



Scan code to view reports

Monday, 4 December 2023

To All Councillors:

As a Member of the **Ashbourne Reborn Programme Board**, please treat this as your summons to attend a meeting on **Tuesday, 12 December 2023 at 1.30 pm** 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.

For assistance in understanding or reading this document or specific information about this Agenda or on the “Public Participation” initiative please call the Committee Team on 01629 761133 or email [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)

## AGENDA

### 1. APOLOGIES FOR ABSENCE

Please advise the Democratic Services Team on 01629 761133 or email [committee@derbyshire.gov.uk](mailto: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 Ashbourne Reborn Programme Board 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)**

26 October 2023

### **5. ASHBOURNE REBORN PROGRAMME UPDATE (Pages 7 - 46)**

The report summarises activity to progress the Ashbourne Reborn Programme, highlights key programme risks and set 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**

For further information about this Agenda or on "Public Participation" call 01629 761133 or email [committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)



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

For assistance in understanding or reading this document or specific information about this Agenda or on the “Public Participation” initiative please call the Committee Team on 01629 761133 or email

[committee@derbyshiredales.gov.uk](mailto:committee@derbyshiredales.gov.uk)

## Ashbourne Reborn Programme Board

**Minutes of a Ashbourne Reborn Programme Board meeting held at 10.00 am on Thursday, 26th October, 2023 in the Council Chamber, Town Hall, Matlock, DE4 3NN.**

### PRESENT

Councillor David Hughes - In the Chair

Board Members: Councillor Simon Spencer (Vice-Chair) (Derbyshire County Council), Councillor Steve Bull (Derbyshire County Council), 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), Sue Bridgett (Ashcom), Councillor Anthony Bates (Ashbourne Town Council)

Present as substitute – Kim Dorrington (Ashbourne Town Team)

Paul Wilson (Chief Executive), Jim Seymour (DCC Assistant Director for Regeneration and Major Projects), Karen Henriksen (Director of Resources), Giles Dann (Regeneration and Place Manager), Laura Simpson (Principal Regeneration Officer) and Tommy Shaw (Democratic Services Team Leader)

### 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: Anne Wright (Ashbourne Town Team) and Steve Capes (Director of Regeneration and Policy).

### 6 - PUBLIC PARTICIPATION

There was no public participation.

## **7 - INTERESTS**

There were no declarations of interest.

## **8 - APPROVAL OF MINUTES OF PREVIOUS MEETING**

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

**RESOLVED** (unanimously)

That the minutes of the meeting of the Programme Board held on 27 September 2023 be approved as a correct record.

The Chair declared the motion **CARRIED**.

## **9 - ASHBOURNE REBORN PROGRAMME UPDATE**

Laura Simpson, Principal Regeneration Officer (Derbyshire Dales District Council) introduced an updating report to Board Members which summarised the actions undertaken to progress the programme and the related quarterly monitoring reporting to the Department for Levelling Up, Housing and Communities (DLUHC). The report also highlighted the key programme risks and set out the next steps.

Board Members were informed that both projects were progressing through design stages, having now completed stage 3 and moving forward to stage 4. The draft Terms of Reference for both Project Boards were presented to Members as appendices to the report, it was noted that these were due to be submitted to the next meetings of their respective Project Boards for approval. It was noted that the relevant planning applications had all been submitted for the projects, despite progress being made on the relevant grant funding agreements, these were not yet completed. It was noted that further discussions were to take place between the District Council and County Council regarding the Highways and Public Realm Grant Funding Agreements.

The details of the quarterly monitoring returns were presented to Members, it was noted that DLUHC's request to review and provide the most realistic financial profile had been taken into account resulting in a 'back stop' of Q3 2025/26 for completion, but with an earlier completion target. The progress made with regards to the programme milestones for each of the two projects was also presented to the Board.

Board Members were provided with an overview of both programme and project risks, one of these such risks was noted in relation to the Market Place listed building consent (LBC) application. The police had responded to the application with recommendations that further safety measures be incorporated into the design, specifically in relation to the impacts of the soon to be introduced Martyn's Law. The Vehicle As Weapon (VAW) analysis was presented to Members, as completed by Aecom, with proposals for alterations to the Market Place design specification.

It was proposed that, subject to further consultation with Planning Officers, the LBC application proceeds as it stands in order to mitigate any delays that could be caused by alterations at this stage. It was noted that it would be considered over the subsequent months how the recommendations of the police could potentially be accommodated and that the Project Board would be asked to consider appropriate proportionate mitigation measures.

Councillor Simon Spencer informed the Board of a personal interest in the potential alterations to the Market Place site plan, as the owner of a property on the Market Place with legal right of way that could potentially be impeded by the installation of bollards.

Members were updated on the current status of risk facing the Programme and the mitigation measures in place. Members were also updated on the progress relating to Programme communications and the development of the additional communications post as approved at the previous meeting. Regarding the delivery of projects, Sarah Dines MP requested consideration be given to local procurement opportunities.

Jim Seymour, Assistant Director for Regeneration and Major Projects (Derbyshire County Council) presented Board Members with an update on the Highways and Public Realm aspects of the Programme. Tony Walker, Ashbourne Methodist Church, gave Members an update regarding the progress of the Community Hub Project.

Councillor Simon Spencer queried the consideration of 20mph speed limits to tackle air quality issues in Ashbourne, Councillor Spencer informed Board Members that it would not be appropriate to deliver any such limit as part of the Ashbourne Reborn Programme, or further consider the implementation in advance of the outcome of related trials taking place in other areas of Derbyshire. This was acknowledged by the Board, it was explained by the Principal Regeneration Officer that the proposed enhancements for pedestrians and cyclists and associated prioritisation of road space through the detailed scheme designs should promote active travel, influence driver behaviour, and contribute to air quality objectives.

Councillor Anthony Bates requested clarification on how the public realm would be managed following the improvements, and how it was predicted that the construction works would impact on scheduled events. These issues were requested to be included on the agenda for the Highways and Public Realm Project Control Board on 7 November.

It was moved by Councillor Anthony Bates, seconded by Sue Bridgett and

**RESOLVED** (unanimously)

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 be 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 be received and noted.
4. That, following consideration of the update report alongside presentation material at the Programme Board meeting, the 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 be approved.

The Chair declared the motion **CARRIED**.

**N.B.** Following discussion at the meeting and new information coming to light about challenges relating to the timing of planning determination for the Link Community Hub, it was requested that a further minor adjustment was made to the proposed funding profile to move £250k LUF grant into the 2025/26 financial year. This approach was agreed with the Chair and updated following the meeting for inclusion in the Quarterly Monitoring Return. The version on the presentation to accompany the minutes was also updated to include this amendment.

**Meeting Closed: 11.20 am**

**Chairman**

## Ashbourne Reborn Programme Board – 12 December 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](mailto:laura.simpson@derbyshiredales.gov.uk)

##### Wards Affected

Ashbourne North and South

##### Report Summary

The report summarises activity to progress the *Ashbourne Reborn* Programme, highlights key programme risks and sets out next steps.

##### Recommendations

1. That the Ashbourne Reborn Link Community Hub Project Board Terms of Reference are approved by the Programme Board, in accordance with Governance requirements and the Highways and Public Realm Project Control Board Terms of Reference are considered and approved following finalisation by the Project Control Board.
2. That the Procurement Strategy/Guideline document for the Link Community Hub is circulated to the Programme Board and considered for approval under written procedures.
3. That the Board considers progress to date and the position regarding programme, cost, deliverables and risks be received and noted.
4. That the proposed approach to seeking advice from DLUHC on the Project Adjustment Request process is approved.

##### List of Appendices

- Appendix 1 Link Community Hub Project Board Terms of Reference
- Appendix 2 Minutes of the H&PR Project Control Board 07/11/23
- Appendix 3 Minutes of the LCH Project Board 07/11/23

##### Background Papers

- Ashbourne Reborn Programme Board Update Report 27 September 2023.
- Ashbourne Reborn Programme Board Update Report 26 October 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 a £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 Where Levelling Up funded projects are predicted to reflect a greater than 30% change in funding profile, measured cumulatively across the years of the programme, or a 30% or greater change to project outputs and outcomes, these changes are required to be referred to DLUHC through a formal Project Adjustment Request (PAR) process.
- 1.4 Under the PAR process, the Accountable Body is required to inform DLUHC of the potential requirement for a PAR through their designated Area Leads. DLUHC should then discuss the potential PAR with the Accountable Body to determine whether it can be addressed under delegated power. If it is decided that departmental approval is required, the PAR proforma is issued to the Accountable Body to complete. DLUHC aims to respond with a decision within 20 working days from the point at which DLUHC has confirmed that all required information has been provided. Any agreed adjustments are then reflected in MoUs and grant funding agreements.

## 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. The Link Community Hub Project Board Terms of Reference document has been approved by the Project Board and is provided for approval in Appendix 1. The Highways and Public Realm Project Control Board Terms of reference has also been drafted and is due to be considered by the Project Control

Board at its meeting of 5 December. It is proposed to be circulated on or before 12 December Programme Board meeting.

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 2 – Draft Minutes of the Highways and Public Realm Project Control Board 07/11/23, and Appendix 3 - Minutes of Link Community Hub Project Board 07/11/23. Further updates from the Project Board meetings on 5 December will be provided verbally with Minutes to follow as the timing relative to Programme Board means it is not possible to circulate them with the Programme Board document pack.

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. Procurement of Stage 4 design has now been resolved and work has continued in the interim on final work packages associated with Stage 3 to prepare for Stage 4, for example survey work to provide required detail.
- 2.4 Work also continues to align designs for Millennium Square and Shrovetide Walk, that benefit from existing planning consents, with Stage 4 design work for the other project elements. Gap analysis has identified some areas of the current designs where additional detail is required to support further cost estimates and plans for construction. These areas will need to be addressed and work is ongoing to confirm associated costs.
- 2.5 Early Contractor Involvement (ECI) continues with framework contractor Galliford Try to support the development of the scope of work and associated work programme, including a Workshop on 28 November. Following completion of the Grant Funding Agreement, it is anticipated that the contract will begin in December.
- 2.6 ECI is key to providing more detailed cost estimates and information about the construction period and methodology. This will help to mitigate project risks and enable a smooth transition into the construction period. Early engagement has also enabled consideration of appropriate options for locating the main site compound and a separate site office in Ashbourne to support effective day to day communications with local businesses and residents through the construction period.
- 2.7 The submission for Listed Building Consent for work on the Market Place and Victoria Square was approved at Planning Committee on 14<sup>th</sup> November. Work to confirm the approach to hostile vehicle mitigation measures for the Market Place, including those associated with Martyn's Law, is being continued through a partner working group, including consideration of the need for any potential amendments or additions to the consented scheme.

- 2.8 A working group is also being set up to consider the management of future events in Ashbourne following completion of Ashbourne Reborn. This will take into account licensing arrangements, the extent of a potential canopy to support flexible use of the Market Place, a palette of materials for street furniture allowed by future 'sitting out' type licences and associated work elements to ensure the enhanced event space can be used effectively. As advised by the District Council at bid submission stage, the management of event spaces upon completion of the works will be a matter for local partners.
- 2.9 Following agreement on the approach to risk sharing, the Grant Funding Agreement (GFA) between DCC and DDDC has been finalised.
- 2.10 The cost plan for the Highways and Public Realm project was updated by Bentley Project Management following the completion of RIBA Stage 3 design and will be further developed through ECI. The current cost plan indicates a 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. The potential for cost overruns remains the most significant risk for the Highways and Public Realm Project.
- 2.11 While there is a mitigation strategy and associated governance in place to manage identified budget pressures through a collaborative approach and escalate recommendations through the Project Control Board, the GFA process highlighted the issue of cost overruns during construction due to unforeseen events, which are not possible to predict or quantify. To enable the completion of the GFA, the approach to risk sharing agreed by DCC and DDDC to address this issue takes statutory responsibilities into account.
- 2.12 Unavoidable financial risks would be associated with unforeseeable issues such as unexpected objects found underground or extreme weather events that could result in additional costs from contractors being unable to work on site or damage to exposed work areas. Subsequent de-scoping of later elements could help to recoup such costs but, if the unforeseen event is towards the end of the construction period, there may not be sufficient appropriate elements to descope. This could result in additional costs of closing work areas and making them safe, even if such costs could be limited, for example by not completing work to the maximum intended specification. Such circumstances also mean that only the exposed work areas are at risk at any one time, which helps to limit the extent of the risk.
- 2.13 Risks of unforeseen cost overruns are proposed to be mitigated by:
- Value engineering and descopeing to remain on budget, subject to agreement through the project governance structure and, where necessary, with DLUHC.
  - Costing each element of the works package, as far as practicable, and programming/phasing construction, prioritising the core elements of the works package to enable descopeing of later elements in the event of unforeseen and unmitigable events leading to cost increases. To

note, this approach may be limited by priorities around traffic management and limiting disruption through the construction period as well as the need to consider cost efficiencies in delivery.

- Break clause/early termination clause within the main construction contract, should this become necessary.
- Effective use of Early Warning Notices.
- Exploration of other funding options, reflecting where appropriate the Parties' statutory responsibilities and resources.
- In the event that the above mitigations are unable to fully resolve all cost implications of unforeseen events, DCC will have responsibility for issues relating to highways and DDDC will have responsibility for the approach re: public realm, and will work with other land owners to provide a solution.

Link Community Hub:

- 2.14 The Grant Funding Agreement between DCC and Ashbourne Methodist Church has also been finalised.
- 2.15 The Link Community Hub Project, led by Ashbourne Methodist Church, is progressing well through RIBA Stage 4 detailed design and currently remains on track for completion by July 2025. The Planning Application submitted at the end of September is on the agenda for the 12 December Planning Committee. While responses from some statutory consultees have been slow to arrive, officers have been pro-active in trying to mitigate any associated delays.
- 2.16 The Procurement Guidelines/Strategy for the construction contract for the Link Community Hub has been updated and will be provided to the Programme Board when in final form. The approach to procurement of a Main Contractor has benefitted from District Council procurement advice. Reflecting this and the need to maintain the programme, Main Contractor procurement processes have begun positively, with good indications of interest in the project.
- 2.17 Work continues to consider solutions to remain on budget and address the estimated 15% cost gap for the Link Community Hub identified by Greenwoods Projects Ltd on behalf of the Methodist Church Project Team. The high rate of inflation since the bid and associated market pressures have resulted in the need for extensive value engineering and de-scoping is being considered to remain within budget. 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.
- 2.18 Highest scored risks for the Link Community Hub Project continue to 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.

Potential Project Adjustment Request (PAR)

- 2.19 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.
- 2.20 However, within the Quarter 2 Monitoring Return in October, advice was sought from DLUHC about a potential PAR, having noted that satisfying DLUHC's request for a realistic funding profile into the 2025/26 financial year was likely to exceed the thresholds for permitted changes and trigger a PAR process.
- 2.21 There has been no feedback received to date from DLUHC about the Quarterly Monitoring Return or the need for any related PAR. As the related guidance places the onus on the Accountable Body to highlight any need for a PAR, it is proposed that further contact is made with DLUHC through the designated Area Lead.
- 2.22 As work to further develop cost estimates and related budget management activities continues on both projects, it is proposed that a suitable date be negotiated with DLUHC to submit any required PAR that will allow this work to get to a suitable stage that should avoid the need for any further PARs. This should be towards the end of March 2024. Aligning this approach with the issuing of the Memorandum of Understanding for 2024/25 will be discussed with DLUHC.
- 2.23 Advice will also need to be sought on how to reflect the position within the next Quarterly Monitoring Return, which is expected to be required for submission to DLUHC by Friday 2 February 2024, reflecting Quarter 3, October to December. This will be discussed at the 30 January 2024 Programme Board meeting.
- 2.24 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. It will be important to ensure that any PAR process supports timely grant payments and, in particular, does not delay or limit the July 2024 payment, which will be the first one after the outlined potential PAR process.
- 2.25 It is also proposed that confirmation is sought from DLUHC outside any PAR process, if possible, that the completion date for Ashbourne Reborn within Quarter 3 of 2025 as previously proposed is acceptable. This will provide certainty for the delivery programme and influence the cost efficiencies achievable in delivery. For example, accelerating delivery to meet an earlier deadline would cost more and increase the need for descoping.

### **3. Options Considered and Recommended Proposal**

- 3.1 It is recommended that a proactive approach be made to DLUHC prior to the submission of the next Quarterly Monitoring report to discuss the potential requirement for a formal PAR and the associated timeframe, reflecting the timeframe for updating the project costs through early contractor involvement and seeking to avoid multiple change requests. This approach would also be consistent with PAR guidance. Separate

confirmation of the proposed completion date within Quarter 3 2025 will also be sought.

- 3.2 An alternative approach could be to wait for the previously requested feedback on quarterly monitoring returns. However, this has not been forthcoming to date and it is important to maintain a transparent approach and the good working relationship fostered to date with the DLUHC Area Lead to support effective negotiation of any changes. Ongoing lack of certainty also adds risk to the delivery plan.

#### **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. A smaller comms group has been meeting every 2 weeks to maintain progress with PR and future comms activity.
- 4.2 To support increasing requirements for communication and engagement as the programme progresses, recruitment of an additional, dedicated communications and engagement resource has been progressed as agreed at the Programme Board on 27 September 2023. The advert closed on 26 November and received a good response. Interviews are due to take place on 6 December. Interim support procured through AECOM is ongoing.
- 4.3 A meeting of the Ashbourne Reborn Comms Group was held on 23 November, which helped to confirm the annual schedule of events in Ashbourne that may be impacted by construction, reviewed the proposed communications activities associated with project milestones and progressed the approach to information provision on site.
- 4.4 The Ashbourne Reborn Programme was also highlighted in a presentation by Councillor Spencer at the Ashbourne Over 50s Group on 24 November. This was supported by an exhibition of recent plans and visualisations for the Highways and Public Realm project as well as the Link Community Hub. This was well received with a great deal of interest and helpful comments recorded to be considered in the ongoing design work.

#### **5. Timetable for Implementation**

- 5.1 The latest update on progress against milestones will be included in the presentation to Programme Board. As reported at the 26 October Programme Board meeting, 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 However, despite 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 While there have been some initial challenges, programme delivery currently remains on track for defrayal of the LUF grant by Quarter 3 2025/26, as set out in the October 2023 Quarterly Monitoring Return to DLUHC. This remains subject to formal agreement with DLUHC as set out on Section 2 of this report.

## **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 The latest financial position will be provided within a presentation at the 12 December Programme Board meeting, reflecting information provided at Project Board meetings on 5 December.
- 7.2 Cost plans were 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.
- 7.3 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, which may need to be included within a potential Project Adjustment Request, as set out in section 2 of this report.
- 7.4 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. The completion of the Grant Funding Agreements will enable defrayal of grant funding for eligible expenditure to be brought up to date on both projects.
- 7.5 As highlighted earlier, with regard to the Highways and Public Realm project, in the event that mitigations are unable to fully resolve all cost implications of unforeseen events, DCC will have responsibility for issues relating to highways and DDDC will have responsibility for public realm, and will work with other land-owners to provide a solution.

7.6 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 December. Delivery partners are required to follow these procedures in procuring project activity.

8.2 Procurement of Stage 4 Design for the Highways and Public Realm project has now been progressed in line with the agreed Procurement Strategy and ECI contractor appointment by DCC is proposed later in December.

## **9. Legal Advice and Implications**

9.1 The Grant Funding Agreements with delivery partners have now been finalised. Completion of these Grant Funding Agreements will enable defrayal of grant funding against eligible project expenditure. The AMC Procurement Strategy/Guidelines and Highways and Public Realm Terms of Reference are being finalised. The legal risk is assessed as medium.

## **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 29<sup>th</sup> 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 29<sup>th</sup> 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 further detail to be presented at the Programme Board meeting. The highest strategic risk is currently considered to be Project Costs.

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.
- Stakeholder expectations. Proposed mitigation at this stage includes early stakeholder engagement and regular communications, expectation management and quality control.
- 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 2 of this report, work is ongoing to finalise and agree with Government the completion date of the Ashbourne Reborn Programme within 2025/26.
- The risk associated with the delay to Grant Funding Agreements has been mitigated, as set out in Section 2 of this report.

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

### Report Authorisation

Approvals obtained from:-

	<b>Named Officer</b>	<b>Date</b>
Chief Executive	Paul Wilson	04/12/2023
Director of Resources/ S.151 Officer (or Financial Services Manager)	Karen Henriksen	05/12/2023
Monitoring Officer (or Legal Services Manager)	Kerry France Legal Services Manager	04/12/2023

This page is intentionally left blank

## 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 report to the AR Programme Board, September 2023

JB 13.10.23

This page is intentionally left blank

## ASHBOURNE REBORN – HIGHWAYS AND PUBLIC REALM Meeting Minutes

### Project Control Board Meeting

Tuesday 7<sup>th</sup> November 2023

#### Attendees

Cllr Simon Spencer  
Cllr Charlotte Cupit  
Kevin Parkes  
Jim Seymour  
Gary Thompson  
Giles Dann  
Laura Simpson  
Kim Dorrington  
Tim Challans  
Sue Bridgett  
Carole Dean  
Ryan Hunt  
Ranbir Mander  
Jamie Missenden  
David Hilton Barber (DHB)  
Kay McIntyre

#### Company

Derbyshire County Council  
Derbyshire County Council  
Derbyshire County Council  
Derbyshire County Council  
Derbyshire County Council  
Derbyshire Dales District Council  
Derbyshire Dales District Council  
Town Team  
Town Team  
Ashcom  
Ashbourne Town Council  
Aecom  
Bentley Project Management  
Galliford Try  
DCC - BSIP  
DCC - BSIP

#### Apologies:

Scott Harris  
Jen Riley  
Sue Hunter

Aecom  
Bentley Project Management  
Bentley Project Management

### 1. Welcome and apologies for absence

#### Welcome

- Jamie Missenden – Regional Manager Galliford Try
- David Hilton Barber – DCC - BSIP
- Kay McIntyre – DCC - BSIP

#### Apologies for absence

- Jen Riley Bentley
- Sue Hunter Bentley

### 2. Declaration of Interest

Under Data Protection Act all Declaration of Interest Forms need to be managed in a controlled way. DCC will have ultimate control of this information.

Once DCC have confirmed the nominated return email address, the Declaration of Interest forms will be issued to all board members for completion.

As an interim measure all members are advised to declare an interest at the beginning of the meeting or during the meeting, so it may be recorded within the minutes of the meeting.

Cllr Spencer and Cllr Cupit's Members Declaration of Interest are available on the

Derbyshire County Council website.

### 3. Minutes of last meeting

**Action RM** - To add Gary Thompson to the list of attendees list

**RM**

**Action RM** - AOB: Cost Item – (minutes to record) KD's concerns regarding the limited visibility of the design costs and preliminary budget costs. PCB members would like a better understanding of costs expended to date and the forecast of the remaining budget. CD advised they are setting their budget for the next financial year so they would like a better understanding of the Cost Plan for their element of the scheme before setting their budgets for the new financial year.

**RM**

The following points were agreed at the meeting.

- A summary of the cost position to be circulated with the board papers.
- Cost update to be added as a standing item on the PCB agenda

### 4. BSIP Programme

DHB gave an update on the DCC BSIP Programme; £47m funding available over 3 years across 18 workstreams; 4 of which are improvements to the highway network especially network pinch points. BSIP work in Ashbourne will look to improve traffic management and traffic flow across the wider network and improve air quality.

The two pinch points projects in Ashbourne are the traffic-controlled system junction of Station Road and Church Street and 5-way Junction at Compton Street.

**Traffic Control on Station Street & Church Street** – BSIP will be delivering a junction improvement scheme which will include the installation of intelligent technology allowing for improved regionally controlled traffic systems (Scoot). This will help improve air quality as improved traffic flow will better manage dispersement of vehicle emissions. BSIP are tasked with improving the junction at Church Street and Station Road and have taken on the design and delivery responsibility. The cost of improving this junction will be paid by the BSIP Programme budget.

BSIP team recognise this project ties in with the Ashbourne Reborn project. Whilst they had originally planned to commence with junction improvement works on the 11th November 2023, they have agreed to put this on hold until Ashbourne Reborn Highways and Public Realm PCB confirm a start on site date.

BSIP contractors would like to start the work in January 2024 but if this does not align with the Ashbourne Reborn programme then BSIP will appoint Galliford Try to complete the work.

**5-way Junction at Compton Street** – the refurbishment project on the south side of Ashbourne is civils and electrical works. This work will be completed in January / February 2024. BSIP will use their preferred contractor to undertake the work. The works includes for the lights at Compton to be upgraded so that the DCC traffic team can remotely co-ordinate the lights and receive notifications of any faults. This upgrade is part of SCOOT (regional traffic control) this includes detection of regional traffic flow and changing the timings of local traffic light system to allow smooth circulation of traffic flow (similar to the former greenlight flow). BSIP budget will cover the cost of an above ground loop system, meaning the traffic light system will be easy to maintain.

#### **PCB comments**

TC confirmed the 5-ways junction will improve pedestrian safety. The upgrade is critical to improving traffic flow especially in the town centre. Changing the sequencing to the lights will improve traffic flows along Park Road and leading toward Sturston)



PCB welcome the support with the junction improvement works at Station Street and Church Street. BSIP's contribution will make a notable contribution to and budgetary challenges to the project.

DCC (GaryT) to work with BSIP to ensure the junction improvement include:

GT

- Any changes to kerb lines
- Clarify the location of the community bus pickup/drop-off (outside the Methodist church) fits in with the junction improvement scheme
- Work with network planning to co-ordinate any diversion routes between both projects
- BSIP to secure the permit to work for the junction improvement works.

KD – Project Comms Team to lead at communications for the junction improvement works and to review the delivery timings of this project and how it coincides with the Shrovetide Event

RH – concur with KD, the comms team should promote the success of collaboration between two programmes. RH suggested BSIP also look at Dig Street and how signalling and lighting improvements will enhance the wider flow of traffic. BSIP confirmed they are awaiting formal response from the client before they can go ahead. If it can be delivered before March 2025 then BSIP can support further enhancements and provide monetary support towards delivering this.

GD – asked what the estimated cost and duration of the two Ashbourne projects were. DHB confirmed BSIP have allowed £1m for both projects with an 8 week permit for the Station Street & Church Street junction improvements and 14 weeks for the upgrade at 5-ways.

**Approvals** – BSIP advised that network planning team have given permission for these 2 projects to start on site. BSIP need approval from Ashbourne Reborn project to start the works.

**Decision** – the PCB gave 'In principle support' for the BSIP projects but will need to review the programme for delivery against the Ashbourne Reborn programme.

**Action GT** – Organise a team's call between the project team and BSIP team to ensure their project deliverables align with the Ashbourne Reborn project programme.

GT

**Action RH** – All Comms teams (Aecom Comms Team (on behalf of Ashbourne Reborn)/ Galliford Try Comms Team and BSIP comms officer) to co-ordinate new piece to promote the success of collaborative working.

RH

## 5. Matters Arising from last meeting

### 5a. Introduction of Galliford Try

Jamie Missenden (Regional Manager Galliford Try) Introduced Galliford Try services to PCB and provided an updated on the long-standing relationship between the company and Derbyshire County Council. Galliford Try are delivering a number of projects for DCC across Derbyshire including Matlock and Buxton. They have a strong local supply chain and recognise the importance of appointing resource and services locally.

Dominic Roberts Senior Planner for Galliford Try is from the Local Derbyshire area. Rob Walsh, Project Manager, is based in Sutton Coldfield.

Cllr Spencer – expressed the need to have a local presence and how it is important for this project that local customers and local residents are kept informed at all times.

JM – confirmed that Galliford Try will occupy a vacant shop as their site office so that it is also a ‘drop in shop’ for local resident and customers who wish to contact the project manager/site manager.

JM advised of Galliford Try’s Progress to date:

- Contracts are in progress. Galliford Try are working at risk.
- Galliford Try have received all prelim designs (from Aecom) and Stage 4 designs (from Guy Taylor) and have started their review
- They have commenced work to develop construction cost plan and programme

Going forward JM will attend PCB meetings and will provide a regular update on ECI costs / programme and methodology

TT- are happy to share local knowledge and data collated to date to support any liaison with local customers/businesses/residents. JM confirmed Rob Walsh will be in touch with KD and TC when ready.

#### **5b. Grant Funding Agreement**

JS - This is still under negotiation. DCC / DDDC ask that the board recognised the financial risk. The Chief Executives for both Authorities are meeting week commencing 13<sup>th</sup> November to review the GFA with the aim to getting these agreed and signed. A collaborative approach was needed to manage financial risk.

The work on the project has not stopped. Both Authorities are working under ‘the letter of intent’. DDDC have managed to defray some monies under the letter of intent.

#### **5c. Draft Terms of Reference**

RM – Draft ToR was issued to programme board. We need PCB to accept these.

**Action RM** – to circulate ToR to PCB for review and acceptance

**RM**

SB – there is a statement within the Draft ToR that states PCB members have an obligation to monitor against programme and project budget. However, AshCom feel they have not seen sufficient information to fulfil this obligation.

#### **5d. Hostile Vehicle Mitigation**

RH - Following submission of Listed Building Consent (LBC), Derbyshire Police and Counter Terrorism Advisor provided advice on safety, including anticipated legislation (Martyn’s Law). Owners of premises and event organisers are to put protection measures in place for venues holding more than 100 people, with the most significant interventions for events that will have more than 800 attendees.

The market place could see more than 800 people gathered in one location and the police have advised to apply a high level of security. However, it was accepted that temporary additional measures could be used for the largest events and an acceptable approach was required for more regular smaller events.

Cllr Spencer - PCB to note that the recommendations made by the Derbyshire Police, Counter Terror Advisor, are still recommendations and at this moment in time is not a legal obligation.

It is recommended that PCB give due consideration to the measures recommended by the police, but note they are not enforceable at this time. Whilst PCB do not want to put any lives at risk, the project budget will not cover the cost of the special measures recommended by the police. The objective of the Ashbourne Reborn project is to open up

the market square, not put in place a barrier using bollards. It is also worth stating that for any events that do take place on the market square, there will be an obligation on the event organisers or the Local Authority (Town/District/County) to ensure adequate safety measures are in place.

RH – advised the Listed Building Consent (LBC) is due to go before committee on 14<sup>th</sup> November 2023.

LS – confirmed, whilst the comments from the police were issued as a consultation response, DDDC planning officers do not view this as a planning objection.

RH – The legislation refers to a *venue or a permanent event space*, the market place is a location not a venue or a permanent event space. If we choose to adhere to the recommendations made by the police then there will be notable changes to designs resulting in an amendment/ re-submission of the LBC. Enhancing the bollards will have an impact on the project budget.

We will need to provide a formal response which justifies our decision on the counter terrorism and safety advice.

GD – as landowner the District Council advocated a risk assessment to inform a proportionate response. Noted

**Recommendations** – The LBC to go before committee as programmed. Project Team to undertake a risk assessment and consider the requirements prior to legislative changes. The project team formally respond to the comments from the police.

#### **Actions**

**RM** – send the risk proforma to Project Team including Galliford Try

**RM**

**RH** – to arrange a meeting with Galliford Try / Project Team to undertake a risk assessment with mitigation measures

**RH**

**KD** - to contact Shrovetide and get an understanding of their approach to counter terrorism and their risk assessment of the event.

**KD**

PCB – to review the risk proforma at the next PCB meeting

**RM** - Add Hostile Vehicle Mitigation to the agenda

**RM**

#### **5e. Future Management of Public Spaces**

LS - Cllr Bates raised the following queries at Programme Board:

- Who will be responsible for the management of the improved public realm areas?
- Will there be a Future Town Centre Management Team/Manager who will put together events and report progress to the Council?
- How will this Team/ Role be managed?

Linked to this, there is a proposal to be considered for a canopy to be installed over the events space, how are we going to operationally manage this? Who will install and dismantle the canopy at either end of events, and where will the canopy be stored?

Cllr Spencer – it is presumed that similar to other town centre assets like the bins and benches, the public realm items will be managed by the District Council. Cllr Spencer agrees with Cllr Bates, we need to be in a position that we know who is managing the new public realm assets.

## 5f. Events programme during construction period

LS – Cllr Bates also asked about the events schedule for next year and how this would be managed through the construction period. The Town Council currently hold the list of planned events.

**Recommendation:** Project Team to set up a working group to

- Liaise with the contractor to consider implications for events that have been planned for the next 18months
- review and make a recommendation to PCB of the future provision for operational management

### **Actions**

**LS** – to set up a working group to review events and future management of public space assets **LS**

**TT** – to develop an asset management assessment of the works area. **KD/TC**

**CD** - Ashbourne Town Council to share a list of events with Galliford Try so they can be reviewed alongside their proposed construction programme. **CD**

## 6. Millennium Square Update

CD – The former hut has been demolished and heras fencing has been erected around the site for safety reasons. The fencing will stay in situ for 18 months. The Town Council would like to see some project specific promotional material advertised on the Heras fencing.

PCB highlighted a concern in having the Heras Fencing in situ for 18 month. It could be potential eyesore and may lead to anti-social behaviour.

DLUHC have limitation on vinyl banners and permitted logos, so DDDC will work with ATC to install suitable project information. **LS**

**Action Galliford Try** – to review the temporary works and make recommendation for suitable hoarding that can replace the Heras Fencing and be used to mount display boards to promote the project. **JM**

Gary T – DCC noted that some paving slabs have broken as a result of the demolition work. This could be trip hazard and a liable insurance claim. County Council request ATC look at replacing the broken slabs with the made slabs (swop them round) to remove the risk.

## 7. Design Development

**7a Road space bookings** - Aecom commenced discussions with NGED but are unable to proceed with this due to a transition between framework appointments. Aecom were commissioned under PSP3, which cannot be extended due to Public Procurement Regulations. DCC are reviewing how they can appoint Aecom to commence Detailed Design and completed work on approved CE's.

KD – raised a concern that if Aecom are not currently working on the project due to procurement rules then this could lead to a delay in the project. Town Team requested an update on this risk, giving reassurance that this is being resolved.

**Action Cllr Cupit** - to speak to DCC finance team to see how we can ensure Aecom's **Cllr C**

appointment.

**Action KP** – to provide PCB an interim update.

**KP**

#### **7b. C3 Searches**

Current results show that there is some cabling that is shallow depth in areas where works are programmed. It is unlikely that the utility provider will alter it, so the costs may have to be covered by the project budget / grant.

The cabling issue is separate from the detailed design work for this project and can be undertaken under a small package of works.

#### **7c. Potential compound locations**

Gary Thompson (DCC) and Ryan H (Aecom) have completed an extensive review of potential compound sites. The list has been shared with Galliford Try for their assessment.

Galliford Try advised they would prefer to have a site office on the High street and a compound location that is close to the works area, to avoid any delays to getting material to site.

**Action JM** – Galliford Try to review the recommended compound sites and provide an update at next PCB

**JM**

#### **8. Risk Update**

No change to the risk register since the last PCB.

Two new risks discussed during this meeting and to be added to the risk register:

1. Risk of delay to project in appointing Aecom to commence Detailed Design
2. Hostile Vehicle Mitigation

**Action RM** – to issue Risk Proforma to project team for completion.

**RM**

These two risks to be reviewed at next PCB meeting

#### **8a. Project/ Programme Update**

A programme workshop took place on 12<sup>th</sup> October followed by a funding profiling workshop. This is the first programme update since acceptance of the LUF2 funding in early 2023.

The programme has been updated to reflect realistic timescales for project delivery and programme milestones were used to inform the last update report to DHLUC.

The most notable change to the programme is a reduction time assigned for the procurement for the ECI.

Key dates for construction remain unchanged, however, the programme reflects a the discussions with DLUHC around programme float and therefore states a completion date of October 2025. This is for funding purposes only.

- Start on site – April 2024
- Completion site – July 2025

Our next key milestones include;

- To commence Detailed Design (stage4) which is currently programmed from November 2023 to Mid-March 2024. PCB agreed the delay in starting this work should be reviewed as a risk and added to the risk register.
- To update the overarching project programme with Galliford Try's construction

milestones.

**8b. Stage 3 Cost Plan position**

Matt Lancaster (Bentley) has undergone a knee operation so was unable to attend PCB today. A high-level update on cost included;

A cost review workshop took place on 12<sup>th</sup> October 2023 to inform the funding profile return to DHLUC

The stage 3 cost plan has been updated but is not a full picture of the project cost because there are still many provisional sums which need to be finalised as the some of the design details are not complete so can't be priced accurately, agreed by the client and approved.

We need detailed designs on those provisional sum items plus ECI input on phasing and buildability, before a fully informed cost plan is provided.

Alongside the cost plan Bentley is keeping track of any opportunities/ items where potential savings could be made i.e. the BSIP works on Church Street.

Any savings made on provisional sum items and/or contingency will go back into the project budget.

Key messages the board to note are:

Bentley will continue to monitor the project costs against any changes to inflation and BCIS TPI (Building Cost Information Service - Tender Price Index). Our current cost position is that the project remains in budget, the contingency will offset any overspend.

The next notable update of the cost plan will be at the end of Stage 4 Design and ECI involvement (mid-march 2024), we will invite Matt Lancaster to the April 2024 PCB meeting to go through the cost plan.

KD – TT are concerned as PCB members, that they have not seen any cost information.

SB & CD – would like to know what the construction cost for Shrovetide Walk and Shawcroft will be.

**Action RM** – to include a cost slide to the Highlight Report.

**RM**

**Action KP** – to advise Bentley of what cost information is to be included within the Highlight Report.

**KP**

**8c. Contractor ECI phase**

- Galliford Try have joined the team for ECI.
- Bentley expect to receive the contractor's programme by mid-November 2023
- Bentley will review the construction programme and see how it fits with the overarching project programme; we will provide an update at the next board meeting.

**9. Communication Update**

Due to technical difficulties PCB were unable to dial Aecom Comms Team (Caroline) to the meeting.

Cllr Spencer – advised it is preferred that PCB members attend the meeting in person and requested a comms representative to attend the meeting in person at the next PCB meeting

LS – confirmed the job advert for the role of Dedicated Communication Officer on this project has gone live.

#### 10. DLUHC – Grant Claim Return

LS - The Grant claim was submitted to DLUHC on time. They have acknowledged the claim, but DDDC are waiting for any comments or any requests for information. A project change request may be required to formalise changes to the spend / funding profile into 2025/26.

#### 11. AOB

- PCB gave approval for the stakeholder consultation report to be posted on the website
- LBC planning committee is 14<sup>th</sup> November. PCB agreed for Ryan and or another suitably qualified Aecom representative to attend the Committee Meeting, to present the application.
- Co-ordination of Designs – under CDM regulations the designs will need to be reviewed for buildability. PCB agreed for Galliford Try and Aecom to sense check the designs and provide an update at the next PCB.
- Bentley to invite a representative from the Methodist Church to attend future PCB meeting. **RM**
- BSIP improvements to the Station Street and Church Road junction means the stop line will move back into station road. This will impact designs for this project and will need to be shared with AMC. **GT/RH**

**Action Aecom and Gary T (DCC)** - to review the preliminary designs and present proposal for change at the next PCB meeting.

This page is intentionally left blank



## Ashbourne Reborn Link Community Hub

### Link Project Board nr 7 - 3.45pm on 7<sup>th</sup> November 2023 Meeting Minutes

7.1.0 Attendees & Circulation		
<b>Attendees</b> (In Person) Ian Marsh (AMC) - Chair Richard Barratt (AMC) Laura Simpson (DDDC) Giles Dann (DDDC) Adrian Bates (Greenwood Projects) Mike Harrison (AJA Architect) Tony Walker (AMC) John Barker (AMC)	<b>Circulation</b> Steve Capes (DDDC)	<b>Apologies</b> None
Ref	Note	Action by
<b>7.2.0</b>	<b>Corrections to Project Board nr 6 Minutes</b>	
7.2.1	The minutes of Project Board nr 6 were accepted without alteration. They had previously been agreed by email and circulated to the October Programme Board.	
<b>7.3.0</b>	<b>Any other matters to be added to the Agenda</b>	
7.3.1	<b>Declarations</b> None were declared	
7.3.2	<b>Public Realm Project Board Invitation / Attendance</b> Clarified that TW will receive an invite on behalf of AMC, and the relevant AMC member will attend where the Agenda has matters relevant to AMC. For example designs, works and funding for Station Road and Church St elements. LS will help flag meetings where attendance would be beneficial.	
<b>7.4.0</b>	<b>DLUHC/LUF matters</b>	
7.4.1	Minor changes to the Terms of Reference for the LCH PB have been discussed and the TORs will be updated. An agreed version is requested for the next Programme Board on 12 <sup>th</sup> December. As papers are to be issued before the next LCH PB, it was agreed to finalise and agree the TORs and by email, by Friday 4 <sup>th</sup> December.	JB
7.4.2	The 6 monthly report to Government was submitted by DDDC. A copy of the submission will be circulated to LCH PB members for information. Noted that the advice requested by AMC regarding inflation and / or programme scope alteration processes was included in the report. DLUHC have responded with a firm 'no' to additional funds being available for inflation.	DDDC
7.4.3	The status of additional documents and information for governance and reporting, as discussed at PB 6 (Ref 6.4.5), is as follows <ul style="list-style-type: none"> <li>• TORs – As 7.4.1 above</li> <li>• The GFA – Not yet completed. As 7.5.1 below</li> <li>• AMC's Procurement Guidelines &amp; Procurement Plan and Main Works Contract Strategy documents. Further DDDC comments to be made and discussed post meeting.</li> </ul>	

	<ul style="list-style-type: none"> <li>• PB minutes. The process to agree by email is in place.</li> </ul>	
7.4.4	DDDC advised that they wish to separately discuss the processes for keeping the unrecoverable VAT estimate as current as possible. AMC noted that they had already asked their VAT adviser to make applications to LPWGS and update the HMRC VAT account for 'best current view' at least every 6 months in January and July.	DDDC
<b>7.5.0</b>	<b>Grant Funding Agreement</b>	
7.5.1	<p>The GFA is with DDDC solicitors to review, following TMCP/AC requested changes.</p> <p>DDDC advised that some further clarification is to be sought regarding successor arrangements should AMC cease to exist.</p> <p>Once finalised, it was agreed that two (2) printed copies would be signed by AMC and then DDDC, with one original signed copy held by each party. DDDC will also scan their copy.</p>	DDDC
<b>7.6.0</b>	<b>Highways &amp; Mobility Hub</b>	
7.6.1	<p>A technical meeting between DCC/AECOM and AMC professional team has been requested by GPL to review / finalise the proposed Station Road layout. Noted that there is a loss in car parking spaces of on Station Road, which may be mitigated by parking bay changes on Church St.</p> <p>Noted that the Station Road junction changes under the BSIP, may begin before Christmas.</p> <p>GPL will respond to the RSA undertaken for DCC. It is thought the more recent pavement and road layout designs will have addressed most of the safety audit points.</p>	<p>GPL</p> <p>GPL</p>
7.6.2	<p>Following an earlier meeting on site, the Link building designs at the Station Road buttress wall have been revised and circulated to DCC. GPL to chase DCC for 'technical approval in principle' of the designs.</p> <p>It is now proposed to fill the space between the existing buttress wall and new Link wall to avoid future inspection needs. The Link wall design is now thicker to cope with the new loading from this fill.</p> <p>Related legal and ownership issues are being discussed with DCC officers.</p>	GPL
7.6.3	<p>As an acceptable location for the Totem with the AMC boundary has not been agreed, a suggested location has been made by AJA by showing a Totem in the pavement designs. GPL to include discussion of this in the planned technical meeting with the DCC / AECOM team.</p> <p>Noted that if the Totem is outside the AMC boundary, power to the Totem would be for DCC to arrange.</p>	
7.6.4	<p>The DCC Match funding (£38,750) to the AR Programme related to the Mobility Hub remains outstanding.</p> <p>LS and TW to approach David Hilton at DCC to progress / resolve.</p>	LS/TW
<b>7.7.0</b>	<b>Design Progress</b>	
7.7.1	<p>The VE process is ongoing.</p> <p>The Design Team have proposed simplification of works to Cornerstone. Most M&amp;E services in the seating areas will remain 'as is', and the main heavy construction works concentrated in the kitchen and disabled toilet areas. The kitchen fit out and refloor / redecoration throughout Cornerstone</p>	

	<p>is proposed to be by the occupier, funded either as a capital contribution or rent relief in the new lease arrangements.</p> <p>For Chapel House, Building Control require floor insulation and similar works to achieve current thermal standards. Simplification is proposed by retaining the chimney throughout, and omitting the 1<sup>st</sup> fl terrace.</p>	
7.7.2	<p>The Garden layout remains partially indicative. The zone within 10m of the Henmore brook has multiple planning consultees including the EA, Ecologist, Tree Officer and Highways. For the Construction Tender it is proposed to exclude detailed designs in this zone. This gives time to clarify and/or revise designs in the area to comply with the likely (but unknown) conditions. Noted that the site did not flood after recent heavy rains which caused flooding elsewhere along the Henmore's route through Ashbourne.</p>	
7.7.3	<p>All planned surveys have been completed, and reports received with the exception of the Ground Investigation.</p>	
7.7.4	<p>An initial Stage 3 review was undertaken in mid October, and is generally in line with client expectations. The combined formal Stage 3 report is not yet issued and awaits 'written up' drainage and M&amp;E information, which was verbally presented.</p>	AJA
<b>7.8.0</b>	<b>Programme &amp; Project Management</b>	
7.8.1	<p>AMC's Procurement Guidelines &amp; Procurement Plan and Main Works Contract Strategy documents have been revised and re-issued to DDDC. The Main Construction PQQ has been prepared and issued to the market.</p>	
7.8.2	<p>An option to create a limited 'early works' package (or packages) is being discussed with the Design Team. The aim is to simplify the main construction package and make it a more attractive market prospect. Activities which could be moved to an early works package include, soft strip, asbestos removals, services decommissioning, vegetation clearance, limited demolitions, temporary access ramp and site hoardings and fencing.</p>	AMC/GPL/AJA
7.8.3	<p>A VE workshop is to be scheduled, as the current scope of works remains significantly over budget. As noted at 7.4.2 above, DLUHC funding cannot be increased.</p> <p>The VE workshop will review where scope or design can be simplified further but may also have to consider omitting packages of work from the scheme to achieve budget.</p>	GPL
7.8.4	<p>GPL will issue the proposed hoarding plan for the required permissions. There is a suggestion that hoarding costs may be funded by the Public Realm strand of the AR programme.</p>	GPL
7.8.5	<p>The Planning Application was completed after payment of the application fee on 10<sup>th</sup> October and Registered on 17<sup>th</sup> October. The Application is scheduled for Listed Building Decision on 12<sup>th</sup> December 2023, and Planning Decision on 16<sup>th</sup> January 2024.</p> <p>AJA have had an update call with the Planning Officer. She is aiming, if possible, to bring the case forward to the Planning meeting on 12<sup>th</sup> December, provided her report can be completed by 1<sup>st</sup> December. This will be dependent on the progress of consultee responses.</p> <p>EA have advised they are taking longer to respond to consultations than usual at present. In light of the previous approved scheme, it may be possible</p>	

	<p>for the Planning Officer to recommend conditioning the decision in this respect.</p> <p>AJA propose to maintain the dialogue with the Planning Officer, so that comments or concerns may be discussed before her report is concluded.</p>	AJA
7.8.6	<p>The full report of bat surveys completed over the summer, was issued by EMEC in early October, and this has been added to the Planning submission. The survey work included DNA analysis of droppings which identified Long Eared Brown bats. Long Eared Brown bats are winter roosting and have summer maternity roosts.</p> <p>In line with recently revised current best ecology practice, further winter bat surveys are now required to clarify if there is a winter roost. Together with the summer survey report, these winter surveys will inform the detailed scope of mitigation works that is required as part of the necessary Natural England license application.</p> <p>The previous planning approval was conditioned to require such a NE licence, and AJA will continue liaison with the Planning Officer on this. While these additional winter bat surveys are required before making the NE license application, AJA's view is that the Planning Decision date should not be delayed due to this.</p> <p>As the timeline for the new winter bat surveys and associated report become clear, the overall programme implications will be assessed.</p>	AJA  AMC/GPL
7.8.7	<p>GPL are currently preparing procurement documents for the required Bat Licensed Worker activities. The scope will include; creating the required bat mitigation plan, make the NE application, and supervising / undertaking the bat mitigation works.</p>	GPL
<b>7.9.0</b>	<b>Cost Plan</b>	
7.9.1	<p>The cost plan is to be updated in line with the Stage 3 scope and report. It will be further updated during the VE process.</p>	GPL
7.9.2	<p>The cashflow / spend profile issued as part of the DLUHC October report, was adjusted to 'discount' the GPL cost plan figures to match the available budget. It was further adjusted to give a recommended 'back stop' profile, rather than the 'best current view'. This reduces the likelihood of spending late against the profile issued to DLUHC.</p>	
<b>7.10.0</b>	<b>Health and Safety</b>	
7.10.1	<p>AJA as Principal Designer for Safety under the CDM Regulations do not recommend occupation during the early main construction period for the existing church, halls and Gateway. A phased re-occupation is planned. AMC Church Council are therefore now seeking alternative locations for church worship and related activities of the church society.</p>	
<b>7.11.0</b>	<b>Communications and Publicity</b>	
7.11.1	<p>The additional Aecom communications support is developing a comms matrix. AMC will contribute high level milestones to this such as 'Tender Pricing start' 'On Site' etc, which are included in the DLUHC reports.</p>	

<b>7.12.0</b>	<b>Actions from Previous Meeting not already covered</b>	
7.12.1	Previous 6.4.6 – The details of support available by Visit England and Cultural England have been circulated.	
<b>7.13.0</b>	<b>AOB</b>	
7.13.1	DDDC queried the status of a VAT report by S3Tax and previously circulated. This report was commissioned as a 'second view' to give AMC and TMCP assurance that the principles being followed by Alan Rashleigh are the industry 'norms'. The exact values of unrecoverable Vat can only be made at the end of the scheme after determination with HMRC.	
7.13.2	Further to the Project Manager's report, DDDC queried if full contracts for the professional team were now in place. These are not yet in place, as the final contract terms and conditions have to be reviewed /updated against the GFA obligations. This awaits completion of the GFA.	
<b>6.14.0</b>	<b>Future Meetings</b>	
6.14.1	The next LCH PB meeting is on Tuesday 5th December at 15:45 at Ashbourne Methodist Church	
6.14.2	LCH PB meeting for 2024 are to be scheduled. Until the main contractor is on site, it is proposed to continue on the first Tuesday of each month, adjusted for Christmas and Easter as required.	RB

This page is intentionally left blank

# *ASHBOURNE REBORN*

Project Control Board – Terms of Reference

Date: 06<sup>th</sup> December 2023

## 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 overseeing 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<sup>1</sup>:

The quorum requirement for Project Control Board meetings to go ahead and make decisions is:

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

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

Name	Organisation	No. of Votes
Cllr Simon Spencer	Derbyshire County Council	1 vote
Cllr Charlotte Cupit	Derbyshire County Council	1 vote
Jim Seymour	Derbyshire County Council	
Kevin Parkes	Derbyshire County Council	1 vote
Gary Thompson	Derbyshire County Council	
Laura Simpson	Derbyshire Dales District Council	1 vote
Giles Dann	Derbyshire Dales District Council	1 vote
Kim Dorrington	Town Team	1 vote
Tim Challans	Town Team	1 vote
Sue Bridgett	AshCom	1 vote
Carole Dean	Ashbourne Town Council	1 vote
Ryan Hunt	Aecom	
Scott Harris	Aecom	
Caroline Vann-Pickering	Aecom	
Kathryn Ashton	Aecom	
Sue Hunter	Bentley Project Management	
Jen Riley	Bentley Project Management	
Ranbir Mander	Bentley Project Management	
Jamie Missenden	Galliford Try	
Tony Walker	Methodist Church	

---

<sup>1</sup> Refer to the appended Roles and Responsibilities Guidance.



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

### 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.
  - **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.
  - **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:

- All recommendations escalated to project control board for decision will be considered by the Core Members<sup>2</sup> of the Project Control Board.
- A quorum of 9 members will be required to make decisions, with representation from;
  - Derbyshire County Council - three representatives
  - Derbyshire Dales District Council – two representatives
  - Town Team – two representatives
  - AshCom – one representative
  - Ashbourne Town Council – one representative
- **Voting:** Project Control Board are to normally operate by consensus but where voting is required; a minimum of 6 votes in favour by board members is required to carry a recommendation or decision.

### Decision Hierarchy

---

<sup>2</sup> This is a reference to 'Members of the Project Board' and does not refer to other 'Elected Members'

# 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 Bentley 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 Bentley alongside Agenda at least 7 days before the meeting.

### Tasks and Powers:

#### Tasks:

- To progress and agree AR programme goals and project delivery<sup>3</sup>.
- 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 process<sup>4</sup>.
- 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 issues<sup>5</sup>.
- 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 DLUHC<sup>6</sup>.

<sup>3</sup> PCB Roles and Responsibilities items 1 & 3

<sup>4</sup> PCB Roles and Responsibilities item 5

<sup>5</sup> PCB Roles and Responsibilities item 2

<sup>6</sup> PCB Roles and Responsibilities item 4

# Ashbourne Reborn LUF – Highways and Public Realm Improvement Scheme

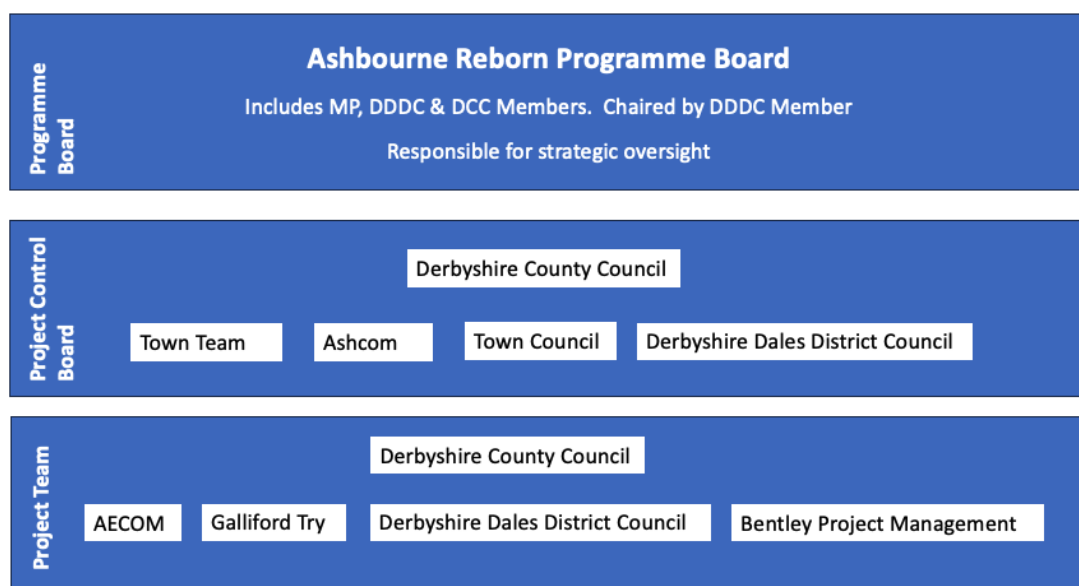
## Terms of Reference

### Powers:

- Sign off reports and/or recommendations from Ashbourne Reborn Project Team Meetings, set out in a Board Report<sup>7</sup>.
- 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 Report<sup>8</sup>.
- Sign off Business Cases, Communication Plans, Engagement Plans, Designs and Delivery Strategies, Consultation Plans.
- Report all signed-off information to DCC and DDDC and Overarching Ashbourne Reborn Programme Board.
- Monitor delivery against Programme Milestones.
- Monitor Budget and Expenditure against the grant funding agreement and project budget<sup>9</sup>.
- Escalate decisions as required in line with the PCB Roles and Responsibilities<sup>10</sup>.

### 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 Terms of Reference:

- To be carried out every 6 months.

<sup>7</sup> PCB Roles and Responsibilities items.7, 8 & 9

<sup>8</sup> PCB Roles and Responsibilities items 9,10 & 11

<sup>9</sup> PCB Roles and Responsibilities item 6

<sup>10</sup> Refer to the appended Roles and Responsibilities

# Ashbourne Reborn LUF – Highways and Public Realm Improvement Scheme

## Terms of Reference

### Appendix 1

#### Project Control Board - Roles and Responsibilities Guidance

1. Project Boards are responsible for making material decisions about the project within the scope, timescales, budget and project deliverables (including but not limited to agreed outputs and outcomes) within the approved LUF bid. Such decisions should enable the efficient and effective management of the project and will include but not be limited to design decisions, delivery planning, works co-ordination, risk management, budget management and associated value engineering.
2. Where any decisions could negatively impact on the ability to deliver against LUF delivery commitments to the Department for Levelling Up, Housing and Communities (DLUHC), these must be escalated as recommendations to Programme Board with supporting information and will require appropriate approvals.
3. Commitments to DLUHC include agreed outputs and outcomes (see appended schedules) and key project elements set out in the approved bid and directly supporting value for money/BCR calculations. The proposed removal of any whole project element/area constitutes an immediate requirement for escalation of the decision. In addition, the Project Board should escalate decisions on cumulative impacts that could lead to a risk to delivering against commitments or have the potential to undermine the delivery of the agreed vision contained within the LUF bid.
4. Project Boards are responsible for monthly reporting to Programme Board and contributing to quarterly monitoring reporting to DLUHC.
5. Project Boards are responsible for agreeing the procurement of services to deliver the project, reflecting agreed Procurement Strategies, and the appointment of professional consultants and contractors. Procurement exercises for substantive contracts should be conducted in consultation with DDDC as the accountable body.
6. Financial decisions are subject to the conditions set out in the grant funding agreement and the project budget must be managed by the Project Board within the agreed LUF grant and match funding available. Related decisions that have implications for de-scoping project elements or have additional budgetary implications requiring partner agreement must be escalated to the Programme Board.
7. Project Boards should assess their decisions against DLUHC commitments prior to approval or escalation. The accountable body / individual Project Board members have the right to escalate a decision where a consensus cannot be reached about risk associated with the decision.
8. The decision-making process should include the following considerations-
  - Step 1 – if the decision to be made is consistent with the following criteria, then the decision can be made at Project Board level:
    - Within the DLUHC approved project scope
    - Reflects and contributes to LUF / DLUHC commitments
    - Within the agreed project budget
    - In line with the agreed procurement strategy (where relevant)
    - In line with the required delivery timeframe

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

- Does not have the potential to compromise the delivery of other required project elements either in isolation or as part of a cumulative impact

Step 2 – if one or more of the above criteria is not met, the decision should be escalated to Programme Board as a recommendation with supporting information including rationale, benefits, risks and associated mitigation.

### **Programme Board**

9. Programme Board must, at the earliest opportunity, review any recommendations from Project Boards that may have an impact on the ability to fulfill commitments with DLUHC and seek to mitigate risk to the Ashbourne Reborn Programme.
10. In the event that it is not considered possible to mitigate the substantive impact on these commitments and an official Project Adjustment Request is likely to be required with DLUHC, these decisions must be escalated to Community and Environment Committee (DDDC) prior to further action. Supporting information must include but not be limited to implications for the scope of the programme, future grant payments, risk of clawback and reputational risk to Ashbourne Reborn and DDC as the accountable body for the LUF grant funding.

### **Community and Environment Committee**

11. Community and Environment Committee must approve any decisions regarding requests to DLUHC associated with Ashbourne Reborn that carry financial or reputational risk for Ashbourne Reborn or DDC as the accountable body.

This page is intentionally left blank