed projects from inception through to delivery, where a specific number of businesses are to be offered one-to-one support via the programme. The programme is designed for anyone serving customers from a high street, shopping centre or market location. From product retail like bookshops, clothes shops, to service businesses like beauty salons and leisure spaces like restaurants and bars.

The team will onboard the businesses and undertake a detailed 'business health check' within the first few weeks working with them to identify areas for improvement and help them to create a plan for implementation (typical funded programme duration c.8 weeks - businesses can and do subscribe for longer). They also will host regular video calls with each business.

They will signpost the businesses to further support and to the Hucknall Grant, Enterprise Grant and other funds. Businesses can access their plan online and STHS will capture feedback, create case studies, and complete a programme report.

Following are recent examples of support: -

Coalville, East Midlands: Currently delivering support for local collaboration and local leadership for Coalville. The town centre has no current group and traders are not working together. North West Leicestershire Council have commissioned our support to bring local traders together. We have recently identified an opportunity to tap into funds which were frozen when a previous group folded - this project is ongoing.

Rushcliffe, East Midlands: Recently completed 'Retail Reviews' for x7 local town centres. Recommendations include the formation of new traders' groups to increase local collaborations, plus support for local businesses.

This support is intended to be a pipeline for the Hucknall Grant and potentially the Enterprise Grant, Given the timeframe it is unlikely that the current £190k budget would be spent, given the time and number of businesses involved. Therefore, we suggest that the budget is reduced to £90,000 and combined with the Enterprise Grant to provide greater flexibility. The support from Save the High Street, would, on its own achieve the outputs and outcomes required for this investment,

We would review the project after three months of operation and if the programme was on target to meet its outputs- providing non-financial support to 14 businesses, enabling the uptake of business grants we would consider a roll out of the programme over 9 months to Sutton and Kirkby town centres to cover businesses on a first come first served basis at a budget of £60,000.

Decision 1: the board is asked to consider and approve a proposal to allocate £10k of the 2023-2024 funding to Save the High Street to deliver the pilot business support project; reducing the overall funding by £100k, leaving an overall budget of £90,000 and, approve subject to the three month review (which will be brought to the Board) to consider a wider roll out to include Kirkby and Sutton town centre businesses.

3.4 E6 Events

Ashfield have been offered a wonderful opportunity to host the Art Explora Mobile Museum. In partnership with the **Tate**, the museum will visit Kirkby, Sutton and Hucknall between 4th March 2023 – 23rd March, spending one week in each area.

There will be an opportunity for both schools and the community to visit. There will be a fully facilitated exhibition visit and workshop: each visit to the Mobile Museum includes a 45min guided tour of the exhibition inside the truck and a 45min workshop in an external space adjacent to the truck. These visits will be led by learning facilitators trained to engage with all participants and to lead fun and educational practical workshops.

Ashfield is the only district in the East Midlands to have the museum visiting, and we really want to maximise the opportunity for schools and the community to get involved. It is completely free of charge to attend. Schools will be able to book on Monday – Friday, with community slots available after school and on Saturday.

On the Saturdays, we would expand the offer to encourage more members of the community to engage. This would include face painting, circus workshops, giant garden games, street music and a small market. We would also offer free transport to those schools not in walking distance of the locations, including schools in the Rurals. This year's allocation for events is already committed and spent. To enable this programme to be delivered we request that £10,000 from the 2024-2025 UKSPF Events budget is brought forward to 2023-2024 to maximise the opportunities that the Art Explora Mobile Museum will bring to the District.

Decision 2: - the Board is asked to consider and approve a proposal to bring forward £10,000 from the 2024-2025 to host the Art Explora Museum in partnership with the Tate between 4-23 March 2023 to Kirkby, Sutton and Hucknall.

3.5 E16 Enterprise Grants

The grant was launched on 31 July. Premises in the current grant eligibility area have been made aware of the offer either by officer visit, social media, or leaflet. The eligibility criteria and the programme have been under regular review to increase take up. As of January out of 56 initial enquiries, there have been six applications and 4 grants awarded to a value of £20,250.

To increase take up it is proposed to widen the eligible grant area from town centres and local shopping areas to cover all of the District and to increase the range of eligible items.

From the latest review it was found that small businesses often struggle with producing the required basic financial information and that businesses had additional areas of need for support. The changes to the grant offer as outlined below will help address the issues. The proposed additional eligible items are shown in italics below.

- Costs relating to research and development work e.g., product development, *including production of prototypes and research of new marketing opportunities.*

- *Costs to purchase machinery, if that machinery creates a ‘step change’ in commercial operations which lead to increasing efficiency and productivity levels whilst also being an innovative approach for the business.*
- *Digital marketing costs, such as web design and development, online promotional activities, business logo designs etc.*
- *Costs associated with specialist advice to support the business e.g., HR, Legal, Financial, I.T etc.*
- *Costs to claim back any accountancy support used to help applicants complete a 12-month Profit and Loss forecast.*

The grant offer amount would remain unchanged at up to £6,000 to contribute towards 75% of the total eligible cost of the project (excluding VAT). We forecast that the budget level of £140k will be sufficient for this programme. Officers will continue to keep the scheme under review and report back to the Board.

Decision 3: The board is asked to consider and approve a proposal to extend the Enterprise Grant to cover all of the District, within the existing budget, and to agree to the revised grant criteria.

3.5 E16 ADMC Pre-opening Support

This project commenced on 1st July and has an overall budget of £142,000 (£50,000 2023-2024 and £92,000 in 2024-2025). We have been able to accelerate the project following agreement of the site location. Spend for the first five months was £27,867 and with events and activities planned it is forecast to spend around £60,000 by year end. Therefore, it is requested that £10,000 is brought forward from 2024-2025.

Decision 4: The board is asked to consider and approve the proposal to bring forward £10,000 of funds from 2024-25 to accelerate delivery this financial year.

Annex 1 – FHSF approved budgets

Project	RDEL/CDEL	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
FHSF Sutton Academy Theatre / Cornerstone	RDEL (Revenue)	-	-	-	-	-	-
	CDEL (Capital)	48,545	143,287	2,155,287			2,347,118
		48,545	143,287	2,155,287	-	-	2,347,118
	Co-funding			100,000			100,000
TF18 Cornerstone	CDEL	-	1,496	-	874,304	-	875,800
	TOTAL						2,947,118
FHSF High Pavement	RDEL						-
	CDEL	988,342	148,812	514,511			1,651,665
	Sub Total	988,342	148,812	514,511	-	-	1,651,665
	Co-funding		-	937,289			937,289
	Total						2,588,954
FHSF Low Street 9-11 and No 14	RDEL						
	CDEL	86,920	1,081,310	581,770			1,750,000
	Co-funding			647,933			647,933
	Total						2,397,933
FHSF Fox Street pop-up food court and car park	RDEL						
	CDEL	67,314	44,397	419,378			531,088
	Co-funding	-		70,912			70,912
	Total						602,000

Annex 1 - Towns Fund DA Board approved budgets

Project	RDEL/CDEL	21/22 (£)	22/23 (£)	23/24 (£)	24/25 (£)	25/26 (£)	Total (£)
TF-01 Ashfield Civil Engineering Centre	RDEL (Revenue)	-					-
	CDEL (Capital)	6,902	46,865	2,047,367	-		2,101,134
	Sub Total	6,902	46,865	2,047,367	-	-	2,101,134
	Co-funding		453,017	250,000	60,500		763,517
TOTAL							2,864,651
TF-02 Ashfield Construction Centre	RDEL	-	-	-	-	-	-
	CDEL	14,746	21,377	733,077	4,032,555		4,801,755
	Total	14,746	21,377	733,077	4,032,555	-	4,801,755
	Co-funding		-	1,837,500	-	-	1,837,500
TOTAL							6,639,255
TF-03 Automated Distribution and Manufacturing Centre	RDEL	-	-	500,000	375,000	125,000	1,000,000
	CDEL	17,035	153,724	19,079,241	233,141	-	19,483,141
	Sub Total	17,035	153,724	19,579,241	608,141	125,000	20,483,141
	Co-funding				467,000	934,000	1,401,000
TOTAL							21,884,141
TF-04 Cycling and Walking Routes	RDEL	-	-	-	-	-	-
	CDEL	1,142	30,000	1,808,138	97,000	-	1,936,280
	Total	1,142	30,000	1,808,138	97,000	-	1,936,280
	Co-funding			-	45,000		45,000
TOTAL							1,981,280
TF-05 Enterprising Ashfield	RDEL	2,344	681,553	1,360,103	985,000	816,000	3,845,000

	CDEL	-	-	-	-	-	-
	Sub Total	2,344	681,553	1,360,103	985,000	816,000	3,845,000
	Co-funding						3,746,867
TOTAL							7,591,867
TF-06 Green Ashfield	RDEL	-	-	-	-	-	-
	CDEL	1,142	114,457	1,684,401	398,048		2,198,048
	Sub Total	1,142	114,457	1,684,401	398,048	-	2,198,048
	Co-funding			2,812,134	317,167	-	3,129,301
TOTAL							5,327,349
TF-07 High Street Property Fund	RDEL	-	-	-	-	-	-
	CDEL	18,265	4,631	876,305			899,201
	Sub Total	18,265	4,631	876,305	-	-	899,201
	Co-funding			100,000			100,000
TOTAL							999,201
TF-08 Kings Mill Reservoir Leisure Development	RDEL	-	-	-	-	-	-
	CDEL	23,196	459,422	2,059,125	810,257		3,352,000
	Sub Total	127,000	2,414,743	2,414,743	2,414,743		3,352,000
	Co-funding			192,000	456,000		648,000
TOTAL							4,000,000
TF-09 Kingsway Sports Hub	RDEL	-	-	-	-	-	-
	CDEL	5,640	87,059	1,898,977			1,991,676
	Total	5,640	87,059	1,898,977	-	-	1,991,676
	Co-funding	39,000			300,000		339,000
TOTAL							2,340,676
TF-10 Library Innovation Centres	RDEL	-	-	48,000	51,000	51,000	150,000
	CDEL		3,375	509,625	38,000	36,478	587,478
	Sub Total	-	3,375	557,625	89,000	87,478	737,478

	Co-funding				113,000		113,000
TOTAL							850,478
TF-11 North Kirkby Gateway	RDEL	-	-	-	90,000	90,000	180,000
	CDEL	7,935	83,605	1,520,583	3,330,797	3,786,727	8,729,648
	Sub Total	7,935	83,605	1,520,583	3,420,797	3,876,727	8,909,648
	Co-funding				2,155,000	2,985,999	5,140,999
TOTAL							14,050,647
TF-12 Portland Square Refurbishment	RDEL	-	-	-	-	-	-
	CDEL	65,000	400,000	764,352	-	-	1,229,352
	Total	65,000	400,000	764,352	-	-	1,229,352
	Co-funding	-		136,000			136,000
TOTAL							1,365,352
TF-14 Science Discovery Centre & Planetarium	RDEL	-	-	-	-	-	-
	CDEL	149,500	385,786	1,554,714	208,004		2,248,004
	Total	149,500	385,786	1,554,714	208,004	-	2,298,004
	Co-funding	-	29,000		956,000		985,000
LUF- Science Discovery Centre	CDEL	-	250,000	1,425,000	1,425,000	-	3,100,000
Total							6,333,004
TF-15 Sutton Lawn Sports Hub	RDEL	-	-	-	-	-	-
	CDEL	5,661	113,904	651,435	2,047,633		2,818,633
	Total	5,661	113,904	651,435	2,047,633	-	2,818,633
	Co-funding			107,973.86	264,000	1,650,000	2,021,973.86
TOTAL							4,840,606.86
TF-16 Visitor Digital Offer	RDEL	-	-	-	-	-	-
	CDEL	11,474	58,539	144,797			214,809

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

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
						Date: End of January 2024 Version: Rev 1											
Risk No	Probability (P)	Impact (I)	Risk Rank	Programme Impact	Mitigation if Risk Occurs	Risk Response Threat & Opportunities	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	CURRENT Position	Responsible Person	Last Reviewed	STATUS	Last Update	Changes		
	1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain	1 - Negligible 2 - Minor 3 - Major 4 - Critical	P x I				1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain	1 - Negligible 2 - Minor 3 - Major 4 - Critical	RP x RI								
1 Health & Safety Risks																	
1.1	Authority H&S Policies not adhered to within individual projects.	Social/People	2	2	4	Reputational Damage	Ensure all H&S policy and guidance is followed and monitored.	Avoid	2	2	4	↔	Programme Lead	End January 2024	Active	All works are aligned to H&S legislation and reviewed by the Project PM. Walk about on the potential Civils site to ensure plans for development align with existing activities.	Nil
2 Technical Risks																	
2.1	Business Cases do not correctly include all individual project outputs	Managerial / Professional	3	3	9	Individual projects are incorrectly specified and submitted	Ensure consistent reviews of Business Case Developments. QC & Assurance checks before submission	Accept	2	2	4	↔	Programme Lead	End January 2024	Archived	All business cases have been through the sub-group wand Board- ADMC Business Case was submitted to DLUHC in March 2023.	Complete
2.2	External support/consultants aren't procured at the correct point in project development	Managerial / Professional	3	3	9	Delays to the overall programme through individual project delays	Early identification for each project the necessary external support/consultant requirements and proactive management	Reduce	2	2	4	↔	Programme Lead	End January 2024	Active	Procurements completed and others in progress. Other necessary procurements are in progress. Utilise frameworks where necessary. All consultancy and external support is in constant review. Continue to consider lessons learnt in procurement processes.	Nil
2.3	Inability to complete land assembly where required	Governance	4	4	16	Change in overall programme but individual project parameters	Early identification of potential risks and development of Plan 'B's where applicable	Contingency	3	3	9	↔	Programme Lead	End January 2024	Active	Negotiations continue on major projects for pieces of land. Whilst these are proving positive CPO remains a possibility. The issue has decreased with a number of the larger projects. The Deals are near completion, hence the score remains the same. Plan Bs are in place for most of the programme where there is no ability gain CPOs. The risk is slowly reducing.	Nil
2.4	Statutory approvals for programme outputs are delayed or not achieved	Legal	3	3	9	Delays or redesign of overall programme deliverables and individual project outputs	Project Plan development that clearly identifies statutory approvals. Seek pre-planning and other advice where possible	Reduce	2	3	6	↓	Programme Lead	End January 2024	Active	Projects which require planning permission are at various stages of development.	As more projects move into the delivery phase this risk is gradually reducing.
2.5	Business Cases are not developed to the necessary Green Book Standard	Governance	3	3	9	Delays with the Business Case being approved/adopted resulting in delays to the overall programme including cost	Ensure that the procurement for the Business Case Consultant clearly identifies the requirement for Green Book Standard and adherence to other Client requirements	Contingency	2	2	4	↔	Programme Lead	End January 2024	Archived	The assurance process details this and acts as a check process. A good relationship exists with DLUHC representative so items can be flagged early if necessary. ADMC FBC has been submitted to DLUHC and approved.	Nil
3 Financial risks																	
3.1	Brexit effect on supply chain -Labour/Materials price increase/fluctuation	Financial	4	2	8	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	4	2	8	↔	Project Leads	End January 2024	Active	ADC has approved processes in place. Partners who are delivering projects actively manage these issues and adapt as much as possible.	Nil
3.2	Covid-19 effect on supply chain - cost increase in labour/materials.	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	3	9	↔	Project Leads	End January 2024	Active	ADC has approved processes in place. Partners who are delivering projects actively manage COVID impacts, if and when they occur. The risk is reducing.	Nil
3.3	Inflation effect on supply chain- supply of materials	Financial	3	3	9	Negative impact on programme affordability due to increased costs	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews	Accept	3	3	9	↔	Programme Lead	End January 2024	Active	Being managed at a project level. Constantly in review.	Nil
3.4	Cost of borrowing increases against assumptions in Business Cases	Financial	3	3	9	Negative impact on programme affordability due to increased debt repayments	Sensitivity Analysis in assumptions that allows for flex in borrowing costs without breaching financial parameters	Accept	3	3	9	↔	Programme Lead	End January 2024	Active	ADC approved process in place	Nil
3.5	Individual project costs increase above agreed parameters	Financial	3	3	9	Impact on collective affordability of the programme	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↓	Programme Lead	End January 2024	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. Awaiting Future High Streets approval.	Yet to receive the formal approval for the changes in Future High Street programme Project Adjustment Request for Towns Fund has been submitted in December as agreed by DA Board. Provided a response to feedback and await approval from DLUHC.

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
32	3.6	In project cost variances at delivery phase of capital works	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding.	Reduce	2	3	6	↔	Project Leads	End January 2024	Active	Each project cost plan being scrutinised and options for cost reduction or other viability considerations investigated where necessary.	Nil
33	3.7	Project delays put at risk the availability of funding	Financial	3	3	9	Impact on individual project affordability once delivering	Development of detailed Cost Plans and implementation of Programme/Project Gateway Reviews. Potential for re-allocation of project funding. Work with partners and funders	Reduce	3	2	6	↓	Programme Lead	End January 2024	Active	ADC is working with partners and funders to seek a way forward to ensure that projects with delays can be delivered where possible.	Continue to review projects to ensure they can move into each stage to both quality and cost.
34	3.8	Drawdowns of funds are not received in line with expected deadlines	Financial	3	2	6	Impact on programme cashflow forecasts negatively impacting on the wider Council cashflow position	Ensure fund drawdowns are clearly identified and owned by individuals within the programme	Avoid	2	2	4	↓	Programme Lead	End January 2024	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 DLUHC highlight the required drawdown profile in DLUHC six monthly reports.
35	3.9	Partner organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with partner organisations to consistently gauge delivery potential	Contingency	3	3	9	↔	Programme Lead	End January 2024	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
36	3.10	Change in Taxation Status of a delivery partner	Financial	2	2	4	Variance to organisations financial standing limiting ability to deliver programme	As necessary conversations regarding ongoing viability and tax status	Avoid	2	2	4	↔	Programme Lead	End January 2024	Active	Continue to work with partners, finance experts, to ensure opportunities maximised for the betterment of the District and the projects.	Nil
37	3.11	Change in VAT Rules/Status	Financial	2	2	4	Change in ability to recoup/offset costs	Review any HM Government Changes In Law and ensure as necessary conversations with all parties regarding VAT implications	Reduce	1	2	2	↔	Programme Lead	End January 2024	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
38	3.12	Supplier organisation suffers catastrophic change in financial standing once in delivery	Financial	3	3	9	Impact on individual project deliverability	Continual dialogue and engagement with the contractor. Support the supplier to help manage their situation. Ultimately retender or identify next preferred supplier.	Contingency	3	3	9	↔	Programme Lead	End January 2024	Active	In constant review	Nil
39	3.13	Inability to action capital funding swaps to ensure the allocated Towns Fund funding is fully utilised in each financial year.	Financial	3	3	9	Impact on overall programme deliverability due to non-compliance with Towns Fund requirements.	Continual dialogue and engagement with partner organisations to ensure spend profiling information is continually monitored to identify project slippage in advance to ensure corrective action can be taken so that spend requirements are met. Continual monitoring of the need for capital swaps in the context of the overall ADC capital programme and continual dialogue with DLUHC regarding underspend and inability to swap.	Contingency	3	3	9	↓	Programme Lead	End January 2024	Active	PARs submitted. Formal confirmation from Towns Fund received. Awaiting formal confirmation	PAR for Towns Fund submitted for December 2023. Feedback response complete and await DLUHC approval.
30	Legal risks																	
31	4.1	Submissions to DLUHC are not completed in correct timescales	Governance	1	1	1	Impacts on the overall programme delivery of the Towns Fund	Ensure clear Project Plans are in place to ensure that submissions are available and have been QC'd in good time	Reduce	1	1	1	↔	Programme Lead	End January 2024	Active	Report for October 2022 to March 2023 was provided by DLUHC on 25 Apr 2023. Submissions for LUF and UKSPF have already been undertaken and provided to DLUHC on 24th par and 26 Apr respectively. A Dashboard for ease of decision making for DA Board has been developed for the DA Board. Whilst DUHC is creating an on-line tool, current monitoring still uses spreadsheets which are uploaded online.	Nil

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
32	4.2	Necessary sub-funding agreements with partner agencies aren't correctly in place	Governance	1	1	1	The Council is placed at risk of delivering a programme where necessary legal agreements aren't in place ensuring correct use of the Towns Fund monies	Develop 'Boiler Plate' ready documents for partner agencies in advance of the risk proximity	Reduce	1	1	1	↔	Programme Lead	End January 2024	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. These GFAs 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	End January 2024	Active	Fortnightly meetings in place between Assets and the TF Programme Lead. Legal Colleagues to be included to support when land purchases are imminent	Nil
34	4.4	Contracts with suppliers/contractors are not correctly in place	Legal	1	1	1	Reduced or zero legal remedy for The Council should poor performance be observed	Ensure that sub contracts with suppliers/contractors are based on industry standard forms with legal support	Reduce	1	1	1	↔	Programme Lead	End January 2024	Active	ADC ensuring that procurement strategies are clear in terms of inputs and outputs and what frameworks/forms of contract are used	Nil
35	4.5	Planning judicial review of any of the programme outputs at the applicable time	Legal	2	2	4	Delays to overall programme delivery and negative publicity	Pre-planning advice taken on all projects where applicable	Reduce	1	2	2	↔	Programme Lead	End January 2024	Active		Nil
36	4.6	The change in legal standing of any of the partner organisations	Legal	1	1	1	Potential impact on ability to work in partnership due to change in legal standing	Continual dialogue and engagement with partner organisations to consistency gauge delivery potential	Reduce	1	1	1	↔	Programme Lead	End January 2024	Active		Nil
37	4.7	Failure to procure land and require CPO Process	Legal	2	4	8	Potential significant delays on programme and reputational damage	Develop clear property acquisition strategy for each individual project including awareness of individual implications both in relation to cost and programme	Contingency	2	4	8	↔	Programme Lead	End January 2024	Active	Fortnightly meetings in place and strategy at ADC to ensure land acquisitions progress	Nil
38	5	Managerial risks																
39	5.1	Brexit effect on supply chain - supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	End January 2024	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
40	5.2	Covid-19 effect on supply chain - limitations on material supply/delivery delays	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	2	4	↔	Programme Lead	End January 2024	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
41	5.3	Inflation effect on supply chain- supply of materials	Managerial / Professional	3	3	9	Delay to projects, effecting the overall programme completion	Ensure procurement strategy includes for early engagement with market to assess potential impact	Reduce	2	3	6	↔	Programme Lead	End January 2024	Active	Managed at a project level. In constant review. Where possible adjustments are made.	Nil
42	5.4	Discover Ashfield Board & Sub Group are ineffective as oversight committee	Governance	1	1	1	Ineffective overall governance structure and management of programme	Ensure effective Terms of Reference are in place along with strong leadership inc regular meetings with necessary outputs	Accept	1	1	1	↔	Programme Lead	End January 2024	Active	Actively Managed	Nil
43	5.5	Change in Programme Lead at The Council	Managerial / Professional	3	2	6	Temporary impact on overall programme delivery including potential missed deadlines	Ensure that processes, procedures and governance structures are recorded and documented to assist with potential change in Programme Lead	Contingency	3	2	6	↔	Programme Lead	End January 2024	Active	Programme Management team in place not sitting with one individual so risk is spread.	Nil
44	5.6	Development of Business Cases is not completed within programme and cost parameters	Managerial / Professional	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	End January 2024	Active	ADC appointed Business Case Consultants. All FBC submitted and are concluded and agreed by DLUHC	Complete
45	5.7	In house Council delivery teams are reduced in effectiveness due to other deliverables	Managerial / Professional	3	3	9	Loss of momentum on programme and individual projects.	Ensure visibility of the Towns Fund Programme including the applicable resource plan required to oversee the programme	Contingency	2	2	4	↔	Programme Lead	End January 2024	Active	As more projects move into the delivery phase this creates more momentum.	Nil

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
46	5.8	Consultants perform poorly against stated/contracted outputs	Managerial / Professional	2	2	4	Failure to deliver key programme outputs across various projects	Ensure clear Performance Requirements are stated within the tender and contract documents. Ensure regular performance reviews.	Contingency	3	2	6	↔	Programme Lead	End January 2024	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 required, necessary supports and resources to mitigate such risks.
47	5.9	Failure to engage with wider internal Council stakeholders to gain buy in and support to Towns Fund	Managerial / Professional	2	2	4	Failure to comply with the Constitution or achieving the benefits of wider stakeholder skill sets and resource	Ensure internal stakeholder review group is implemented, meets regularly with meaningful agendas and clear Actions & Minutes	Contingency	2	2	4	↔	Programme Lead	End January 2024	Active	Regular meetings with key internal stakeholders	Nil
48	5.10'	Reporting failure regarding partner organisations and to DLUHC	Managerial / Professional	3	2	6	Failure to adhere to grant terms and conditions & failure to achieve drawdowns as profiled	Ensure that clear reporting structures are in place including clarity over necessary detail/outputs	Contingency	3	2	6	↔	Programme Lead	End January 2024	Active	Regular meetings with partner organisations	Nil
49	5.11	Changes at national or local level to political stakeholders or policies over the life of the programme	Political	3	2	6	Changing views in relation to projects resulting in delays to project delivery	Ensure effective communication and engagement with stakeholders in relation to projects, outputs and delivery.	Contingency	3	2	6	↔	Programme Lead	End January 2024	Active	Watching brief	Nil
50	6 Publicity & Promotion																	
51	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	End January 2024	Active	Within criteria	Nil
52	6.2	Negative local and regional press/social media relating to programme delivery	Customer/Citizen	3	3	9	Impacts and negative responses to major capital works intervention schemes	Ensure that Communications Strategy is agreed and signed off by the Engagement Group.	Contingency	2	3	6	↔	Programme Lead	End January 2024	Active	High level communications plan submitted to the DA Group. Engagement Group to be re-engaged to commence programme level deliverables	Nil
53	6.3	Failure of partners to deliver projects following receipt of grant	Customer/Citizen	2	2	4	Negative visibility of the programme and partners including the Council	Work proactively with partner agencies and Engagement Group to ensure projects are delivered effectively and in the same methodology as those by the Council	Contingency	2	2	4	↓	Programme Lead	End January 2024	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.	One variation of grant is being completed. One grant agreement is with the recipient for sign off and one is in development.
54	6.4	Failure to develop Communications Strategy for overall programme	Customer/Citizen	2	2	4	Failure to report positives and mitigate negatives of overall programme	Ensure communications stakeholders are engaged to develop detailed strategies	Contingency	1	2	2	↓	Programme Lead	End January 2024	Active	Communication Plan submitted and supported at DA Board	Communication Plan is updated regularly to consider promotion opportunities.
55	6.5	Failure to gain recognition for the Council, Discover Ashfield Board and DLUHC for the levels of investment in the District	Customer/Citizen	2	2	4	Failure to generate positive stories linked to investment and project deliverables	Ensure the communications strategy both at programme and individually at project level identify the Towns Fund and also monies or equivalent from the Council	Contingency	2	2	4	↓	Programme Lead	End January 2024	Active	Covered in Communication Plan	Communication Plan is updated regularly to consider promotion opportunities.
56	6.6	Individual projects fail to deliver the Council's Social Value Outputs	Customer/Citizen	2	3	6	Failure to deliver on key social and economic outcomes for the Council in the wider vision for Ashfield	Ensure that each project lead is aware of the Social Value Portal and that procurement strategies include this.	Contingency	2	2	4	↔	Programme Lead	End January 2024	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.	Continue to ensure the Social Value offer from each contract procured is delivered.

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

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

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

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

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

Risk rating Score	Risk rating action required
18-24	Risks at this level sit at the tolerance of the Council and are of

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
30							Probability Score	Impact Score										
31							6 (Very High)	1 Negligible	2 Minor	3 Major	4 Critical							
32							Monitor Quarterly	Monitor Monthly	Monitor Quarterly to CLT	Monitor Quarterly to CLT								
33	15-16						5 (High)	Monitor Quarterly	Monitor Monthly	Monitor Quarterly to CLT	Monitor Quarterly to CLT							
34							4 (Significant)	Monitor Quarterly	Monitor Monthly	Monitor Monthly	Monitor Quarterly to CLT							
35	5-12						3 (Low)	Monitor Quarterly	Monitor Quarterly	Monitor Monthly	Monitor Monthly							
36							2 (Very Low)	Monitor 6 Monthly	Monitor Quarterly	Monitor Quarterly	Monitor Quarterly							
37	3-4						1 (Almost Impossible)	No action required	Monitor 6 Monthly	Monitor 6 Monthly	Business Continuity Plan							
38	1-2																	
39																		
40	Impact 4, Likelihood 1																	
41																		
42																		

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UKSPF	UKSPF Project & Intervention		Risk response	Residual Probability (RP)	Residual Impact (RI)	Residual Risk Score	Responsible person	Date	Update	Changes	
				1 - Never 2 - Hardly Ever 3 - Possible 4 - Probable 5 - Almost Certain 6 - Almost Definite	1 - Negligible 2 - Minor 3 - Major 4 - Critical	RP x RI					
Communities and Place											
E1	E1	Hucknall Town Centre - High Street Property Improvement Fund	Fail to attract potential businesses to take on the grant	Reduce	4	3	12	Melanie Wheelwright	01 February 2024	Launched Jointly on 31 July 2023 and is now live. Under constant review. 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. Only 15 enquiries and one application. No accepted applications	A proposal to provide additional support, to help businesses identify their needs whilst still delivering the outputs. The proposal is within DA Board papers.
E3	E3	Selston Country Park Phase 2 improvements - play area, footpaths and biodiversity	Costs escalate due to inflation	Avoid	2	2	4	Paul Crawford	01 February 2024	On capital programme- Started in December 2023	Completed
E5	E5	Commonor Estate, Kirkby – environmental improvements to reduce crime & ASB	Delayed programme due to problems with the site, costs escalate due to inflation	Avoid	2	2	4	Paul Crawford	01 February 2024	Met with Stakeholders to agree priorities. Contractor engaged- developing programme	In progress.
		Sutton-environmental improvements	Fail to promote UKSPF	Avoid	2	2	4	Antonio Taylor	01 February 2024	Logos and branding- provided- project complete- required to monitor outputs and outcomes	Completed. Outputs and outcomes are provided for annual reporting.
		Hucknall Safer Streets initiative – CCTV Safe Spaces	Fail to promote UKSPF	Avoid	2	2	4	Antonio Taylor	01 February 2024	Logos and branding- provided- project complete- required to monitor outputs and outcomes	Completed. Outputs and outcomes are provided for annual reporting.
E6	E6	Events and activities - increase resource/ create opportunities with local providers & groups. May not spend all the budget.	Fail to promote UKSPF. Underspend budget for Year 2	Avoid	2	2	4	Andrea Stone	01 February 2024	Reprofiling programme- delivered Coronation Event, planning Ashfield Day and Selston event.	Proposal to bring forward 2024-25 funding to 2023-24 within the Board papers.
		Visitor economy - Consultancy & officer role for visitor economy/tourism, arts & culture	Unable to deliver within the time frame- insufficient resource to deal with the programme. Underspend budget for Year 2.	Reduce	2	2	4	Sarah Daniel	01 February 2024	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.	In progress.
		Arts Council Bid			2	2	4	Sarah Daniel	01 February 2024	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.	No changes
E9	E9	Kings Mill Ranger activities	Unable to deliver programme- insufficient funds	Avoid	2	2	4	Paul Crawford	01 February 2024	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.	To sign off Grant agreement.
E9	E9	Green Social prescribing, community growing / allotments / nursery	Fail to attract participants. Insufficient budget to deliver programme.	Avoid	3	2	6	Andrea Stone	01 February 2024	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.
E10	E10	Cycling and Walking for All- cycle training and access to refurbished bikes	Fail to attract participants. Insufficient budget to deliver programme.	Avoid	3	1	3	Andrea Stone	01 February 2024	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, planned spend is being reviewed.
		Community Vertical Farming initiative	Delayed due to differing requirements of partner	Avoid	5	4	20	Sarah Daniel	01 February 2024	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. An EDR has been approved to enter into contractual relations with NTU has been agreed. However, once formal agreement from MDC is received an expanded EDR will be required to cover both the requirements of MDC and ADC. The risk to this project has increased due to limited progress.	Unless a site, plan and site is agreed this project may either need to slip into year 3 - 2024/25. Meaning that £71,544 of funds are not committed this financial year.
E15	E15	Digital support for local communities	Unable to attract bidders to deliver the programme	Reduce	2	2	4	Nathan Mochocholas/ Melanie Wheelwright	01 February 2024	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.	No changes
Supporting Local Business											
E16	E16	Enterprise grant for town centre properties and relocation/repavement	Fail to attract potential businesses to take on the grant	Reduce	2	2	4	Melanie Wheelwright	01 February 2024	Meeting with ADC Winc content in June to plan update 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 £6k grant. Programme Launched 31 July 2023. A number of enquiries, eligibility requirements extended. Review has been undertaken.	Constant review on uptake. There have been 5 applications to date and 4 awards totalling approximately £20k. Proposal to improve the programme is within the DA Board papers.
		Student programme for design/manufacture of property fronts	Fail to deliver plan	Reduce	2	2	4	Melanie Wheelwright	01 February 2024	Although this is a Y3 investment, the agreed criteria for the Town Centre enterprise grant will influence how this project will be implemented. Officers will work closely with the College to develop this project and provide a proposal to the DA Board. The criteria will align to the grant provision.	Officers are reviewing the feasibility of this programme and will provide a detailed proposal to the next Board meeting.
		Online Trading Opportunities: develop online directory, media students to offer support services	Fail to deliver plan, unable to find the best product. - Costs increase with inflation	Reduce	3	2	6	Trewor Middleton	01 February 2024	Developing a potential online approach involving a project centered around traders in the Idlewells indoor market. Still in development. Budget is 28k. Options are being considered.	Officers are meeting with WNC to finalise the programme.
		Preopening support - ADMC	Fail to deliver plan. Unable to spend the Year 2 budget	Reduce	2	2	4	Sarah Daniel	01 February 2024	Developing a plan to support businesses who have interest in Automation and manufacturing as a precursor to the physical delivery of the ADMC. Plan has been developed with slightly reduced costs. New Plan and programme has been agreed by the DA Board. An agreement for the service is being put in place. Good engagement with existing Business support.	On track- proposal to bring forward funding within the board papers.
E18	E18	Ashfield Accelerator- Adopting digital technologies	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	01 February 2024	The agreement has been signed and the contract order form has been sent to the Chamber to be signed Launched November 2023	Chasing the signed contract order form from the Chamber. The Chamber is delivering the programme.
		Ashfield Accelerator-Workforce development courses - short skills courses, targeting top 5 industries and emerging sectors, includes skills access hubs, training needs analysis	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	01 February 2024	The contract order form has been sent to the Chamber to be signed Launched November 2023	Chasing the signed contract order form from the Chamber. The Chamber is delivering the programme.
E19	E19	Business advice and support - Improving productivity & innovation	Fail to deliver the plan	Avoid	2	2	4	Paul Stoppard	01 February 2024	The contract order form has been sent to the Chamber to be signed Launched November 2023	Chasing the signed contract order form from the Chamber. The Chamber is delivering the programme.
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	01 February 2024	We have identified an events programme for 2024 and our first business leaders networking event is on April 23rd - Unlocking Global Potential (tbc TBC). This will see Mentor City from US visit and be linked to inward investment opportunities across Ashfield. This event will also see East Midlands chamber talk about the 'trading overseas' UKSPF programme. The Go green event attracted 53 attendees at Van Elle construction. The Spring event is being planned for 23 April 2024 to coincide with the delegation from Mentor City, Ohio.	The Global trading event is scheduled for 23 April 2024 at the Moor Hotel.

E24	High Pavement Business Hub- rental incentives	Fail to deliver the plan	Avoid	3	2	6	Matthew Kirk	01 February 2024	Criteria for support has been completed. ADC business support team will be working in August with Matthew Kirk on a grant for rental incentives. Web application is being developed. Advertising collateral to be designed. Budget has been reviewed as less funds are needed overall. Bidding to be handed over in November 2023. A number of interested parties. Need to confirm rental prices which excluded service charge.	Launched. Campaign being developed. Marketing material produced. Investment in grant agreement in progress. Campaign for rent relief has been launched. One applicant so far.
E24	Maker space coordination	Unable to recruit	Avoid	3	2	6	Paul Crawford	01 February 2024	Develop a specification for Makerspace support person. Work with partners to deliver. Working with partner on the job description. Job description agreed.	Funding profile developed. Grant agreement in progress.
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	01 February 2024	The contract order form has been sent to the Chamber to be signed. Launched November 2023	Chasing the signed contract order form from the Chamber. The Chamber is delivering the programme.
E29	Ashfield Accelerator - decarbonisation, with grant	Fail to deliver plan	Avoid	2	2	4	Paul Stoppard	01 February 2024	The contract order form has been sent to the Chamber to be signed. Launched in November. Refining the required outputs and outcomes with the Chamber.	Chasing the signed contract order form from the Chamber. The Chamber is delivering the programme.
E29	General business support through ADC team, need marketing budget	Unable to recruit, insufficient funding	Avoid	2	2	4	Melanie Wheelwright	01 February 2024	Preparing to recruit for an October 2023 start- Need to reallocate Year 2 budget of £3510 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, Berrie Chadwick is in post.	No changes
People and Skills										
E33	Support package for economically inactive incl. confidence building, customer service, social prescribing, coaching/ mentoring	Fail to deliver plan, No signposting in Year 2	Avoid	3	3	9	Nathan McNicholas/ Melanie Wheelwright	01 February 2024	NCC joint commissioned framework, procurement completed. Look to find additional funding to support signposting the programme in Year 2. Effective stakeholder engagement will be part of the service delivery and the DA Board agreed to 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.	There have been delays in finalising the framework agreement. This means though Futures has mobilised, the contract is yet to be completed. We are prepared to move on rapidly to complete the process, as soon as the Framework agreement is completed. We are working on a plan B to account for at risk spend already made by Futures.
E34	Basic Skills Courses - English/ESOL & Maths, IT & Life Skills (inc gardening, cooking, baking)	Fail to deliver plan	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 February 2024	Procure independently. DA Board agreed to move E13 Financial resilience to Basic skills to complement the activities being provided in the UKSPF. Multiple programme to increase the level of qualification in the District which is lacking. This aligns with the Council's Skills Policy. Awaiting Internal ADC sign off of 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.
E38A	Ashfield Education and Business Collaboration package Careers Service in schools	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 February 2024	ADC will procure this independently for a Year 3 start up. Aim to complete by January 2024 at the latest. Self procure. Plan to tender Autumn 2023. Met with NTU with partners regarding current ERDF and ESF offer.	Tenders received, evaluated and successful tenderer to be appointed shortly
E37	E38B Ashfield Digital Training	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 February 2024	Part of the NCC framework agreement. Aim to complete by January 2024. The timescales for joint tendering are slow out to tender in Oct. delivery start end of Dec. ADC officers to push for quicker timescale. Met with NTU with partners regarding current ERDF and ESF offer.	Specification has been drafted in-house for tender in February
E38	E38C Ashfield talent Attraction	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 February 2024	Part of the NCC framework agreement. Aim to complete by January 2024. The timescales for joint tendering are slow out to tender in Oct. delivery start end of Dec. ADC officers to push for quicker timescale. Met with NTU with partners regarding current ERDF and ESF offer.	Specification is being developed in house for tender in February
	Ashfield Local Careers Service Training/Careers Hub - businesses/Ambassadors engaging with hub	Fail to deliver plan. Cost increases	Avoid	2	2	4	Nathan McNicholas/ Melanie Wheelwright	01 February 2024	ADC will procure this independently for a Year 3 start up. Aim to complete by January 2024 at the latest. Plan to tender Autumn 2023. Met with NTU with partners regarding current ERDF and ESF offer.	Specification is being developed in house for tender in February
People and Skills Total										