

NEWARK TOWN BOARD

AGENDA

22 July 2021

08:00 hours to 09:30 hours

Online Meeting

Page Nos.

1. Apologies for Absence
2. Declarations of Interest
3. Minutes from the Meeting of 22 April 2021 2 - 7
4. Project Confirmation and ME Document (*Neil Cuttell*) 8 - 13
5. Newark Towns Assurance Framework, Full Business Cases & Outcomes Review (*Matt Lamb/Neil Cuttell*) 14 - 56
6. Priority Projects Update Presentations
 - o YMCA Community Activity Village (*Jo Bradley*)
 - o IASTI & Construction College (*Tom Marsden*)
 - o Stodman Street (*Neil Cuttell*)
7. Town Centres Projects Update (*Joseph Cookey*) 57 - 60
8. Elections to Executive Board
9. Any Other Business

NEWARK & SHERWOOD DISTRICT COUNCIL

Minutes of the virtual meeting of the Newark Towns Fund Board Meeting held on Thursday, 22 April 2021 at 8.00 am.

PRESENT: Board

Councillor D.J. Lloyd – Leader of NSDC – Co-Chairman
Tom Cartledge – Co-Chairman
Steff Wright, Chief Executive, Gusto UK
Tom Marsden, Lincoln College Group
John Latham, Director of DVC Projects, University of Lincoln
Tony Aspbury, Chairman of Development Committee, Newark Showground
Alan Mellor – Town Clerk of Newark Town Council
Darren Burke – Director of Masdings
Simon Shaw – Newark Business Club
Richard Gelsthorpe – Pratt & Gelsthorpe
Michael Baker – Farndon Parish Council
Matt Colbourne – East Midlands Digital Media
Fiona Anderson – NTU
Gary Headland – Lincoln College Group
Johanne Thomas – Urban & Civic

Others

Matt Lamb – Director – Planning & Growth (NSDC)
Neil Cuttell – Business Manager – Economic Growth (NSDC)
Jane Hutchinson – Town Centre Development Manager (NSDC)
Cllr. Keith Girling – Deputy Leader of NSDC
Sanjiv Kohli – Deputy CX/Director – Resources/S151 Officer (NSDC)
Sandya Ward – Homes England
Tim Brown – DWP
Clive Fletcher – Historic England
Will Temple - Hatch Regenris

28.0 Apologies for Absence

Apologies for absence were received from:

Simon Witts – Aviation 360
Richard Coppell – Urban & Civic
David Jones – Timico
Karl Tupling – Homes England
Linny Beaumont – Canal River Trust
Lorna Masey – DWP
Cllr. Ronnie White – Chairman of Balderton Parish Council

29.0 Minutes of the Meeting held on 11 February 2021

AGREED, that subject to the apology from Fiona Anderson – Head of Civic Engagement (NTU) being recorded, the minutes be accepted.

30.0 Declarations of Interest

None

Prior to the commencement of the business listed on the Agenda, TC advised the meeting that the Heads of Terms had been signed. He stated that a meeting had taken place with himself, John Robinson (CX of NSDC) and Matt Lamb with Kazco, a smart fleet business, who were looking to recruit up to 250 locals. He noted that they were not represented on the board but the generation of jobs was welcome news.

TC also advised of the recent passing of board member, John Coles, expressing his condolences. John has done much for the town, its residents, community groups, and businesses over many years. John was an advocate for the town, including backing for what we are seeking to achieve with the Towns Fund.

TC stated that it was now time to establish the correct teams to forge ahead with the projects. DJL added his thanks to all those involved with securing the funding and paid tribute to John Coles noting his contribution that will continue in legacy.

31.0 The Newark Town 'Deal' and Next Steps

ML advised that the Heads of Terms had now been signed by all parties so progress on the projects was now possible. He added that the Southern Link Road (SLR) had been included in the Heads of Terms but had not been listed in the priority projects for the Government, in accordance with the previous resolution of the Board. Rather, it was recommended that the SLR be subject to a separate funding submission to Government as part of the Levelling Up Fund (considered under the Funding Opportunities item). Paragraphs 2.4 and 2.5 of the report recaptured the Towns Fund priority projects together with the various project confirmation activities which had to be submitted to Government no later than 21 May 2021.

ML provided the Board with details of the two independent consultants appointed to assist with: the assessment of submitted Green Book Business Cases for the projects; and also to support or write Full Green Book Business Cases with and for each of the Project Sponsors. It was noted that the consultants appointed were Quod and Hatch. Details of the funding arrangements for their appointments were provided at paragraph 3.2 of the report.

TC stated that the intention was to spend the minimum amount possible on necessary beauracracy to ensure that as much of the funds awarded were spent on the projects to improve the town.

TC stated that should a new project come to the Board's attention it should be captured and recorded on an alternative list, as should any known projects that did not receive funding, noting the comments of Gary Headland and possible student accomodate for those attending the IASTI.

AGREED (unanimously) that:

- (a) the contents of the report be noted;
- (b) the priority projects for Towns Fund Grant (subject to Assurance and Full Business Case approval) and Project Sponsors be agreed;
- (c) the submission by Newark & Sherwood District Council of a Levelling Up Fund bid for the delivery of the Newark Southern Link Road be supported;
- (d) the identified accelerated projects for submission to Government be:

YMCA Community & Activity Village;
32 Stodman Street; and
IASTI

as detailed in paragraph 2.7 be agreed; and

- (e) support be given to the principle of ring-fencing no more than 2% (£500,000) of Town Deal grant to cover management and monitoring of the program for the lifetime of the fund, subject to District Council and Government support.

32.0 Project Updates & Accelerated Fund Spend

NC presented an update on progress of various projects within the TIP, providing specific reference to the Accelerated Fund Projects that had required defrayment of spend by March 2021. The report provided details of the three projects identified to have met the criteria and the redistribution of allocated funding from the '20 Minute Town' project to the IASTI project. A table providing a project update was detailed in paragraph 2.4 of the report.

Construction College

GH stated that the development of the construction college was progressing well and would provide a modern facility for students. Recruitment on education packages had commenced. TM added that work was ongoing with local business and it was likely that apprentices would be in place by June 2021. Further students would commence their courses in September to fit in with the education timetable e.g. plumbers; apprentice plumbers; bricklayers; and apprentice bricklayers. Work was also ongoing in relation to the provision of courses for adult students. He added that it was hoped that some 500 'learners' would have gone through the college in 5 years' time.

IASTI

It was noted that development of the project was progressing at pace. Core programmes were being developed but also a vision for the future was being established. An interim facility would be operational in September with students being visible within the town centre (with branded uniforms).

NC offered his thanks to GH and TM stating that Newark was one of a few areas that had proven their ability to deliver and had spent the monies on the priority projects within the set timescales.

AGREED (unanimously) that the report be noted.

33.0 Town Centre Project Updates

NC presented the report which provided an update on the various initiatives that were being undertaken in Newark Town Centre. These were listed as: Reopening High Streets Safely/Welcome Back Fund; Heritage Action Zone; Business Resilience Programme; High Street Diversification Fund Grant; Kickstart; and Footfall with a brief update of the latest position for each initiative being provided.

TC stated that more work needed to be done to understand what would create increased footfall in the town centre. In response NC agreed that more work was required, much of which would form part of the Cultural heart of Newark proposals. He noted that someone had raised the question of whether free parking would assist retail businesses. He stated that this tended not to be an incentive but it would be kept under review. DJL noted the previous comments adding that an experience needed to be created for visitors and that all day parking was already available in the edge of town car parks.

AGREED (unanimously) that the ongoing initiatives being rolled out in the town centre be supported

34.0 New Funding Opportunities

ML presented to the Board a report on new revenue and capital funding opportunities that had been announced in the March 2021 budget. These were noted as the Community Renewal Fund (CRF) and the Levelling Up Fund (LUF). The CRF was largely revenue grant aimed at programs and interventions which could drive innovation and transformative change. Newark & Sherwood had been identified as Priority 1 place for investment based on an index of economic resilience. The LUF was a capital fund that invited proposals from local authorities for individual projects or a package bid (similar to the Towns Fund) which consisted of multiple projects. For this fund District Councils within two-tier areas were eligible to bid as were County Council with transport powers (eligible to submit one transport bid).

ML sought support for the funding of the Newark Southern Link Road (SLR) as the Round One LUF bid for the Newark Constituency area. He advised that that any Sherwood LUF bid should not be made in Round 1 as it would not be able to meet the 'shovel ready' criteria. It is proposed that this be subject to a Round 2 bid, which should be developed via a "Sherwood Levelling Up Fund Board'.

NC advised that 107 bids had been submitted for adjudication to Nottinghamshire County Council for the CRF and that a submission would be made by NSDC also. GH stated that it could also potentially assist with existing projects, noting that the IASTI was 'revenue hungry'.

DJL noted that the new funding opportunities were being released in large numbers but with short timescales for the bidding process, thereby reinforcing the need to keep the list of potential projects updated.

AGREED (unanimously) that:

- (a) the identified funding opportunities be noted and welcomed and that the necessary support in preparation of the bids be approved; and
- (b) full support be given for any Newark Levelling Up Fund bid which sought grant to deliver the Newark Southern Link Road.

35.0 Future Governance and Associated Draft Newark Towns Fund Assurance Framework

ML presented to the Board a report which set out the governance and assurance frameworks for the Newark Towns Board for the delivery of Newark Town Investment Plan.

The Board's current governance and structure was noted and that it was now time to review them as it entered the next phase in its programme. Details of the proposed new structure of the Board, together with an outline of principles were provided in paragraph 3 of the report. In presenting the report ML advised that assurance to the public and Government as to how the funds would be spent was required and that the proposed new structure would consist of: the Main Board; an Executive Board; and Sub Groups as appropriate.

TC suggested that progress of the projects be set by the following 3 levels:

| | |
|------|------------------------------------|
| Why | To promote and to better the town; |
| What | 9 Projects to be delivered |
| How | Good Governance and Framework |

AGREED (unanimously) that:

- (a) the draft Local Assurance Framework, appended to the report, be supported; and
- (b) the Local Assurance Framework be finalised, adopted and procedures put in place by the next proposed Towns Fund Board Meeting.

36.0 AOB

ML advised that he would recirculate the TIP prior to its publication to seek approval from all Board members. He noted that the Plan dated from 2020 but no changes could be made prior to its publication. A supporting document would also be published alongside it to reflect what developments and progress had been made since then. DJL sort to reinforce that the Plan had been set following consultation with the public and had not just been produced by the Council. He encouraged all Board members to reiterate this fact.

SW advised that the Newark Business Club were working towards setting a net zero carbon target and were looking to bring on board businesses who wished to achieve zero carbon output. TC advised that a number of businesses were now making such statements of interest and that he could offer an employee from his organisation who had relevant experience to assist a Business Club briefing.

The meeting closed at 9.35am.

NEWARK TOWNS FUND UPDATE PROJECT CONFIRMATION AND MONITORING & EVALAUTION

1.0 Purpose of Report

1.1 To inform Newark Town Board of the submission to the Government of the project confirmation and monitoring & evaluation schedule for each of the priority projects. Further to update members of the board on the initial response to submission and next steps for delivery of the Town Plan.

2.0 Background

Newark Towns Fund Project Confirmation

2.1 In early March 2021 the Government made an offer through a Heads of Terms agreement to Newark Town Board of up to £25m to deliver a programme of projects as identified in the Town Investment Plan submitted in July 2020. Following this, on 23 March a response confirming the Heads of Terms documentation was sent back Newark & Sherwood District Council as accountable body for Newark Town Board confirming acceptance. In doing so the Government outlined that the Town Board would have to respond within 2 months confirming the priority projects, any proposed changes or adjustments, and a monitoring evaluation plan that identified the measurable outputs and outcomes sought. Further the Government sought clarifications and outline project plans on certain projects including the Newark Heart and Smart Innovation Supply Chain and Logistics Enterprise Zone (SiSclog).

2.2 The Director for Planning & Growth and Business Manager for Economic Growth at Newark & Sherwood District Council facilitated and collated the necessary information from Project Sponsors and Project Managers to ascertain all of the required information. This included:

- Project Confirmation Documents for each individual priority project
- Project Adjustment forms for each individual priority project
- A Monitoring & Evaluation Plan for all priority projects
- A financial profile for the priority projects
- An outline project plan for Newark Heart
- An outline project plan for SisClog.
- The Draft Newark Town Board Assurance Framework.

2.3 The Programme Pack inclusive of the above was sent with a covering letter detailing any changes to the Government on 21 May 2021 and within the required 2 months sought.

2.4 In April 2021 Hatch Consultants were appointed to develop 7 of the 9 priority project identified within the Newark Town Investment Plan in to Full Business Cases. This work is now underway and Newark Town Board need to approve all Full Business Cases before March 2022 to access the grant required. To ensure that there is synergy between the Full Business Cases and the Monitoring & Evaluation Framework dialogue and communication between Project Sponsors & Manager with Hatch is a necessity and focused work programmes are developed. Hatch will complete all Full Business Cases with the Project Sponsor and Manager, ensuring compliance with the Assurance Framework, and aligned with a review by Quod Consultants by March 2022.

2.5 In June 2021 the Government responded to Newark & Sherwood District Council as accountable body informing that:

- The programme financial profile was approved
- That all Accelerated Fund projects are to be included within final M&E Plan upon completion of all of the Full Business Cases
- Monitoring targets for all indicators are to be sent within the final M&E Plan
- Details of evidence to support non-standard project specific monitoring indicators need the method, collection and responsible project lead to be identified within the updated M&E plan.

3.0 Next Steps

3.1 To deliver the next steps in delivery of the Newark Town Investment Plan members should note the following actions:

- 1) The changes requested in **Appendix 1** from the Government to each specified project are actioned by Project Sponsors in-conjunction with Newark & Sherwood District Council as accountable body.
- 2) That Project Sponsors and Managers, alongside Hatch refine and develop the project plans and Full Business Cases for agreement by the Town Board before March 2022
- 3) That once a Full Business Case is developed a Summary Document is created a submitted to Government.

4.0 RECOMMENDATIONS that Newark Town Board Members:

- (a) **Newark Town Board Members are asked to note the update and response from Government on the Project Confirmation, Financial Profiling and Monitoring & Evaluation Plan; and**
- (b) **Newark Town Board Members are asked to endorse and approve the next steps outlined at paragraph 2.6 and 2.7.**

Background Papers

Sanjiv Kohli
Deputy Chief Executive, Director - Resources and
Section 151 Officer

Matt Lamb
Director – Planning & Growth

Response from Government to Project Confirmation and Monitoring & Evaluation Plan

Newark Project Confirmation Review

| Stodman Street |
|--|
| <ul style="list-style-type: none"> • Rationale for output target and project name revision set out within project adjustment form – changes accepted. • Draft M&E Plan adopts all standard project specific monitoring indicators, with no issues flagged - targets to be set within final M&E Plan • The Accelerated Fund aspect of the project to be incorporated into final M&E Plan |
| International Air and Space Training Institute (IASTI) |
| <ul style="list-style-type: none"> • Revised timescales for achievement of learner targets set out within project adjustment form – changes accepted. • Draft M&E Plan adopts 2 standard project specific monitoring indicators and includes 3 non-standard monitoring indicators – would recommend adopting: • <i>“Number of learners/students/trainees <u>gaining certificates, graduating or completing courses at new or improved training or education facilities, or attending new courses.</u>”</i> As a direct replacement for <i>“# of graduates per year”</i> and <i>“# of Level 3 qualified personnel for the aviation sector”</i> • Would recommend retaining non-standard indicator <i>“# of apprenticeships”</i> and provide details of the evidence to support achievement, how it will be collected and who will be responsible for collection within the final M&E Plan. • The Accelerated Fund aspect of the project to be incorporated into final M&E Plan |
| Police Station Relocation |
| <ul style="list-style-type: none"> • Refine revenue and capital funding within project confirmation document • Condition attached to proposal sought clarity of alignment with Towns Fund Intervention Framework – that alignment is achieved through development of vacated site so would want to see this reflected in standard project monitoring outputs. • Draft M&E plan contains only one standard output <i>“public amenity relocated”</i> Would recommend the adoption of the additional project specific standard monitoring indicators to support the alignment with the Town Fund Intervention Framework – <ul style="list-style-type: none"> • <i>“# sites cleared”</i>. • <i>“# of residential units”</i> • Plus the adoption of the non-standard indicator <i>“# amount of employment space created”</i> and provide details of the evidence to support achievement, how it will be collected and who will be responsible for collection within the final M&E Plan. • The TIP 2 template stated that <i>“the repurposing of the old Police station site into residential and business space to enhance footfall that enables better self-policing and the provision of crime prevention assets that will reduce actual and perceived crime in the town centre”</i>, so would also recommend that the Level 4 outcome <i>“year on year monthly % change in footfall”</i> is monitored to demonstrate full value of the proposal. |

Smart Innovation Supply Chain & Logistics Enterprise Zone (SiSC Log)

- Draft delivery plan shared - comprehensive response to how conditions will be met – including working with Universities of Lincoln and Nottingham.
- Changes to funding profile set out within project adjustment form – changes are acceptable.
- Draft M&E Plan includes 3 non-standard project specific monitoring indicators would suggest the following standard project indicators would effectively demonstrate project value –
- "*# of rehabilitated land*" as opposed to "Hectares of site remediated and developed".
- "*# of learners enrolled in new education and training courses*" as opposed to "Number of new qualifications: increasing the breadth of the local skills offer".
- and/or "*# enterprises receiving non-financial support*", "*potential entrepreneurs assisted to be enterprise ready*" as opposed to "Number of new businesses".

Cycle Town

- Minor error within Match Funding breakdown on project confirmation form - match funding subsequently confirmed as £0.15m.
- Draft M&E form financials require review – to be corrected on final M&E Plan.
- Changes to the project profile and to its focus "*The project will focus on cycle provision and associated parking and rental schemes. Physical upgrades will be delivered separately*" set out within a project adjustment form – changes accepted.
- Recommend the addition of the standard project specific monitoring indicator "*# of enterprises receiving non-financial support*" within M&E plan to meet the anticipated output set within the TIP 2 template" # number of business engaged and signed up to new cycle programme".
- Draft M&E Plan indicates there maybe problems collecting Level 4 outcome indicator – "*automatic/manual counts of pedestrians and cyclists*". MHCLG will only request this data where an LA already has access to it or intends to get access as part of their own ongoing monitoring activities.

Cultural Heart

- Draft delivery plan shared.
- Changes to funding profile set out within project adjustment form – changes acceptable.
- Draft M&E Plan adopts all standard project specific monitoring indicators would recommend the adoption of standard indicator "*# of enterprises receiving non-financial support*" to address the project outcome – "Number of enterprises utilising high quality, affordable and sustainable commercial space developed by project".

Castle Gatehouse

- Draft M&E Plan contains 5 non-standard monitoring indicators if no standard indicators can be identified to capture the benefits of the project details of the evidence to support achievement of these indicators, how that evidence will be collected and who will be responsible for its collection must be included within the final M&E Plan.

- Recommend that the following standard indicators is also adopted.
- *“Amount of capacity of new or improved training or education facilities”*.
- Would recommend consolidating non-standard indicators relating to school visits to a single indicator capturing visits at all levels so any changes to visit take-up will not require changes to expected outcomes.
- With regards to capturing footfall at events (as opposed to the standard indicator *“Year on Year monthly % change in footfall”*) - there are only a small number of outcome indicators we require you to collect data on, as outlined in the M&E framework.
- If you have an interest in capturing footfall at events and decide to commission a local evaluation, please confirm this so we can work with you to help align it with the data MHCLG will be collating.

YMCA Community and Activity Centre

- Match-Funding breakdown within project confirmation document requires clarity on source of match – confirmation that breakdown remains as stated within the TIP 2 template required.
- TIP 2 template confirms £2.2m as from LEP – this is Local Growth Fund, hence public match funding also derived from MHCLG and hence consideration will need to be given on how to disaggregate the LGF outputs from the Towns Fund outputs, to be addressed within final M&E Plan.
- Draft M&E Plan includes two non-standard project specific indicators would recommend that standard indicators are adopted in their place -
- *"Amount of rehabilitated land"* as opposed to *"derelict grassland regenerated"*.
- *"Amount of capacity of new or improved training or education facilities"* as opposed to *"new education space"*.
- Project adjustment form indicates that the refinement of the project from Strategic Outline Business Case to Full Business Case has seen reduction in learner output by 2024. The achievement of 2,150 learners can still be completed by 2026 – change accepted.

NEWARK TOWNS FUND UPDATE ON ASSURANCE FRAMEWORK, FULL BUSINESS CASES & OUTCOMES REVIEW

1.0 Purpose of Report

1.1 To present the proposed Assurance framework for the Newark Towns Fund to assist the delivery of supported projects in the Newark Town Investment Plan (TIP) and associated Heads of Terms. Further to inform of the process for full business cases and seek approval to progress the first full business case for the YMCA Community Activity Village into a Summary Document for submission to Government.

2.0 Background

Newark Towns Fund

2.1 Newark Town Board Members will recall the welcomed announcement in the March 2021 budget that Newark had been successful in its bid for £25m of grant funding for a raft of transformative and long—term projects for the Town, all contained within the Newark Town Investment Plan (TIP). Following this announcement Heads of Terms were executed with the government for the Newark Town Deal on 20 April 2021. The Towns Board, in alignment with this Council, have confirmed that the following TIP supported projects will be progressed through to Outline and Full Business Case stage.

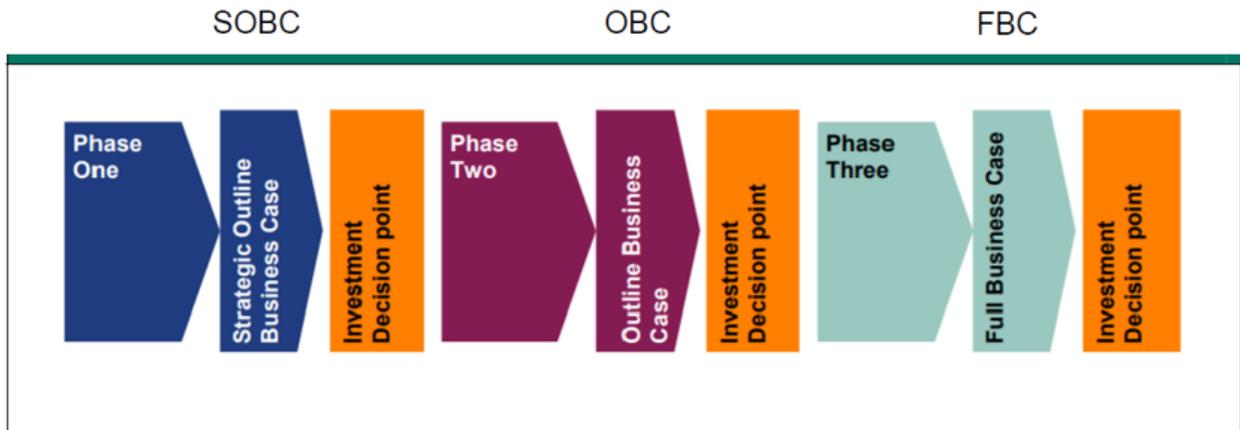
| Project | Project Sponsor |
|-----------------------------------|-----------------------------|
| IASTI | Lincoln College Group |
| SiScLog (Newark Gateway site) | University of Lincoln/NSDC |
| 32 Stodman Street | NSDC |
| Castle Gatehouse | NSDC |
| YMCA Community & Activity Village | YMCA |
| Construction College Expansion | Lincoln College Group |
| Cultural Heart of Newark | NSDC |
| Police Station Relocation | Nottinghamshire Police/NSDC |
| 20 Minute Town | NSDC |

2.2 Following this the submission of the Summary Document for each priority project will be made to Government to enable the drawdown of grant funds for the priority project.

Assurance Framework

2.3 Newark Town Board Members will note that the Council is to perform an accountable body and assurance role for the Towns Fund and the Newark Towns Fund Board. This includes a requirement to adopt a Newark Towns Fund Assurance Framework (AF) to confirm the process for release of funds for agreed projects, including various decision-points and submission requirements from project sponsors. An updated version of this AF is provided at **Appendix A** for final adoption. For the avoidance of doubt the AF as proposed has been formally adopted by Newark and Sherwood District Council as the accountable body. The board are therefore asked to endorse it.

- 2.4 The AF has been drafted in consultation with internal legal and finance colleagues, in addition to the S151 officer. Externally, colleagues at the D2N2 LEP, MCHLG, and independent consultants Hatch and Quod (who Members will recall which assist in Business Case preparation and assurance respectively) have all contributed to the recommended AF.
- 2.5 The process for sign-off of grant funding, as captured in the AF, is as follows.



- 2.6 The Newark Town Investment Plan (TIP) effectively provides the SOBC in the context of each of the Towns Fund supported projects.
- 2.7 OBC's will be provided in the majority of cases in advance of any FBC. This is not likely to be the case, subject to Towns Board approval, for projects which are further advanced. This will likely include the YMCA, IASTI, and 32 Stodman Street, all of which are sufficiently mature to advance straight to an FBC.
- 2.8 Any OBC and FBC must be approved by the Council (acting as the accountable body) and Newark Towns Board, acting upon the advice and recommendations of the Council's s151 Officer (themselves supported by Quod consulting).

Monitoring & Evaluation

- 2.9 The Newark Towns Fund program has a range of expected outputs and activities associated with each project, which is confirmed upon approval of a Full Business Case and associated Funding Agreement with the project sponsor. In addition all projects, as part of their Business Case submissions are required to embed and address the Public Sector Equality Duty (PSED), Subsidy Control, Clean Growth Principles, and Stakeholder Engagement (through the production of a Stakeholder Engagement Plan, within which will sit a Private Sector Engagement Plan).
- 2.10 Save for formal amendments throughout delivery (which must be approved by the Council and Newark Towns Board) all outputs will be formally captured and monitored. Qualitative evaluation will also take place, including where relevant with interviews with students and workers who have progressed as a result of each of the initiatives.

- 2.11 NSDC will be required to report formally to MHCLG twice a year (or more regularly, if agreed with the Towns Hub), and provide regular feedback to MHCLG on with a comprehensive set of data relating to each Town Investment Project including both total and forecast spend and output metrics. The Towns Hub will also conduct an annual review, assessing progress, understanding issues and agreeing any actions to be taken forward by each town. Continued funding is linked to the effective delivery of the deal.

Full Business Case Assessment – YMCA Community and Activity Village

- 2.12 As Newark Town Board Members will be aware all of the projects are at a different stage of development and maturity. Three projects are identified as being able to be accelerated, the IASTI, 32 Stodman Street, and the YMCA Community & Activity Village. In the case of the latter a Full Business Case has been received and will be appraised by Quod Consulting and the Council's S151 Officer. The YMCA have commissioned Hatch consultants to undertake a review of the Local Enterprise Partnership (LEP) Full Business Case for the Community Activity Village to ensure compliance with the terms and conditions set out in the 5 case business plan model of the Towns Fund. Hatch have confirmed that the Full Business Case will be complete by August 2021. To continue the momentum built of the YMCA Project it is proposed that delegated authority be provided to the Co-chairs of Newark Town Board and the Section 151 Officer of Newark & Sherwood Town Council to authorise the amended FBC for submission as a summary document to Government at the end of August 2021 and subject to Quod signing it off.

IASTI® Newark

- 2.13 Board Members will recall this project, and its innovative approach to training across military and civil industries to create pre 16, post 16, and post 18 education pathways for pilots, ground crews, and engineers. IASTI® Newark is the first to be announced in the UK. A second at IASTI® London City has also now been [announced](#).
- 2.14 IASTI® Newark will welcome its first intake of students to temporary facilities at Newark College from September 2021 with a view to the new permanent IASTI facility opening from September 2023 on the Newark Gateway site adjacent to the Newark & Sherwood District Council offices. The proposed site of the IASTI is detailed below and follows feasibility work by the College and partners to progress the scheme.



2.16 The IASTI® Project team have scheduled a likely planning application for the IASTI® in late summer 2021. This follows a dual approach to the development of the Full Business Case (FBC) for the IASTI which Hatch Consultants are developing with the IASTI Project team for late September 2021. It is anticipated that the FBC will be ready for consideration by Newark Town Board in October 2021.

3.0 RECOMMENDATIONS that Newark Town Board Members:

- (a) **adopt the Newark Towns Fund Assurance Framework (June 2021) as provided at Appendix A; and**
- (b) **give delegated authority to the Co-Chairs of Newark Town Board, acting in accordance with any formal recommendation of the Section 151 Officer of Newark & Sherwood District Council (as informed by the Quod Consulting Assessment), to support the submission of a Summary Business Case to government which seeks to draw down a maximum of £2m of Towns Fund grant funding for the YMCA Community and Activity Village. This is subject to all outputs and outcomes remaining in accordance with the Monitoring & Evaluation Framework dated July 2021**

Background Papers

Draft Local Assurance Framework – Version 1 (June 2021)

For further information please contact Matt Lamb at matt.lamb@newark-sherwooddc.gov.uk

Sanjiv Kohli
Deputy Chief Executive, Director - Resources and
Section 151 Officer

Matt Lamb
Director – Planning & Growth



**NEWARK &
SHERWOOD**
DISTRICT COUNCIL

**Newark Towns Fund
Local Assurance Framework**

June 2021

DRAFT

Table of Contents

| | | |
|----|---|---------|
| 1 | Introduction..... | Page 3 |
| 2 | Governance..... | Page 5 |
| 3 | Board Representatives..... | Page 7 |
| 4 | Structure..... | Page 8 |
| 5 | Scheme of Delegation..... | Page 9 |
| 6 | Code of Conduct..... | Page 10 |
| 7 | Publications of Reports and Information..... | Page 11 |
| 8 | The Accountable Body..... | Page 12 |
| 9 | Section 151 Officer..... | Page 14 |
| 10 | Contracts..... | Page 15 |
| 11 | Government Branding..... | Page 16 |
| 12 | Engagement with Stakeholders..... | Page 17 |
| 13 | Inclusion and Sustainability..... | Page 18 |
| 14 | Town Investment Projects and Assurance Process..... | Page 19 |
| 15 | Value for Money..... | Page 24 |
| 16 | Risk..... | Page 26 |
| 17 | Monitoring and Evaluation..... | Page 28 |

Appendix

| | | |
|---|---|---------|
| 1 | Newark Towns Fund Board Terms of Reference..... | Page 29 |
| 2 | Register of Interest..... | Page 35 |
| 3 | Checklist..... | Page 37 |

1 Introduction

Town Investment Plan

In September 2019, it was announced that Newark-on-Trent had been chosen as one of 100 towns in the UK to potentially receive up to £25 million worth of investment, as part of the Government's 'Town Deal' initiative.

For Newark to have the best chance in being awarded the maximum funding, the Newark Towns Fund Board invited residents and visitors of Newark to take part in a survey to have a say the Towns challenges and opportunities. Local children were also asked to share their ideas on the future of Newark in the form of a writing competition. This work informed the shaping of projects and proposals to enable the strongest 'Deal' possible to be presented to Government.

This was captured in the Newark's 'Town Investment Plan', which was submitted to the Government at the end of July 2020.

The ambition is to 'reimagine' the town by addressing its visible and unseen challenges whilst maximising the positives. Learning and earning constraints continue to stifle social mobility and opportunity for residents and businesses. Retail vacancies and unemployment remain unacceptable high.

Four pillars of intervention were identified:

- Skills, Education, and Business
- Connectivity (digital, physical, people, and services)
- Town Centre Regeneration and Culture
- Town Centre Residential

It was announced in March 2021 that Newark had been successful in its bid for the £25 million of investment.

Newark Towns Fund Board

The Newark Towns Fund Board comprises c.40 private and public businesses and bodies and is the vehicle through which the vision and strategy for the town is defined.

The primary role of the Newark Towns Fund Board is to provide strong and visible leadership for Newark, challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town.

Since inception in early 2020, the Newark Towns Fund Board has agreed a vision for Newark and sought to maximise the opportunities for growth; including, the development of a well evidenced Town Investment Plan which sets out a clear understanding of the area, focusing on its assets, opportunities and challenges.

As the Newark Towns Fund Board enters its next phase in the Towns Fund process, its purpose changes to a strategic and delivery focus. As such, the structure of the Board has been updated to reflect the change in focus to include a Main Towns Fund Board and a smaller Executive Towns Board (see Section 4 for details).

Local Assurance Framework

This Local Assurance Framework (LAF) sets out how the Newark Towns Fund Board will effectively undertake its role in relation to good governance and allocation of public funds it is responsible for. It identifies the roles to be taken by Newark Towns Fund Board and its constituent Boards, by the Accountable Body and by the promoters of projects. This includes the process of ensuring value for money, prioritisation, appraisal, business case development and risk management.

It also sets out the process to be followed in selecting priorities for the Towns Fund.

Newark Towns Fund Board is fully committed to ensuring the highest standards of governance, accountability and transparency across all aspects of its activities and will review the LAF annually and make any changes in line with changes made to the Local Growth Assurance Framework to ensure consistency and full compliance. The Local Growth Assurance Framework has been used as a guide for the development of this Framework in the absence of an overarching assurance framework for the Towns Fund programme.

Newark and Sherwood District Council is the Accountable Body, and therefore has responsibility for ensuring this LAF is in place, meets the standards set out by Government and that all funding decisions are made in accordance with it. The Section 151 Officer will provide assurance of proper use of Government Funds and Governance Procedures within the Newark Towns Fund Board activities.

Newark and Sherwood District Council and the Newark Towns Fund Board will notify the Ministry of Housing, Communities and Local Government (MHCLG) of any significant changes made to the LAF.

2 Governance

The Newark Towns Fund Board have clear systems, rules and practices and processes in place to ensure that decisions are made on a transparent basis, by the appropriate persons or groups and based on appropriate skills and capability.

Members of the Newark Towns Fund Board and other subgroups will work within the agreed governance structures and will always demonstrate the highest standards of conduct. Any third party involved with the Newark Towns Fund Board or who is providing a service to the Newark Towns Fund Board will be made aware they are expected to act within the governance system and that their conduct is expected to be consistent with the standards applicable to members of the Newark Towns Fund Board.

As per the Towns Fund Prospectus, the Government expect that Town Deal Boards align with governance and policies of the Lead Council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest and complaints.

Newark and Sherwood District Council expects employees and its members to adhere to the seven Nolan Principles of public life. Therefore, Members of the Newark Towns Fund Board, Executive Board and Sub Boards are expected to adhere to those same principles of:

- Selflessness
- Integrity
- Objectivity
- Accountability
- Openness
- Honesty
- Leadership

Each Board Member and Substitute Board Member is required to submit a signed version of the Register of Interest, Terms of Reference, and Code of Conduct before formal membership is given. A copy of the Register of Interest, Terms of Reference, and Codes of Conduct are included within Appendix 1 and Appendix 2 of this document. Completed forms are submitted on the Newark and Sherwood District Council Website, as Accountable Body, under the list of Board representatives.

In light of the Covid-19 pandemic, Newark Towns Fund Meetings may be held in person or virtually, as required. The same governance rules apply to meetings that are held virtually.

An agenda, including reports presented to the Newark Towns Fund Main Board and Newark Towns Executive Board, are required to be circulated to all Board Members 5 working days prior to a Main Board or Executive Board Meeting and will be published on the Newark and Sherwood District's website.

An item of business not included in the agenda for a meeting may be considered by the meeting for reasons of urgency, if the person presiding at the meeting considers it appropriate and necessary to do so. Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance to be dealt with in this manner.

Any urgent decision that needs to be made by the Newark Towns Fund Main Board or Newark Towns Fund Executive Board that does not fit within the timeframe of the scheduled meetings may be decided through the written procedure set out in Section 5, Scheme of Delegation, where the Co-Chairs consider it appropriate and necessary to do so.

Minutes and actions from Main Board and Executive Board Meetings are required to be published and circulated to Board Members no more than 10 working days following a Main Board and Executive Board Meeting.

Additional governance information such as future board meeting dates are also made available on Newark and Sherwood District Council's website.

3 Board Representatives

The Newark Towns Fund Board comprises c.40 private and public businesses and bodies (including local government, education providers, charities, local business groups, public limited companies and private organisations).

The Newark Towns Fund Board comprises of the following representatives:

- **Chair and Co-Chair** - The posts will lead and facilitate the Board providing strategic direction. Each role will be independent in its own right and at least one role will be held by a private sector representative. To enable the Board to proceed at least one of the two Chairs must be in attendance at the Main Board meetings and the Executive Board meetings. The Chair and Co-Chair will be voted in on an annual basis.
- **Board Members** - Representatives from the public and private sector including local business, Higher Education, Further Education, community voluntary services, emergency services, media and the District Council. Board Membership will be reviewed annually. Any decision made by the Chair must be formally ratified by the rest of the Board Members. There may be one vote per organisation.
- **Substitute Board Members** - Substitute members from organisations will be entitled to attend Board meetings and vote when a Board Member is not available. Substitute members are required to follow the governance process.
- **Advisors** - Advisors are invited by Board Members and participate in the meetings but have no voting rights or ability to make decisions on behalf of the Board.
- **S151 Officer** – Newark and Sherwood District Council is the Accountable Body for the Town Board. The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (NSDC) and ensure proper administration of all financial affairs.

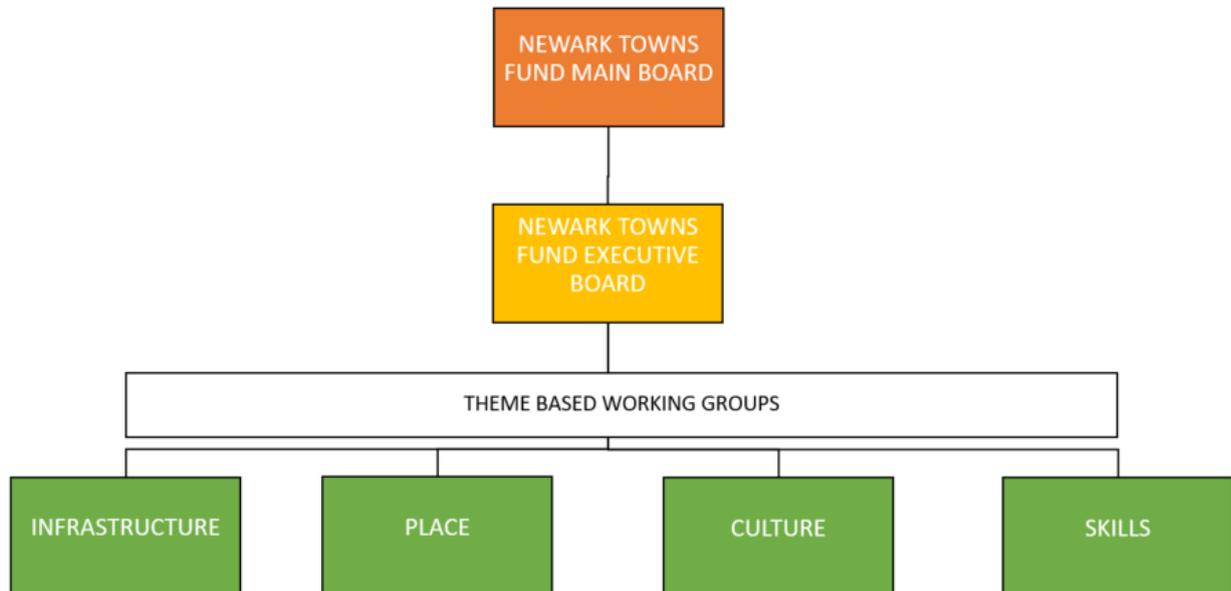
Process for New Membership

The Newark Towns Fund Board keeps a register of all Board and Substitute Members. Membership is reviewed on an annual basis. Board Members are notified with six months of their term left and given the option to reapply for a one term extension. Should the Board Member choose not to reapply the position is advertised via adverts online, in the local press and journals. Following the advertisement, the chairs will agree the shortlist for a vote into the Executive Towns Fund Board.

Part of the Main Board's responsibility is to ensure that that the Board Membership reflects the Newark Towns Fund Board area including age, gender, ethnicity, public and private sector, geography, and skills. Newark Towns Fund Board remains committed to diversity on its Board based on all protected characteristics and will encourage engagement and representation from across all communities from across the region.

4 Structure

The governance structure of the Newark Towns Fund Board is as follows:



The **Newark Towns Fund Main Board** is made up of the c.40 Board Members and Substitute Members as detailed in Board Representatives. The Main Board is to meet once every 6 months and its purpose is to oversee strategic decisions.

The **Newark Towns Fund Executive Board** is made up of a maximum of eight Board Members of which at least two are from Newark and Sherwood District Council, being the Chief Executive and S151 Officer, and at least four are from the private sector. The Executive Board representatives are approved annually by the Main Board and includes one of the Co-Chairs. The purpose of the Executive Board is to drive operational and delivery decisions as delegated by the Main Board. Advisors can be invited into Executive Board meetings and decision making.

Theme Based Working Groups are set up under the subjects of Skills Education & Business; Connectivity; Town Centre Regeneration & Culture; and Town Centre Residential. The Working Groups are made up of individual themed project groups. These groups are formulated and meet as required. The purpose of these groups are to deliver the projects identified in the Town Investment Plan and report any additional initiatives to the Executive Board. Theme Based Working Groups will be activated and inactivated based on the programme of projects within the Working Group. Each Theme Based Working Group will have a Working Group Champion whose role will be to call projects in under the group and organise meetings as required. A Newark and Sherwood District Council Officer will be included in each Theme Based Working Group who will be responsible for taking minutes and actions for the meetings.

5 Scheme of Delegation

The current scheme of delegation is for all strategic decisions to be made by the Newark Towns Fund Main Board. The Newark Towns Fund Board may delegate decisions to its Executive Board.

Any financial decision must be signed off by the S151 Officer from Newark and Sherwood District Council as the Accountable Body. The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (NSDC) and ensure proper administration of all financial affairs.

A decision which is made in contravention of the process will be invalid based on non-compliance unless the Newark Towns Fund Main Board has given prior approval for variation in the decision-making process.

Any decision that needs to be made by the Newark Towns Fund Main Board or Newark Towns Fund Executive Board that does not fit within the timeframe of the scheduled meetings can be decided through the written procedure below.

Only in the most exceptional circumstances might it be considered necessary and appropriate for a matter of strategic importance usually reserved to the Main Board to be decided through this procedure.

Written Procedure:

- A report in the usual meeting format and including reasons for urgency, will be circulated to the Co-Chairs to consider whether, due to the urgent nature of the decision to be made, it is necessary and appropriate for the decision to be made before the next meeting.
- Where practicable, the Co-Chairs will consult with other Executive Board Members prior to taking the required decision.
- The Co-Chairs will take the required decision, if at all possible within 5 working days of the report being presented. If the Co-Chairs are unable to reach agreement the decision of the Chair will be final.
- For transparency the report, reasons for urgency, and decision will be presented to the next appropriate meeting.

6 Code of Conduct

As per the Towns Fund Prospectus, the Government expect that Town Deal Boards align with governance and policies of the Lead Council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest, complaints, acceptance of the Nolan Principles, declaration of interests, gifts or hospitality and agreement of the latest Communications and Engagement Statement.

Where members of the Newark Towns Fund Board are not employed by Newark and Sherwood District Council, elements relating to pay or leave would not apply as membership of the Board is not a paid role.

Copies of Newark and Sherwood District Council's applicable policies, within its own Code of Conduct can be obtained via the website www.newark-sherwooddc.gov.uk/

Failure to adhere to the Newark Town Deal Board Code of Conduct could result in removal from the Board.

A copy of the Code of Conduct that Board Members are required to sign is included in Annex 1 of Appendix 1. All signed Codes of Conduct from Board Members are included on the Newark and Sherwood District Council website.

7 Publications of Reports and Information

Newark Towns Fund Board papers for the Main Board and Executive Board are published on the Newark and Sherwood District Council website.

These are published in line with the Best Guidance Practice Guidance in accordance with the Local Government Act 1972, meeting agendas and papers are published 5 clear working days before the meeting takes place and draft minutes of the meeting are published within 10 clear working days of the meeting taking place.

Any declaration of interest made at the meeting will be included in the minutes.

The Newark Towns Fund Board follow the Accountable Body - Newark and Sherwood District Council's document classification policy in terms of how documents are classified as public, controlled, or restricted.

Information which is not to be placed in the public domain is treated under The Local Authorities-Executive Arrangements Meetings and Access to Information Regulations 2012 using one of following 7 exemptions:

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any person (including the Authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultation or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes:
 - a. To give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - b. To make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation, or prosecution of crime.

Newark and Sherwood District Council have in place appropriate data protection arrangements in line with the General Data Protection Regulations (GDPR) and the Data Protection Act 2018. The Council is the Data Controller for the Board in its capacity as Accountable Body.

8 The Accountable Body

Newark and Sherwood District Council was appointed as the Newark Towns Fund Board's single Accountable Body in January 2020 as a requirement of the Towns Fund guidance.

The Accountable Body, through the Section 151 Officer, is accountable for the proper use and administration of funding, all of which falls under the annual audit of the Newark and Sherwood District Council's accounts, and for ensuring that decisions are made in accordance with this LAF or any other framework which may instead apply.

These responsibilities include:

- Ensuring the decisions and activities of the Newark Towns Fund Board conform with legal requirements with regard to equalities, social value, environment, Subsidy Control, procurement etc.
- Ensuring that funds are used in accordance with the conditions placed on each grant or loan.
- Ensuring (through the Section 151 Officer) that the funds are used appropriately.
- Ensuring that this Assurance Framework (or any other which may instead apply) is implemented and adhered to.
- Maintaining the official record of Newark Towns Fund Board proceedings and holding copies of all relevant Newark Towns Fund Board documents relating to any funding streams the Accountable Body is responsible for.
- Ensuring Newark Towns Fund Board decisions at formal meeting are recorded by way of minutes, and the minutes of each meeting are reported to the subsequent meeting to ensure accuracy. Minutes, agendas, and reports are published on the Newark and Sherwood District Council website.
- Responsibility for the decisions of the Newark Towns Fund Board in approving projects (for example if subjected to legal challenge).
- An independent annual audit will take place as instructed by Newark and Sherwood District Council as the Accountable Body.

The use of resources is subject to the usual local authority checks and balances – including the financial duties and rules which require councils to act prudently in spending; these are overseen and monitored by the Section 151 Officer.

While it may put in place procedures and promote proper practice, and monitor and report on the effectiveness of these, the Accountable Body is not responsible for any deficiencies in the administration of public monies among funding recipients and partner bodies. In the event of any shortcomings coming to light it will seek to safeguard, and recover where appropriate, the relevant monies through either the Newark Towns Fund Board mechanisms or its own channels as it considers most suitable in the circumstances.

The Accountable Body would only normally refuse a decision of the Newark Towns Fund Board if it were:

- Not procedurally valid, or
- Illegal, or
- Would lead to the available budget being exceeded.

If a situation did occur whereby the Accountable Body had significant concerns about a decision the Newark Towns Fund Board had taken, or proposed to take, then an urgent meeting within 5 working days would be convened by the Section 151 Officer of the Accountable Body with key stakeholders from both the Newark Towns Fund Board and the Accountable Body. The Council's S151 Officer will ensure compliance with all necessary financial regulations, in order to protect the accountable body (NSDC) and ensure proper administration of all financial affairs.

There will be a clear separation between scheme promoters (i.e. Newark and Sherwood District Council led schemes) and those advising on decision-making (the Accountable Body role), to ensure the Newark Towns Fund Board is acting on impartial advice on the merits of potentially competing business cases.

Where Newark and Sherwood District Council is the project lead and the Accountable Body, an independent business case assessor will review the project documents and provide an appraisal to the Newark Towns Fund Board on compliance to the Towns Fund programme. This should allow impartiality between different project leads and the Accountable Body.

Awards of funding by the Newark Towns Fund Board will be accompanied by a written grant offer agreement between the Accountable Body on behalf of the Newark Towns Fund Board and the promoter setting out the split of responsibilities and specifying provisions for the protection of public funds, such as arrangements to suspend or claw back funding in the event of non-delivery or mismanagement.

An equivalent agreement will be entered into where Newark and Sherwood District Council are both the Project Lead and Accountable Body.

As a minimum, these agreements will include:

- Details of the project and outputs to be delivered in a specified timescale
- Arrangements for payment (up front or in arrears, quarterly or other)
- Arrangements to suspend or claw back funding in the event of non-delivery or mismanagement
- Monitoring requirements, including the metrics and frequency of reporting
- Publicity obligations and arrangements

The agreement will be signed by the Section 151 Officer (or equivalent) of the promoting organisation and by the Section 151 Officer of the Accountable Body on behalf of the Newark Towns Fund Board, who has the final sign off on funding decisions.

The Accountable Body require Project Sponsors to provide evidence that subsidy control is adhered to. It will also satisfy itself of any subsidy control requirements in discharging its Accountable Body functions.

9 Section 151 Officer

Newark and Sherwood District Council is the Accountable Body for the Newark Towns Fund Board. The Council's S151 officer will ensure compliance with all necessary financial regulations.

The Newark Towns Fund Board and Accountable Body will ensure they address the five principles of the CIPFA guidance:

- Embed a corporate position for the Section 151 officer in Newark Town Board assurance
- Create a formal/structured mandate for the Section 151 officer
- Embed good governance onto decision making
- Ensure effective review of governance
- Ensure appropriate skills and resourcing

All Newark Towns Fund Board and any sub board documents which have a financial implication will be provided to the Section 151 officer/delegate, and where decisions are being made the Section 151/delegate will have the opportunity to comment. The Section 151 officer or delegate will also attend the Towns Fund Full Board and Executive Board.

Assurance will be provided by the submission by the Project Lead of a signed monitoring return to the Section 151 officer.

The Section 151 officer will provide the required level of assurance that is requested from MHCLG, which is to be confirmed.

10 Contracts

The Newark Towns Fund Board terms a 'contract' as a grant offer agreement for its Town Investment Projects.

As part of the grant offer agreement, the organisation responsible for the project will be required to fill in a project monitoring form to ensure compliance to achieve the desired outputs/outcomes as stated in the contract and the Town Investment Plan.

A regular programme overview is given at every Newark Towns Fund Executive Board and Newark Towns Fund Main Board meeting to update the Board on the performance, any issues and risks and mitigations of each project.

A Public Sector Equality Duty (PSED) assessment will be required as part of the contract with each individual project.

On a bi-annual basis the Newark Towns Fund Main Board is updated on outputs with each project RAG rated to highlight any projects which are an area of concern to the Newark Towns Fund Board's delivery targets. Any formal requests of changes over 25% to change grant profiles (for the avoidance of doubt, this does not relate to the overall level of grant, just the grant profile) or output profiles are taken to the Main Board for approval.

The Newark Towns Fund Main Board also receives regular updates on performance from the Newark Towns Fund Executive Board.

11 Government Branding

The Newark Towns Fund Board will meet any branding requirements set by MHCLG including the HM Government Identity Guidelines. Any additional branding changes or requests by HM Government will automatically be adopted by the Newark Towns Fund Board and will apply to all communication produced afterwards

Newark Towns Fund Board Brand

Each project is given the Newark Towns Fund Board branding guidance document which includes details for press and publicity and marketing and branding materials. This guidance adheres to the standards issued by the MHCLG.

Each project is contractually obliged to conform to the branding guidance.

This is followed up as part of the monitoring returns from each project, with projects required to provide details of forthcoming milestones linked to publicity opportunities to enable Newark Towns Fund Board to co-ordinate an appropriate marketing approach including engagement with MHCLG.

12 Engagement with Stakeholders

Newark Towns Fund Board is committed to effective engagement and collaboration with all its partners and stakeholders to effectively undertake its role as an advocate for its area and communicate key information relating to the Town Investment Projects

Examples of Newark Towns Fund Board's engagement activities include:

- Consultation of partners and stakeholders in the region for the Town Investment Projects
- Regular engagement with the local media on the Newark Towns Fund Board's work.
- Regular social media updates, website and video coverage of Town Investment Plan activity

The Chair and Co-Chair of the Newark Towns Fund Board regularly engage with local leaders, local Councillors, residents, and key business leaders.

Within Newark Towns Fund Board this engagement is being used to inform key decisions and future strategy development.

The Town Investment Plan, together with local economic development plans and capital programmes of Newark and Sherwood District Council provide the context, rationale and up to date evidence base for project and programme development.

Where there needs to be a change to the Town Investment Plan, this will be presented and agreed at Newark Town Fund Main Board before being communicated to the public. The decision will have been scrutinised appropriately by the Section 151 officer to ensure the change is fair and robust.

The Newark Towns Fund Board will remain in regular communication with MHCLG and the Towns Fund Delivery Partner and other towns who have received investment from the Towns Fund to ensure a collaborative approach to sharing ideas and support on any challenges.

13 Inclusion and Sustainability

The Newark Towns Fund Board looks to enable inclusivity and sustainability in to all its decision-making processes and strategic development. In order to be able to do this the Newark Towns Fund Board has a nominated inclusion representative and each Working Group must have at least one named inclusion representative at all times.

The Newark Towns Fund Board will consider how projects will improve the economic, social, and environmental well-being of the Newark-on-Trent area, how equality issues are considered, and how such improvements can be secured in the Town Investment Projects.

The Newark Towns Fund Board is committed to securing social value within the project designs.

All of the Newark Towns Fund Board strategies set out the inclusive ambitions and all decisions for capital funding must take into consideration the relevant charter which requires all projects to align their construction and development projects to a set of principles which create sustainable Economic, Environmental and Social impacts.

Each project as part of the Green Book Business Case should include details of how it meets the governments clean growth principles and Public Sector Equality Duty (PSED).

14 Town Investment Projects and Assurance Process

Town Investment Projects

In July 2020 the Newark Towns Fund Board submitted the Newark 'Town Investment Plan' which outlines thirty projects to span the next 30 years, including plans to regenerate the town centre, boost business and improve infrastructure. The government has announced that this plan has been accepted.

The priority projects identified to Newark are:

- **Lincoln College Group Construction College** – To provide additional courses in traditional trades (plumbing, bricklaying, joinery and stonemasonry), to over 600 new students over the next 5 years.
- **International Air and Space Training Institute** – To develop an International Air and Space Training Facility which blends education with practical experience.
- **YMCA Newark & Sherwood Community and Activity Village** – To redevelop 98.95 hectares of derelict space in the heart of Newark, with a mixture of physical and creative activities, education and health to ensure the village is a catalyst for broader social change/
- **Newark Cycle Town** – Deliver a new cycle scheme and facilities in partnership with Brompton Bike Hire.
- **Newark Castle Gatehouse** – To restore the structure of an iconic building to be used as a flexible facility for education, research and interpretation from our past and shared community space.
- **Former M&S Development** – The purchased M&S will be redeveloped, retaining a smaller, commercially attractive retail high street offer at ground floor and introducing a significant number of high-quality apartments at upper levels.
- **Newark Southern Link Road** – The completion of the Middlebeck Sustainable Urban Extension including the Newark Southern Link Road, connecting the A1 to the A46 is central to delivering the Council's Local Plan growth strategy/
- **Newark's Cultural Heart** – The project aims to build a cultural offer that will have a positive impact for the community of Newark. All who live, work and visit there, and build a sense of place for the town, balancing design with commercial reality.
- **Smart Innovation, Supply Chain & Logistics Enterprise Zone** – The creation of a new Smart Innovation, Supply Chain & Logistics Enterprise Zone, which will blend local skills, innovation and inspiration from the best examples of high-tech zones in Europe.
- **Police Station Relocation** – Project to relocate the town Police station to a Public Services Hub (expansion of Council offices).

Business Cases

Newark Towns Fund Executive Board are required to approve Business Cases for each project identified in the Town Investment Plan. It is the responsibility for each Project Lead to develop and submit the Business Cases for assessment.

The Business Case is a document setting out the case for investment used to justify the use of public spending and will set out the Case for Change, demonstrate that the investment is good value for money, affordable and deliverable. The Business Cases should be developed in accordance with the following government guidance documents; HM Treasury Green Book, HM Treasury Guide to developing a Business Case, Ministry of Housing, Communities and Local Government (MHCLG) Appraisal Guidance, DfT Transport Appraisal Guidance, DfT Appraisal and Modelling Strategy.

The Business Case Process will be delivered in three stages with each stage providing more detailed analysis to justify the investment until a project is procured and delivered. The stages are the Town 'Strategic Outline Business Case' (SOBC), which in this case is the Towns Investment Plan (TIP) and is therefore complete, 'Outline Business Case' (OBC), and 'Full Business Case' (FBC).

In the case of NSDC the Towns Investment Plan is the Strategic Outline Business Case and is therefore complete.

A checklist is included in Appendix 3 which details the project milestones required for projects to progress through the Outline and Full Business Cases and includes the process for approval.

The Newark Towns Fund Executive Board and the Accountable Body will carry out an assessment of the Outline Business Case in line with the MHCLG guidance and report back to the Project Lead with confirmation on whether the project can progress to Full Business Case or whether there are any further requirements. Once the Outline Business Case is approved by the Newark Towns Fund Executive Board and the Accountable Body then the Executive Board will inform the Main Board of the approval and allow the Project Lead to progress the Full Business Case.

In circumstances, where a project has already been significantly progressed, the Project Lead may make a request to the Towns Fund Executive Board, that the Project is fast tracked straight to a Full Business Case. Full details on the project and reasoning behind the request must be presented to the Executive Board by the Project Lead in order for a decision to be made.

The Business Cases should be structured on 5 key dimensions, as referred to in the HM Treasury Green Book and referred to as the '5 Case ?'.

The Strategic Case should cover;

- Baseline analysis of the study area identifying key challenges to be addressed
- Review of relevant local, regional and national strategic policies
- Develop and agree a clear vision and objectives with stakeholders
- Analyse the need for intervention
- Project prioritisation to identify option for investment
- Develop a clear theory of change for the investment
- Assess how the investment fits in with other investments including consideration of dependencies.

The Economic Case should cover:

- Identify key benefits based on the theory of change
- Identify ways of modelling and monetarising benefits based on departmental guidance and considering the risk of double counting
- Determine costs, setting out clearly what they include and apply relevant adjustment factors
- Value for money assessment over the appraisal period including sensitivity tests
- Consideration of non-monetary benefits including social value.

The Financial Case should cover;

- Identify project costs including capital and operating costs and risks over time
- Ensure funding and financing are both covered
- Assess funding sources, project cash flows over time and the funding ask in a financial model

- Assess overall affordability of schemes
- Consider wider financial implications such as balance sheet treatment and tax issues
- Provide information on due diligence that has been undertaken to ensure the project costs are robust and sensitivity testing to understand a range of possible outcomes.

The Commercial Case should cover;

- Identify who the scheme/promoter is.
- Develop the procurement strategy
- Set the commercial strategy and set out contract arrangements including implications
- Consider social value in procurement
- Demonstrate market testing or other evidence that there is a market to deliver the project
- Determine the allocation of risks

The Management Case should cover;

- Identify governance including roles and responsibilities
- Develop a programme for investment with key milestones and decision points clearly identified
- Develop a stakeholder engagement and communications strategy
- Assess project risks and dependencies
- Develop a benefit realisation plan and monitoring & evaluation strategy

A Business Case must be developed for each of the selected projects in line with the conditions set in the Heads of Terms document. If a project consists of a package of smaller interventions these can be grouped into one Business Case as long as the strategic case is put forward demonstrating how the separate interventions link together to deliver a coherent vision. The value for money assessment must cover the project as a whole but each intervention must be costed in the financial case.

A Public Sector Equality Duty (PSED) should be fulfilled through a programme-level impact assessment; a relevant project-level impact assessment should also be undertaken. The Supplier assigned to develop the Business Case should work with the Accountable Body to produce a Summary Document for submission to MHCLG within 12 months of signing the Heads of Terms document. Environmental Impact Assessments should also be undertaken when required.

Green Book compliant Business Cases should be developed for each project. Business Cases should include:

- The evidence for the intervention using rigorous analysis of quality data and the application of best practice.
- An assessment of value for money. Attention should be given to how different types of projects will be compared and assessed. Typically, this would include the following considerations at a level proportionate to the scale of funding required for the proposal:
 - A clear economic rationale that justifies the use of public funds in addition to how a proposed project is expected to contribute to strategic objectives
 - Clearly defined inputs, activities, outputs and anticipated outcomes, ensuring that factors such as displacement and deadweight have been considered
 - Benefits that exceed the costs of intervention using appropriate value for money metrics
 - Appropriate consideration of deliverability and risk along with appropriate mitigating action (the costs of which must be clearly understood).

Recognising the diversity of market conditions and the acute nature of the Covid-19 impact in some localities, no minimum value for money threshold is set for Towns Fund projects. However, to follow best practice, all Business Cases must contain robust value for money assessments. If value for money values are low, then additional justification should be provided. A variety of measures can be used to summarise value for money, this includes estimates for:

- Net Present Social Value - defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option.
- Benefit-Cost Ratios - defined as the ratio of the present value of benefits to the present value of costs. It provides a measure of the benefits relative to costs

Net present social value and benefit-cost ratios should not be treated as a full representation of value for money. Rather, they should be used to summarise the benefits and costs that can be readily monetised or quantified. There may be wider strategic or social value to an intervention which may not be easily assimilated into calculations.

Business Cases should address, in a proportionate manner, the five cases set out in the HM Treasury Green Book. The Green Book has recently been updated to ensure the methodology supports the delivery of Government's levelling up ambitions and other policy priorities. These updates include a much stronger emphasis on the strategic case backed up by rigorous theory of change analysis, and renewed clarity on what constitutes value for money.

Business Cases should be developed to meet the assurance requirements of the Accountable Body. In addition to the Green Book, other appraisal guidance should be followed for specific thematic interventions where available.

All Full Business Cases must be signed off by the Newark Town Fund Executive Board to be considered a complete and final document. A Summary Document of the Full Business Case must be produced for each project. This should be submitted to MHCLG within 12 months of signing the Heads of Terms for the Town Investment Plan in order for funds to be released, save for any revenue or capitalised funding received in advance.

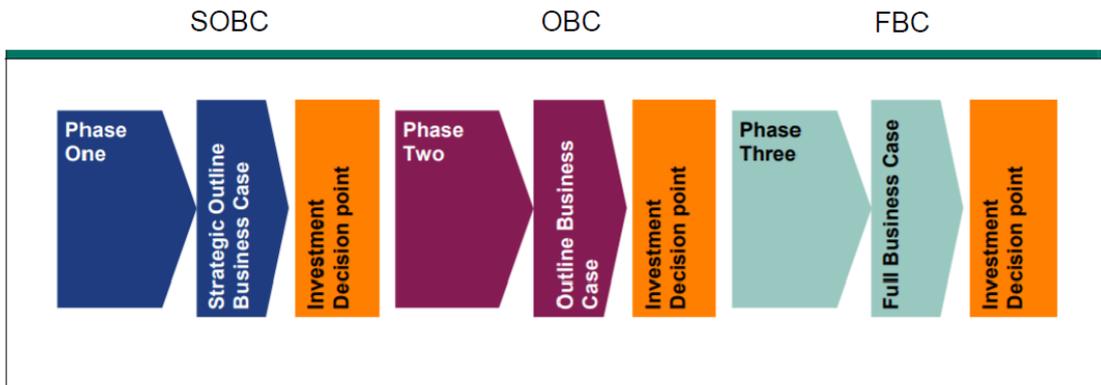
It may be permitted by MHCLG that all or a proportion of project funding can be released at an earlier date (fast tracked) before a Full Business Case has been developed where there is a clear case for funding being needed to enable/support project progression. Release of funding will be conditional on the submission of Summary Documents, appropriate monitoring & evaluation agreements made between NTB and the project lead and completed within 12 months of the Heads of Terms Agreement. Therefore Full Business Case's will still need to be worked up for all projects. Should the project not progress during the development of FBC the accountable body may seek to claw back funds from a project lead organisation.

It is possible that some projects may have to submit 'Conditional Business Cases' for Board approval at the 12 month stage. Conditional Business Cases may be necessary where progress is dependent on procedures and permissions beyond the control of the project sponsors (e.g. the granting of full planning permission or other third party processes). In these cases, the qualification must be clearly stated, and an appropriate risk analysis included.

The Assurance Process

Independent Assurers will be appointed to assure, appraise and evaluate business cases submitted to ensure they comply with the following:

- They have been developed as per the sequence below or have agreed the fast track approach stated:



- They adhere to the guidance provided by Government and meet the 5 case model
- They have been developed and completed as per the information set out in the specification document

Upon submission of the Full Business Cases, the appointed Assurer will be required to evaluate the documents in line with the required structures and methodologies set out in the Green Book to ensure compliance with the Town Board requirements and governance needs.

The appointed Assurer is expected to meet the deadlines outlined and led by Newark & Sherwood District Council and show commitment and integrity in delivering to a fast pace, changeable agenda.

Any changes to deadlines and timescales must be agreed with and approved in writing by the Authorities representative.

Following completion of the assurance process, the appointed Assurer shall send their feedback to the Newark Town Board for review and sign off.

All Full Business Cases must be signed off by the Newark Town Fund Executive Board to be considered a complete and final document.

Where there is a change in personnel within the team developing the Business Case, this must be managed by the appointed Assurer in a reasonable manner to ensure that the service is not affected.

All information included in the Business Case(s) should be kept private and confidential by the appointed Assurer and must not be shared with third parties, unless agreed with Newark & Sherwood District Council as the Accountable Body.

15 Value for Money

The Newark Towns Fund Board and the Accountable Body will need to assure themselves that projects are deliverable and represent good value for money. It is the promoter's responsibility to provide sufficient independent evidence that the project delivers the required value for money score in line with HM Treasury Green Book principles. The Newark Towns Fund Board and the Accountable Body will use appropriate external consultants working on the Business Case development to consider the VFM and make recommendations to the Newark Towns Fund Executive and Main Board.

The evidence and information provided will vary from project to project due to the nature and priorities of the project.

The Newark Towns Fund Board will be responsible for ensuring value for money for all Town Investment Projects. The consultants secured for developing the business cases will include this assessment within the business case development, which will be scrutinised by the independent assurer. All business cases will be signed off by the Accountable Body and the Newark Towns Fund Board.

16 Risk

A risk register is maintained of all projects and this is updated on a regular basis and shared with the Newark Towns Fund Executive Board. The risks of each project are rated using a scoring matrix based on likelihood and impact that each risk presents. A set of mitigations is also included.

Based on the risk register and as part of the programme overview report, high risks within projects are highlighted to the Newark Towns Fund Executive Board by the project leads and mitigations are set out.

Where a project as a whole is seen as High Risk the Newark Towns Fund Executive Board will seek a full risk report including how the risks will be mitigated. If the Executive Board are not satisfied with the response they will seek a decision from the Newark Towns Fund Main Board to remove the project from the programme.

In the event that a project has, in the opinion of the Newark Towns Fund Executive Board, significantly changed (by 25% or more) from what was originally proposed (i.e.: spend profile, outputs and outcomes, or delivery) the Newark Towns Fund Executive Board will write to the project lead requesting a written response detailing why the project has changed.

Following receipt of the response the Newark Towns Fund Executive Board may decide to proceed with the amended project, may request that the project revert back to what was originally approved, release only part of the funding or delete the project from the programme.

The Newark Towns Fund Executive Board will be provided with monthly performance reports by the project lead. If it is reported that a project is delayed (commencement / completion / outputs / outcomes) by 3 months or more then the project will be reported as a High-Risk project. In this instance the Newark Towns Fund Executive Board will write to the project lead requesting a written response detailing why the project was delayed.

If the Newark Towns Fund Executive Board are not satisfied with the response, they can invite the project lead to present additional information, including at the Executive Board meeting. If the Executive Board remain dissatisfied, then they can request to the Newark Towns Fund Main Board to remove the project from the programme.

17 Monitoring and Evaluation

The Newark Towns Fund Board will manage the strategic programme and the Newark Towns Fund Executive Board will seek monthly updates from Project Leads on progress for each project.

Programme management will be through the monitoring process, the terms of this will be defined in each project's grant offer agreement and will be in line with the Monitoring and Evaluation Framework as set out by MHCLG.

Monitoring and Evaluation within the Newark Towns Fund Board

The Newark Towns Fund Board will be required to monitor the Town Investment Projects according to the milestones and outputs in the business case. This will be set out in the grant offer agreements.

The principles of programme management will be for Newark Towns Fund Executive Board to manage the key programme risks, through proactive engagement with the project leads and developing a system of regular reporting. A programme overview including high risk projects will be presented at every Newark Towns Fund Executive Board meeting.

Newark Towns Fund Board has the right, in conjunction with the Accountable Body, to withhold funding if the project delivery expectations, aligned to business cases, defined at inception are not met within the agreed funding period.

Projects will be required to submit either monthly or quarterly monitoring reports (financial, output and narrative) explaining their progress to spend and delivery targets and noting specific changes to the project and challenges in delivery. The Project Lead will check monitoring reports are correct prior to submitting an approved return and that records are retained for the duration of the reporting period. Spot checks for verification purposes will be undertaken by the Accountable Body.

A variance of 25% or more on grant profile and delivery targets will trigger a review by Newark Towns Fund Executive Board, who will request a written response detailing why the project has changed from the project lead.

Newark Towns Fund Main Board and Newark and Sherwood District Council, as Accountable Body, reserves the right to recover or withhold all or part of the funding supplied for a project in these circumstances:

- The project is not delivered within agreed dates
- The project delivered differs from that specified
- The outcomes demonstrated through post-delivery evaluation fall short of those on which the value for money assessment and business case were based
- The outputs identified in the Business Case are not delivered.

Monitoring reports will be summarised for consideration at the Newark Towns Fund Main Board meetings, using a RAG rating system. In line with good practice and to support effective and robust decision making, monitoring reports to the Newark Towns Fund Main Board will typically summarise good progress and areas of good practice. The report will also highlight risks to the delivery of the programme.

If the Newark Towns Fund Executive Board considers it appropriate, project leads will be invited to the Newark Towns Fund Main Board meeting to explain the slippage. The Newark Towns

Fund Executive Board will take local circumstances into account in taking decisions over whether funding should be withheld or recovered.

All projects will be subject to a post-project evaluation completion report; this will ensure Newark Towns Fund Board follows best practice using recognised project and programme management techniques to ensure sound decisions have been made.

Each projects monitoring reports will be defined by the outputs, outcomes, and interrelationships to the wider programme.

Furthermore, an annual monitoring report for all projects will be required to ensure overall progress on the Town Investment Plan.

Monitoring and Evaluation Reporting to MHCLG

A condition of receiving Towns Fund funding will be providing regular feedback to MHCLG on progress of the Town Investment projects, to allow for monitoring and evaluation.

At least every six months (or more regularly, if agreed with the Towns Hub) Newark and Sherwood District Council will be required to provide MHCLG with a comprehensive set of data relating to each Town Investment Project, including both total and forecast spend, and output metrics. These returns will be scrutinised and signed off by the Accountable Body's Section 151 Officer.

The specific data requirements are set out in the Monitoring and Evaluation Framework.

The Towns Hub will also conduct an annual review, assessing progress, understanding issues and agreeing any actions to be taken forward by each town. Continued funding is linked to the effective delivery of the deal.

Appendix 1 Newark Towns Fund Board Terms of Reference

Last Reviewed April 2021

1 STATEMENT OF PURPOSE

1.1 The Newark Towns Fund Board is the vehicle through which the vision and strategy for the town is defined. In July 2020, the Newark Towns Fund Board submitted a Town Investment Plan, which was approved in March 2021 by the Ministry of Housing, Communities and Local Government for £25m of Towns Fund investment.

1.2 The primary role of the Newark Towns Fund Board is to provide strong, transparent and visible leadership for Newark, challenging partners to increase their ambition of what can be achieved collectively and acting as advocates for the town.

1.3 The Board will seek to maximise the opportunities for growth through the Town Investment Plan; overseeing the vision for the town and the development of the projects, focusing on its assets, opportunities and challenges.

2 MEMBERSHIP AND VOTING RIGHTS

2.1 The Newark Towns Fund Board comprises c.40 private and public businesses and bodies and is the vehicle through which the vision and strategy for the town is defined. The Newark Towns Fund Board comprises of the following representatives:

2.2 **Chair and Co-Chair** - The posts will lead and facilitate the Board providing strategic direction. Each role will be independent in its own right and at least one role will be held by a private sector representative. To enable the Board to proceed at least one of the two Chairs must be in attendance at the Main Board meetings and the Executive Board meetings. The Chair and Co-Chair will be voted in on an annual basis.

2.3 **Board Members** - Representatives from the public and private sector including local business, Higher Education, Further Education, community voluntary services, emergency services, media and the District Council. Board Membership will be reviewed annually. Any decision made by the Chair must be formally ratified by the rest of the Board Members. There may be one vote per organisation.

2.4 **Substitute Board Members** - Substitute members from organisations will be entitled to attend Board meetings and vote when a Board Member is not available. Substitute members are required to follow the governance process.

2.5 **Advisors** - Advisors are invited by Board Members and participate in the meetings but have no voting rights or ability to make decisions on behalf of the Board.

2.6 **S151 Officer** – Newark and Sherwood District Council is the Accountable Body for the Town Board. The Council's S151 Officer will ensure compliance with all necessary financial regulations.

3 BOARD REPRESENTATIVES

3.1 Board Members

| Name | Company | Email |
|---------------------------------------|--|---------------------------------------|
| Alan Mellor | Newark Town Council | alan.mellor@newark.gov.uk |
| Andrew Fox | Timico | andrew.fox@timico.co.uk |
| Ben Sumner | University of Nottingham | ben.sumner@nottingham.ac.uk |
| Craig Berens | YMCA | Craig.berens@nottsymca.org |
| Darren Burke | Masdings of Newark | darren@masdings.com |
| Darren Scott | National Careers Service | darren.scott@futuresforyou.com |
| David Lloyd – Joint Chairman | NSDC | David.Lloyd@newark-sherwooddc.gov.uk |
| Fiona Anderson | Nottingham Trent University | fiona.anderson02@ntu.ac.uk |
| Gary Headland | Lincoln College Group | gheadland@lincolncollege.ac.uk |
| Henry Price | Abbott & Co (Newark) Ltd | henry@air-receivers.co.uk |
| Ian Dagley | Hoval | ian.dagley@hoval.co.uk |
| Jackie Insley | Newark and Sherwood Citizens Advice Bureau | jackieinsley@sn-ca.org.uk |
| Johanne Thomas | Urban and Civic | johanne.thomas@urbanandcivic.com |
| John Coles | Evenbrook | john.c@evenbrook.co.uk |
| Kevin Guthrie | Newark Business Club | k.guthrie@guthrietherapy.com |
| Linny Beaumont | Canal and River Trust | Linny.Beaumont@canalrivertrust.org.uk |
| Jerry Hague | Newark and Sherwood Community and Voluntary Services | JerryHague@nandscvs.org |
| Matt Colbourne | East Midlands Digital Media | matt@eastmidlandsdigitalmedia.co.uk |
| Matthew Ellis-Mather | Ellis Mather Group | mellis@magnetexpert.com |
| Mick Baker | Farndon Parish Council | mickbaker038@btinternet.com |
| Nikki Burley | Newark Emmaus Trust | nikki@newarkemmaustrust.co.uk |
| Paul Holmes | Wirtgen Group | paul.holmes@wirtgen-group.com |
| Richard Gelsthorpe | Pratt & Gelsthorpe | richard.gelsthorpe@peugeotmail.co.uk |
| Ronnie White | Balderton Parish Council | Ronnie.White@newark-sherwooddc.gov.uk |
| Steff Wright | Gusto UK | steffwright@gusto-uk.com |
| Timothy Calvert | Dixons | timothy.calvert@dixonscarphone.com |
| Tom Cartledge – Joint Chairman | Benoy Ltd | tom.cartledge@handley-house.com |
| Tony Aspbury | Newark and Nottinghamshire Agricultural Society | tony@aspburyplanning.co.uk |

3.2 Substitute Board Members

| Name | Company | Email |
|--------------|-----------------------|-------|
| Alan Leather | Canal and River Trust | |

| | | |
|---------------------|--------------------------|--|
| David Jones | Timico | david.jones@timico.co.uk |
| Jayne Saunders | Farndon Parish Council | clerk.farndon.pc@btconnect.com |
| Jo Bradley | Wirtgen Group | jo.bradley@nottsymca.org |
| Keith Girling | NSDC | Keith.Girling@newark-sherwooddc.gov.uk |
| Michael Durban | University of Nottingham | michael.durban@nottingham.ac.uk |
| Richard Coppell | Urban and Civic | richard.coppell@urbanandcivic.com |
| Ross Halley | Hoval | Ross.halley@hoval.com |
| Simon Shaw | Newark Business Club | simon.shaw@duntop.co.uk |
| Stuart Ellis-Mather | Ellis Mather Group | smather@magnetexpert.com |
| Tom Marsden | Lincoln College Group | tmarsden@lincolncollege.ac.uk |

3.3 Advisors

| Name | Company | Email |
|-------------------|---------------------------------------|---|
| Andrew Ruff | Network Rail | andrew.ruff@networkrail.co.uk |
| Clive Fletcher | Historic England | clive.Fletcher@HistoricEngland.org.uk |
| David Wright | BEIS | david.wright@beis.gov.uk |
| Frank Horsley | D2N2 Local Enterprise Partnership | frank.horsley@d2n2lep.org |
| Jane Hutchinson | NSDC | Jane.Hutchinson@newark-sherwooddc.gov.uk |
| John Latham | University of Lincoln | jlatham@lincoln.ac.uk |
| John Robinson | NSDC | John.Robinson@newark-sherwooddc.gov.uk |
| Karen McCarthy | Benoy Ltd | Karen.McCarthy@handley-house.com |
| Karl Tupling | Homes England | karl.tupling@homesengland.gov.uk |
| Kerry Jackson | Department for Work and Pensions | kerry.jackson@dwp.gov.uk |
| Lesley Owen-Jones | National Heritage Lottery Fund | lesley.owen-jones@heritagefund.org.uk |
| Matt Hall | Department for Work and Pensions | matthew.hall1@dwp.gov.uk |
| Matt Lamb | NSDC | Matt.Lamb@newark-sherwooddc.gov.uk |
| Neil Cuttell | NSDC | Neil.Cuttell@newark-sherwooddc.gov.uk |
| | Nottinghamshire County Council | |
| Paul Gascoine | Homes England | paul.gascoine@homesengland.gov.uk |
| Robert Churchill | NSDC | robert.churchill@newark-sherwooddc.gov.uk |
| Sarah V Forgione | NSDC | Sarah.Forgione@newark-sherwooddc.gov.uk |
| Sandhya Ward | Homes England | sandhya.ward@homesengland.gov.uk |
| Sanjiv Kohli | NSDC | Sanjiv.Kohli@newark-sherwooddc.gov.uk |
| Simon Witts | Aviation 360 | simon.witts@aviation360.co.uk |
| Tim Brown | Department for Work and Pensions | tim.c.brown@dwp.gov.uk |

4 TERMS OF REFERENCE

4.1 The key functions of the Newark Towns Fund Board are to:

- i. Provide leadership and accountability for the Town Investment Plan; defining vision, shared priorities and set challenges.
- ii. Oversee development of a programme of interventions and individual business cases in a transparent, robust and ordered way to negotiate a Town Deal with the Government
- iii. Maximise visibility and promote the priorities of Newark at local, regionally, national and international levels and develop a voice for Newark with the Government
- iv. Challenge partners to increase their ambition of what can be achieved collectively, acting as advocates for the town
- v. Make decisions in terms of the Town Investment Plan and Town Deal, however Newark and Sherwood District Council as the Accountable Body will need to give approval through its own decision-making processes
- vi. Engage stakeholders through consultation programmes in the development and delivery of programmes and projects.
- vii. Ensure equality and diversity is represented on the Board to reflect the local community diversity.

5 CONDUCT

5.1 The Newark Towns Fund Board will be based on collaboration and business will be conducted in the spirit of partnership working and abide by Nolan principles. All Board Members are required to sign up to the Code of Conduct set out at Annex 1 below. All decisions will be made in accordance with the following principles:

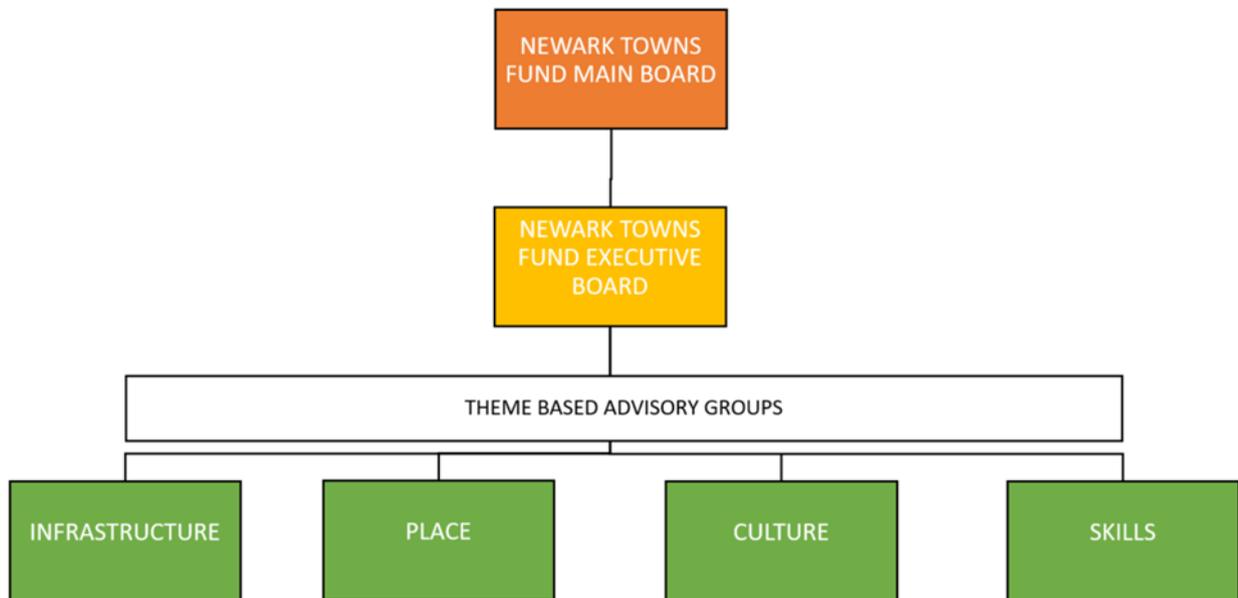
- Due consultation will be carried out where appropriate (including taking relevant professional advice from officers);
- There will be a presumption in favour of open and transparent decision making;
- There will be a clarity of aims and desired outcomes;
- All decisions will be taken as members of the Newark Town Board and not on behalf of specific organisations or areas.

5.2 Members and Substitute Members of the Newark Towns Fund Board are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as board members.

5.3 Where a Members declares an interest they will be required to leave the meeting during discussion and voting on the item, in the same circumstances that a Member of Newark & Sherwood District Council would be required to leave a meeting.

6 STRUCTURE

6.1 The structure of the Newark Towns Fund Board is as follows:



6.2 The Newark Towns Fund Main Board is made up of the Board Members and Substitute Members as detailed in Board Representatives. The Main Board is to meet once every 6 months and its purpose is to oversee strategic decisions.

6.3 The Newark Towns Fund Executive Board is made up of a maximum of eight Board Members of which at least one is from Newark and Sherwood District Council, and at least four are from the private sector. The Executive Board representatives are approved annually by the Main Board and includes one of the Co-Chairs. The purpose of the Executive Board is to drive operational and delivery decisions as delegated by the Main Board. Advisors can be invited into Executive Board meetings and decision making.

6.4 Theme Based Working Groups are made up of individual themed project groups. These groups are formulated and meet as required. The purpose of these groups are to deliver the projects identified in the Town Investment Plan and report any additional initiatives to the Executive Board.

7 MEETINGS

7.1 Newark Towns Fund Main Board

- The Board will meet on a bi-annual basis
- Meetings will include detailed discussions of matters that are of strategic importance
- Meetings will be quorate when 10 members are in attendance
- Agenda for meetings will be published on the NSDC website in advance of the meeting (allowing 5 clear working days)
- Final minutes once approved by the Board will be published on the NSDC website within 10 clear working days of the meeting
- All declarations of interest will be included in the published minutes

7.2 Newark Towns Fund Executive Board

- The Board will meet on a monthly basis
- Meetings will include detailed discussions of matters that are of operational and delivery importance
- Meetings will be quorate when 4 members are in attendance
- Agenda for meetings will be published on the NSDC website in advance of the meeting (allowing 5 clear working days)
- Final minutes once approved by the Board will be published on the NSDC website within 10 clear working days of the meeting
- All declarations of interest will be included in the published minutes

8 ACCOUNTABLE BODY

8.1 Newark and Sherwood District Council is the Accountable Body for the Town Board. The Council's S151 Officer will ensure compliance with all necessary financial regulations.

8.2 The Board Terms of Reference will be reviewed and updated annually in March each year. This is in order to review the structure of the Board as the Newark Towns Fund Board moves into the next phases of development.

ANNEX 1

Newark Town Deal Boards - Code of Conduct

As per the Towns Fund Prospectus, the Government expect that Town Deal Boards align with governance and policies of the Lead Council (Newark and Sherwood District Council). This includes whistle blowing, conflicts of interest and complaints.

Newark and Sherwood District Council expects employees and its members to adhere to the Nolan Principles of public life. Therefore, members of the Newark Towns Board, Executive Committee and Sub Boards ('The Boards') are expected to adhere to those same principles of:

1. Selflessness
2. Integrity
3. Objectivity
4. Accountability
5. Openness
6. Honesty
7. Leadership

Although the Government expects that 'The Boards' Code of Conduct must align with that of the Lead Council, there may be elements of the Lead Council's Code of Conduct that are not applicable to board members, in relation to the Newark Town board and its function.

For example, members of 'The Boards' may not necessarily be employed by the Lead Council, therefore elements from the Lead Council's Code of Conduct relating to agreed pay would not apply, as membership of the board is not a paid role. A further example would be that there is no leave allowance associated with board membership, therefore the Lead Council's leave policy would also not apply.

Members of the Newark Town Board are required to declare any interests, gifts or hospitality which they have or receive which could influence any decisions they may make as Board members.

Members of 'The Boards' are expected adhere to the latest version of the agreed 'Communications and Engagement Statement'.

If a complaint is received by 'The Boards', the matter will be referred to the Lead Council and dealt with under the Lead Council's complaints policy.

Copies of the Lead Council's applicable policies, within its own Code of Conduct can be obtained via the website www.newark-sherwooddc.gov.uk/

Failure to adhere to the Newark Town Deal Board Code of Conduct could result in removal from the Board.

Signed:

Date:

Name:

Organisation:

Appendix 2 Register of Interest

Board Member Register of Interest

To be completed by all Board Members

This Register of Interest will be published and made public on Newark and Sherwood District Council's Town Board website

| BOARD MEMBER | |
|--|---------|
| Full Name | |
| DESCRIPTION | DETAILS |
| Any body of which the Board Member is a director or officer of: | |
| Any firm of which the Board Member is a partner: | |
| Any firm or organisation of which the Board Member is an employee: | |
| Any public body of which the Board Member is an official or elected shareholder: | |
| Any company whose shares are publicly quoted in which the Board Member owns or controls more than 2% of the shares: | |
| Any company whose shares are not publicly quoted in which the Board Member owns or controls more than 10% of the shares: | |
| Any property owned by the Company or any shareholder in which the Board Member has an interest or which the Board Member occupies: | |
| Any other interest which is significant or material including any direct or indirect financial interest which may influence the Board Member's judgement on matters being considered or to be considered by the Board: | |

Appendix 3 Checklist

Outline Business Case

If required, an Outline Business Case must demonstrate the following:

1. Land required to deliver the Project is demonstrably secured or there is a process to bring all the land required under the control of the Project Lead(s), including any letters of intent with relevant landowner(s).
2. Any other sources of funding, other than Towns funding, required to deliver the project have been identified and evidenced.
3. Confirmation that the project remains in accordance with the Newark Town Investment Plan with respect to overall grant and match contribution'
4. Outputs, timings and objectives for the project, which are in accordance with the Newark Town Investment Plan (July 2020) have been identified.
5. The project has a detailed risk register which includes:
 - a. The Project Lead responsible for the project
 - b. Scored risks
 - c. Mitigations to address the risk
 - d. A new score taking mitigations into account
6. Confirmation that the project is Subsidy Control compliant.

If a project has not reached these milestones but the Project Lead wishes for the Business Case to be progressed, then it must be agreed with the Executive Board.

The Newark Towns Fund Executive Board and the Accountable Body will carry out an assessment of the Outline Business Case in line with the MHCLG guidance and report back to the Project Lead with confirmation on whether the project can progress to Full Business Case or whether there are any further requirements. Once the Outline Business Case is approved by the Newark Towns Fund Executive Board and the Accountable Body then the Executive Board will inform the Main Board of the approval and allow the Project Lead to progress the Full Business Case.

In some circumstances, where the project has already been significantly progressed, the Project Lead may make a request to the Towns Fund Executive Board that the project is fast tracked straight to a Full Business Case. Full details on the project and reasoning behind the request must be presented to the Executive Board by the Project Lead in order for a decision to be made.

Full Business Case

Any Full Business Case submitted by the Project Lead(s) must demonstrate the following :

1. Where an OBC has been approved, all milestones from the Outline Business Case have been met or are sufficiently developed.
2. Confirmation of planning permission (or that the development constitutes permitted development) or confirmation that a planning application has been submitted to the local planning authority.
3. A project plan is provided for procurement of a contractor/ developer / Management Company has completed.
4. Confirmation from the Project Lead in writing that the project will be completed in line

- with the Full Business Case, including a letter confirming the financial details from their Financial Director, or equivalent.
5. Confirmation that all funding is or will be in place with details of the sources of funding included in the Full Business Case.
 6. Confirmation that all landownership is already secured and/or legal agreements are prepared and agreed in principle for execution.
 7. The project has a detailed programme and phasing plan which identifies the start and completion elements of the project along with costs associated with each phase and outputs / outcomes that will be delivered on a quarterly basis.
 8. The project has a detailed risk register which includes:
 - a. The Project Lead responsible for the project
 - b. Scored risks
 - c. Mitigations to address the risk
 - d. A new score taking mitigations into account
 9. Confirmation that the project is Subsidy Control compliant.

The Project Leads are required to address all the points above in order to progress the Business Cases. Failure to supply this information to the Newark Towns Fund Executive Board as requested may delay approvals and recommendations to the Newark Towns Fund Main Board.

It is possible that some projects may have to submit 'Conditional Business Cases' for Board approval at the 12 month stage. Conditional Business Cases may be necessary where progress is dependent on procedures and permissions beyond the control of the project sponsors (e.g. the granting of full planning permission or other third party processes). In these cases, the qualification must be clearly stated, and an appropriate risk analysis included.

Progression of Business Cases

The Newark Towns Fund Executive Board and Accountable Body will progress the Business Cases as follows:

1. The appointed Assurer will review the business cases alongside the Accountable Body
2. The Assurer and Accountable Body will feedback any concerns / shortfalls and request additional information if required
3. Once the Business Case has been approved by the Assurer and the Accountable Body, the Accountable Body will report to the Executive Board with a recommendation on whether the Business Case can be approved, including any conditions which may be set.
4. Project Leads must be available, if invited, to attend the Executive Board and present their Business case.
5. The Executive Board will approve, reject or request additional information.
6. Following approval from the Executive Board, the Summary Document must be developed and submitted to MHCLG to release funding.
7. The Accountable Body will issue a grant offer agreement detailing the conditions of the funding and the timing of payments.
8. The Accountable Body and the Newark Towns Fund Executive Board will monitor the project as set out in the Monitoring and Evaluation Section.
9. Recovery of funds may be required when a project is not fully delivered in line with the Full Business Case.

Privacy Notice
How We Will Use Your Data

The personal information you provide will only be used by Newark and Sherwood District Council, the Data Controller, in accordance with UK Data Protection Act 2018 to undertake a statutory function. The basis for processing this information is to enable the council to undertake a public task.

Some of your personal information will be included in a public register in accordance with our statutory responsibility and this will be published on the council's website.

Your personal data will be kept in accordance with the Council's retention policy and schedule.

For further details about how your information may be used or about your rights under this legislation and any subsequent data protection legislation please read our full privacy notice on our website: <https://www.newark-sherwooddc.gov.uk/yourcouncil/privacy/> or contact the Council's Information Governance Officer on 01636 655216 or via email on freedom@nsdc.info

TOWN CENTRE PROJECTS UPDATE

1.0 Purpose of Report

1.1 To give an update on the various initiatives that are being undertaken in Newark Town Centre.

2.0 Background and Updates

2.1 Newark & Sherwood District Council (NSDC) have actively developed a number of key initiatives in Newark Town Centre to encourage prosperity and positivity. All work streams are ongoing.

2.2 Reopening High Streets Safely (RHSS) /Welcome Back Fund (WBF) – In June 2020 the Council were provided £108k for reopening the high streets safely. The fund was used to provide information, advice and guidance to retailers, to communicate to the public key messages such as the two metre rule and ‘hands, face, space’. The fund also provided resource to put in measures such as road and path closures, signage and posters. Further there was an opportunity to market a ‘shop local campaign’ and to provide an assurance standard and footfall counters. All of these component projects have been completed or are underway. In March 2021 the Government announced a further £108k titled “Welcome Back Fund” which aims to provide funding to:

- Boost tourism, improve green spaces and provide more outdoor seating areas, markets and food stall pop-ups – giving people more, safer options to reunite with friends and relatives.
- Boost the look and feel of their high streets by investing in street planting, parks, green spaces and seating areas to make high streets as beautiful and welcoming as possible.
- Run publicity campaigns and prepare to hold events like street markets and festivals to support local businesses.
- Install signage and floor markings to encourage social distancing and safety.
- Improve high streets and town centres by planting flowers or removing graffiti

Local Parish councils (with shops) and Newark Town council have been consulted for ideas of how best to use the WBF (Welcome Back Fund) alongside ideas generated by NSDC.). There is currently an activity plan being worked on which has to be submitted to the WBF (for their approval) by the end of May. This will detail proposals for how the new WBF fund will be spent between now and May 2022.

As part of the Grant Funding Agreement, Service Level agreements have been devised for the Parish and Newark Town Councils with funds to be devolved. The Parish and Newark Town Councils have submitted their ideas on how they would utilise the WBF (Welcome Back Fund) and this is currently being actioned. A project team has been established that includes Newark and Southwell Town Councils, Newark Business Club, Shop Southwell, Nottinghamshire County Council and Police.

- 2.3 Heritage Action Zone - Newark High Street Heritage Action Zone (HAZ) was awarded last year, and is now active for the period 2020 to 2024, comprising an overall budget of £550,000 (of which the Council is contributing £125,000, Historic England £275,000 and the remaining £150,000 is anticipated to come from private sector contributions). The HAZ seek to revitalise and repurpose the historic core of the town centre, and includes specific projects for improving shopfronts and tackling heritage at risk, as well as unlocking the potential for new uses within the town centre (including incentivising upper floor conversions) and providing greater connectivity of spaces. Revitalisation of its central core is essential to regenerate and enhance the historic character of the conservation area.

In support of the overall capital programme, a cultural programme of events and activities is being planned. This is funded separately (via Historic England and Arts Council England) and is promoted via a Cultural Consortium of local arts and cultural based organisations led by Inspire. This award is £90,000. Short term proposals being developed include proposals for a Family Play Day, creative workshops and events, celebrating the unique heritage of Newark's streets and supporting people to join in sharing their skills and passions with their local community. Following the feedback received from consultations undertaken at the start of 2021, which were facilitated with pilot funding as part of the wider strategy. The feedback received will enable the Consortium via its involvement, to shape the future programme plan, which although not led by primarily led by NSDC ensures that it is aligned with the councils priorities in revitalising and repurposing the historic character of the town centre.

- 2.4 Business Resilience Programme –The Council approved an allocation of £300,000 in late January 2021 to undertake a programme of specialist business support and grant funding to key sectors to adapt and grow after the pandemic. These sectors were retail, manufacturing and construction, accommodation and food and health and social care. A procurement exercise to identify the specialist supplier to deliver the support and appraise appropriate bids for financial support was started in late February 2021 and completed in April 2021. This programme has started in June 2021 and will run through to the end of 2022 with the objective of supporting over 100 local businesses, creating new jobs and safeguarding existing ones.

The procurement exercise was concluded in May 2021, with contracts awarded to 4 successful suppliers with an initial contract start date of mid May 2021. Despite initial delays, one of the sectors have commenced work with the others to commence in the next 2 to 3 weeks. A communications strategy has been developed by the NSDC communications team to ensure that information about the programme is disseminated effectively to create awareness of the programme and sign post interested businesses to the appropriate supplier.

- 2.5 High Street Diversification Fund Grant – The Council launched the HSDFG in October 2020. The fund was targeted at Independent High Street Town Centre Retailers/ Hospitality businesses across the district with a grant of £250 (to be match funded) towards investment in e-commerce. Three rounds of the process have been completed to date plus a similar round for Social Media advertising. The fund of £21k generated 228 applications of which 198 were successfully awarded the support and generated £51k for web development. Some local independent retailers did not have any online presence at all and this has enabled them to start their journey. Transactional capability was added to existing web sites and those with good web sites used the fund to conduct SEO exercises to improve them. The Social Media

fund enabled non-essential retail to spend on advertising their businesses whilst their “bricks and mortar sites” were closed during the 2021 Lockdown. The programme concluded on 30 June 2021 and an ongoing evaluation as to the success is being undertaken and will be presented to the Board at a future meeting.

- 2.6 Kickstart – This programme provides funding to employers to create six month job placements for young people aged 16-24 who have been claiming Universal Credit for a minimum of 6 months and who are at risk of long term unemployment to help them get into the job market. Grant funding covers 100% of their salary for a minimum of 25 hours per week. National Insurance costs and enrolment contributions are covered plus up to a maximum of £1500 per job placement for set up, support and training. Newark College, part of the Lincoln College Group are a Gateway Organisation who are supporting employers. Kickstart is designed as a platform for a young person to learn and make mistakes in a safe environment. The Newark DWP have reported that Newark Employers are very engaged with the Kickstart scheme.

Pre-employment interviews have been taking place at Newark College. The scheme have organised for a number of the businesses to engage in online “Meet the Employer” sessions to engage more fully with the young people resulting in positive outcomes for placements being filled. The DWP have a cohort of work coaches working with customers to encourage them onto the scheme. A 48 hour follow up has recently been introduced to determine if the young person has applied for a role and if not what extra support is needed.

- 2.7 Footfall - A procurement exercise for a footfall contract was carried out in late 2020. Proximity Futures (previously Elephant WIFI) was the successful supplier and contracts have been signed. This will enable Newark access to footfall data to influence decisions made on developments and management of the town centre. 3 Footfall cameras were installed at 3 sites namely Kirk Gate, Middle Gate and Market Place on 14 May with the ability to check the total number of visitors, new and repeat visitors on a daily, weekly or monthly basis, and peak times for visitors, dwell time and the busiest times of the day. A further 2 cameras are due to be added soon with the data from the cameras assisting with the overall programme strategy as part of the Towns Investment Plan.

As of June 2021 the data has now had a full calendar month to provide information, this has shown that there is an average of 2,835 visitors per day and that the average dwell time was 1hour 52 minutes. Further the busiest day is a Saturday and the busiest time is 12-1pm every day. Further analysis as the data matures and is comparable will be undertaken over the next few months.

2.8 Other Work Programmes

- a) A teenage market is also to be established in Newark as part of the Kickstart initiative to encourage 16 – 24 year olds to become market traders with consultations to commence in September 2021.
- b) A training course webinar for retailers is being provided by Professor Kim Cassidy of the Edge Hill University Business School on the evening of 22 July 2021.

4.0 RECOMMENDATIONS that:

- (a) Members of the Board support the ongoing initiatives that are being rolled out in the town centre; and**
- (b) Members of the Board propose any additional initiatives that may benefit the Town Centre.**

Background Papers

None

For further information please contact Joseph Coockey at joseph.cookey@newark-sherwooddc.gov.uk

Joseph Coockey
Interim Town Centre Development Manager