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Wednesday, 18 October 2023

To All Councillors:

As a Member of the **Ashbourne Reborn Programme Board**, please treat this as your summons to attend a meeting on **Thursday, 26 October 2023 at 10.00 am** in the **Council Chamber, Town Hall, Matlock, DE4 3NN**

Yours sincerely,

Paul Wilson
Chief Executive

This information is available free of charge in electronic, audio, Braille and large print versions, on request.

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AGENDA

1. APOLOGIES FOR ABSENCE

Please advise the Democratic Services Team on 01629 761133 or email committee@derbyshire.gov.uk of any apologies for absence.

2. PUBLIC PARTICIPATION

To enable members of the public to ask questions, express views or present petitions, **IF NOTICE HAS BEEN GIVEN**, (by telephone, in writing or by email) **BY NO LATER THAN 12 NOON OF THE WORKING DAY PRECEDING THE MEETING**. As per Procedural Rule 14.4 at any one meeting no person may submit more than 3 questions and no more than 1 such question may be asked on behalf of one organisation.

3. INTERESTS

Members of the Programme Board are required to declare the existence and nature of any interests they may have in subsequent agenda items in accordance with the District Council's Code of Conduct. Those interests are matters that relate to money or that which can be valued in money, affecting the Member, their partner, extended family and close friends. Interests that become apparent at a later stage in the proceedings may be declared at the time.

4. APPROVAL OF MINUTES OF PREVIOUS MEETING (Pages 3 - 6)

27 September 2023

5. ASHBOURNE REBORN PROGRAMME UPDATE (Pages 7 - 48)

This report summarises activity to progress the Ashbourne Reborn Programme and related quarterly monitoring reporting to the Department of Levelling Up, Housing and Communities (DLUHC), highlights key programme risks and sets out next steps.

Members of the Programme Board - Councillor David Hughes (Chair), Councillor Simon Spencer (Vice-Chair) (Derbyshire County Council), Councillor Peter Dobbs, Councillor Steve Flitter, Councillor Stuart Lees, Sarah Dines MP, Councillor Steve Bull (Derbyshire County Council), Tony Walker (Ashbourne Methodist Church), Anne Wright (Ashbourne Town Team), Sue Bridgett (Ashcom), Councillor Anthony Bates (Ashbourne Town Council).

NOTE

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Ashbourne Reborn Programme Board

Minutes of a Ashbourne Reborn Programme Board meeting held at 10.00 am on Wednesday, 27th September, 2023 in the Council Chamber, Town Hall, Matlock, DE4 3NN.

PRESENT

Councillor David Hughes - In the Chair

Board Members: Councillor Peter Dobbs (Derbyshire Dales District Council), Councillor Steve Flitter (Derbyshire Dales District Council), Councillor Stuart Lees (Derbyshire Dales District Council), Sarah Dines MP, Tony Walker (Ashbourne Methodist Church), Anne Wright (Ashbourne Town Team), Sue Bridgett (Ashcom), Councillor Anthony Bates (Ashbourne Town Council)

Present as substitute – Councillor Charlotte Cupit (Derbyshire County Council)

Paul Wilson (Chief Executive – Derbyshire Dales District Council), Steve Capes (Director of Regeneration and Policy – Derbyshire Dales District Council), Karen Henriksen (Director of Resources – Derbyshire Dales District Council), Kevin Parkes (Head of Professional Services – Highways Delivery – Derbyshire County Council), Giles Dann (Regeneration and Place Manager – Derbyshire Dales District Council), Laura Simpson (Principal Regeneration Officer – Derbyshire Dales District Council) and Tommy Shaw (Democratic Services Team Leader – Derbyshire Dales District Council).

Note:

“Opinions expressed or statements made by individual persons during the public participation part of a Council or committee meeting are not the opinions or statements of Derbyshire Dales District Council. These comments are made by individuals who have exercised the provisions of the Council’s Constitution to address a specific meeting. The Council therefore accepts no liability for any defamatory remarks that are made during a meeting that are replicated on this document.”

APOLOGIES

Apologies for absence were received from: Councillor Simon Spencer (Derbyshire County Council) and Councillor Steve Bull (Derbyshire County Council).

1 - CONFIRMATION OF CHAIR AND APPOINTMENT OF VICE-CHAIR OF THE PROGRAMME BOARD

It was moved by Councillor David Hughes, seconded by Councillor Steve Flitter and

RESOLVED (unanimously)

That Councillor David Hughes be confirmed as Chair of the Ashbourne Reborn Programme Board and that Councillor Simon Spencer be appointed as Vice-Chair of the Ashbourne Reborn Programme Board.

The Chair declared the motion **CARRIED**.

2 - PUBLIC PARTICIPATION

There was no public participation.

3 - INTERESTS

Forms were distributed at the meeting for Members of the Programme Board to record any relevant disclosable pecuniary or other interests. It was noted that these details would be kept as public record and published in due course.

4 - ASHBOURNE REBORN PROGRAMME BOARD UPDATE

10:10am – Councillor Anthony Bates entered the meeting.

Laura Simpson, Principal Regeneration Officer (Derbyshire Dales District Council), introduced an updating report and gave a presentation to the Board which explained the variety of engagement activities which had been undertaken so far. Information regarding the progress made against the current schedule of programme milestones was also presented to Board Members.

Kevin Parkes, Head of Professional Services – Highways Delivery (Derbyshire County Council), provided an update on the highways and public realm aspects of the project. It was noted that there had been contention regarding the provision of short stay and disabled car parking and plans had been revised in response to issues raised. It was also noted that the required listed building consent application for the work on the Market Place and Victoria Square had been submitted and would be considered by the District Council's Planning Committee at their November meeting.

Councillor Charlotte Cupit (Derbyshire County Council) provided the board with reassurance that the risks relating to the processing of Traffic Regulation Orders (TROs) were being taken seriously by the County Council. It was noted within the report that any associated mitigation for the processing of TROs would be discussed at the next meeting of the Highways and Public Realm Project Control Board.

Tony Walker (Ashbourne Methodist Church) provided an update on the progress of the Link Community Hub Project. It was noted that the project had progressed to RIBA stage 4 and that despite delays caused by the requirement for the completion of additional bat surveys, the submission of the relevant planning applications was due to take place imminently and did not represent a significant risk to delivery timeframes.

The Board asked that Officers write to the District Council to ask that all applications relating to the LUF bid be expedited, if possible, to minimise any delays to planned timeframes.

It was moved by Councillor David Hughes, seconded by Councillor Steve Flitter and

RESOLVED (unanimously)

1. That activity and progress to date be received and noted.
2. That the Procurement Strategy for the Highways and Public Realm Project be received and noted.
3. That the delivery partner Project Boards' Terms of Reference be requested for approval by the next meeting of the Programme Board, in accordance with Governance requirements.
4. That the Draft Protocol for Escalating Ashbourne Reborn Decisions, as included at appendix 3 to the report, be received and agreed.
5. That the highlighted Programme risks and associated mitigation measures be received and noted.
6. That the reporting and monitoring requirements are received and noted.

5 - ASHBOURNE REBORN PROGRAMME - ADDITIONAL COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT CAPACITY

Giles Dann, Regeneration and Place Manager (Derbyshire Dales District Council) introduced a report which presented the case for the establishment of an additional fixed term post of Communications Officer within the District Council's Communications and Marketing Team to deliver the Communications and Engagement Plan for the Ashbourne Reborn Programme. The report also sought Board Member endorsement for the proposed approach taken to secure short term interim capacity.

Under the original programme governance arrangements, a Communications and Engagement Plan was agreed which required proactive communications throughout the period of the programme. An officer Communications and Engagement Group was established to lead on developing and delivering effective communications and engagement activity. The membership and responsibilities of the group were detailed within the report. The report informed Board Members that as plans had developed, it had become clear that there was a need for a dedicated resource at programme level to increase proactive communication and engagement activity.

The report therefore sought approval to request funding provision be sought from the District Council's General Reserve to enable the establishment of an Ashbourne Reborn Communications Officer post.

The Board noted that further engagement will be required with each project board regarding the working arrangements for the role, and that project communications staff should work closely with the Ashbourne Reborn Communications Officer.

It was moved by Councillor Anthony Bates, seconded by Councillor Stuart Lees and

RESOLVED (unanimously)

1. That Board Members endorse the action taken to secure interim communications support from Aecom for the Ashbourne Reborn programme.
2. That, at its meeting on 28 September 2023, funding provision be sought from the District Council's General Reserve to enable the establishment of an Ashbourne Reborn Communications Officer post on a fixed-term basis for a period of two-years, subject to further engagement with each project board regarding the working arrangements for the role.
3. That the intention be noted, of Derbyshire County Council to ensure additional communication and stakeholder engagement relating to other highways and transport work taking place in Ashbourne during the preparation and delivery of Ashbourne Reborn.

The Chair declared the motion **CARRIED**.

Meeting Closed: 11.11 am

Chairman

Ashbourne Reborn Programme Board – 26 October 2023

ASHBOURNE REBORN PROGRAMME UPDATE

Report of the Director of Regeneration and Policy

Report Author and Contact Details

Laura Simpson, Principal Regeneration Officer
01629 761146 or laura.simpson@derbyshiredales.gov.uk

Wards Affected

Ashbourne North and South

Report Summary

The report summarises activity to progress the *Ashbourne Reborn* Programme and related quarterly monitoring reporting to the Department of Levelling Up, Housing and Communities (DLUHC), highlights key programme risks and sets out next steps.

Recommendations

1. That progress with the Ashbourne Reborn Link Community Hub Project Board Draft Terms of Reference and the Highways and Public Realm Project Control Board Draft Terms of Reference is noted prior to consideration at the November Project Board meetings and subsequent Programme Board, in accordance with Governance requirements.
2. That the Board considers progress to date and the position regarding programme, cost, deliverables and project level risks be received and noted.
3. That the highlighted Programme risks and associated mitigation measures are received and noted.
4. Following consideration of the update report alongside presentation material at the Programme Board meeting, that information for reporting to DLUHC in the next quarterly monitoring return, including conditions that might lead to a Project Adjustment Request, be received and noted.
5. That the tabled schedule of future meeting dates is approved.

List of Appendices

- Appendix 1 Link Community Hub Project Board Draft Terms of Reference
- Appendix 2 Highways & Public Realm Project Control Board Draft Terms of Reference
- Appendix 3 Draft Minutes – H&PR Project Control Board 03/10/23
- Appendix 4 Minutes of LCH Project Board 03/10/23
- Appendix 5 Strategic Risk Register
- Appendix 6 Top Ten Project Risks
- Appendix 7 Delivery Plan Milestones (draft)

Background Papers

Ashbourne Reborn Programme Board Update Report 27 September 2023.

Consideration of report by Council or other committee

No

Council Approval Required

No

Exempt from Press or Public

No

ASHBOURNE REBORN PROGRAMME UPDATE

1. Background

1.1 Ashbourne Reborn is a £15.22m programme aimed at transforming Ashbourne town centre through significant improvements to highways and public realm and the development of the Link Community Hub. The programme is principally funded by the UK Government through an £13,373,509 funding allocation from the Levelling Up Fund, Round Two. The programme comprises the following projects:

Project 1: Public Realm & Highways Improvements led by Derbyshire County Council- £8.804m

Project 2: Link Community Hub led by Ashbourne Methodist Church - £6.418m

1.2 Derbyshire Dales District Council is the Accountable Body for Ashbourne Reborn. Matters that could have a significant impact on the programme, potentially resulting in a change to the approved bid / Memorandum of Understanding between the District Council and the Department for Levelling Up, Housing and Communities (DLUHC) in terms of deliverables, timescales, cost, outputs / outcomes and risk should be matters for decision by the strategic Programme Board and are required to be escalated by Project Boards.

1.3 Quarterly monitoring returns are required to be provided to DLUHC on the following timetable:

Reporting Period:	Commission date:	Return date:	Reporting:
1 January 2023 to 31 March 2023	3 April 2023	28 April 2023	6 Monthly
1 April 2023 to 30 June 2023	3 July 2023	28 July 2023	Quarterly
1 July 2023 to 30 September 2023	2 October 2023	27 October 2023	6 Monthly
1 October 2023 to 31 December 2023	8 January 2024	2 February 2024	Quarterly
1 January 2024 to 31 March 2024	1 April 2024	26 April 2024	6 Monthly
1 April 2024 to 30 June 2024	1 July 2024	26 July 2024	Quarterly
1 July 2024 to 30 September 2024	7 October 2024	1 November 2024	6 Monthly
1 October 2024 to 31 December 2024	6 January 2025	31 January 2025	Quarterly
1 January 2025 to 31 March 2025	7 April 2025	2 May 2025	6 Monthly

Further reporting dates to be confirmed by DLUHC

1.4 The monitoring returns include updates on project progress, delivery plans, funding profiles, and risks. In the six-monthly reports, updates must also be provided on measurable outputs and outcomes. Grant payments are made in January and July (approximately) and the amount provided is informed by the progress and expenditure reported in the previous quarterly return.

Information collated for future returns will inform Programme Board papers. The next quarterly monitoring return is scheduled for 27 October.

2. Key Issues

Governance

- 2.1 Ashbourne Reborn Project Board Terms of Reference documents are required to be finalised with reference to the recently revised governance arrangements and provided to the Programme Board for approval, as requested by Programme Board on 27 September 2023. These Terms of Reference documents have been drafted and are provided for information in Appendices 1 and 2 of this report. They will be presented for approval at the November Project Boards and at the subsequent Programme Board.

Project Progress, Procurement and Risks:

- 2.2 Partners continue to work collaboratively to progress both projects. Brief project-based updates are set out below, with further detail provided in Appendix 3 – Draft Minutes of the Highways and Public Realm Project Control Board 03/10/23, and Appendix 4 - Minutes of Link Community Hub Project Board 03/10/23.

Highways and Public Realm Project:

- 2.3 The DCC-led Highways and Public Realm Project is continuing to progress work related to detailed design as it moves towards RIBA Stage 4 design, incorporating designs for Millennium Square and Shrovetide Walk that benefit from existing planning consents.
- 2.4 Following the methodology agreed within the Highways and Public Realm Procurement Strategy, the Midlands Highway Alliance Plus Medium Schemes Framework (MHA+ MSF4) has been used to begin Early Contractor Involvement (ECI) with framework contractor Galliford Try. An initial meeting was held to progress ECI on 17 October with key project members including AECOM.
- 2.5 ECI will help to firm-up costs where estimates have only been possible to date, alongside more detailed information about the construction period and methodology. This will help to mitigate project risks and enable a smooth transition into the construction period.
- 2.6 The submission for Listed Building Consent for work on the Market Place and Victoria Square is currently within the 21-day statutory consultation period. The next potential Planning Committee at which it can be considered is 14th November. However, in response to the application, Derbyshire Police have provided counter-terrorism and safety advice, with a focus on the prospective Martyn's Law. This advice is currently under consideration, reflecting the prioritisation of safe public spaces through Ashbourne Reborn and could result in potential amendments to the design. While this could result in a delay to planning determination it is anticipated that this can be

managed within the programme, with other scheme elements progressed concurrently to avoid a delay to commencement of construction.

- 2.7 The implications of Martyn's Law will be considered and added to the Project risk register at the November Project Control Board meeting. The updated risk register following the risk workshops in August was used to inform the Strategic Risk Workshop, with further detail provided in section 12 of this report. The highest scored risks for the project are currently the impact of traffic management restrictions on Ashbourne and the phasing of construction to minimise disruption.
- 2.8 The cost plan for the Highways and Public Realm project has been updated by Bentley Project Management following the completion of RIBA Stage 3 design. The updated information includes some estimates in advance of ECI and cannot yet take account of the implications of Martyn's Law and any necessary changes to the design of the Market Place. The current cost plan indicates a moderate potential overspend of less than 5%. While this can currently be absorbed within associated contingency within the project budget, this increases the risk of cost overruns later and it will be important to understand how value engineering can be used to address this.
- Link Community Hub:
- 2.9 The Link Community Hub Project, led by Ashbourne Methodist Church, is progressing at pace and currently remains on track for completion by July 2025, following the submission of the associated Planning Application at the end of September. RIBA Stage 4 detailed design work is ongoing.
- 2.10 The Procurement Guidelines/Strategy for the construction contract for the Link Community Hub has been drafted and will be provided to the Programme Board when in final form. Procurement to date has reflected procurements rules, regulations and LUF requirements and has benefitted from District Council procurement advice. Reflecting this and the need to maintain the programme, main contractor procurement processes are shortly to commence.
- 2.11 The cost plan has also been updated for the Link Community Hub by Greenwoods Projects Ltd and indicates a potential overspend in the order of 15%. The high rate of inflation since the bid and associated market pressures have resulted in the need for extensive value engineering and de-scoping will potentially need to be considered to remain within budget. This work is in its early stages, following confirmation from DLUHC that there will be no further grant allocation to cover the cost of inflation. Any potential implications for agreed outputs from the project will be provided to the Programme Board as soon as possible with an indication of whether they are significant enough to require a Project Adjustment Request to DLUHC.
- 2.12 A Risk Workshop for the Link Community Hub Project was undertaken at the beginning of October, in time to inform the review of the Strategic Programme Risk Register. Highest scored risks highlighted currently

include project costs and unforeseen costs, the potential outcome from intrusive surveys e.g. building fabric / structure, worse than anticipated and failure to obtain sufficient tenders for the construction work within the budget.

- 2.13 The next stage for both projects is to progress detailed design and continue with contractor procurement, with ECI used effectively to provide greater cost certainty, inform detailed design and help to mitigate project risks.

Programme Monitoring

- 2.14 The next quarterly monitoring return is required to be provided to DLUHC by Friday 27 October at 5pm, reflecting Quarter 2, July to September. The monitoring returns include updates on project progress, delivery plans, funding profiles, and risks. At six-monthly intervals, in April and October, updates must also be provided on measurable outputs and outcomes. A separate presentation will summarise key information for the October monitoring return for discussion. However, finances are discussed in more detail in section 7 of this report and information about project and programme risks is provided in section 11 and Appendices 5 and 6. Appendix 7 sets out draft project milestones for quarterly reporting, currently under review.
- 2.15 Grant payments are made in January and July (approximately) and the amount provided is informed by the progress and expenditure reported in the previous quarterly return.

3. Options Considered and Recommended Proposal

Not applicable.

4. Consultation

- 4.1 Ashbourne Reborn benefits from a Communications and Engagement Plan, and a Communications Group involving key project partners also convenes at least every six weeks to support regular and responsive communications and the delivery of the stakeholder engagement plan.
- 4.2 Further to the public engagement events held on 26 and 29 July a Stakeholder and Public Engagement Report has been compiled by AECOM on behalf of the Highways and Public Realm Project Control Board. A summary introduction has been created to support the main document and is to be made available on the DDDC Ashbourne Reborn webpage following approval by the Project Control Board.
- 4.3 To support increasing requirements for communication and engagement as the programme progresses, preparatory work to support recruitment of an additional, dedicated communications and engagement resource is being progressed as agreed at the Programme Board on 27 September 2023. Interim support procured through AECOM is now in place.

5. Timetable for Implementation

- 5.1 Specific milestones required for reporting to Government are set out in draft in Appendix 7, subject to any amendments to be agreed prior to submission. In headline terms the initial project plan indicated that detailed scheme designs (RIBA Stage 4) were anticipated to be completed by the end of 2023, with contractor procurement by Spring 2024 and construction on the ground taking place in 2024 and early 2025.
- 5.2 Notwithstanding the significant work progressed ‘at risk’ prior to announcement of the LUF award, the scale of the programme, timescale for implementation, cost challenges and breadth of partners involved has inevitably resulted in some delay, exacerbated by the initial delay in the funding announcement.
- 5.3 In addition, further consideration of cost efficiencies and safety precautions has resulted in construction of both projects being focussed into one main contract and construction period. This has removed the opportunity for earlier delivery in 2023/24 and compressed the majority of the construction period into 2024/25.
- 5.4 While there have been some initial challenges, programme delivery currently remains on track for defrayal of the LUF grant within the amended timeframes (see section 7), subject to formal agreement with DLUHC of the date for completion within the 2025/26 financial year and any further changes that may be proposed for the forthcoming Quarterly Monitoring return.

6. Policy Implications

- 6.1 Ashbourne Reborn is one of the District Council’s current Corporate Plan priorities within the ‘prosperity’ theme. The LUF proposals are closely linked to the Council’s Economic Recovery Plan and Economic Plan. They support the Corporate Plan priority of ‘*Prosperity*’. In particular, the proposals directly contribute to the corporate target area: *Promote investment to stimulate the economy of our market towns*.

7. Financial and Resource Implications

- 7.1 Cost plans have been updated for both projects following the completion of RIBA Stage 3 design. Costs have risen considerably since the LUF bid, with much higher than predicted levels of inflation and challenging market conditions. Alongside rising construction costs and costs of materials, project fees have also increased from the original estimates prepared by the consultant bid team. Ashbourne Reborn Project Boards continue to consider value engineering, prioritisation and, as a last resort, potential de-scoping activities to remain within budget. Any resultant recommendations that could have direct or cumulative implications for commitments made to the DLUHC will be escalated to the Programme Board for consideration when known.
- 7.2 As indicated, the Link Community Hub Project Board has identified a funding gap through the latest cost analysis. Work is ongoing at a project level to explore the extent to which this can be addressed through value

engineering. However, in the absence of further funding it is likely that there will need to be some de-scoping. Associated implications for project outputs, outcomes and commitments to DLUHC are not yet fully understood and cannot be reported within the October Quarterly Monitoring return. The potential requirement for a formal Project Adjustment Request will be kept under review.

- 7.3 The requirement to manage costs within the available LUF budget is a key element within the Grant Funding Agreements, and District Council officers continue to work closely with delivery partners with a view to managing financial challenges and risks as the programme develops. In parallel to the grant funding agreement negotiations with DCC, to ensure progress can be maintained, a revised letter of intent from DDDC has been issued to enable funding of appropriate elements of design work, subject to the Grant funding Agreement being progressed and the provision of related evidence prior to agreement of associated payments.
- 7.4 Table 1 below shows the figures within the initial Memorandum of Understanding with Government. However, these figures have **not** been adjusted to account for the three-month delay in the funding announcement.

Table 1 – Current summary funding profile within the Memorandum of Understanding with DLUHC.

Funding	2022/23	2023/24	2024/25	2025/26	Totals
LUF	£256,431	£3,996,011	£9,121,066		£13,373,509
Match	62,069	301,366	£1,485,716		£1,849,149
Totals	£318,500	£4,297,377	£10,606,782		£15,222,658

- 7.5 Subsequent discussions with officers from DLUHC indicated that project completion by July 2025 to reflect the delayed funding announcement, was likely to be within acceptable thresholds and would not require a formal Project Adjustment Request. Further to this, the July Quarterly Monitoring return was requested from all local authorities to include a realistic representation of likely expenditure in 2025/26 within the funding profile. This did not constitute a formal change request but was to inform further discussion. This request has been replicated within the guidance for the October Quarterly Monitoring submission and a subsequent meeting with DLUHC officers on 9 October 2023 which advised an achievable completion date was included within the latest return.
- 7.6 Alterations that amount to cumulative changes of over 30% from the original MoU to the project spend timetable may ultimately result in the need for a Project Adjustment Request submission.
- 7.7 The emerging updated funding profile for submission this month shows a further need for funding to be moved from 2023/34 into 2024/25 to reflect the updated delivery programme when compared to the information submitted in July, set out in Table 2. Options to extend the potential delivery timetable for a limited period beyond July 2025 are being considered to help to manage risk in the very constrained construction period, although all

partners remain committed to delivery in the shortest possible timeframe. The proposed approach and timescales will be discussed at the meeting.

Table 2 – July summary indicative funding profile within the Quarterly Return

Funding	2022/23	2023/24	2024/25	2025/26	Totals
LUF	£105,796	£1,523,086	£10,219,395	£1,525,233	£13,373,509
Match			£745,924	£1,103,225	£1,849,149
Totals	£105,796	£1,523,086	£10,965,319	£2,628,457	£15,222,658

7.8 This means that, in reflecting the latest spend profile, taking into account the delayed DLUHC announcement and updated partner delivery plans received, with construction mainly within the 2024/25 financial year, a change greater than 30% is likely to be needed and may be required to be formalised within a Project Adjustment Request.

7.9 Work is ongoing to finalise the funding profile for submission within the October Quarterly Monitoring Return and this will be provided to the Programme Board for consideration in the meeting.

7.10 The financial risk is assessed as High.

8. Procurement Implications

8.1 The agreed Procurement Strategy for the Highways and Public Realm Project was received at the Programme Board meeting in September 2023. A draft Procurement Strategy/Guideline document is being finalised for the Link Community Hub and will be provided to the Programme Board following approval at the Link Community Hub Project Board in November. Delivery partners are required to follow these procedures in procuring project activity.

9. Legal Advice and Implications

9.1 Grant Funding Agreements are substantively progressed, enabled through external and internal legal support, with early work underpinned by a letter of intent issued to Derbyshire County Council and Heads of Terms agreed with Ashbourne Methodist Church. Completion of the Grant Funding Agreements is a high priority and is reflected in the strategic programme risk register and project level risk registers.

9.2 The Grant Funding Agreement for the Link Community Hub is complete and has been submitted for final review by the central Methodist Church and is expected to be finalised and signed imminently. Defrayal of grant funding on the project remains subject to completion of this Grant Funding Agreement, which has resulted in continued expenditure at risk by project partners and the associated amount will be reflected as a commitment in Quarter 3 within the Quarterly Monitoring return to DLUHC.

9.3 The Grant Funding Agreement for the Highways and Public Realm Project is now under review by DCC Legal and Finance Teams. Completion of the Grant Funding Agreement is a critical path task and further delay will impact

on the project programme. The key issue to resolve is the approach to risk, in particular from a potential cost-overrun e.g. from an unforeseen event. A verbal update will be provided at the meeting on the latest position.

9.4 The legal risk is assessed as high.

10. Equalities Implications

10.1 None additional at this stage, but equalities remain an important consideration for detailed design. An Equality Impact Assessment (EIA) was prepared for the *Levelling Up Fund* bid and was submitted to the C&E meeting on 29th June 2022. A further equalities assessment will be required on final scheme proposals to assess the implications of any significant changes to the project.

11. Climate Change Implications

11.1 None additional at this stage, but Climate Change Implications remain an important consideration for detailed design. A Climate Change Impact Assessment was prepared for the *Levelling Up Fund* bid and was submitted to the C&E meeting on 29th June 2022. A further climate change assessment may be required on final scheme proposals to assess the implications of any significant changes to the project.

11.2 In terms of other environmental considerations, there are potential synergies between the traffic management element of Ashbourne Reborn and the air quality considerations for the area. The Ashbourne Reborn Highways and Public Realm Design Team have been requested to support compatibility between the two work areas, with further consideration of any related opportunities at officer level.

11.3 Where the delivery of Ashbourne Reborn can contribute to and complement activity to improve air quality, this will be reflected in the Air Quality Action Plan.

12. Risk Management

12.1 Project level risks have been highlighted within the report in section 2, with top ten risks for both projects provided in Appendix 6. The updated Strategic Risk Register, taking into account updates from the project risk workshops, is provided in Appendix 5. The two highest strategic risks are currently considered to be Project Costs and Funding Agreements.

12.2 Current programme level risks reflect:

- Early cost challenges, consistent with the national picture. Proposed mitigation at this stage includes working with delivery partners to reduce fee expenditure (where possible), early contractor engagement and value engineering. Project Costs pre-mitigated risk

score has been increased from 12 to 20 to reflect this risk following more detailed cost plan information.

- Stakeholder expectations. Proposed mitigation at this stage includes early stakeholder engagement and regular communications, expectation management and quality control.
- Outstanding funding agreements as set out in Section 9 of this report. Mitigation includes ongoing collaboration, an agreed schedule of meetings to finalise agreements, and letters of intent to allow initial work at risk. However, as Grant Funding Agreement delay is ongoing, especially in relation to the Highways and Public Realm project, the pre-mitigated risk score has been increased from 15 to 20.
- Programme and Resources. Delivery timeframes are challenging, and the programme is resource-intensive at all levels. Ongoing consideration of resources is required, including any related challenges facing delivery partners. As set out in section 7 of this report, work is ongoing to finalise and agree with Government the completion date of the Ashbourne Reborn Programme within 2025/26. Project and Programme Resources pre-mitigated risk has been increased from 12 to 16 to reflect capacity constraints, especially at DCC given its current recruitment freeze.
- Reflecting recent experience and the proximity of procurement, pre-mitigated risk increased from 8 to 12 in relation to material and contractor availability.
- Site unknowns pre-mitigated risk score has also been increased from 8 to 12 to reflect the issue with Martyn’s Law and proximity to construction.

11.2 These risks will continue to be monitored actively, including to enable required quarterly reporting to Government on Ashbourne Reborn.

Report Authorisation

Approvals obtained from:-

	Named Officer	Date
Chief Executive	Paul Wilson	18/10/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	18/10/2023
Monitoring Officer (or Legal Services Manager)	Steve Capes (in absence of Kerry France)	18/10/2023

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ASHBOURNE REBORN - LINK COMMUNITY HUB PROJECT BOARD*

TERMS OF REFERENCE

1. Context

1.1 Ashbourne Reborn is a Levelling Up Funded programme of interventions to transform Ashbourne Town Centre. The programme is led by Derbyshire Dales District Council through collaborative working with local partners who brought forward project ideas, identified opportunities and raised match funding for the projects. The Ashbourne Reborn programme comprises two projects:

- (1) Highways and Public Realm (Derbyshire County Council acts as Delivery Partner for this project);
- (2) Link Community Hub (Ashbourne Methodist Church acts as Delivery Partner for this project).

1.2 The Link Community Hub Project Board is responsible to the Church Council Trustees of Ashbourne Methodist Church chaired by the Superintendent Minister via the Church Council's working group, the Link Development Team. (The Church Council is a registered charity and the Managing Trustees of the church property)

The Link Development Team is led and chaired by Tony Walker CBE DL (and church trustee) who represents Ashbourne Methodist Church as Link Community Hub Delivery Partner on the Ashbourne Reborn Programme Board.

There is also accountability to The Trust for Methodist Church Purposes. The Trust Board acts as custodian trustee of Methodist Church property.

1.3 These terms of reference set out the membership and responsibilities of the Link Community Hub Project Board as part of the Ashbourne Reborn (AR) Programme (in addition to its role in the church) to oversee, co-ordinate and deliver the construction of the Link Community Hub as set out in the Grant Funding Agreement with Derbyshire Dales District Council, through the work of a professional project manager, a professional design team and the construction contractors appointed.

2. Membership of the Link Community Hub Project Board

2.1 Members of the Link Development Team, the Project Manager and the Leader of the professional design team. (LDT members to routinely include the Operations Managers responsible for overseeing delivery and the AR Programme Board member/deputy on behalf of the Church Council.)

2.2 Officers of Derbyshire Dales District Council including the Ashbourne Reborn Programme Manager

2.3 Representatives of Derbyshire County Council and other local partner bodies by invitation for particular agenda items.

2.4 Members of the professional design team for particular agenda items

2.5 Meetings will be convened on dates suitable to each of the partner bodies to ensure adequate representation. Discussions without adequate representation of partner(s) would need to be ratified by correspondence with them to become decisions.

3 Chairing the Link Community Hub Project Board

3.1 The Board will normally be chaired by Ian Marsh, Link Community Hub Operations Manager but another Link Development Team member of the Project Board would substitute in his absence.

4. Responsibilities

4.1 The following specific responsibilities (within the role of the Project Board described in para. 1.3 above) are allocated to the Link Community Hub Project Board:

- (a) To regularly convene the Board to oversee the construction of the project undertaken by the professionals and contractors. Meetings to occur as in the schedule approved by the AR Programme Board and action minutes to be recorded and reviewed and approved at the next meeting.
- (b) To contribute to the work of the Executive Group of the AR Programme in accordance with that group's terms of reference and to maintain effective communication with the AR Programme Manager and AR accountable body officers.
- (c) To monitor delivery, performance and risk within time and budget in order to take necessary remedial measures and regularly and clearly report to the Church Council (via the LDT) and for the LDT Leader to similarly report monthly to the AR Programme Board. To contribute to quarterly monitoring reporting to DLUHC.
- (d) To maintain and monitor Project Risk Registers as approved by the AR Programme Board
- (e) To manage the project budget within the agreed LUF grant and match funding available
- (f) To escalate risks which cannot be resolved operationally to both church and AR accountable bodies for remedial decisions.**
- (g) With the LDT and Programme partners, to ensure that the views of the community and stakeholders continue to contribute to the development of the Community Hub (through a community engagement plan, consultation and communication.)
- (h) To consider the Project Board's role and these terms of reference at least on a quarterly basis at a

Board meeting and report to LDT and the Executive Group any proposed amendments (for possible escalation to the Church Council and AR Programme Board)

- (i) To ensure that any further professional appointments or progressing of contractor procurement continue to be conducted in accordance with public sector rules as agreed with the Accountable Body (Derbyshire Dales District Council).
- (j) To consider the possible use of task and finish groups to address particular issues and oversee their work if established.

* The Project Board is responsible for the construction of the Community Hub whereas a planned new church group will be responsible for developing the arrangements for operation of the Community Hub after construction is complete.

** For detailed guidance on the Protocol for Escalating AR Decisions - see Appendix 3 of the update report to the AR Programme Board, September 2023

JB 13.10.23

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ASHBOURNE REBORN

Project Control Board – Terms of Reference

DRAFT

Ashbourne Reborn LUF – Highways and Public Realm Improvement Scheme Terms of Reference

Group Title:

- Project Control Board – Ashbourne Reborn - Highways and Public Realm Improvement Scheme

Purpose and Objectives of the Group:

- Responsible for the overall delivery of all works associated with the Levelling Up 2 funded Ashbourne Reborn project that appertain to the Highways and Public Realm Improvement Scheme.
- To bring together key stakeholders to progress the project outlined within the approved Ashbourne Reborn Levelling Up Bid, which will drive progress to ensure delivery to the funding milestones.

Project Board Membership:

- Derbyshire County Council – three representatives
- Derbyshire Dales District Council – three representatives
- Town Team – two representatives
- AshCom – one representative
- Ashbourne Town Council – one representative

Regular Board Attendees (includes Board and Non-Project Board Members):

- | | |
|------------------------|--------|
| • Cllr Simon Spencer | DCC |
| • Cllr Charlotte Cupit | DCC |
| • Jim Seymour | DCC |
| • Kevin Parkes | DCC |
| • Laura Simpson | DDDC |
| • Giles Dann | DDDC |
| • Kim Dorrington | TT |
| • Tim Challans | TT |
| • Sue Bridgett | AshCom |
| • Carole Dean | ATC |
| • Ryan Hunt | Aecom |
| • Scott Harris | Aecom |
| • Sue Hunter | BPM |
| • Jen Riley | BPM |
| • Ranbir Mander | BPM |

Behaviours

- Board members are expected to adhere to the Seven Principles of Public Life, known as the Nolan Principles, as defined by the Committee for Standards in Public Life. They are:
 - **Selflessness:** Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Ashbourne Reborn LUF – Highways and Public Realm Improvement Scheme

Terms of Reference

- **Integrity:** Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
- **Accountability:** Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
- **Openness:** Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.
- **Honesty:** Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
- **Leadership:** Holders of public office should promote and support these principles by leadership and example.

Decision Making:

- Board Members*: 10 members with representation from
 - Derbyshire County Council (three places)
 - Derbyshire Dales District Council – three representatives
 - Town Team – two representatives
 - AshCom – one representative
 - Ashbourne Town Council – one representative
 - Voting: a minimum of 7 votes in favour by board members is required to carry a recommendation or decision
- * This is a reference to 'Members of the Project Board' and does not refer to 'Elected Members'*

Decision Hierarchy



Ashbourne Reborn LUF – Highways and Public Realm Improvement Scheme

Terms of Reference

Meetings:

- Frequency of Meetings: Monthly
- Meeting Duration: 1.5hr – 2.5hr duration
- Draft Agenda to be circulated by BPM at least prior 1-week Minutes or Notes to be recorded and circulated by BPM within 5 days of the meeting for agreement

Board Report Guidelines:

- Board Report to be kept short and succinct
- Maximum length of Appendices: Unlimited
- Board Report to be circulated by BPM alongside Agenda at least 7 days before the meeting

Tasks and Powers:

Tasks:

- To progress and agree AR programme goals and project delivery¹
- To provide appropriate guidance and support to the Overarching AR Programme Board, to assist with the development and implementation of the AR LUF proposals, both for the pre and post AR decision-making process²
- Review Declaration of Interests and Terms of Reference for AR Project Team Meetings
- Budget and programme responsibility for the AR strategic projects proposed within the LUF submission
- Keep the DCC and DDDC Cabinet Portfolio and members and Overarching AR Board up to date with progress and issues³
- Make recommendations to DCC and DDDC Cabinet Portfolio and Overarching AR Programme Board on what delivery actions should be pursued
- Provide support on quarterly claims returns to DLUHC⁴

Powers:

- Sign off reports and/or recommendations from Ashbourne Reborn Project Team Meetings, set out in a Board Report⁵
- Sign off Terms of Reference for Ashbourne Reborn Project Team Meetings
- Sign off Consultant Briefs, Scopes and Final Commissions on the project - All recommendations to be clearly set out in the Ashbourne Reborn Project Control Board Report⁶
- Sign off Business Cases, Communication Plans, Engagement Plans, Designs and Delivery Strategies, Consultation Plans
- Report all signed-off information to DCC and DDDC Cabinet Portfolio, and Overarching Ashbourne Reborn Programme Board
- Monitor delivery against Programme Milestones
- Monitor Budget and Expenditure against the grant funding agreement and project budget⁷

¹ Schedule 1e.1&3

² Schedule 1e.5

³ Schedule 1e.2

⁴ Schedule 1e.4

⁵ Schedule 1e.7,8&9

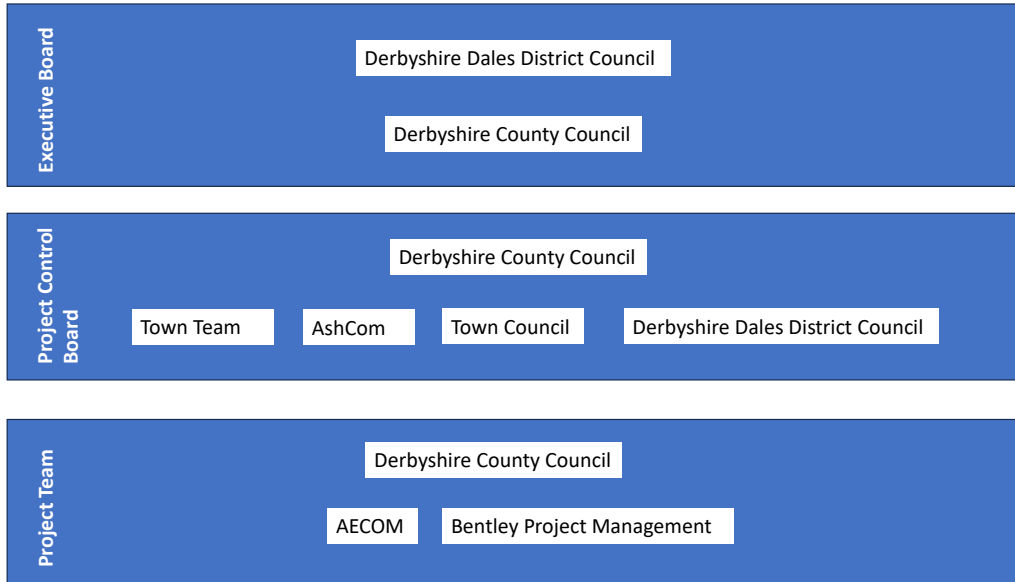
⁶ Schedule 1e 9,10&11

⁷ Schedule 1e.6

Ashbourne Reborn LUF – Highways and Public Realm Improvement Scheme Terms of Reference

Overall Project Governance Structure:

The agreed Governance Structure for the Project is noted below:



Reporting and Monitoring:

- The Project Board will report to the Ashbourne Reborn Programme Board on a monthly basis
- The Project Team will report to the Project Board

Review of the Group:

- To be carried out every 6 months.

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PROJECT MANAGEMENT

ASHBOURNE REBORN – HIGHWAYS AND PUBLIC REALM Meeting Minutes

Project Control Board Meeting

Tuesday 3rd October 2023

Attendees

CLlr Charlotte Cupit
Kevin Parkes
Giles Dann
Laura Simpson
Kim Dorrington
Tim Challans
Sue Bridgett
Ryan Hunt
Ranbir Mander

Apologies:

CLlr Simon Spencer
Jim Seymour
Carole Dean
Scott Harris
Jen Riley
Sue Hunter

Company

Derbyshire County Council
Derbyshire County Council
Derbyshire Dales District Council
Derbyshire Dales District Council
Town Team
Town Team
Ashcom
Aecom
Bentley Project Management

Derbyshire County Council
Derbyshire County Council
Town Council
Aecom
Bentley Project Management
Bentley Project Management

1.00 Welcome and Apologies

Apologies as above

2.00 Declaration of Interest

Discussed under item 3.03.

3.00 Minutes of last meeting and matters arising

3.01 **Grant Funding Agreement (GFA)** The GFA is currently with DCC for final round of comments. DCC finance team need to review it before the legal team. GD stressed the urgency of completing the agreement. KP will confirm the timescales for when DCC will complete their review.

KP

LS advised that whilst DCC/DDDC have an agreement in principle in place, we must prioritise having the GFA signed by all parties so that it can be reported back to DHLUC, ideally for the return on 27th October.

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PROJECT MANAGEMENT

Cllr Cupit advised KP to speak to Cllr Spencer as portfolio holder for finance and legal to see if they can expedite their reviews in time for the DHLUC return.

3.02 Terms of Reference (ToR) – DDDC have reviewed and commented on the draft ToR. It is currently with DCC for comments. JS and KP will be reviewing it this week.

DDDC have requested that the latest draft is issued to Programme Board on Friday 13th October.

- **Action JS/KP** to review the draft ToR by Friday 6th Oct **KP**
- **Action BPM** – to collect comments and issue the latest Draft of ToR to PCB members by Friday 13th October **BPM**

3.03 Declaration of Interest (DoI) – Significant progress has been made. DCC have confirmed the Declaration of Interest form is specific to this project but follows the Members Declaration form.

Signed forms will need to be held by both DCC and DDDC for accountability.

Approval – DCC confirm the Declaration of Interest form is approved in principle

Action JS – to issue the Declaration of Interest form to Cllr Spencer for reference **JS**

Action BPM – to issue the Declaration of Interest form to all members of the PCB for completion ahead of the next PCB. **BPM**

3.04 TRO process/timeframes – Aecom recommended early planning of TRO to allow the current delays due to the shear workload. Current timeframes for decisions on TRO is 6-9months. There is a risk that further increase to this timeframe will mean we will be on site before the TRO. Whilst a Temporary TRO could be put in place to accommodate the work, an objection to the TRO could put the project at risk.

Aecom recommend we start the work on the TROs.

Action GT – to issue Aecom with the DCC contact for the TRO in the area. **GT**

Road space bookings – GT issued information to Aecom detailing road space bookings that have been committed. He advised the project will need 2 sets of road space booking permits. An Early Permit (12 weeks prior to start on site) and then Confirmation Permit before starting on site. Aecom will speak to Davina Harrison at DCC to secure road space bookings.

The added benefit of proactively booking road space for the Ashbourne Reborn project will help identify which utilities are also planned for the key project areas, thereby offering opportunity to work collaboratively.

Early Contractor Engagement will also allow us to review the dates proposed for road space bookings and ensure they are realistic in terms of sequence of works and buildability.

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PROJECT MANAGEMENT

Aecom welcome early ECI discussions to ensure the detailed design are ready in line with the construction sequence.

KD recommended this is something for the comms team to communicate.

Action RH/GT – to develop a TRO schedule.

RH/GT

N.B. Cllr Cupit advised to build in some flexibility into the TRO schedule and programme, as any objections to TRO will mean it is escalated to Cabinet.

Action BPM – to add Road Space bookings/TRO process and C3 bookings to next month's PCB agenda

BPM

3.05 Use of Overflow Car Park – DDDC confirm the overflow car park is not currently being considered for the traveller community. It was always DDDC's intention to make the overflow car park available whilst construction takes place for this project.

The overflow car park will remain as a car park during the construction phase and, subject to the outcome of the District Council's Car Parking review, will be considered for use after project completion, to accommodate the increased demand as an outcome of the project. The overflow carpark drainage was repaired in 2020.

Action – RH/GT - To draft a list of potential sites across Ashbourne that could be used as site Compound. The list will be reviewed with the ECI. Project Team to be invited to the meeting.

RH/GT

Suggestions include the Car park on King Edward Street

3.06 Minutes of the last meeting were approved.

Action BPM – remove 'draft' watermark off the minutes and issue the final set to DDDC by Friday 13th October

BPM

4.00 Design Development

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PROJECT MANAGEMENT

- 4.01 Listed Building Consent (LBC) update** – we have had one formal objection to the LBC, from flower café. They object to the close proximity between the proposed parking space and their benches for outdoor seating.
- The flower café proposed moving the parking bays or suggested installing bollards between the parking bays and outdoor seating. Both suggestions are not viable.
- After discussions on this objection the following Actions were agreed
- Action LS** - will set up a working group to review the sitting out licence and look at formalising the outdoor seating which meets the needs of the project and will help address the current issue of anti-social behaviour in the area. DDDC want to replace current outdoor seating with a palette that creates the look and feel of a communal outdoor space. **LS**
- Action Aecom - to check with the planning team what our next steps are
- Action RH** – arrange a meeting with DDDC/DCC/TT/BPM to agree a design strategy of the outdoor seating area, and share this specification with DDDC licencing **RH**
- Action RH** - DDDC / Aecom and TT to meet with café owner and discuss the objection. Give assurance to them and see if it can be removed. **RH**
- 4.02 Stage 4 design** – the detailed design plan will be issued to DCC by the end of the week.
- DCC S278 team are reviewing the designs at the minute.
 - ECI contractor will be consulted to review the current design assumptions.
 - Liaison with Ashbourne Methodist church and signals work is underway, and things are progressing well.
- Caroline and Kathrine** joined the meeting remotely via Teams. Aecom have been appointed to offer Temporary Comms Support for both the Ashbourne Methodist Church and Ashbourne Reborn projects.
- Aecom’s Comms Team will develop a programme of proactive communications to promote both schemes, across social media and local media channels.
- 4.03 WIFI Hotspot** – this may be a potential VE opportunity. PCB need to consider the cost of installing and maintaining it. TT asked is it worth pursuing, why would you need it?
- LS confirmed it is an output in the LUF bid and the BCR calculation will have been linked to it. Therefore is it’s a project output.
- Ashbourne Reborn is LUF will only fund capital project costs. The WIFI is the only items within the project that has a revenue implication.
- The WIFI will need to triangulate across 3 existing WIFI points/masts to create a hot spot. PCB suggested the town hall, library and Methodist church as public buildings.
- Further investigative works is required in order to develop a WIFI proposal that could be considered by PCB.

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PROJECT MANAGEMENT

Action Aecom – to provide an indication capital cost for installation.

RH

Action KP – to speak to Digital Derbyshire

KP

BPM – seek advice from Adocco

RM

5.00 Millennium Square Update

5.01 Demolition work has commenced and is progressing. A press release will be issued today via the District Council.

DDDC are looking at installing vinyl display boards to promote each element of the Highways and Public Realm project (and link Community Hub), which will need to be approved by DHLUC.

Carole to provide update next meeting.

6.00 Communication Strategy Post Update

6.01 GD advised a joint paper went to Programme Board, which detailed the provision of interim comms support, that would be provided by Aecom, and for the appointment of a 2 yr. post for a dedicated Communications and Engagement Officer for the Ashbourne Reborn programme with further engagement required with each project board regarding the working arrangements for the role.

Revenue funding for the post was agreed at the District Council's full Council meeting on 28 September. The post will be based at DDDC. The next stage is to commence recruitment.

7.00 Risk Register

New Risks to be added to the Risk Register

Risk Title	Risk	Mitigation
NGED new cable installation	<p>NGED have been asked to provide a new supply in the Ashbourne area.</p> <p>This will involve installing an additional cable on the bridge which crosses the Henmore Brook, the bridge may be called Compton Bridge.</p> <p>The work would involve drilling through either side of the bridge and then clipping the cable on the external wall, there are already numerous cables in place, this would just involve installing a new one.</p> <p>The works will be done via scaffolding to allow safe systems of work.</p>	<p>Aecom to engage with NGED to understand their design and install and how this aligns with the Ashbourne Reborn project, including installation</p>

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PROJECT MANAGEMENT

Flooding and Surface water run off	Flooding caused by heavy rain along Dig Street and Market Place.	Drainage surveys and jetting will be undertaken to ensure correct drainage details are available to inform detailed design
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Potential Risk

Further to the issue being raised at preliminary design stage, GD highlighted a potential issue which could impact design and become a potential project risk.

Martyn's Law – based on advice from police the designs may need to be changed to ensure the safety of public from terrorism.

Under Martyn's Law premises and events including outdoor areas need to be separated using a public barrier.

Mitigation measures - the event organiser and public authorities to be responsible for ensuring safety attendees.

DCC/ DDDC have a meeting/training with the police to understand PAS68. After the training, the project team will review PAS68 and understand the implications on design and the LBC.

An update will be provided at next month's PCB meeting.

8.00 Programme update

8.01 Programme update – RM referred to the highlight report submitted with the PBC papers. The project programme is delayed due to the delay in signing the Grant Funding Agreement.

A programme workshop will be held next week to review the detailed design programme against the overall project programme.

LS advised the programme board is on 26th October and would need update on the programme to inform board.

Action – RM arrange programme workshop for week commencing 9th October

RM

9.00 DHLUC

DHLUC deadline – assurance document need to be completed by the 20th October 2023 and next monitoring return sent to DHLUC by the 26 October.

DLUC Programme extension – DHLUC have deemed it acceptable to extend the programme to account for the delay they took in the decision process.

As part of the last monitoring return we were asked to profile to 2025/2026. This was so that DHLUC have an indication of the number of projects likely to go over the March 2025 deadline. Based on feedback to date it is understood that the 3month extension to July is acceptable.

Working with delivery leads, DDDC need to ensure the programme completion and funding profile are correct for the October grant return. It was noted that DLUHC had requested confirmation of expenditure to be carried into 2025/26 in this claim..

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PROJECT MANAGEMENT

10.00 AOB

10.01

- **Drainage Survey** - The team have a 2 week lead in time meaning they can respond quicker. Aecom will need to ensure the Road space booking is confirmed. GT said there may be benefit in doing the surveys overnight.
- **Martyn's Law** – advice from the police and PCSO is that this scheme may be impacted by Martyn's Law. Action for LS and RH is to discuss the scheme with Derbyshire Police and then consider the impact if any on design.
- **Project Cost and Project Budget** – to be discussed at the next PCB meeting and an updated cost plan summary to be shared. The position will also need to be reported at the next programme board.

DRAFT

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Ashbourne Reborn Link Community Hub

Link Project Board nr 6 - 3.45pm on 3rd October 2023 Meeting Minutes

6.1.0 Attendees & Circulation		
Attendees (In Person) Ian Marsh (AMC) - Chair Laura Simpson (DDDC) Giles Dann (DDDC) Tony Walker (AMC) John Barker (AMC) Adrian Bates (Greenwood Projects)		Circulation Steve Capes (DDDC) Mike Harrison (AJA Architect) Apologies Richard Barratt (AMC) Jane Willars (AJA- now on maternity leave)
Ref	Note	Action by
6.2.0	Corrections to Project Board nr 5 Minutes	
6.2.1	The minutes of Project Board nr 5 were accepted without alteration	
6.3.0	Any other matters to be added to the Agenda	
6.3.1	Declarations None were declared	
6.4.0	DLUHC/LUF matters	
6.4.1	The next Programme Board is on 26 th October, with papers to be issued on before 19 th October 2023.	
6.4.2	The restructuring of the reporting boards is an opportunity to review the Terms of Reference for each Board. LS to reissue the previous ToR issued by Michael Rich and the latest Programme Board ToR. AMC to review and respond with their proposal, by 13 th October if possible so it can go to the Programme Board. It was noted this should include such as an escalation process, a means for agreeing matters between meetings and extent of decision-making authority for the LPB.	JB
6.4.3	The 6 monthly DLUHC report is due on 27 th October. AMC asked DDDC when they wanted the information from AMC; LS explained DDDC wanted the proposed report to go to the Programme Board, therefore she would like it by 13 th October if possible.	AMC
6.4.4	Information required from AMC This needs to include the current risk position, updated cashflow, and further detail of Outcome & Output monitoring processes. <ul style="list-style-type: none"> • Output & Outcome update -which LS and TW are working on. LS clarified a query from TW on the baseline. AJA to confirm latest GIFAs. • Risk Register – workshop held 2nd October, GPL to issue the updated RR on 5th October for RB/IM to review. LS asked that the RR clearly identified the top 10 risks, GD asked that the delay in finalizing the GFA be identified in the RR. 	TW/LS RB/IM

	<ul style="list-style-type: none"> Spend profile – A preliminary update was issued 1st Oct by RB, RB & IM to review. LS to resend the July 23 return and asked AMC to transfer the spending profile figures into this template. Progress report – LS confirmed it is the same questions as the last report. GPL draft is with AMC for review. LS reminded everyone there is a 500 word limit, to include the Public Realm project. 	IM/RB RB/AB
6.4.5	<p>LS explained the additional reporting requested by DLUHC related to governance and assurance matters. The information DDDC are collating includes:</p> <ul style="list-style-type: none"> The governance TOR, which will be addressed by 6.4.2 above. The GFA being in place. Procurement strategy – DDDC (see 6.8.2 below) Reporting – for which DDDC want to include the minutes of this LPB as accepted. It was agreed this can be done by email 	JB IM IM
6.4.6	<p>DDDC advised DLUHC have set up a free support service to be provided by Visit England and Cultural England. It was intended to advise on business planning and cultural event planning. AMC acknowledged this service could potentially inform plans for the Community Hub and would review what was being offered. LS to circulate details.</p>	LS
6.4.7	<p>DDDC have raised the question of excessive inflation with DLUHC but no response has yet been received GPL have previously advised that NLHF have made additional grant for inflation on a project there are involved in, AB to share as much of the details with DDDC as he is able.</p>	AB
6.5.0	Grant Funding Agreement	
6.5.1	The version finalized between AMC & DDDC's respective advisors is now with TMCP for a final review. AMC are pushing TMCP as much as they can and fully appreciate the urgency.	IM
6.5.2	<p>The email exchanges about MCA requiring a Charge to provide a loan to AMC were discussed. AMC apologized for any misunderstanding, they thought they had been up front about this at all stages, IM said he remembers raising this in earlier meetings with DDDC and specifically the challenge of both DDDC and MCA wanting a charge which would require a hierarchy to be agreed. Apologies were given if this had not been clear at the time. That AMC raised this again as part of the GFA review was a continuation of that open approach. TW clarified the history of MCA and advised that MCA were <u>not</u> part of the Methodist Connexion as had been stated; if they had been then they wouldn't need a Charge. The current GFA wording on this matter is agreed.</p>	
6.6.0	Highways & Mobility Hub	
6.6.1	TW has drafted a joint response to DCC on the DCC match funding for the Mobility Hub included in the LUF Bid. This has been passed to LS for information. It was agreed this matter would be taken further at an appropriate opportunity.	

6.6.2	The Totem design circulated was considered too high and couldn't be supported by AJA as it dominated the Link and Cornerstone. It was agreed that once the Totem sign details and location were agreed, it would be for DCC to obtain the necessary consents, including planning permission if required.	
6.6.3	<p>GPL had led a productive meeting early that day that included representatives of AJA, AMC, Ridge, the new DCC PM Gary Thompson and DCC Technical representative John Malinowski. Separate minutes will be issued by GPL but as an overview the matters discussed included:</p> <ul style="list-style-type: none"> • Technical matters around the design of the Link substructure to suit the existing masonry buttress wall. • An acknowledgement that there was a legal process required for DCC to adopt the wall but understood to be a procedural matter. • Potential Easement required to maintain the wall. • The raised footpath levels to tie into the new Link entrance. • The likely impact on the design due to the planned BSIP works to add traffic lights at the adjacent Station Road/Church Street junction, AMC had no objection to relocating the Drop off bay as proposed. • Temporary traffic orders that would be required during the Link construction and how GPL can progress these. A Hoarding plan is being produced. <p>A decision on a preferred design principle on the buttress wall is awaited from DCC to allow Ridge to continue and GPL will arrange a follow up meeting to maintain progress.</p>	<p>AB</p> <p>AB</p>
6.7.0	Design Progress	
6.7.1	VE options are being proposed by the Design Team for AMC's consideration. Although savings are being identified it was clear this will not solve the budget challenge on its own. Further review meetings to be arranged.	AB
6.7.2	Surveys are nearly complete, and the last reports were coming through. None of these had revealed anything significantly different to that anticipated. The final Ecology report is awaited following the additional DNA sample testing.	
6.7.3	The R&D asbestos survey report has been received and is to be distributed.	IM
6.7.4	A RIBA Stage 3 design review is planned for w/c 16 th October.	AJA
6.8.0	Programme & Project Management	
6.8.1	The GPL report includes the relevant programme information. The phasing and extent to which buildings are to be vacated are the subject of ongoing discussion between AMC, GPL, and AJA as PD.	
6.8.2	DDDC responded with comments on the main contract procurement plan earlier in September, and this is to be reissued by AMC. DDDC would like to include this in their additional DLUHC submission.	RB

6.8.3	GPL have produced a proposed main works ITT and this is being reviewed within the team. It was agreed it would be helpful to have the benefit of DDDC Procurement Officer's input so this will be issued to DDDC for their comment.	AMC/GPL
6.8.4	The planning application was submitted on 28 th September 2023. The application is being accepted with the final ecology report to follow.	
6.8.5	The planning fee is now being paid.	AMC
6.8.6	AJA are chasing the final piece of supporting information from the LBC Conservation Officer	AJA
6.8.7	Risk Workshop – covered in 6.4.4 above.	
6.9.0	Cost Plan	
6.9.1	The cost plan remains significantly over budget.	
6.9.2	AMC have used the latest GPL cost plan to produce the spend profile for the DLUHC report.	
6.10.0	Health and Safety	
6.10.1	The GPL report includes the relevant information. AB reported the current focus was on production of the Tender Information with the Construction Phase Health & Safety Plan.	
6.11.0	Communications and Publicity	
6.11.1	TW advised from the Programme Board that the strategy would include coordinated information boards around the town, with these updated to suit progress.	
6.11.2	DDDC advised they had established a post responsible for Comms.	
6.11.3	The AR public realm project had obtained a resource through Aecom to provide some interim Comms support.	
6.12.0	Actions from Previous Meeting not already covered	
6.12.1	Previous 5.4.3 – The DDDC order number for AMC is in hand.11.2.	LS
6.13.0	AOB	
6.13.1	Mike Harrison (Director of AJA) has now got into the role as AJA lead and has confirmed he can attend the next two LPB meetings.	
6.13.2	DDDC may chose to bring a Comms person to meetings if appropriate.	
6.14.0	Future Meetings	
6.14.1	The next meeting is on Tuesday 7 th November at 15:45 at Ashbourne Methodist Church	
6.14.2	Post meeting note – the only other LPB date set is 5 th December 2023	

Risk Name	Risk Category	Short description of risk	Full description	Consequences	Pre-mitigated impact	Pre-mitigated likelihood	Pre-mitigated total score	Mitigations	Post-mitigated impact	Post-mitigated likelihood	Post-mitigated total score	Proximity	Risk owner/role
Project Costs	Rising Costs	Project costs exceed budget	Costs of delivery exceed available contingency and/or match funding is unavailable	Inability to deliver all aspects of projects with potential shortfall in outputs and reputational damage	5 - Major impact	4 - Almost Certain	20	Detailed design and Cost Plan updates; Early Contractor Involvement; value engineering; identify further sources of funding; scope reduction; effective procurement mechanisms to consider cost models and compensation events	4 - Significant impact	2 - Medium	8	4 - Close: next 3 months	Karen Henriksen/s. 151 officer
Material and contractor availability	Supply Chain Issues and Delays	Lack of contractor interest or shortage of materials	Lack of contractors bidding for work within budget/quality and/or material shortages	Pressure on costs and/or delays to delivery	4 - Significant impact	3 - High	12	Use of frameworks, two stage PQQ process; Early Contractor Involvement; value engineering; scope reduction; early discussions with materials providers	3 - Medium impact	2 - Medium	6	4 - Close: next 3 months	Kevin Parkes and Ian Marsh/delivery partner leads
Funding Profile	Poor Delivery	Failure to spend LUF grant within the required timeframe	Full spend of grant is not possible within the deadlines agreed with DLUHC	Lack of compliance with grant conditions; potential withholding of funding and inability to complete projects; reputational damage	4 - Significant impact	3 - High	12	Ongoing liaison with DLUHC to discuss adjustments within thresholds, formal project adjustment request if required; backload match funding	3 - Medium impact	2 - Medium	6	3 - Approaching: next 6 months	Laura Simpson/Programme Manager and IM, KP - project managers
Disruption	Reputational Risk	Main works cause disproportionate disruption	Delivery of one or both projects is disruptive to residents, businesses and/or visitors	Reduced trade for town centre businesses; increased journey times; reputational damage	5 - Major impact	3 - High	15	Engagement with key stakeholders; phasing and traffic management strategies	4 - Significant impact	2 - Medium	8	2 - Distant: next 12 months	Kevin Parkes and Ian Marsh/delivery partner leads
Safety	Health & Safety - Personnel and Public safety	Site works cause accident	Poorly managed site conditions lead to accident affecting health of public and/or site workers	Injury or death; reputational damage; investigation and project delay	6 - Critical impact	2 - Medium	12	Procurement checks; site management, risk assessments and monitoring	6 - Critical impact	1 - Low	6	3 - Approaching: next 6 months	Kevin Parkes and Ian Marsh/delivery partner leads
Stakeholder Expectations	External Stakeholder Management	Programme falls short of expectations	Projects fail to deliver to quality and/or generate impact in line with ambitions. Difficulties agreeing priorities lead to delay in delivery.	Shortfall in outcomes/benefits; reputational damage.	6 - Critical impact	3 - High	18	Expectation management; additional comms resource; early and ongoing stakeholder engagement; regular stakeholder communication and Councillor briefings across partner authorities; quality control	4 - Significant impact	2 - Medium	8	4 - Close: next 3 months	Paul Wilson/SRO

Ineligible Spend	Financial Crime	Grant paid for ineligible spend	Claims submitted and paid for spend that falls outside grant conditions and funding agreements	Withholding of funds; reputational damage; criminal investigation	5 - Major impact	2 - Medium	10	Multiple lines of defence; project management; procurement processes, specialist advice e.g. VAT and subsidy control	3 - Medium impact	1 - Low	3	4 - Close: next 3 months	Karen Henriksen/s. 151 officer
Site Unknowns	Premises & Estate Management	Unexpected site conditions cause delay or cost pressures	Services, site conditions, archaeological finds, rights of access etc. are not within plans	Delay to works on sites and/or rising costs to carry out extra work/studies	4 - Significant impact	3 - High	12	Comprehensive surveys pre-works; partner engagement to identify historic knowledge; specialist advice e.g. Martyn's Law, use of contingency	3 - Medium impact	2 - Medium	6	4 - Close: next 3 months	Kevin Parkes and Ian Marsh/delivery partner leads, Laura Simpson - Programme Manager
Funding Agreements	Delivery Partner Risk	Failure to agree timely formal agreements	Funding agreements with one or both delivery partners are not in place to allow grant to be paid	Delay to projects; reputational damage	5 - Major impact	4 - Almost Certain	20	Collaboration with delivery partners; Project Board Chairperson intervention to accelerate progress, letters of intent to allow work at risk	4 - Significant impact	2 - Medium	8	5 - Imminent: next month	Steve Capes/DDDC Director of Regeneration and Policy/SPOC, Kevin Parkes and Tony Walker/delivery partner leads
Project and Programme Resources	Human resource - Capacity, Recruitment etc	Failure to put in place project and programme management	Project and programme managers not appointed in timely way and/or interim resources insufficient, critical team member leaves the scheme, internal delivery partner resources constrained, causing delay, uncertainty and associated cost implications.	Delay to projects; lack of planning; reputational damage	4 - Significant impact	4 - Almost Certain	16	Recruitment; Project Managers in place, Programme Manager in place, consultant support	4 - Significant impact	2 - Medium	8	5 - Imminent: next month	Kevin Parkes and Tony Walker; Steve Capes/delivery partner leads; SPOC
Political support	Reputational risk	Political support is withdrawn	Lack of comprehensive political buy-in. Lack of confidence leads to withdrawal of support. Change of Government policy	Delay or failure to deliver project objectives; reputational damage	3 - Medium impact	2 - Medium	6	Expectation management; regular Councillor briefings across partner authorities; Member leadership at PCB level; MP involvement at Programme Board	2 - Low impact	2 - Medium	4	3 - Approaching: next 6 months	Cllr Hughes - Programme Board Chair; Paul Wilson, SRO; Cllr Spencer, Project Control Board Chair.
Co-ordination of work	Operations	Conflict with other work packages	Lack of comprehensive planning and co-ordination of town centre works, including DCC and utilities programmes.	Delay to projects; abortive costs; reputational damage	4 - Significant impact	3 - High	12	Early engagement with utilities providers, pro-active engagement across departments, DCC co-ordination of projects and associated traffic management	3 - Medium impact	2 - Medium	6	3 - Approaching: next 6 months	Kevin Parkes and Ian Marsh/delivery partner leads, Laura Simpson - Programme Manager, Cllr Spencer, Project Control Board Chair.

Delay to decision making	Reputational risk	Ineffective decision making	Lengthy decision making processes or lack of consensus stalls programme	Delay to projects; reputational damage; cost and funding implications	3 - Medium impact	2 - Medium	6	Effective Governance structure in place, project board terms of reference being finalised, including process for escalating decisions	2 - Low impact	2 - Medium	4	3 - Approaching: next 6 months	Programme Board and Project Board Chairs
Statutory consents	Regulatory	Failure to gain required consents	Planning and Listed Building Consents, licences and agreements are not obtained within required timeframes.	Delay to projects; reputational damage; cost and funding implications	4 - Significant impact	2 - Medium	8	Pre-application advice, engagement and consultation on designs, specialist advice	3 - Medium impact	2 - Medium	6	4 - Close: next 3 months	Kevin Parkes and Ian Marsh/delivery partner leads
Main Contractor insolvency	Business continuity and disaster recovery	Main contractor enters administration	Uncertain economic climate increases risk of contractor and sub-contractor insolvency	Delay to projects; reputational damage; cost and funding implications; risk of projects not being completed	4 - Significant impact	2 - Medium	8	Procure through reputable framework/ two stage PQQ process, due diligence and financial checks pre-award, consider use of bond or insolvency cover	3 - Medium impact	2 - Medium	6	2 - Distant: next 12 months	Kevin Parkes and Ian Marsh/delivery partner leads
Local, regional, national or global crisis	Business continuity and disaster recovery	Unforeseen crisis event	Unforeseen event e.g. further pandemic, strike action, fuel crisis delays or prevents delivery	Delay to projects; reputational damage; cost and funding implications; risk of projects not being completed	6 - Critical impact	1 - Low	6	Follow appropriate protocol	4 - Significant impact	1 - Low	4	1 - Remote	All

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Appendix 6 – Top Ten Project Risks

Top Ten Link Community Hub Risks, October 2023

			Risk Identification					Risk Management					Risk Analysis - after mitigation				
1	1a	1b	2	3	4	5	7	8	8a	9	10	11	12	13	14	16	17
No	Date Received	Raised By:	Risk Description	Consequence	Likelihood	Impact	Risk Status	Management actions taken/Suggested	Risk Owner	Action owner	Date by	Last Updated	Actions taken/updates	kelihodmpac	Risk Status	Comments	
Top Ten Risks																	
1	18/04/2023	GPL	Insufficient funds to complete the project	Insufficient funds can lead to the project being delayed or cancelled, resulting in lost investment or opportunity costs.	4	5	20	Review of project cost required and completion of further survey works essential - particularly in the ground.	GPL	TB	Until end of project	05/10/2023	Cost Plan has been produced and is currently over budget	2	5	10	
11	18/04/2023	GPL	Tender Returns for main contractor are higher than current budgetary allowances	Increased costs and potential unaffordability on current project budgets.	4	4	16	A limited market of Contractors may increase tender prices - work in warming up the market and interest to be completed by the project team.	GPL / AJA	AB / JW	Oct-23	05/10/2023		2	4	8	
12	03/10/2023	GPL/AMC	Inflation	Increased costs overall on the projects on materials etc, and potential unaffordability on current project budgets.	4	4	16	Consistent monitoring of inflation trends to be applied to the cost plan on a regular basis	GPL	TB/MT	Ongoing	05/10/2023	Ongoing	2	4	8	
14	18/04/2023	GPL	VAT proves entirely irrecoverable	Delays, funding gap/project cost rise	4	5	20	This will affect project budget - close monitoring of VAT and allowances required	GPL / AMC	TB / IM	Jul-23	05/10/2023	We have a VAT Advisor and have had meetings discussing this risk.	1	5	5	
15	18/04/2023	GPL	Delay in obtaining planning permission	Obtaining planning permission can be a time-consuming process and may result in delays to the construction schedule.	3	5	15	Work early with Planning and Conservation Officer has been completed - and continues.	AJA	JW	Aug-23	05/10/2023	Currently preparing planning application - Bats have affected programme	2	4	8	
28	18/04/2023	GPL	Ecology	The impact caused by finding of unknown objects of ecological interest and current finding worst since the first survey	4	4	16	Ecology surveys - especially including Bats - to be completed / updated. Possible Bat Licence required.	AJA / GPL	JW / AB	Jun-23	05/10/2023	It has been confirmed that there may be bats on site and we are currently awaiting a report	3	4	12	
31	03/10/2023	AJA	Budget/tender returns means there need to be a compromise on material choices	Quality of final building does not meet expectations or required standard	4	4	16	Initial exercise completed to identify potential value opportunities	AJA/GPL /CLIENT	MH/AB /RB/IM	Jan-24	05/10/2023	The team has started value engineering which needs to be reviewed by the client	3	4	12	
32	03/10/2023	AMC	Insufficient contractor resources. Time, materials and labour during the construction period	delay to completion of works	3	5	15	Clear construction project and phasing strategy to be put in place	GPL	AB/RB	Jan-24	05/10/2023	Initial meeting completed with the client to understand the church preferences for programme and phasing	2	3	6	
34	03/10/2023	GPL	Commissioning time getting squeezed at the end of the construction programme	Construction programme is insufficient to allow for commissioning of services	3	5	15	Construction programme to allow for sufficient time for commissioning programme	Ridge	GW	Jan-24	05/10/2023	Initial meeting completed with the client to understand the church preferences for programme and phasing	2	3	6	
47	18/04/2023	GPL	Failure to obtain sufficient number of tenders/proposals	Failure to comply with funders' procurement regulations	3	5	15	A limited market of Contractors may increase tender prices - work in warming up the market and interest to be completed by the project team.	AJA/ GPL	JW/AB	Oct-23	05/10/2023	Currently preparing Tender Documents and coordinating with the design team to make the work more appealing	3	4	12	

45

Highways and Public Realm Project Top Ten risks August 2023

Risk ID	Entry By	Risk Title	Risk Notes	Date Raised	Probability Score	Impact Score	Project Risk	Mitigation Measures	Ownership	Mitigated Probability	Mitigated Impact	Mitigated Risk	Status	Last Review Date	Date Closed	Comments
SC01	Bid RR	No existing utility Information/Surveys	Surveys and drawings may have missing/missed existing or decommissioned services	2.7.22	4	4	16	Early engagement with utility providers to undertake site surveys (GPR survey undertaken). Current design dictates that depth of construction does not extend to the levels where existing services may be struck	Design Team	3	3	9	Open	23.3.23		
F008	Workshop	Failing to meet funding milestones	Not spending the grant within the agreed timeframes March 2025	23.3.23	4	4	16	Proactive programme management. Recognising opportunities to reduce time periods on the critical path. Front loading LUF spend	District and County	3	4	12	Open	23.3.23		to be updated once cost plan is ready (oct 23)
CR005	Bid RR	Availability of materials	The procurement process becomes protracted and absorbs critical construction time resulting in delays to the programme	2.7.22	4	4	16	Clear project delivery programme with key milestones and resource tracking		3	3	9	Open	2.7.22		
Pr002	Bid RR	Minimising disruption to town centre	Need to manage stakeholder expectations on programme - overpromising leads to lack of confidence	2.7.22	4	4	16	Early engagement with local businesses. Implement a well considered communication strategy. Early engagement with Highways Authority for diversion routes.	County Council	3	3	9	Open	23.3.23		
Pr003	Workshop	Impact of traffic management restrictions	There will be localised issues with businesses, offices, residents - with noise and disruption complaints	2.7.22	4	5	20	Early engagement with key stakeholders and develop a scope for the public realm. Agree design of the technical specification at an early stage	County Council	3	5	15	Open	9.8.23		
Pr005	Workshop	Phasing of the construction stage to minimise disruption - prolongs programme	There will be localised issues with businesses, offices, residents - with noise and disruption complaints	2.7.22	4	5	20	Appoint a competent ECI contractor that understands the projects aims and objectives and is realistic and undertakes regular stakeholder engagement to minimise disruption	County Council	3	5	15	Open	23.3.23		
TPR003	Bid RR	Trader disruptions due to highway scheme	Disruption to trader access due to the highway scheme limiting access to the town centre and highway corridor	2.7.22	4	5	20	Communication strategy to be devised to address the pre contract and post contract works. Co-ordination of phasing the works to mitigate disruption. Individual mitigations to be developed to key areas.	County Council	3	4	12	Open	23.3.23		
OTR002	Bid RR	Poor stakeholder engagement leads to reputational risks for DDDC	Opposition from traders, lack of communication of the scheme and its benefits	2.7.22	4	4	16	Ensure buy in from all key partners at the early design stages. Early engagement with key stakeholders and review requirement for additional comms resource and develop the design for the public realm. Regular review of stakeholder management strategy.	District and County	3	3	9	Open	23.3.23		
OTR008	Workshop	Impact of Shrovetide Event after project completion	Shrovetide Walk newly installed street trees and other vulnerable elements are damaged after the Shrovetide event resulting in an increased maintenance cost	3.8.23	4	4	16	Material selection to be based in longevity. Young trees are protected for the first 3years, method of protection to be recorded in the Management Plan. Shrovetide Event organisers to consider how they can increase support to protect the newly installed street assets and public realm works post project completion	Project Control Board	3	4	12	Open	9.8.23		
OTR009	Workshop	Heritage/Archaeological Impact	Two paving surfaces on Market Place/Victoria Sq. Will lead to more expensive and time-consuming excavation/reinstatement works in these locations.	9.8.23	4	4	16	Pre-app engagement with DCC's Archaeologist and LBC. Use previous GPR Surveys, Historical Plans and Data to inform the ECI when developing the Construction Programme. Construction Methodology to include a Archaeologist watching brief during excavation and reinstatement of paving.	Project Control Board	4	3	12	Open	9.8.23		
RES01	Bid RR	Insufficient project resource	Inadequate project or client resources to effectively manage or deliver the project	2.7.22	4	4	16	Project delivery to be put in place to identify and source resource requirements	District and County	3	3	9	Open	23.3.23		

Appendix 7 – Draft Delivery Plan Milestones update

Highways and Public Realm Delivery Plan October 2023:

Milestone - confirmations	Start Date	Completion	Status	Information/Issues/Concerns
Project Start and finish date	January 23	July 25	Ongoing – on track	Under review for final Q2 return
Partnership Agreements	March 23	August 23	Ongoing – delayed	The Grant Funding Agreement is significantly progressed and awaiting approval. Work has continued by DCC at risk, supported by letters of intent for specific elements.
Initial building design phase	Jan 23	April 23	Completed	
Secure planning permission	June 23	September 23	Ongoing - delayed	Listed Building Consent application submitted. Delayed in comparison to original timeframe to enable stakeholder engagement to influence design. Work on other areas can continue concurrently. This change will not put grant spend within required timeframes at risk.
Procurement – publication of ITT	October 23	January 24	Ongoing-on track	
Evaluation of tenders	January 24	February 24	Not yet started	
Awarding of construction contract	February 24	March 24	Not yet started	
Signing of construction contract	March 24	March 24	Not yet started	
RIBA Stage 3 – spatial co-ordination	April 23	June 23	Completed	There was a short delay in the appointment of the design consultant resulting from changes to available frameworks and procurement checks. The design period was also extended to enable feedback from stakeholder and public engagement to be reflected. However, this delay will be managed within the programme to ensure the grant is still defrayed in the required timeframe.
RIBA Stage 5 - construction	April 24	July 25	Not yet started	
RIBA Stage 7 – in use	July 25	July 25	Not yet started	

Link Community Hub Delivery Plan as reported to Government, July 2023:

Milestone - confirmations	Start Date	Completion	Status	Information/Issues/concerns
Project Start and finish date	January 23	July 25	Ongoing – on track	
Partnership Agreements	March 23	April 23	Ongoing - delayed	There has been a short delay to enable a final review of the document by central Methodist Legal. However, this will be managed within the programme to ensure the grant is still defrayed in the required timeframe with work continuing at delivery partner's risk.
Initial building design phase	Jan 23	April 23	Completed	
Secure planning permission	June 23	August 23	Ongoing - delayed	Ecology surveys taking longer than estimated due to presence of bats. No current risk to overall programme.
Procurement Contract 1 – publication of ITT	September 23	November 23	Ongoing - delayed	ITT drafted to be issued in October.
Evaluation of tenders	November 23	November 23	Not yet started	This reflects stage 1 of the ITT process - Quality Assessment. The second stage (Pricing) will be evaluated in February 2024.
Awarding of construction contract	December 23	December 23	Not yet started	Reprogrammed to March as recommended by appointed Project Manager to allow the process to be informed by detailed design work.
Signing of construction contract	December 23	December 23	Not yet started	Anticipated by March 23
RIBA Stage 3 – spatial co-ordination	April 23	May 23	Completed	
RIBA Stage 5 - construction	February 24	April 25	Not yet started	Revisions following project development have resulting in minor adjustments to the match funding spend profile in 25/26 to allow project completion. Revised programme dates April 2024 – June 2025
RIBA Stage 7 – in use	July 25	July 25	Not yet started	